



CITY OF OCEANSIDE ECONOMIC DEVELOPMENT ELEMENT

GENERAL PLAN UPDATE



APRIL 2019

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CHAPTER 1

INTRODUCTION

1.1 Purpose

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.

Addressing both municipal operations and the economic dynamics of the community at large, the EDE will provide direction to all City disciplines whose functions impact the City's financial resources and influence the economic circumstances and choices of the City's residents, property owners, business owners, workers, and visitors. These City disciplines include the Economic Development Division, the Development Services Department, the Public Works Department, the Property Management Division, the Housing Division, the Parks and Recreation Division, the Water Utilities Department, and the City's public safety apparatus. The EDE will guide these disciplines in fulfilling their respective missions in a manner supportive of the City's long-term fiscal and economic health. The EDE will also facilitate collaboration among City disciplines by highlighting common objectives, encouraging information sharing, and revealing cost-saving efficiencies.

Furthermore, the EDE will assist the City Council and other decision-making bodies in assessing City regulations, programs, and assets and responding to public input, regional policies, federal and state requirements, land development proposals, funding opportunities, etc. By and large, it will be the responsibility of City staff to educate decision-makers and other stakeholders on EDE goals and policies and make recommendations for City actions consistent with these goals and policies.

Focused on the next 15 to 20 years of economic growth and change, the EDE is meant to assist the City in keeping pace with an evolving 21st century economy. The document identifies the City's competitive economic position in the region and promulgates goals and policies meant to 1) build upon the City's key assets, 2) take advantage of emerging trends, 3) mitigate those factors that continue to hamper local economic development, and 4) provide for on-course corrections as circumstances warrant.

The EDE is expected to provide critical policy direction for subsequent updates of the City's existing General Plan Elements that address land use, circulation, community facilities, environmental resources, housing, and public health and safety. Prepared in conjunction with a new Energy and Climate Action Element (ECAE), the EDE promotes the "triple bottom line," which involves balancing economic prosperity with environmental stewardship and social responsibility. Under this framework, priority is placed on those solutions that are not only cost-

effective and/or profitable but also mindful of quality of life and natural systems. An example of such a solution would be an incubator space that provides for start-up “cleantech” businesses that train and employ local residents while providing goods and services that reduce greenhouse gas emissions. The EDE encourages City staff and decision-makers to pursue outcomes that promote the long-term sustainability of the City’s economy, physical environment, and social fabric.

The overarching goal of the EDE is to grow and diversify the City’s economy in ways that lift the fortunes and enhance the well-being of all Oceanside residents.

The EDE seeks to promote a local economy that captures its share of regional business activity, employment and investment, supports the stability and expansion of existing businesses, leverages local assets to attract stable, high-quality employers, grows the local tax base to provide for more public services and amenities, and withstands economic upheaval at the state, national, and global levels. In short, the EDE seeks to broaden economic opportunity for all segments of the Oceanside population and thereby contribute to a high quality of life that is sustainable over time. While the EDE is intended to bring a degree of consistency and certainty to the decision-making process, it is also recognized as a living document that will likely require amendment as conditions and priorities evolve over time.

1.2 Key Themes

Technical research/analysis and public input revealed several key themes associated with economic development. Reflecting the concerns and aspirations of stakeholders, as well as certain economic constraints and opportunities, these themes 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

KEY THEMES

1

Quality of Life

2

Prosperity

3

Resilience

4

Collaboration

entrepreneurship, increasing the number of high-wage jobs, expanding the local tax base, and increasing the local multiplier effect.

- **Resilience** – Diversifying the local economy, facilitating workforce readiness, protecting key community assets, achieving local fiscal sustainability, anticipating economic trends, promoting smart growth, increasing energy efficiency, increasing renewable energy, and reducing waste.
- **Collaboration** – Providing consistent leadership based on a common vision of the City’s future, encouraging 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, participating more actively 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.

These themes highlight the linkage between economic development and other City priorities, including livability, environmental sustainability, transparent and inclusive governance, and social cohesion. These themes also reinforce the fact that effective, broad-based economic development requires attention not only to economic matters but also to political, social, and environmental issues. In short, economic development is not an end in and of itself (i.e., it must contribute to the overall well-being of the community), nor is it achievable without addressing the broader concerns of the people who power the local economy.



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CHAPTER 2

LOCAL SETTING

2.1 Local Setting



Oceanside Small Craft Harbor is one of many coastal attractions that draw visitors from around the world

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 is noted for its three miles of Pacific Ocean coastline, the only pier in the north county coastal area, Guajome Regional Park, Mission San Luis Rey, Oceanside Harbor – the only harbor in north county, the California Surf Museum, and events such as Día de los Muertos, Harbor Days, Ironman 70.3 Oceanside, surfing competitions, youth soccer tournaments, and the weekly Farmers Market and Sunset Market.

After decades of economic dependence on nearby Marine Corps Base Camp Pendleton, the City of Oceanside is building a broad-based local economy that accommodates a wide range of 21st century industry sectors, including sports and active lifestyle products, warehousing and distribution, biotechnology, information/communication technology, and an assortment of manufacturing opportunities. Additionally, the City is leveraging both coastal and inland assets to significantly expand its hospitality sector, with new hotels, restaurants, and other visitor-serving amenities transforming Oceanside into one of the region’s most popular tourist destinations. Meanwhile, the City’s agricultural heritage lives on in the South Morro Hills community, where both new and longstanding farming families tend to a variety of crops that include strawberries, tomatoes, avocados, citrus, grapes, cherimoyas, coffee, and ornamentals.

The City of Oceanside has emerged from the global financial and subprime mortgage crises (2007-2009) with a robust housing market, an expanding restaurant and micro-brewing industry, strong demand for light industrial space, and new mixed-use development in the Downtown District. At the same time, the City continues to experience a relatively low jobs-to-housing ratio (0.83), considerable retail leakage, and little demand for professional office space. The City has also seen minimal reinvestment in aging strip commercial centers, some of which experience relatively high turnover and vacancy rates. While these challenges are not unique to Oceanside, they are among the principal reasons the City has chosen to invest in a comprehensive and long-term economic development strategy. It is essential that the City understand how the retail and commercial office markets are evolving and what potential these markets hold for expanding business activity, employment, consumer choice, and the City’s tax base.

Expanding business activity in the City would likely create a more synergistic local economy – i.e., one in which businesses could access needed goods and services within the City, rather than having to go elsewhere to find them.

2.1.1 Economic Geography

Like many cities located on the periphery of a major metropolitan area, the City of Oceanside has developed primarily as a bedroom community for households seeking affordable single-family housing within commuting distance of regional employment opportunities. The City lies between major job centers in both San Diego and Orange counties, roughly 35 miles north of downtown San Diego and 50 miles south of the Irvine/Costa Mesa area. More proximate job centers include business/technology parks in Vista, Carlsbad, and Sorrento Valley, coastal tourist destinations from La Jolla to Laguna Beach, retail and industrial centers in San Marcos and Escondido, and civic/educational facilities throughout the North County area. As has been the case for more than 50 years, many Oceanside residents work on Camp Pendleton, as both active-duty military and civilian employees. Camp Pendleton employment is not factored into the City's job-to-housing ratio.

Within the City, the largest private employers include biotech corporations Genentech and Gilead Sciences, water systems company Hydranautics, electronics firm TE Connectivity, and sports equipment manufacturer Hobie Cat. WalMart, Home Depot, Lowe's, and Stater Brothers are among Oceanside's largest retail employers. The City's largest public employers include the City of Oceanside, Oceanside Unified School District, Tri-City Regional Medical Center, North County Transit District, and Mira Costa Community College. Home-based businesses within the City provide more than 2,100 jobs to Oceanside residents, with consultancies, contractors, and online sales being the most common businesses operating under home occupation permits.

Although the City's employment base is increasing, with expanding health care clusters along State Highway 78 and the Oceanside Boulevard corridor, emergent and light industrial parks in the heart of the City, hospitality and other visitor-serving uses concentrated in the coastal area, and a number of regional retail venues, 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.

Relatively removed from the region's major financial and administrative centers, the City has found it challenging to attract professional office uses (other than medical office). Demand for professional office space in Oceanside is further attenuated by growth in the home office sector, as the internet and other technologies allow small business owners to engage with customers and associates from virtually anywhere. It is important to note that tepid demand for professional office space is not at all unique to Oceanside; most suburban jurisdictions in the region face a similar challenge.



Like other north county cities, Oceanside has minimal demand for professional office space

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. While this is typical of commuting patterns in other cities in the region (only the City of San Diego has a majority of residents working within its municipal boundaries), the average commute for an Oceanside resident is greater than the regional average, due primarily to the City’s peripheral location. Commuting results in economic, social, and environmental costs to the City: commuting expenses reduce discretionary income that Oceanside households can spend within the local economy; lengthy commutes diminish the amount of time workers have available for family and civic engagement; and particularly when undertaken in single-occupancy private vehicles, commuting is a principal source of greenhouse gas (GHG) emissions and other forms of air pollution. While an increase in local employment opportunities would not necessarily reduce the percentage of Oceanside residents who commute elsewhere to work, an expanded employment base would augment the City’s daytime population and thereby spur greater demand for local retail, restaurant, and service businesses during the traditional work week. Moreover, expanding business activity in the City would likely create a more synergistic local economy – i.e., one in which businesses could access needed goods and services within the City, rather than having to go elsewhere to find them. Irrespective of regional commuting patterns, bringing a greater share of regional employment to Oceanside would invariably afford more options to the City’s businesses, workers, and consumers.



Providing essential commercial goods to local residents and businesses is key to reducing the City’s retail leakage

When certain retail sectors within a community cannot accommodate local consumer demand, forcing local residents to go elsewhere to meet their needs, the community is said to be experiencing retail “leakage” in these sectors. Conversely, those retail sectors within the community that not only accommodate local consumer demand but also capture demand from elsewhere are said to provide a retail “surplus” to the community. 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 it. While the City’s retail sector currently maintains a surplus in some retail sectors (e.g., grocery, building materials, hardware, lawn and garden, household products, and home appliances), the City’s residents tend to go outside of Oceanside to purchase automobiles, furniture, clothing, footwear, computer products, household furnishings, health aids, and other key consumer goods. The City’s net retail leakage is due to a variety of factors, including the absence of a regional shopping mall, the agglomeration of automobiles 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. Reducing the City's net retail leakage will likely require a broad-based strategy that, among other things, encourages new/expanded retail venues in areas readily accessible to both Oceanside residents and visitors.

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.

- The City's beaches and other coastal amenities, exceptional year-round weather, exurban ambience (fostered by the South Morro Hills area and abutting open space on Camp Pendleton and the San Luis Rey River), and relatively affordable housing combine to make Oceanside a highly desirable place to live for many prospective employers.
- These same attributes, along with venues like Mission San Luis Rey, the California Surf Museum, the Oceanside Art Museum, and the Oceanside Soccer Complex, render Oceanside an increasingly popular tourist destination. The City is a convenient and affordable vacation spot for millions of people living within a 90-minute drive, as well as residents of the nearby states of Arizona, Nevada, and Utah.
- The Oceanside Transit Center is one of the most robust transit hubs in southern California, providing rail service to downtown San Diego, Escondido, Los Angeles, and numerous points in between. Many workers residing in other transit-served communities can readily access jobs in Oceanside's downtown area. Moreover, rail service can lure transit-minded visitors to the City.
- The presence of successful health care, bio-technology, communications technology, and sports apparel/equipment operations provide a foundation for further growth in these and other supportive economic sectors.
- Oceanside's proximity to markets throughout southern California makes the City an attractive location for warehousing and distribution facilities. This is evidenced by the presence of FedEx, Coca-Cola, the San Diego Auto Auction, and similar operations.
- The relatively low cost of entry makes the City an attractive location for start-up businesses and an excellent environment for business incubator spaces and programs.



Oceanside Museum of Art is not only a visitor destination but also a resource for the local arts community



FedEx is one of several warehousing and distribution facilities in the City

- The concurrent preparation of an Energy/Climate Action Element of the General Plan provides an opportunity to identify and promote local business opportunities generated by the expanding “green” and “blue” economies.

Other key economic dynamics are addressed in a subsequent section of the EDE that outlines the findings of technical background studies undertaken to provide an empirical basis for EDE goals, policies, and action items.

2.1.2 Population/Income Distribution/Employment

Incorporated in 1888, the City of Oceanside experienced limited population growth prior to the Second World War and the founding of Marine Corps Base Camp Pendleton. In 1940, the City still had fewer than 5,000 residents and was still largely confined to the coastal area. In the 1950s and 1960s, as the regional transportation network improved and Camp Pendleton continued to expand operations, the City began to grow more rapidly; by 1970, the City was home to more than 40,000 residents. With open space and farmland in the San Luis Rey Valley and other inland areas converting to residential use, the City’s population more than trebled between 1970 and 1990, growing to nearly 130,000 residents. Spurred by new housing in the City’s northeast quadrant (e.g., Arrowood) and the Lake Calaveras area (e.g., Ocean Hills), the population increased by another 32,000 residents in the 1990s.

However, at the turn of the 21st century, most of the City’s residentially zoned land had been developed, and consequently the rate of population growth substantially declined, with the City adding fewer than 7,000 residents between 2000 and 2010. Since 2010, the City’s population growth rate has slightly increased, with new households accommodated mostly by infill housing in the City’s coastal areas and urbanized transportation corridors (e.g., Coast Highway, Mission Avenue). Although the City is expected to welcome as many as 4,000 additional residents by 2020, limited housing opportunities have resulted in a projected population growth rate that now trails both the county and state averages.

The ACS estimates the City’s population in 2017 at 176,208. The ACS puts the City’s working population at 92,123 and the unemployed population at 5,229 (which translates to an unemployment rate of 5.8 percent). Current 2018 data shows that the unemployment rate has steadily decreased in Oceanside from a high of 11.4 percent in 2010 down to 3.3 percent in September 2018. The ACS estimates 2017 median household income at \$71,609, which is somewhat lower than the countywide median (\$76,207). The adjacent cities of Vista and Carlsbad have median household incomes of \$68,130 and \$101,646,

respectively. When adjusted for inflation, real median household income in Oceanside and the San Diego region has yet to return to the peak achieved in 2007, just prior to the Great Recession.

The following table illustrates how household income is distributed in the City of Oceanside.

Income Range	Number of Households	Percentage
Less than \$10,000	2,265	3.7%
\$10,000 to \$24,999	6,004	9.9%
\$25,000 to \$49,999	12,442	20.3%
\$50,000 to \$99,999	18,327	30.0%
\$100,000 to \$149,999	11,139	18.2%
\$150,000 to \$199,999	5,921	9.7%
\$200,000 or more	5,040	8.2%

As Table 1 indicates, income distribution in Oceanside experienced significant shifts between 2015 and 2017, with households earning less than \$10,000 decreasing by more than 50 percent of households earning more than \$150,000 increasing by more than 45 percent. However, household income continues to cluster between \$50,000 and \$90,000 annually.

The 2017 federal poverty level for a four-person household is \$24,300 or less annually. The ACS estimates that nearly 11% of Oceanside households and 14% of Oceanside residents fall below the federal poverty level.

Household income is determined in large part by the types of employment generated by the regional economy and the wherewithal of residents to both qualify for and access available jobs. It is thus important to identify which employment sectors are currently furnishing jobs and, in turn, determine whether these employment sectors are expanding, contracting, or evolving in other ways.

The following table lists the employment sectors within which Oceanside residents are currently employed.

Employment Sector	Percentage
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%

Table 2 shows a significant percentage of residents employed as teachers, health care professionals, and social workers. This is consistent with regional employment in this particular sector. It also reflects the presence of a robust health care industry, several county and federal offices, four public school districts (Oceanside, Vista, Carlsbad, and Bonsall), and a community college (Mira Costa).



Growing demand by improving product development and visitor experiences are key to growing the City's hospitality sector

The percentage of Oceanside residents working in the hospitality sector is comparable to the regional percentage of hospitality workers (12.0%). This is noteworthy, given the extent to which tourism drives the regional economy. The City's relatively high percentage of hospitality workers suggests that Oceanside is leveraging its coastal location and other assets to capture a healthy share of the region's important tourism market.

The percentage of Oceanside residents employed in the retail, manufacturing, public administration, construction, and transportation/warehousing generally mirrors the regional distribution of employment in these five sectors. However, the percentage of City residents employed in professional services, finance, insurance, and real estate is lower than the regional percentage. This coincides with the limited amount of professional office space in Oceanside.

The relatively low demand for office space in Oceanside also reflects ongoing economic restructuring that encourages the service sector to concentrate in large cities (e.g., San Diego), where financial, legal, administrative, and information services have ready access to capital, advanced technology, marketing resources, networking opportunities, and high-amenity work environments. The phenomenon of globalization is another factor in the concentration of the service sector in large cities, where both corporate and independent service businesses can more easily pursue international customers, collaborators, and investors.

Relative to the regional percentage, a slightly higher percentage of Oceanside residents work in the agriculture, fishing, and mining sector. This is not surprising, given the City's coastal location and the presence of 3,200 acres of agricultural zoning in the South Morro Hills area.

According to the ACS, more than five percent of the City's workforce operates a home-based business. This statistic is generally consistent with the City's business license records, which show that Oceanside currently has roughly 2,100 home-based businesses. Known as "home occupations," home-based businesses in Oceanside include consultancies, contractors, maintenance services, cottage manufacturing, internet sales, day care, and personal instruction. In

May of 2017, there were over 2,100 licensed home occupations operating in the City.

2.1.3 Education

Oceanside students in kindergarten through 12th grade are served by the Oceanside Unified School District (OUSD), the Vista Unified School District (VUSD), the Bonsall Unified School District (BUSD), the Carlsbad Unified School District (CUSD), and a variety of parochial and secular private schools. The OUSD presently operates 16 elementary schools (three of which are located on Camp Pendleton), four middle schools, two traditional high schools (Oceanside HS and El Camino HS), one continuation high school (Ocean Shores HS), one K-8 charter school (Pacific View Charter) and one K-12 charter school (Coastal Academy). The VUSD serves Oceanside students at four elementary schools (Alamosa Park, Empresa, Mission Meadows, and Temple Heights), two middle schools (Madison and Roosevelt), and one high school (Mission Vista). The BUSD operates one elementary school in Oceanside (Bonsall West). Both the OUSD and VUSD operate adult education/ROP programs.

Based on standardized test scores, both the OUSD and the VUSD rank in the middle third of California public school districts. The BUSD ranks in the upper third.

Located in the City's Tri-City Neighborhood Planning Area, Mira Costa Community College has a current enrollment of over 10,000 students and offers a wide range of degree and certificate programs. Some of Mira Costa's most notable programs include biotechnology, information technology, hospitality, design, media arts and technologies, nursing, surgical technology, and horticulture. The community college also offers a wide range of job training programs for veterans, active duty military, military spouses, and the unemployed. For local employers and workers, Mira Costa offers professional development and technical training courses through its Technology Career Institute. Much of Mira Costa's curriculum is available through online courses.

Vocational schools in Oceanside include California Career School (trucking, security, auto repair, CNC machining), and the Healthcare Academy of California (nursing). Other vocational schools in the San Diego region include the California Institute of Arts and Technology, the Center for Employment Training, the Art Institute of California, and Advanced Training Career College. Additionally, many unions and other professional organizations in the San Diego region offer apprenticeship programs.

The San Diego region is home to the many institutions of higher learning: the University of California at San Diego, San Diego State University, California State University San Marcos, the University of



A major employer, Mira Costa Community College contributes greatly to local workforce education

San Diego, California Western Law School, NewSchool of Architecture and Design, National University, Point Loma Nazarene University, and six community colleges (including Mira Costa).

The 2015 ACS estimates that roughly 86 percent of Oceanside residents over the age of 18 have earned a high school diploma. Among Oceanside residents between the ages of 18 and 24, more than 46 percent have completed some college coursework. Among Oceanside residents over the age of 25, about 14 percent do not have a high school diploma, 26 percent have completed some college coursework, 12 percent have earned an associate’s degree, 27 percent have earned a bachelor’s degree, and another nine percent have earned a graduate degree.

The following table shows how the educational attainment of Oceanside residents correlates with their individual income.

TABLE 3: EDUCATIONAL ATTAINMENT AND INDIVIDUAL INCOME (2015 ESTIMATE)	
No high school diploma	\$21,062
High school graduate	\$29,652
Some college or associate’s degree	\$36,954
Bachelor’s degree	\$50,241
Graduate degree	\$66,806

As illustrated in Table 3, on average, Oceanside residents with a graduate degree earn more than three times that of residents without a high school diploma. This income disparity among Oceanside residents is actually significantly lower than the national average, which shows that workers with graduate degrees typically earn more than six times the income of those without high school diplomas.

Figures from the Bureau of Labor Statistics indicate that, at the national level, educational attainment not only correlates with individual income but also with employment rates.

Employment among workers with at least some college education typically exceeds the national employment rate, while employment among workers with no college education typically falls below the national employment rate.

While the high school graduation rate among Oceanside residents is comparable to the regional high school graduation rate, overall educational attainment among Oceanside residents currently falls below that of the region as a whole. According to the 2015 ACS, more than 35 percent of San Diego county residents hold at least a bachelor’s degree, and nearly 14 percent hold a post-graduate degree.

The percentages of college graduates living in the neighboring cities of Solana Beach (64%), Encinitas (59%), Carlsbad (55%), San Marcos (30%), Escondido (22%), and Vista (19%) reveal that educational attainment varies widely among north county jurisdictions. Not surprisingly, comparative educational attainment in these jurisdictions generally aligns with comparable median household income.

2.1.4 Land Use

Once confined largely to the coastal area between the San Luis Rey River and Buena Vista Lagoon, the City of Oceanside now extends as much as ten miles eastward along three key transportation corridors: Highway 76/Mission Avenue, Oceanside Boulevard, and Highway 78. Today, more than 75 percent of the City's developed land lies inland of Interstate 5. While much of Oceanside is quintessentially suburban – characterized by single-family neighborhoods and commercial strip centers – the City also includes pockets of higher-density attached housing, several industrial areas, an increasingly urbanized downtown district and coastal zone, more than 3,000 acres of farmland, and extensive open space within its principal watersheds (the San Luis Rey River, Loma Alta Creek, and Buena Vista Lagoon). With some exceptions, the intensity of land use correlates with proximity to major transportation corridors; the most intense land use patterns are generally concentrated along Coast Highway, Mission Avenue, and Highway 78.

2.1.4.1 Commercial/Industrial Corridors

The Highway 76/Mission Avenue corridor features a variety of residential environments (single-family neighborhoods, condominium communities, mobile home parks, and garden style apartment complexes), several strip commercial centers, an industrial park, and the South Morro Hills agricultural area. Other noteworthy land uses within the Highway 76/Mission Avenue corridor include the Oceanside Municipal Airport, Mission San Luis Rey, Guajome Regional Park, the Rosicrucian Fellowship, and the Prince of Peace Abbey.

The Oceanside Boulevard corridor features numerous strip commercial centers as well as the vast majority of the City's industrial land. In total, there are more than 826 acres of industrial zoning in this 7.5-mile corridor. Another important land use in the Oceanside Boulevard corridor is El Corazon Park, which currently accommodates a senior center and a youth soccer complex operated by San Diego Surf Cup. The El Corazon Specific Plan calls for the development of a wide variety of recreational facilities, retail and hospitality uses, and as many as 336 housing units. Perched above the Oceanside Boulevard corridor are several single-family neighborhoods (e.g., Fire Mountain, Loma Alta, Henie Hills, Temple Heights) and a limited amount of attached housing.

The Highway 78 corridor features several strip commercial centers, a cluster of facilities anchored by Tri-City Hospital, and some professional office uses. Other notable land uses in the Highway 78 corridor include Mira Costa College, El Camino Country Club, and iFly Indoor Skydiving. The Highway 78 also includes a significant inventory of attached rental housing units.



Many of the City's strip commercial centers are developed well below allowable FARs and building heights

For generations, Coast Highway served as the City’s principal commercial corridor, accommodating community and visitor-serving retail, restaurants, lodging, and a limited amount of professional office uses. As the City expanded inland, commercial uses on Coast Highway struggled to compete with newer commercial strip centers along Mission Avenue, Oceanside Boulevard, and Highway 78. Automobile dealerships on Coast Highway also struggled to compete with automobile sales centers like Car Country Carlsbad. Consequently, Coast Highway experienced significant decline beginning in the 1970s and continuing through much of the 1990s.



The revitalization of Coast Highway has mostly involved the adaptive reuse of existing buildings

Adopted in 2009, the Coast Highway Vision and Strategic Plan (Vision Plan) promoted the transformation of the corridor into a vibrant mixed-use pedestrian-oriented environment that accommodated new residential uses as well as expanded commercial amenities for both residents and visitors. New housing in the corridor is expected to strengthen the market for both existing and new community-serving commercial uses. At the same time, new lodging and other visitor-serving uses are expected to better leverage the corridor’s coastal location to create a first-rate tourist destination. To implement the Vision Plan, the City is currently pursuing “complete street” roadway improvements and a variety of zoning incentives designed to attract new investment in the corridor. Additionally, the City is updating its 30 year-old Local Coastal Program (LCP) to ensure that coastal policies align with the City’s evolving economic development and environmental sustainability goals.

The corridor includes the City’s downtown district, which is now in the midst of a dramatic resurgence brought about by new hotels and other visitor-serving uses, mixed-use development, new public amenities on the beachfront, and popular uses like the Sunset Market. Coast Highway and the downtown district are becoming the City’s dynamic urban core, providing an amenity-rich, transit-serving environment that offers high-quality housing, a wide range of commercial services, and abundant entertainment and recreational opportunities.

2.1.4.2 South Morro Hills



South Morro Hills is best known as the home to local producers of citrus fruits, avocados, vegetables, flowers, palm trees, and strawberries

Situated in the northwest corner of the City, adjacent to the unincorporated rural communities of Fallbrook and Bonsall, the South Morro Hills area includes more than 3,200 contiguous acres of farmland, much of which is designated as either unique farmland or farmland of statewide significance. South Morro Hills produces ornamentals, avocados, strawberries, tomatoes, herbs, wine grapes, coffee, and a variety of other crops. The area accommodates both large-scale commercial farming operations as well as smaller and mostly avocational farming enterprises. South Morro Hills also provides for a limited amount of housing, allowing a maximum density

of one dwelling unit per 2.5 acres, which is the minimum allowable lot size under current zoning standards.

Large-scale farming operations in South Morro Hills face challenging market conditions, high labor and water costs, and regulatory constraints that impact the profitability and long-term viability of commercial agriculture. At the same time, high demand for housing in the San Diego region places intense development pressure on South Morro Hills. In an effort to preserve agriculture in South Morro Hills and direct new development to the City's already urbanized areas, a grassroots group of residents and business owners have initiated an effort to promote tourism-oriented uses that can supplement farming income and create synergies between agriculture and other local businesses, including restaurants, hotels, and other visitor-serving uses. In concert with the effort to promote "agritourism" in South Morro Hills, the City is considering policies and strategies that promote local food sourcing, urban agriculture, and community gardening.

Agritourism is defined as any business conducted by a farmer for the enjoyment or education of the public to promote the products of the farm and to generate additional farm income.

2.1.4.3 Development Opportunities/Constraints

The City of Oceanside is at a transitional point in its 130-year history, in terms of how future growth will be accommodated. After four decades of rapid and expansive growth, 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.

Although the City's population and housing growth have been accompanied by the development of neighborhood and community-serving retail centers, business and industrial parks, and professional office space, the vast majority of Oceanside's developed land area is occupied by residential use.

Approximately 38% of the City's developable land area is devoted exclusively to housing, while only 10% of the City's developable land area is reserved for commercial and industrial uses. Approximately 26% of the City's land area is currently occupied by institutional uses, which include government facilities, schools, churches, parks, and other public and semi-public venues.

Large-scale figures revealing the extent to which the City is dominated by residential zoning can be found in the Appendix.

The City's current inventory of vacant developable industrial land amounts to approximately 40 acres, most of which is located in the Oceanside Boulevard corridor.

In the Oceanside Boulevard corridor, the 652 acres of light industrial land comprising the Rancho del Oro Business and Technology Park, the Ocean Ranch Business Park, and the Pacific Coast Business Park are now almost entirely developed, as are the 176 acres of light industrial land in the Peacock neighborhood area, including the Oceanside Commerce Center and Vista Business Park, between Oceanside Boulevard and North Avenue near the City's eastern boundary. The same is true of the 68 acres of general and light industrial land that straddle Industry Street between Hoover Street and El Camino Real.

In the Mission Avenue/Highway 76 corridor, the 99 acres that comprise the Oceanside Industrial Park are fully developed, as are the light industrial properties that surround the Oceanside Municipal Airport. The 37 acres of general industrial land on the north side of the San Luis Rey River to the west of Benet Road have long accommodated vehicle salvage operations. Farther inland, on the south side of North River Road, 105 acres of land designated for light industrial use now accommodate the San Diego Auto Auction, an RV storage facility, and two properties that have historically been utilized for agricultural activities.

The City has identified those industrially-zoned properties in Oceanside that appear to have the greatest potential for redevelopment, based on their relatively low assessed land value. These properties are distributed throughout the City, with concentrations generally north and south of the San Luis Rey River Trail within the Mission Avenue Employment corridor, and north of Downs Street within the Oceanside Boulevard Employment corridor.

Large-scale figures illustrating the remaining vacant developable industrial land in Oceanside can be found in the Appendix. The majority of this land is found mostly in the Oceanside Boulevard Employment corridor and Mission Avenue Employment corridor.



Prominent business parks within Oceanside

More than half of the City's remaining inventory of vacant developable commercial land is concentrated on a 94-acre site north of Highway 76 and east of Foussat Road. Once operated as a multi-screen drive-in movie theater, this site has been approved for retail use. However, there is interest in amending the current approval to allow for lateral mixed-use development that would include several hundred small-lot single-family homes. Other noteworthy vacant sites are located north of Crouch Street and south of Oceanside Boulevard, along the Coast Highway Employment Corridor, west of Thunder Drive and south of Highway 78, and at the southeastern corner of Oceanside Boulevard and Melrose Drive.

In addition to vacant commercial sites, the City has many underutilized commercial sites that have high potential for redevelopment. To identify underutilized sites, the City has analyzed assessed property values (per square foot) and calculated existing floor area ratios (FARs). Properties with relatively low assessed value and existing FAR below 0.20 are considered to have high potential for redevelopment. Of course, not all of these properties can be expected to redevelop within the planning horizon. In recognition of this fact, a 30-percent reduction factor has been applied to the total inventory of underutilized commercial properties, resulting in an estimated inventory of underutilized commercial land of 277 acres.

Large-scale figures illustrating the City's inventory of commercial land with high redevelopment potential can be found in the Appendix. Most of this land is situated within the Oceanside Boulevard Corridor and along Coast Highway.

The lack of vacant developable employment land has emerged as one of the City's biggest challenges to expanding and diversifying the local economy.

In light of a declining supply of employment land, the EDE includes a number of goals, policies, and action items that work together to achieve the following:

- Development of highly-constrained commercial/industrial properties;
- Retention and attraction of high-density commercial/industrial uses;
- Preservation of existing commercial/industrial space for commercial/industrial uses;
- Efficient (re)development of commercial/industrial properties;
- Greater compatibility and synergy between businesses located in proximity to one another;
- Greater flexibility in commercial and industrial land use standards; and
- Greater flexibility in home occupation standards.

These goals, policies, and action items reflect a willingness to identify and implement creative approaches to supporting existing businesses, attracting new businesses, and augmenting both the quantity and quality of jobs in Oceanside.

2.1.5 Transportation Network

The City's transportation network has been shaped by a number of factors: the City's sprawling, suburban development pattern, defining topographic and hydrologic features, three regional roadways, and two railroads. From a transportation standpoint, Oceanside is arguably one of the most connected suburban municipalities in southern California; Interstate 5 and the LOSSAN corridor link the City to southern portions of San Diego County and the Los Angeles-Long Beach-Anaheim Metropolitan Area, while Highway 76, Highway 78, and NCTD's Sprinter rail line link the City to the Interstate 15 corridor and other inland areas. Additionally, the City is accessible to the general aviation community through the Oceanside Municipal Airport and the recreational boating community through the Oceanside Small Craft Harbor.

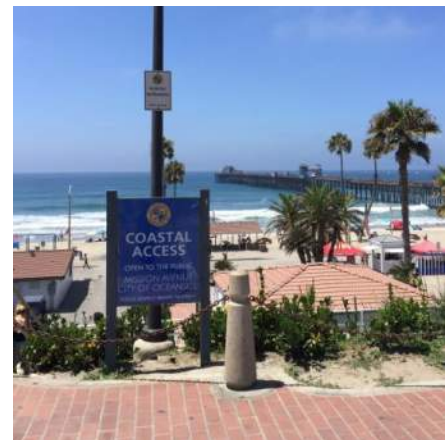
Convenient, cost-effective, and multi-modal access to employment areas is essential to economic development; regional economic competitiveness greatly depends upon the ability of employers, trading partners, workers, and customers to both access and traverse the City with relative ease and at reasonable cost. Additionally, the City's potential as a tourist destination is contingent in large part on its accessibility to potential visitors. The role of mobility in the City's economic development is addressed in the goals, policies, and action items of the EDE.

2.1.5.1 Roadways

Major local roadways include Coast Highway, Mission Avenue, Oceanside Boulevard, Vista Way, El Camino Real, and College Boulevard. All of these roadways connect to adjacent jurisdictions, accommodate a wide range of employment uses, adjoin residential areas, and benefit from some form of public transportation. Together, these roadways form a loose grid pattern, creating linkages between Interstate 5 and Highways 76 and 78. Most of the City's major commercial areas are situated where these roadways intersect (e.g., Oceanside Boulevard and College Boulevard, Vista Way and El Camino Real).

While stakeholders generally recognize the City's roadway network as an asset, they are also keenly aware of its shortcomings. Many stakeholders identify traffic congestion and the lack of roadway connectivity as key obstacles to economic development in Oceanside. Listed below are the most frequent traffic-related concerns voiced by stakeholders in response to EDE-related public outreach:

- Increasing traffic on Interstate 5 is resulting in longer commute times for Oceanside residents, many of whom work in southern portions of San Diego County.



Improved public access to the City's coastline will benefit the hospitality sector

- Access to central portions of the City, including job centers in the Ivey Ranch/Rancho del Oro area, is constrained by the lack of an interchange at Rancho del Oro Road and Highway 78. An interchange at this location would likely reduce traffic congestion on both Oceanside Boulevard and College Boulevard and El Camino Real.
- At-grade crossings and limited lane capacity contribute to significant delays on Highway 76, which is a key conduit for both workers and visitors who reside in the Inland Empire.
- Highway 78 experiences significant peak-hour traffic congestion, extending commute times for Oceanside residents working in the Highway 78 and Interstate 15 corridors.
- Portions of the City north of the San Luis Rey River (e.g., South Morro Hills) lack roadway connectivity with the rest of the City, with the Douglas Drive and College Boulevard bridges being the only means of crossing the river.

The City's Circulation Element, updated in 2012, establishes Level of Service (LOS) D as the minimum peak period standard for Oceanside's major roadways. As of 2017, the following roadway segments and intersections were performing below LOS D:

Roadway Segments

- Highway 76 between Melrose Drive and the City's eastern boundary
- Oceanside Boulevard between Interstate 5 and El Camino Real
- College Boulevard between Olive Avenue and Old Grove Road
- Coast Highway between Wisconsin Avenue and Oceanside Boulevard
- Lake Boulevard between Thunder and Sundown Lane
- Vista Way between Coast Highway and Interstate 5
- Vista Way immediately east of College Boulevard

Intersections

- Mission Avenue and I-5 Southbound Ramps
- Oceanside Boulevard and I-5 Northbound & Southbound Ramps
- Oceanside Boulevard and Crouch Street
- SR76 and Foussat Road
- El Camino Real and Oceanside Boulevard
- Douglas Drive and El Camino Real
- College Boulevard and Oceanside Boulevard

To address these sub-standard conditions, the Circulation Element calls for a variety of roadway improvements (e.g., additional lane capacity) as well as the implementation of a Traffic Management

Center (TMC) that includes real-time video display of key roadway segments and intersections and a centralized system for optimization of traffic signal timing. However, funding for the expansion of the City’s roadway infrastructure is limited, as is funding for full staffing of the TMC. Additionally, there is often insufficient public right-of-way for additional lane capacity, etc. Thus, to some degree, traffic congestion on local roadways will continue to be an issue for the foreseeable future.

San Diego Forward: The Regional Plan prioritizes a number of roadway improvements in Oceanside, including additional lane capacity on both Interstate 5 and Highway 78. However, The Regional Plan does not prioritize improvements to Highway 76, nor has the California Department of Transportation (CalTrans).

In accordance with the **Coast Highway Vision and Strategic Plan**, the City is exploring a variety of “complete street” improvements on Coast Highway, including reducing the Highway to one lane in each direction, installing roundabouts at key intersections, adding bicycle lanes, and improving pedestrian facilities. It is anticipated that such improvements will contribute to a greater sense of place within the Coast Highway corridor, creating demand for new housing as well as new community and visitor-serving commercial uses.

2.1.5.2 Public Transit

Oceanside is home to one of the busiest transit hubs in southern California – the Oceanside Transit Center (OTC). The OTC accommodates passenger rail service operated by Amtrak, Metrolink, and the North County Transit District (NCTD) as well as NCTD’s “Breeze” bus service. Located in the City’s downtown area, the OTC is the southern terminus of the Metrolink Orange County Line, the northern terminus of the NCTD Coaster, and the western terminus of the NCTD Sprinter.

Amtrak’s Pacific Surfliner provides service between San Diego and San Luis Obispo, with multiple stops in the counties of Orange, Los Angeles, Ventura, and Santa Barbara. While the Surfliner is utilized by some commuters, including Metrolink and Coaster monthly pass-holders who can ride the Surfliner at no extra charge, this rail service is mostly patronized by vacationers and other destination travelers. The Surfliner is thus a key means of bringing tourists to Oceanside – from international visitors to “weekenders” who reside in other parts of southern California.

NCTD’s Sprinter rail service provides half-hour headways between Oceanside and Escondido. There are seven Sprinter stations in Oceanside, six of which are situated in the Oceanside Boulevard Corridor. The Regional Smart Growth Concept Map, prepared by



Improved public transit makes Oceanside a more accessible and attractive locale for prospective employers and visitors

SANDAG, designates the quarter-mile radius around each of the seven Sprinter stations as Smart Growth Opportunity Areas (SGOAs), where transit-oriented development and multi-modal transportation options are to be encouraged. Sprinter service is expected to increase once NCTD has completed double-tracking of the railroad.

As of 2017, NCTD’s Breeze bus service operates twelve bus routes within Oceanside, including service to Tri-City Hospital, Camp Pendleton, Carlsbad, Encinitas, and UC San Diego. In addition to connecting residents to coastal rail service, the Breeze serves most of the Sprinter stations in the City. The most utilized bus route in the NCTD system is the Breeze 303, which connects the OTC to the Vista Transit Center through the Highway 76/Mission Avenue corridor. The Riverside Transit Agency (RTA) CommuterLink Route 202 also connects the Oceanside Transit Center to Murrieta and Temecula.

While Oceanside enjoys relatively robust transit service for a suburban jurisdiction, many Oceanside residents still do not have convenient access to public transit. This is due in large part to the City’s diffuse development patterns, which often do not generate enough ridership to make transit service economically feasible. Indeed, NCTD has cut back Breeze bus service in recent years, due to diminishing ridership in a number of areas. The City’s topography presents another challenge, with steep hillsides dissuading many potential transit riders from accessing nearby transit service on foot.

2.1.5.3 Pedestrian and Bicycle Facilities

Oceanside is relatively well-served by pedestrian and bicycle facilities, and the City is making a concerted effort to improve these facilities to make active transportation a more viable and appealing option for residents, workers, and visitors.

The City adopted a Bicycle Master Plan in 2018 and a Pedestrian Master Plan in 2009. These master plans identify opportunities for expansion of the City’s active transportation infrastructure. A principal goal of these master plans is to improve the connectivity of the City’s pedestrian and bicycle facilities, particularly in those areas most conducive to walking and biking (e.g., the coastal zone, transit-oriented areas).

The San Luis Rey River Trail and the Coastal Rail Trail are two of the City’s most important recreational amenities. These facilities draw cyclists from throughout the region, many of whom patronize local restaurants and other commercial venues. Under the auspices of SANDAG, the Inland Rail Trail is expected to ultimately provide both pedestrians and cyclists with a dedicated, contiguous route between Oceanside and Escondido along the Sprinter rail line.



The San Luis Rey River Trail is one of the City’s most prized recreational amenities

In 2017, Oceanside received the Silver Award from the League of American Bicyclists as a “Bicycle Friendly Community.” Valid for four years, the Silver Award is an upgrade from the Bronze Award the City earned in 2014. This award contributes to the City’s reputation as an active lifestyle community and raises its profile with the cycling community.

Whether utilized for practical or recreational purposes, pedestrian and bicycle facilities contribute to quality of life, which is a key theme of the EDE. It is understood that safe, convenient, and scenic pedestrian and bicycle facilities help to make Oceanside a more livable and inviting community for prospective employers, workers, and visitors.

2.1.6 Housing and Homelessness

Like many cities situated on the periphery of major metropolitan areas, Oceanside has historically provided relatively affordable housing for families whose working members typically commute to job centers elsewhere in the region. As previously noted, the preponderance of developed land in Oceanside is dedicated to residential use. However, little vacant land remains available for new housing, and future housing growth is expected to be accommodated primarily through infill and redevelopment in the City’s already urbanized areas.

The statistics cited below reflect the state of housing in Oceanside in 2017. It is understood that the housing market is dynamic and that future housing trends are difficult to predict. Thus, these statistics should be viewed as a baseline from which to measure future change.

Nearly two-thirds of the City’s current housing stock is comprised of detached single-family homes and attached two-unit “twin homes.” Higher density attached housing (both for-sale and rental) makes up roughly 30 percent of the City’s housing stock. Mobile homes comprise just under five percent (5%) of the City’s total housing supply, with many mobile home parks subject to local rent control.

More than two-thirds of the City’s housing stock was constructed between 1970 and 1999, with new housing since 2000 accounting for just over 10 percent of City’s total housing supply. These figures demonstrate that housing growth in Oceanside has slowed dramatically since the start of the 21st century.

It is thus not surprising that the City faces strong pressure to allow increased residential densities as well as residential development on properties not currently designated for residential use.

Indicative of the strong demand for new housing in the San Diego region, Oceanside maintains a very low vacancy rate in both its for-sale and rental housing stock (roughly two percent and four percent, respectively).

Of the City's roughly 66,000 housing units, roughly 54 percent are owner-occupied. This figure is slightly above the regional average (52%). The percentage of owner-occupied housing units in the adjacent cities of Carlsbad and Vista is 63 and 48 percent, respectively.

The median value for housing in Oceanside as of 2018 is approximately \$533,000, which is significantly below the regional average (roughly \$589,000). Nearly half of the City's for-sale housing stock is valued between \$300,000 and \$499,000. The cost of housing varies significantly based on location, with coastal housing often being more than twice as expensive as comparable housing in eastern portions of the City.

More than 45 percent of Oceanside households pay more than 30 percent of their gross monthly income toward the cost of housing. The U.S. Department of Housing and Urban Development (HUD) considers households with housing costs in excess of 30 percent of their gross monthly incomes as "cost burdened," as such household may have difficulty paying for non-housing needs such as food, clothing, transportation, childcare, and medical services.

Many stakeholders perceive additional housing as placing fiscal burdens on the City and reducing the land supply available for employment uses. Others view housing growth as integral to the City's long-term economic stability, citing the need to accommodate an expanding workforce. Subsequent sections of the EDE examine how housing both contributes to municipal revenue and creates demand for municipal facilities and services.

In January 2018, the San Diego Regional Task Force on the Homeless conducted its annual point-in-time survey of homeless individuals in San Diego County. The survey identified a total of 8,576 homeless persons within the region, roughly 60 percent of whom were unsheltered. According to the survey, nearly 60 percent of the region's total homeless population resides in the City of San Diego. The cities of Oceanside, Escondido, and Vista accommodate most of the homeless population in the north county area, with each of these cities having roughly six percent of the region's homeless population. Together, the other north county cities of Carlsbad, Encinitas, Solana Beach, Del Mar, and San Marcos accommodate less than 10 percent of the total homeless population in the San Diego region.

Many stakeholders perceive Oceanside as being burdened with an inordinate share of the region's homeless population. There is a common perception that the City's beaches and watersheds invite homeless individuals from other areas and that access to public transit and social services further incite the homeless to come to Oceanside. A significant number of stakeholders feel that the conspicuousness of the homeless population in the City's downtown area and other gateway locations taints the City's image and impedes economic development.

It is true that Oceanside accommodates significantly more homeless persons than other north county coastal cities, and that the City's homeless population as a percentage of its overall population is higher than the regional average (only the cities of San Diego, Escondido, Vista, and National City accommodate higher percentages of homeless persons relative to their total populations).

The City has undertaken a variety of efforts to address homelessness, some of which involve collaboration with other cities in the area. The Oceanside Police Department (OPD) operates a homeless outreach program that actively works to connect homeless individuals with social services and housing options. In 2017, the City's Homeless Outreach Team (HOT) made over 1,600 contacts with homeless individuals, providing over 400 individuals with transportation to social services and helping nearly 300 individuals access food, clothing, and shelter. The City's Housing Division administers the Federal Section 8 rental assistance program, which provides housing subsidies to very low income households. In 2017, the Housing Division provided subsidies to approximately 1,450 households.

By focusing future housing growth in already urbanized areas, the City will not only preserve open space, promote air quality, reduce energy consumption, and reduce greenhouse gas emissions, but also contain the cost of infrastructure and public services, increase the customer base for existing commercial uses, encourage active transportation, enhance the viability of public transit, provide for diverse, and mixed-income neighborhoods, and create a stronger sense of place and community. All of these benefits are expected to contribute to the City's long term fiscal and economic health.

2.1.7 Public Revenue

A principal goal of the EDE is to increase the City's tax base in order to maintain and enhance public services for Oceanside residents. The City's general fund provides for public safety services, street maintenance, recreational facilities and programs, libraries, code enforcement, and other services that promote quality of life and a sense of community.

The City is expected to generate approximately \$144.8M in revenue in Fiscal Year 2017-18, offsetting projected expenditures of roughly \$143.6M. The relatively small amount of projected surplus revenue reflects the City's challenge in providing adequate public services within a highly constrained budget.

Like most cities in California, Oceanside relies heavily on property taxes to fund municipal facilities and services. Forty percent of the City's revenues come from property taxes, most of which is generated by the residential sector. Per capita property tax revenue in Oceanside is roughly \$353, which is slightly lower than the regional average

The City is thus motivated to maintain existing surpluses in certain retail sales categories, reduce overall retail sales leakage, and attract uses that generate relatively high sales tax revenue (e.g., auto dealerships).

(\$380). While the City has benefitted from increasing property values in recent years, property tax revenue took several years to recover from the Great Recession; the City’s property tax base did not return to 2008 levels until 2015. Given the City’s reliance on property tax revenue, any future downturn in property values would have significant adverse impact on the City’s financial resources.

Sales and use taxes also make up a significant share of the City’s revenue, funding roughly 16 percent of the City’s general fund budget. Sales tax revenue is generated primarily through retail sales. Per-capita sale tax revenue in Oceanside is \$117, which is significantly lower than the San Diego regional average of \$178.

With the Internet affording consumers an increasingly wide range of online shopping opportunities, local and state governments are losing sales tax revenue that would otherwise be generated by brick-and-mortar retail and service establishments. Oceanside is no exception; the City is experiencing flat sales tax revenue and tepid demand for retail space. Additionally, the growth of the so-called “peer-to-peer” or “sharing” economy, characterized by informal transactions between independent parties, continues to dampen demand for traditional retail and service venues. The EDE includes goals, policies, and action items intended to prepare the City for ongoing fundamental change in the retail market.



Oceanfront hotel development will catalyze Oceanside’s growing economy

The City’s eleven percent (10% transit occupancy tax (TOT) plus 1.5% tourist marketing district (TMD)), assessed on hotels rooms and short-term vacation rentals, accounts for five percent of municipal revenue. In recent years, the City has redoubled its efforts to identify short-term rental operations that have not registered with the City’s Business License Division. Despite these efforts, it is likely that a significant percentage of short-term rental operations still do not pay TOT. With the advent of online vacation rental services (e.g., AirBNB, FlipKey, VRBO), the global short-term rental market has experienced enormous growth over the past decade. In Oceanside, this growth is evidenced by new beachfront housing built to serve as vacation rentals, as well as the conversion of long-term rental units and second homes to short-term lodging. Once largely a coastal phenomenon, short-term rental is now prevalent in many of the City’s inland neighborhoods. As the short-term rental market continues to grow, it becomes increasingly important for the City to pursue state-of-the-art ways to monitor short-term rental operations and enforce applicable requirements.

Another notable revenue source is the use of money and property, which currently accounts for four percent (4%) of the City’s general fund budget. The City owns several properties that are leased to various business interests (e.g., the San Diego Auto Auction, Hobie Cat, Petite Madeline). The City also rents space at City Hall and other City-owned venues for events (e.g., the El Corazon Senior Center is available as a wedding and banquet venue). In many cases, revenue



from rental of event space provides little more than cost recovery. Revenue from leased space and boat slip rental in the Oceanside Small Craft Harbor supports maintenance of existing facilities, new improvements, and harbor-specific lifeguard and police services.

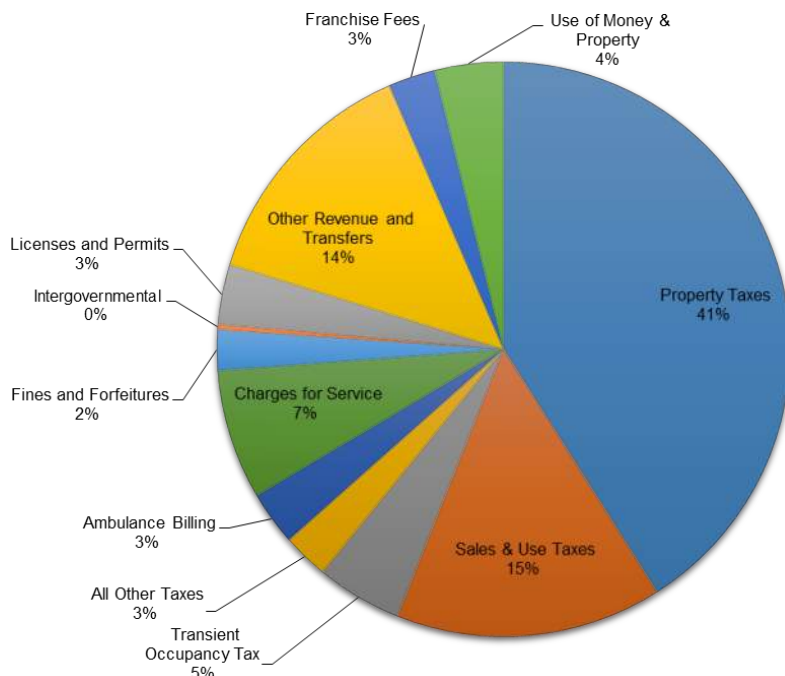
The City collects various impact fees on new development, consistent with the California Fee Mitigation Act. Impact fees fund the expansion of park space, public facilities, drainage facilities, and local roadways to address increased demand occasioned by population and employment growth. When new development results in specific deficiencies in public facilities (e.g., inadequate water supply or sewer capacity), the City can require that these deficiencies be mitigated through physical improvements or in-lieu fees. Standard impact fees typically do not offset the full cost of expanded facilities. Moreover, these fees do not defray the cost of public services provided to development over time (e.g., police and fire service, code enforcement, water/sewer line replacement, roadway repairs). The EDE establishes the goal of ensuring that new development has neutral or net positive fiscal impacts on the City. In some cases, meeting this goal will require creative public financing strategies.



In addition to a senior center, El Corazon includes a regional youth soccer facility that brings thousands of competitors and their families to Oceanside each year

Other revenue sources include service fees (7%), franchise fees (3%), licenses and permits (3%), and fines and forfeitures (2%). The City assesses fees for business licenses, parking permits, the processing of land entitlement applications, grading and building permits, and other required City approvals. The City collects franchise fees from Waste Management of North County, SDG&E, Southern California Gas, Cox, AT&T, and Kinder Morgan. Parking citations make up the bulk of revenue from fines and forfeitures.

Figure 1: City of Oceanside General Fund Budget 2017-18



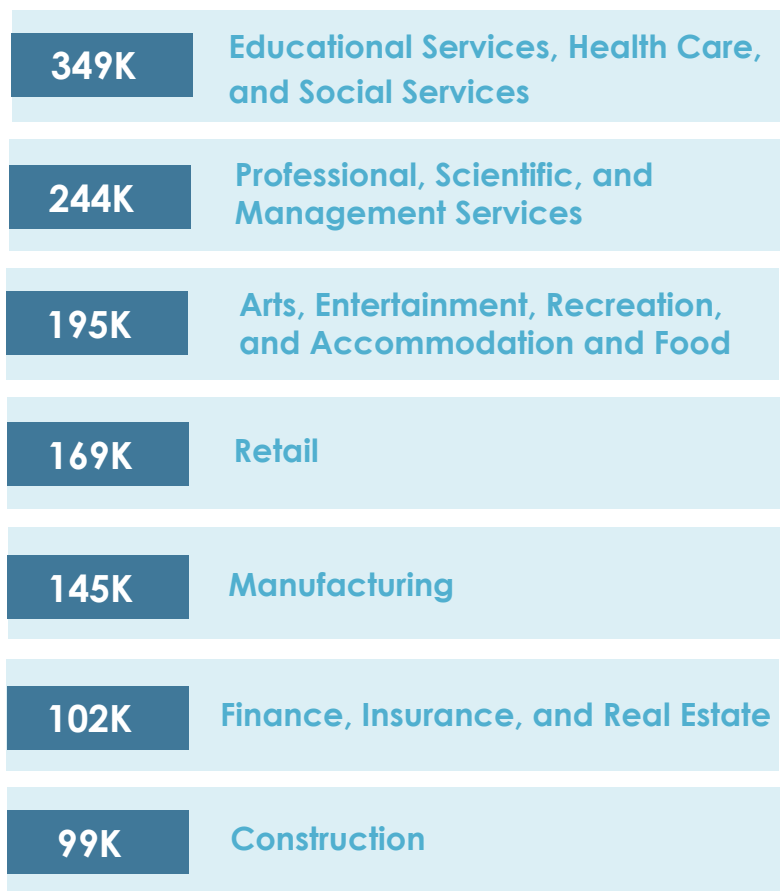
CHAPTER 3

REGIONAL SETTING

3.1 Regional Setting

The San Diego region is recognized as a popular tourist destination with a strong military and defense industry presence, reputable universities and other institutions of higher education, world-class research and development facilities, exceptional health care services, a robust information and communications technology (ICT) sector, and a significant maritime industry. Roughly 12 percent of workers in the region are employed in high-tech industries, a larger share than in all but 10 of the nation’s metro areas. The military employs a little more than 100,000 people in uniformed ranks in the San Diego region, which is more than half the active-duty population in California.

The list below includes the seven largest economic sectors in the San Diego region, in terms of employment, as identified by the 2017 American Community Survey (ACS). Employment estimates are shown in parentheses.



Total annual employment growth in the region is forecasted to grow at roughly one percent (1%) through 2020. The fastest growing

economic sectors in the region in recent years have been education and healthcare, leisure and hospitality, professional and business services, and construction.

Export-oriented industry clusters are essential to regional employment and wealth generation, as they foster collaboration and the exchange of ideas as well as healthy competition that spurs innovation and productivity. SANDAG has identified 13 key traded industry clusters in the San Diego region. These clusters currently account for 25 percent of regional employment. These clusters, with associated employment and average wages, are listed below in Table 4.

TABLE 4: INDUSTRY CLUSTER IN THE SAN DIEGO REGION (2015 SANDAG ESTIMATE)

Cluster	Workers	Real Wages
Entertainment/Hospitality	167,908	\$22,500
Information/Communications Tech (ICT)	72,043	\$105,500
Aerospace/Navigation/Maritime Tech	32,099	\$84,300
Biotechnology/Pharmaceuticals	22,636	\$142,000
Biomedical Devices and Products	12,012	\$99,500
Publishing/Marketing	11,848	\$58,500
Cleantech	7,986	\$87,000
Horticulture	6,013	\$30,400
Advanced Precision Manufacturing	4,416	\$49,400
Fruits/Vegetables	4,241	\$30,200
Action Sports Manufacturing	4,177	\$79,600
Apparel Manufacturing	2,870	\$30,100
Specialty Foods and Microbreweries	1,717	\$38,300
Total	331,410	\$60,900 (Average)

As illustrated in Table 4, these industry clusters vary considerably in terms of employment and earnings. They also exhibit varying job growth trajectories. Specialty foods/microbreweries, horticulture, biotechnology/pharmaceuticals, entertainment/hospitality, and advanced precision manufacturing demonstrated strong job growth between 2010 and 2015, while other clusters have seen declines in employment (e.g., apparel manufacturing, publishing and marketing). The remaining clusters saw little change in employment over this five-year period. Overall, cluster employment in the region grew by more than 23,000 jobs, or seven percent, between 2010 and 2015.

The region's superb weather, scenic resources, coastal attractions, theme parks, performing arts venues, and burgeoning culinary and craft beverage scene drew roughly 35 million visitors in 2016. These visitors spent more than \$10B on lodging, dining, recreation, and other goods and services, producing roughly \$743 million in state and

local tax revenue. As noted above, the region’s entertainment and hospitality sector currently employs more than 170,000 workers, accounting for 13 percent of total regional employment. Jobs in this cluster are distributed widely throughout the region.

According to Dow Jones VentureSource, the amount of Venture capital funding allocated in San Diego County for the first half of 2018 was \$706 million dollars, most of which was invested in biotech/health care companies. This is the largest amount since 2001. Additionally, according to an April 2017 report from the San Diego Regional Economic Development Corporation (SDEDC), ICT is a growing industry along the SR-78 corridor, with more than 200 occupations among 850 companies and 24,685 jobs with an average wage of \$108,500. ICT jobs are found in every industry, as the ICT skill set helps increase the productivity and efficiency of public, private, and nonprofit organizations. The region is expected to see continued demand for web developers, software developers, and graphic designers, among other ICT occupations.

Biotech and biomed devices have been the fastest growing segment with a 19 percent increase in employment since 2010. The biotechnology/pharmaceuticals and biomedical devices/products clusters offer high-wage jobs in research and development, manufacturing, and sales. Indeed, average wages in these two clusters are the highest among the 13 identified clusters in the region. These clusters continue to generate demand for research associates, lab scientists and technicians, lab assistants, and sales representatives. While both of these clusters rely heavily on federal funding and venture capital, the region’s reputation for innovation encourages ongoing public and private investment.



Nitto Denko is a fixture in the City’s cleantech sector

The region’s Cleantech cluster mostly involves products and services related to energy efficiency and renewable energy. The former includes lighting, retrofitting, and heating, ventilation, and air conditioning (HVAC systems). Jobs in the industry include photovoltaic installers, solar water heater installers, energy auditors, and construction/project managers. Cleantech benefits from government incentives for photovoltaic and other forms of renewable power, energy efficiency retrofits, and water conservation measures. In the San Diego region, this cluster also benefits from advocacy and coordination provided by the non-profit organization Cleantech San Diego, whose membership includes more than 100 local businesses, universities, governments, and nonprofits that seek to advance sustainable solutions that benefit both the economy and the environment. With cities in the region implementing climate action plans and establishing 100 percent renewable energy goals, cleantech is expected to remain a growing industry for the foreseeable future.

While manufacturing in general has long been in decline in the San Diego region, advanced precision manufacturing remains a growth industry. By integrating state-of-the-art technologies with customized

product development, this cluster is an innovation hub serving other industry clusters, including aerospace/navigation/maritime technologies, ICT, cleantech, and biomedical devices/products. Employers in this cluster seek software developers, assemblers and fabricators, mechanical engineers, computer user support specialists, industrial engineers, electronics engineers, and technical sales representatives.

The action sports manufacturing cluster benefits from the strong emphasis on personal fitness and active living in the San Diego region. With a high concentration of golf and water sports equipment manufacturers, this cluster essentially exports the region's well-established culture of healthy outdoor activity. As this culture becomes more pervasive around the nation and the world, the market for action sports products continues to grow. The San Diego region has proven to be an excellent testing ground for action sports products, a fact that encourages local start-ups and entices established firms to relocate to the area. Eligibility for employment in this cluster is based less on college degrees or industry-specific credentials and more on technical training and expertise specific to the position. Thus, employers in this cluster are generally willing to train workers for industry-specific or technical skills.

The specialty foods and microbreweries cluster is currently the fastest growing industry cluster in the region. The regional brewing industry generated \$851 million in 2015, and employed more than 4,512 workers. Although it appears the export market for craft beer may have peaked, there remains strong demand for microbreweries and gastropubs in the San Diego region, which has become a destination for micro-brew aficionados.

According to the San Diego County Farm Bureau, the San Diego region currently has the 12th largest farm economy in the United States. The region has the nation's largest concentration of small farms (less than 10 acres); there are nearly 4,000 small farms in the region. Key crops include avocados, ornamentals, honey, strawberries, and agricultural products. As the cost of water and labor has increased, farmers in the region have moved toward high-value specialty crops such as wine grapes, cherimoyas, berries, and dragon fruit. With the exception of wine grapes, most of the crops grown in the San Diego region go directly to the fresh produce market, rather than to value-add processing operations. While the fruit and vegetable component of the regional agricultural industry has been in decline, horticulture continues to see growth in both employment and wages.

Several of the industry clusters are well represented in the North County area, including action sports manufacturing, biomedical devices and products, biotechnology and pharmaceuticals, cleantech, fruits and vegetables, horticulture, and specialty foods/microbreweries.



In 2018, Suja was the fastest-growing organic, cold-pressed, non-GMO beverage company in the United States

In the SR-78 corridor, the high tech industry cluster provided nearly 25,000 jobs in 2018, which amounted to roughly eight percent of the total employment within the corridor. Many firms within the SR-78 corridor specialize in precision manufacturing of medical devices, broadcasting and telecom equipment, and aeronautical instruments. More information on the high tech industry in the SR-78 corridor can be found in Appendix A.2.

In addition to employing approximately 104,000 active duty personnel, the military provides jobs for roughly 22,000 civilians. These active-duty and civilian positions account for approximately 9 percent of the region's total employment. Along with being a significant source of regional employment, the defense sector significantly influences the structure of the local economy through grants and contracts. In the North County area, MCB Camp Pendleton is a key economic driver.

Although average salaries in the San Diego region exceed the state average, one of the biggest economic development challenges facing the region is the cost of housing. The region is commonly listed among the least affordable housing markets in the nation. In 2017, the median price of a single-family home in the San Diego region exceeded \$600,000, while the median price for an attached home was nearly \$400,000. Meanwhile, the median household income in the San Diego region was less than \$77,000. The median household income in the region amounts to 57 percent of what's required to purchase a single-family home and 89 percent of what's required to purchase a condominium. The rental market is also among the most expensive in the nation, with the median rental price of a two-bedroom apartment exceeding \$2,000/month. A majority of residents in the San Diego region devote more than 35 percent of their incomes to housing costs.

The San Diego region is expected to add more than 600,000 new residents between 2017 and 2035, necessitating the construction of nearly 200,000 additional housing units. Concurrently, the region is expected to add more than 250,000 new jobs, many of which will be in the region's burgeoning high-tech industries. San Diego Forward: The Regional Plan calls for population, housing, and employment growth to be accommodated primarily within the already urbanized portions of San Diego County, most of which are clustered near the coastline. Under this growth scenario, more than 80 percent of new housing would be attached condominiums and apartments.



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CHAPTER 4

PUBLIC INPUT

4.1 Public Input

The EDE effort has involved extensive public outreach, and public input has contributed significantly to the formulation of EDE goals, policies, and actions items. To inform stakeholders of this planning effort and solicit their input, the EDE team developed a project webpage, hosted stakeholder interviews with key constituencies, conducted an online survey, held a public workshop, met with members of the business community in various forums, organized a photo contest, solicited public input through “pop-up” outreach activities at numerous community events, sponsored a high school speech contest and other youth outreach efforts, conducted a public scoping meeting for the associated Environmental Impact Report, and encouraged public engagement through press releases, email blasts, and articles in the Oceanside Tide newsletter.

PHOTO CONTEST WINNERS:

1

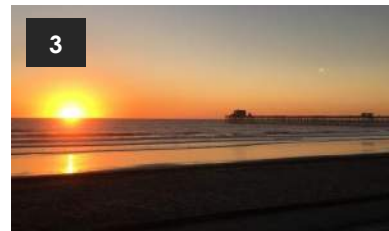
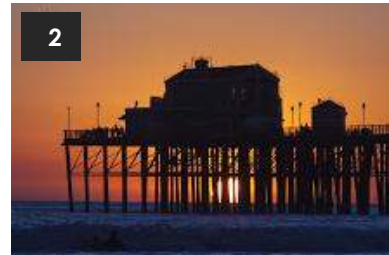
Courtesy of Courtney Tesoro who placed 1st in the Capture Oceanside Photo contest

2

Courtesy of Gail Bowman who placed 2nd in the Capture Oceanside Photo contest

3

Courtesy of Ray Gysler who placed 3rd in the Capture Oceanside Photo contest



SPEECH CONTEST WINNERS:

4

Judges from the Planning Division and the Water Utilities Department awarded 1st Place to OHS junior Gavin Jokerst, 2nd Place to OHS senior Robert Marcial, and 3rd Place to both Carmen Gonzalez (ECHS) and Venus Johnson (OHS)



The online survey asked respondents to rank the most important factors in economic development, identify the key assets and constraints influencing economic development in Oceanside, express their level of concern with the City's jobs-to-housing imbalance, and prioritize specific economic development strategies. The online survey on economic development concerns elicited 171 responses.

Please note that the results of the online survey are not necessarily a statistical representation of the population.

Survey respondents noted the following as the most important factors in the City's long-term economic development:

- Employment growth
- Improved transportation and communication networks
- Higher income levels
- Improved environmental quality
- Enhanced public services and amenities
- Improved workforce training and readiness

Respondents also cited better use of the Oceanside Municipal Airport, improved K-12 education, enhanced visual quality, reduced homelessness and crime, enhanced business recruitment efforts, and upgrades to coastal amenities as important considerations in the City's economic development.

4.1.1 Key Assets

Survey respondents identified the following as the key local assets supporting economic development in Oceanside:

- Coastal amenities
- Weather
- Employment opportunities
- Local restaurants and retail venues
- Public transit
- Sense of community
- Parks and recreational amenities
- Advantageous location for certain industries
- Educational institutions
- Scenic resources
- Housing options

Virtually all respondents believe the City has a number of valuable assets that can be better leveraged to promote economic development. They also believe these same assets are essential to quality of life in Oceanside. Respondents want to see the City improve quality of life for residents, and they believe that doing so will attract more employers, workers, and visitors. Conversely, they recognize that quality of life in Oceanside depends upon a stable, diverse, and vigorous local economy – an economy that provides a range of local employment options, creates synergies between local businesses,

Throughout the public outreach process, the fundamental linkage between economic development and quality of life was a recurrent theme.

spurs investment, brings in revenue from outside of the community, and provides funding for high-quality public services and facilities.

4.1.2 Key Constraints

Respondents identified the following as the key constraints upon the City's economic development:

- Crime
- Lack of high-paying jobs
- Homelessness
- Traffic congestion and limited parking
- Visual blight
- Business regulation and permitting processes
- Residents' aversion to change

While crime in Oceanside has decreased significantly over the past 25 years, many respondents continue to feel that crime is a major impediment to economic development. While it is true that Oceanside has higher crime rates than most other North County coastal cities, and higher-than-average crime rates in San Diego County, the City's crime rate is relatively low when compared with other cities with populations between 100,000 and 250,000 residents. According to the FBI's Uniform Crime Report for 2016, Oceanside's violent crime rate was more than 25 percent below the national average for comparable cities, while Oceanside's property crime rate was more than 30 percent below the national average. Nevertheless, there is a lingering perception that Oceanside is a high-crime community, and respondents recognize this perception as an impediment to economic development.

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CHAPTER 5

TECHNICAL STUDIES/FINDINGS

5.1 Technical Studies/Findings

The City commissioned Keyser Marston Associates (KMA) to conduct several technical studies designed to inform the development of EDE goals, policies, and action items. These technical studies include an assessment of the City's competitive economic position in the region, a market analysis of employment land uses, an evaluation of the City's current economic development policies, a survey of economic development element best practices, and an assessment of the economic feasibility of agriculture in Oceanside. These studies identify opportunities for economic growth and provide insight on the City's ability to expand its employment base in key economic sectors that have a significant presence in the regional economy.

5.1.1 Assessment of Employment Land Uses and Evaluation of Competitive Economic Position

This memorandum analyzed the effects of regional market conditions on the local economy and evaluated the growth potential of select economic sectors (biotechnology, information/communication technology, cleantech, sport and active lifestyle products and services, health care, and hospitality). Finally, the memorandum identified those retail goods that provide "surplus" revenue to the City (by drawing consumers from other local jurisdictions) as well as those retail goods that are currently undersupplied (such that many Oceanside residents and businesses purchase these goods outside of the City). The memorandum established that Oceanside currently experiences net retail "leakage" of roughly \$872M, with many residents and businesses going elsewhere to purchase motor vehicles, medicines and health aids, furniture, apparel, computer products, and other essential goods.

While the City maintains ample commercial land to accommodate market demand through 2035, the City's supply of vacant industrial land will be completely absorbed within the next four or five years.

5.1.2 Survey of Economic Development Element Best Practices

This memorandum compared economic development elements recently prepared by the cities of Chula Vista, Escondido, Fremont, San Clemente, Hayward, Richmond, and Salinas. The memorandum identified a number of common themes and goals in economic development elements: e.g., improving quality of life, promoting workforce development, expanding the employment base, expanding the tax base, maintaining a diverse economy, encouraging innovation and entrepreneurialism, attracting visitors, leveraging local assets, and establishing partnerships between local government, the business community, non-profit organizations, and adjacent jurisdictions. Additionally, the memorandum noted that most economic development elements highlight the importance of monitoring economic conditions and trends, maintaining an adequate supply of employment land, and actively marketing the local jurisdiction as a good place to do business.



As part of its efforts to market Oceanside to both employers and visitors, the City maintains strong partnerships with the Chamber of Commerce and Visit Oceanside

5.1.3 Assessment of the City's Current Economic Development Policies

This memorandum identified and evaluated how the City is currently promoting economic development, including: the goals and objectives of the Economic Development Division, the goals and assigned tasks of the Economic Development Commission, the priorities of the Comprehensive Economic Development Strategy (CEDS) Committee, the recommendations of the Economic Sustainability Study (ESS), and the objectives of the Agritourism Strategic Plan. The memorandum also compared the City's current economic development practices with those of eight other California cities; analyzed the fiscal impacts of prototypical land uses (industrial, commercial, residential, and mixed use); and identified a variety of potential funding sources for economic development. The comparative analysis of local economic development practices revealed that Oceanside and other California cities are pursuing many of the same strategies, including:

- Leveraging local assets (e.g., natural resources, cultural and historic resources, recreational amenities) to attract visitors, recruit new businesses, and improve quality of life;
- Locating regional-serving commercial uses near high-volume roadways that serve other communities;
- Facilitating transit-oriented development;

- Providing for a diverse supply of housing;
- Maintaining an adequate supply of employment land;
- Supporting job training programs;
- Recruiting emerging industries including biotechnology, information/communication technology, renewable energy, and cleantech;
- Prioritizing capital improvements that support and incentivize business development;
- Establishing assessment districts that provide for the enhancement of commercial areas;
- Collaborating with nearby cities in support of regional economic development;
- Studying the fiscal implications of land use decisions;
- Encouraging a “shop local” culture;
- Assisting with the licensing and permitting process; and
- Incubating start-up businesses.

The memorandum noted that while Oceanside pursues many of the above strategies, such efforts could be more fully integrated into City operations through supportive policies and ordinances.

Regarding the fiscal impacts of prototypical land uses, the memorandum established that tax revenues from hotels typically exceed the cost of induced public services by a ratio of more than 30-to-1, while tax revenues from retail uses typically exceed the cost of induced public services by more than 7-to-1. Mixed-use, office, industrial, and most residential uses typically have lesser but still net positive fiscal impacts on the City. According to the memorandum, only rental apartments have a net negative fiscal impact on the City, though tax revenues from such uses typically cover more than 90 percent of the cost of induced public services.

As for potential funding sources for local economic development efforts, the memorandum cited a number of options, including:

- Assessment districts (e.g., BIDs, MADs, CBDs);
- Community revitalization and investment authorities (CRIAs);
- Enhanced infrastructure financing districts (EIFDs);
- Community development block grants (CDBGs);
- New markets tax credits (NMTCs);
- I-Bank’s Infrastructure State Revolving Fund (ISRF);
- Project-specific tax revenue rebates; and
- Public benefit zoning.

With the dissolution of redevelopment agencies in California, local jurisdictions have begun to explore these alternative public financing mechanisms. Below is a brief description of each mechanism and its relevance to the City of Oceanside.

5.1.3.1 Assessment Districts

A number of residential communities in the City have instituted assessment districts to fund infrastructure and long-term maintenance, as have several business and industrial parks, but there are currently no assessment districts within the City's major commercial corridors (e.g., Coast Highway, Oceanside Boulevard, Mission Avenue).

An **assessment district** is a defined area within which properties are subject to a special tax assessment to fund local public improvements (e.g., street improvements, public parking, public safety facilities, water and sewer infrastructure).

5.1.3.2 Community Revitalization and Investment Authorities (CRIAs)

CRIAs provide for tax increment financing of infrastructure improvements, economic development activities, and affordable housing in disadvantage communities. Per state law, CRIAs can be created in areas where the median household income is less than 80% of the statewide, citywide, or countywide median household income and where at least three of the following four conditions exist:

- An unemployment rate at least three percentage points higher than the statewide average;
- Crime rates at least five percent higher than the statewide average;
- Deteriorated or inadequate infrastructure; and
- Deteriorated commercial or residential structures.

Based on state-established criteria, there are several areas in Oceanside that qualify as disadvantaged communities. It is possible that these areas are eligible to pursue CRIAs.

5.1.3.3 Enhanced Infrastructure Financing Districts (EIFDs)

Established by state legislation in 2014, EIFDs enable communities to fund a range of infrastructure improvements through tax increment financing. The criteria for EIFD eligibility is much less restrictive than the criteria for CRIA eligibility. While voter approval is not required to form an EIFD, there is a 55% requirement to authorize bonds.

5.1.3.4 Community Development Block Grants (CDBGs)

Administered by the U.S. Department of Housing and Urban Development, CDBGs fund local community development activities such as affordable housing, anti-poverty programs, and infrastructure development. Federal law requires that at least 70 percent of CDBG funds be used for activities that benefit low and moderate-income persons. The City has recently utilized CDBG funds to support code enforcement in neighborhood revitalization strategy areas, housing

rehabilitation, improvements to public facilities, and recreational and social service programming.

5.1.3.5 New Markets Tax Credits (NMTCs)

The New Markets Tax Credit Program incentivizes community development and economic growth through tax credits that attract private investment to distressed communities. The program grants corporate investors a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). To qualify for NMTCs, a community must have a poverty rate of at least 20% and median household income no greater than 80 percent of the area median income.

5.1.3.6 I-Bank's Infrastructure State Revolving Fund (ISRF)

The ISRF Program provides financing to public agencies and non-profit corporations, sponsored by public agencies, for a wide variety of infrastructure and economic development projects (excluding housing). ISRF Program funding is available in amounts ranging from \$50,000 to \$25 million with loan terms for the useful life of the project up to a maximum of 30 years. Eligible projects include road improvements (e.g., Coast Highway "road diet"), harbor improvements, public safety facilities, park and recreation facilities, and projects that enhance public transportation. Loans can be serviced by water, sewer and other enterprise revenues, general fund revenues, property assessments, Mello-Roos assessments, and special taxes.

5.1.3.7 Project-Specific Tax Revenue Rebates

To incentivize desired development, localities can offer rebates on various local taxes, including transient occupancy tax (TOT). As one means of encouraging growth in its hospitality sector, Oceanside could utilize TOT rebates to promote new hotel development. The City can also promote state and federal tax rebates for sustainability-oriented investments such as solar panels, energy efficiency retrofits, and water-saving landscape improvements.

5.1.3.8 Public Benefit Zoning

As part of the effort to implement the Coast Highway Vision and Strategic Plan, the City is proposing public benefit zoning within the Coast Highway corridor. In exchange for public benefits including public open space, public parking, and commercial floor area above minimum floor area ratios (FARs), the Coast Highway Incentive District (ID) would provide for additional building height and residential density in designated “nodal” areas within the corridor. Additionally, the ID would allow standalone residential uses in “avenue” segments of the corridor, streamlined project review in conjunction with form-based zoning standards, and streamlined environmental review through a programmatic environmental impact report. Similar incentives could be developed for other commercial areas within the City.

CHAPTER 6

EMPLOYMENT LAND INVENTORY

6.1 Employment Land Inventory

Utilizing county parcel data, permit records, field research, and GIS technology, the City has conducted an analysis of vacant and “underutilized” employment land to determine how the supply of employment land 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.

This analysis shows an ample supply of available commercial land but a deficit of available industrial land relative to projected demand over the 2018 – 2035 planning period. As of the adoption of the EDE, the City had approximately 149.95 acres of vacant commercial land and 1.95 acres of underutilized commercial land. Projected total demand for commercial property over the planning period is roughly 75 acres. Thus, it is assumed that the City maintains more than enough commercial land to satisfy demand through the planning period. As of the adoption of the EDE, the City had approximately 123.5 acres of vacant industrial land and 52 acres of underutilized industrial land. Projected total demand for industrial property over the planning period is roughly 300 acres. Thus, it is assumed that the City has less than half of the available industrial land needed to satisfy demand through the planning period. (Projections of future demand for commercial and industrial land are included in the KMA technical memorandum ***Market Assessment of Employment Land Uses and Evaluation of Competitive Economic Position.***)

Some vacant commercial and industrial properties are highly constrained by limited access, steep slopes, natural habitat, and other physical features. The cost of developing some of these sites may be prohibitive. The City may want to consider ways to reduce regulatory constraints and entitlement processing costs for these highly-constrained properties.

Map exhibits illustrating the location and extent of vacant and underutilized employment land can be found [here](#).

6.1.1 Opportunities for Mixed Use Development

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. Although few of these properties meet the above-noted criteria for assessed land value and FAR, many are developed and utilized well below the thresholds allowed under current zoning. Thus, these sites can accommodate considerably more development and land use intensity. The introduction of residential use on these sites could be a catalyst for the expansion of commercial use, as additional “rooftops” provide more market demand for commercial goods and services.

The allowance for mixed-use in commercial zoning districts may prove to be a powerful incentive for redevelopment of some of the City’s older commercial strip centers and other underutilized properties within the City’s commercial corridors.

6.1.2 Non-Industrial Uses in Industrial Zoning Districts

One of the challenges to expansion of the City’s industrial sector is the extent to which industrial sites are occupied by non-industrial uses. Current zoning standards allow for a wide range of commercial and institutional land uses in industrial zoning districts. Consequently, the City’s industrial parks accommodate personal improvement businesses, professional office uses, educational facilities, religious assembly, and other non-industrial operations. Attracted by lower rents, many commercial uses chose to locate in industrial rather than commercial zoning districts – especially those that don’t rely on pass-by customer traffic. This preference for industrial zones further reduces demand for commercial space, thereby contributing to higher vacancy rates and diminishing the synergy achieved by complementary commercial uses located in close proximity to one another. The City may want to consider restricting the range of commercial uses allowed in industrial zoning districts.

6.1.3 Land Use Distribution

The City’s land area is dominated by residential and institutional land uses, which together occupy nearly 65% of the City’s total footprint. 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. While similar to that found in other cities in the region, this distribution of land use is one of several challenges the City faces in achieving a more balanced jobs-to-housing ratio. However, as discussed below, employment uses can and do operate in the City’s residential zoning districts, and it is likely

Large-scale figures revealing the City’s existing land inventory can be found in the Appendix.

the City’s residential areas will accommodate more business activity in the years ahead.

Nearly 40% of the City’s land area is devoted to residential use, with most of this land area providing for single-family detached housing. While the vast majority of the City’s housing stock is currently located in residential zoning districts, housing is also allowed in nearly all of the City’s commercial districts in conjunction with mixed-use development. Thus, while virtually all of the City’s residentially-zoned land has been developed, considerable capacity for additional housing exists within the City’s commercial zoning districts. As reflected in several EDE policies, this fact should be a primary consideration in the review of proposals to convert employment land to residential use; with substantial housing capacity in the City’s commercial corridors, the City’s housing needs can largely be met through infill and redevelopment. This approach to growing the City’s housing stock is consistent with the smart growth policies in both the EDE and the Energy and Climate Action Element (ECAE). These policies call for efficient and integrated land use, expansion of transit and active transportation infrastructure, public spaces that invite social interaction and active lifestyles, and the preservation of outlying open space areas.



Transit-oriented infill housing is important to the revitalization of the City’s commercial corridors

6.1.4 Online Commerce and Experiential Retail

As noted earlier, demand for commercial space is dampened by a variety of factors, including: a changing retail market, increasing opportunities for telecommuting and home-based businesses, and the City’s peripheral location within the San Diego metropolitan area. While population and housing growth will continue to expand the market for local businesses, this growth may only partially offset flagging demand for commercial space, as both consumers and businesses rely more and more on information and communication technologies to engage in commerce. Meanwhile, professional services (e.g., finance, marketing, business administration, legal services, information technology, planning/architecture/ engineering) continue to concentrate in downtown San Diego, University Towne Center (UTC), Sorrento Valley, and other job centers in the heart of the metropolitan area. Consequently, there is minimal demand for commercial office space in Oceanside, and little prospect of increased demand in the foreseeable future.

With the growth of online commerce, demand for brick-and-mortar retail is waning across the country. This decline is affecting both small-scale “mom-and-pop” businesses as well as large-scale retail operations that have for decades “anchored” commercial districts, strip commercial centers, and regional malls. With major retailers downsizing, consolidating, and shutting their doors, commercial areas

can struggle to maintain the synergy created when complementary retail uses cluster together – e.g., when big-box, department, or full-service grocery stores attract specialty retail, service businesses, restaurants, and other uses that together draw a wide range of customers. These “experiential” retail venues create a distinct “sense of place” and invite customers to gather, explore, and have fun. For example, the siting of Vital Climbing Gym and the Bagby Brewing Company at the corner of Coast Highway and Minnesota Street offers both residents and visitors the opportunity to exercise, dine, enjoy craft beverages, and socialize within the same engaging and walkable environment. These two businesses invite customers with indoor/outdoor spaces that engage and visually enhance the adjacent public right-of-way, while providing experiences that can’t be replicated on the internet. Fusing complementary activities and site design, Vital and Bagby are likely to catalyze additional redevelopment and adaptive reuse within the Coast Highway corridor.

Facing intense competition from online retailers, many brick-and-mortar operators are seeking to entice customers with comfortable and visually-appealing settings that allow for relaxation, physical activity, social interaction, cultural enrichment, etc.

6.1.5 Home-Based Businesses and Telecommuting

As technology further enables telecommuting and home-based businesses, it is anticipated that this sector of the local economy will continue to grow. As of 2018, over 2,000 licensed home-based businesses were operating in Oceanside. In addition to these licensed home-based businesses, there are likely hundreds of unlicensed home businesses operating in the City. The majority of the City’s licensed home-based businesses are service-oriented ventures – e.g., licensed contractors, professional consultants, maintenance and repair operations, advertising and social media services, personal instructors, and realtors. Internet sales (both retail and wholesale) also make up a large percentage of home-based businesses.

The City’s current home occupation business standards do not allow for non-resident workers or direct customer contact at home-based businesses. While these restrictions are meant to ensure that home-based businesses do not have adverse impacts on residential areas (e.g., excessive traffic, shortage of street parking), they have the effect of precluding many small-scale, low-intensity businesses from operating as licensed enterprises in the City. The EDE includes a policy calling for the reevaluation of current home-based business standards. Less restrictive home occupation business standards would likely encourage more home business owners to obtain a business license and report their earnings, which would bring more revenue to the City.

Telecommuting, also called telework, teleworking, working from home, mobile work, remote work, and flexible workplace, is a work arrangement in which employees do not commute or travel to a central place of work, such as an office building, warehouse, or store.



The San Diego Regional Economic Development Corporation provides regulatory support, marketing, incentive consulting, and site selection services free of charge to local businesses. They also provide MetroConnect Funding through the World Trade Center, Defense Innovation Voucher funding through the Department of Defense (DOD) grant, regional reports and studies, and hold the Innovate78 five city contract for Economic Development Services.

As with home-based businesses, technology is also facilitating an increase in telecommuting, which can significantly lower employers' overhead costs while reducing the time and money employees spend on commuting. Studies indicate that telecommuting can increase productivity, reduce turnover, and improve morale. Moreover, telecommuting can conserve energy and reduce GHG emissions and other pollutants. Telecommuting is particularly popular in the virtual business sector, where companies connect production, distribution, sales, customer service, research and development, and other business functions through information technology. Industries that currently benefit from telecommuting include software engineering and programming, sales and marketing, account management, health care, education, and publishing.

Due to the regional nature of the job market and the City's relatively low jobs-to-housing ratio, much of the City's resident workforce leaves the City during the business day. The average commute time for Oceanside residents (29.1 minutes) is roughly 10 percent longer than the regional average commute time (26.3 minutes). Oceanside residents who commute to work outside of the City are thus more likely to purchase goods and services outside of Oceanside. They are also likely to spend less time with their families, due to the time spent commuting to and from the workplace. (Studies have shown that the children of parents with lengthy commutes are more likely to perform poorly in school and suffer from emotional and social problems.) Also, those residents with lengthy commutes are more likely to suffer from stress, obesity, chronic pain, social isolation, and marital problems. Home businesses and telecommuting help to keep more residents in the City during the business day, where they can shop at local stores, dine at local restaurants, and, in many cases, collaborate with other local merchants and service providers. These residents also generally have more time to engage with their families, neighbors, and community groups.

Given the economic, environmental, and social benefits of home-businesses and telecommuting, the City should continue to explore ways to expand this sector of the local economy.

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CHAPTER 7

EDE CONSISTENCY

7.1 EDE Consistency with Existing City Policies and Programs

The EDE has been crafted to align with and support the City's existing policies and programs, including those embodied in the City Council's strategic goals, the City's existing General Plan elements, and the City's Economic Sustainability Study (ESS). The following section demonstrates how the goals and policies of the EDE are consistent with the City's long-term vision as articulated in key policy and planning documents.

7.1.1 City Council Strategic Goals

In its efforts to provide adequate public services to residents, the business community, and visitors, the City Council has committed to five fundamental goals:

- 1** Maintain fiscally sustainable policies that support core services.
- 2** Encourage sensitive infill to maximize existing infrastructure.
- 3** Build partnerships with public and private entities for job creation and economic growth.
- 4** Improve quality of life, safeguard environmental resources, and provide cultural and recreational opportunities
- 5** Encourage citizen and neighborhood involvement to develop a shared sense of community.

The goals and policies of the EDE are informed by the City Council's Strategic Goals – not only those that speak directly to fiscal sustainability and economic growth, but also those that encourage efficient land use, livability, environmental stewardship, and public

participation in the decision-making process. The EDE reinforces the City Council's Strategic Goals with policies that promote: 1) the expansion of the tax base; 2) the expansion and diversification of the employment base; 3) a proactive and responsible approach to population and housing growth; 4) dialogue and collaboration with residents, the private sector, and other public agencies; and 5) the enhancement of public safety, visual quality, and other factors that both contribute to quality of life. EDE envisions economic growth spurred by strategic investments in public services and facilities, supported by a business-friendly environment and a qualified workforce, and sustained by its own diversity and adaptability. Such economic growth will support the core services and quality-of-life elements the City seeks to provide its constituents. With respect to dialogue and collaboration, the extensive public outreach conducted in support of the EDE reflects the City's commitment to engaging the community in the decision-making process. The goals and policies of the EDE embody the perspectives, concerns, and ideas of the diverse stakeholders who participated in the project's many outreach events.



Innovate78 is the collaborative outcome of five cities - Carlsbad, Escondido, Oceanside, San Marcos and Vista - coming together with a shared vision to support economic prosperity along the 78 Corridor

7.1.2 City of Oceanside General Plan

Per California Government Code 65300.5, both the mandated and optional elements of a local general plan should form an integrated, internally consistent document.

While local jurisdictions commonly choose to update their general plans comprehensively at one time, they are at liberty to take a phased approach to the update process. The City of Oceanside has chosen to take a phased approach. Along with the Energy and Climate Action Element (ECAE), the EDE is intended to provide key policy direction for the subsequent updating of the City's existing General Plan elements. While the EDE is generally consistent with the City's existing General Plan elements, as described below, any inconsistencies between the EDE and existing General Plan elements will be addressed in subsequent phases of the General Plan Update.

7.1.3 Land Use Element (LUE)

The LUE provides direction related to how future development will occur, including the intensity/density and character of new development. The element also addresses the relationship between development, community enhancement, and natural resource management. While the EDE calls for modifications to some existing land use designations and standards, the goals and policies of the EDE generally align with those of the LUE, particularly with respect to housing, visual quality, the fiscal impacts of new development, industrial use, open space preservation, agriculture, energy efficiency

and renewable energy, and commercial activity that promotes walkability, transit use, social cohesion, and cultural enhancement.

As part of the effort to ensure a balanced distribution of land uses, the LUE calls for careful consideration of the long-term effects of all proposed development, including its fiscal and economic impacts. The element encourages development that: stabilizes the City’s tax base, provides residents with adequate access to employment opportunities, avoids costly extensions of public facilities and services, preserves open space and sensitive habitats, promotes the use of public transportation systems, and results in “successful markets and services in aesthetic, people-oriented associations that are compatible and organized to surrounding land uses.”

The EDE echoes many of the goals and policies of the LUE:

- Regarding the long-term impacts of new development, both the EDE and the LUE advocate for projects that promote the social, economic, and physical enhancement of the City. Both elements encourage careful consideration of the fiscal impacts of new development and recognize that compact in-fill development allows for efficiencies in the provision of public services.
- With respect to housing, both the EDE and the LUE call for the provision of decent, safe, and sanitary housing at a cost within reach of the diverse economic segments of the Oceanside community.
- The EDE and the LUE both encourage enhancement of the visual quality of the City, through pedestrian-oriented design, landscaping, preservation of open space and agricultural land, and stewardship of the beach and other coastal amenities.
- Both documents recognize the importance of industrial zoning to the City’s efforts to expand its employment base and encourage the development of industrial parks that accommodate high-tech businesses and research and development activities.
- Finally, both the EDE and the LUE acknowledge the extent to which high-quality educational facilities, recreational facilities, and alternative transportation systems contribute to the quality of life of Oceanside residents and the positive image of the City.



Branding and wayfinding are key to promoting the visual quality of Oceanside

7.1.4 Circulation Element (CE)

The CE provides goals, objectives, and policies to maintain and improve the City of Oceanside's transportation system and enhance travel choices for current and future residents, visitors, and workers. The CE is complemented by the policies in the Land Use, Noise, Recreational Trails, and Community Facility Elements on related topics such as smart growth and management of public space. Recognizing the relationship between transportation and these related topics is critical to improving mobility and accessibility within the city. The CE was last adopted by the City Council in 2012.

The City of Oceanside is served by a diverse circulation system consisting of roadways, public transit, rail service, airport, and pedestrian and bicycle facilities. A well-balanced and multimodal transportation system is considered integral to the City's efforts to sustain and enhance the quality of life and key to its future economic growth. Achieving such a system requires integrating land use and transportation planning, and implementing a range of improvements that enhance connectivity, livability, and vitality.

As a part of the effort to ensure a balanced circulation system for the City of Oceanside, the CE calls for goals, policies, and objectives for long-term development and to provide direction for future decision making. Cities must have an efficient and integrated transportation system to essentially maintain quality of life and economic growth, and this can be seen in Oceanside's direct impacts related to the Economic Development and the CE's goals, policies, and objectives.

The Economic Development Element (EDE) and the CE share complementary goals and policies as follows:

- Both the EDE and the CE address the development of a multimodal transportation system, which allows for the efficient and safe movement of all people and goods. This system must meet the current demands and future needs of the population and projected land uses with minimal impact to the environment.
- The CE provides alternative modes of transportation to reduce the dependence on the automobile, which encourages many of the EDE goals and objectives, such as, creating high quality urban environments and healthy commercial districts.
- Both the EDE and the CE call for alternative transportation facilities that help to reduce traffic volumes and improve traffic flow.
- The EDE and the CE both advocate for a local transportation system that integrates with the regional transportation system.

- Both the EDE and the CE suggest developing support programs that encourage increased vehicle occupancies and fewer single occupancy trips.
- Both elements encourage an expansion of alternative transportation options and enhancing walkability in order to reduce traffic congestion, air pollution, and other adverse impacts of single-occupancy automobile trips to improve the quality of life for residents and visitors of Oceanside.

The goals and policies of the EDE will provide guidance for a subsequent update of the CE, in part by emphasizing the economic benefits of an efficient transportation system that provides ready access to commercial goods and services, employment centers, educational facilities, and other community assets. Additionally, the EDE encourages a more walkable community and better transit access, affording residents, workers, and visitors with healthy and cost-effective alternatives to driving. Expanding travel options for stakeholders is key to improving quality of life and promoting Oceanside's reputation as a great place to live, work, and visit.

7.1.5 Housing Element (HE)

The HE is a state mandated element of the General Plan that requires the City to plan to meet the existing and projected housing needs of all economic segments of the community. The law recognizes that, in order for the private market to adequately address housing needs, local governments must adopt land use plans and regulatory systems that provide opportunities for, and do not unduly constrain housing development. As mandated by state law, the HE must be updated every eight years. The City's HE has a current planning period extending from April 30, 2013 to April 30, 2021. The element identifies strategies and programs that focus on the following major goals:

- Facilitate the development of a variety of housing types for all income levels to meet the existing and future needs of residents, including the homeless and persons with special needs;
- Address, and where appropriate and legally possible, remove governmental constraints to the maintenance, improvement and development of housing;
- Maintain and enhance the quality of existing residential neighborhoods;
- Promote equal housing opportunities for all persons regardless of race, color, national origin, ancestry, religion, sex, marital status, or familial status;
- Encourage new housing growth patterns that conform to local, regional and state policies for sustainable development and energy use.

A primary goal of the City is to ensure that decent, safe housing is available at a cost that is affordable to all current and future residents of this community. To achieve the goal, the HE includes policies to produce opportunities for decent and affordable housing for citizens of all income levels, encourage the development of a variety of housing opportunities, and promote equal opportunity for all residents to reside in housing of their choice.

The EDE echoes many of the goals and policies of the HE:

- The EDE and the HE both encourage enhancement of the visual quality of the City by promoting a high quality urban environment and healthy business districts, particularly at locations within commercial corridors.
- The EDE and HE both encourage beautification activities such as the promotion of expanding the City's tree canopy as specified in the EDE.
- Both the EDE and HE encourage higher density transit oriented development and active transportation infrastructure within the City's Smart Growth Opportunity Areas (SGOAs).
- The EDE and the HE both encourage the use of transit and other forms of alternative transportation as a means to reduce air pollution.
- Regarding housing supply, both elements encourage a diverse supply of quality housing to meet the existing and future housing needs of the City's residents, including a proactive approach to homelessness by connecting homeless residents to both needed services and adequate housing.
- Both the EDE and HE support innovative solutions to meet housing needs by encouraging mixed-use opportunities through the adaptive reuse of existing non-residential buildings or underutilized commercial sites.



Urge Gastropub and Mason Ale Works are located at Coast Highway and Vista Way, a key gateway into the City

The goals and policies of the EDE are expected to complement and contribute to the implementation of HE by encouraging a diverse supply of quality housing in the City. The EDE includes goals and policies to expand employment, housing, and public amenities by facilitating efficient, transit-oriented development within urbanized areas, which will contribute to the HE's goal of meeting the projected housing needs of all economic segments of the community. Conversely, progress on HE goals will encourage economic development by providing housing for all segments of the City's workforce.

7.1.6 Community Facilities Element (CFE)

The CFE provides direction for the provision of adequate public facilities necessary to serve existing and future residential, commercial, and industrial development throughout the City of Oceanside. The element addresses required community facilities needed to meet the current needs of the community as well as additional needs generated by future development. The element is intended as a comprehensive information source containing data regarding the status of the City’s major capital facilities. The element guides the phased distribution of funds for the construction and maintenance of community facilities. The goals and policies of the EDE generally align with those of the CFE, particularly with respect to fiscal impacts of new development, creating a livable community, enhancing the visual quality of the City, expanding transportation options, and leveraging key community assets to promote economic development.



Public art plays an important role in improving visual quality and branding the City as a place that welcomes creativity and self-expression

To ensure adequate public facilities and services to the community, the CFE calls for development that is managed in a cost-effective and sustainable manner. Specifically, the element encourages compact and sequenced infill development that enriches the quality of life for residents by providing adequate public parks and open space, public educational facilities, and unique community resources within a reasonable distance of all residents. Additionally, the element emphasizes the need for a balanced and adequate circulation system which accommodates all modes of transportation.

The EDE embodies many of the goals and policies of the CFE:

- Both the EDE and the CFE promote compact and sequenced infill community development. This allows for efficiencies in the provision of public services and is a cost-effective manner in which to ensure access to community facilities.
- With respect to housing, both the EDE and the CFE call for a balance of housing types that will accommodate a variety of families, and including families and individuals of low and moderate income.
- To promote livability, both the EDE and CFE advocate for balanced development that preserves the character of the community, protects open space and sensitive habitats, enhances walkability, and provides for social interaction and cultural enrichment.
- The EDE and CFE both recognize the importance of enhancing the City, particularly at gateway locations and within commercial corridors. Both documents encourage revitalization of the Downtown and Harbor areas. These areas are unique to the City and provide opportunities for redevelopment. Both the EDE and CFE recognize the

important role these places have for both tourists and residents. Additionally, both documents recognize the economic potential of Bob Maxwell Memorial Airfield and promote the expansion of aviation-oriented uses and complementary services at this facility.

- With respect to alternative transportation options, both the EDE and CFE advocate expanding transportation options to reduce single-occupancy automobile trips. Both documents emphasize the importance of coordination with the North County Transit District to optimize public transit system usage and reduce dependency on the automobile. Additionally, the EDE and CFE also emphasize the development of bicycle routes and pedestrian sidewalks, pathways, and trails throughout the community to enhance walkability and create a sense of place.
- Both the EDE and CFE encourage water conservation measures to ensure there is an adequate water supply for future growth and agricultural activities. Additionally, there is an emphasis on a more compact and sequenced development pattern through the phased extension of water and sewer systems.
- The EDE and CFE both emphasize public safety and the importance of reducing local crime rates. Both documents call for provision of adequate law enforcement to sustain a personal sense of safety and security among residents, businesses, and visitors.

The goals and policies of the EDE are expected to contribute significantly to a forthcoming update of the CFE. In particular, EDE goals and policies will provide direction to ensure provision of adequate public facilities to serve existing and future development as well as enrich the quality of life of both residents and visitors.

7.1.7 Environmental Resources Management Element (ERME)

The ERME serves as the City’s state-mandated conservation element, promoting responsible stewardship of local natural resources that include: fresh water, wildlife habitat, the ocean and coastline, agricultural land, cultural sites, and recreational and scenic areas. The goals and policies of the ERME promote the long-term health, quality, and function of the City’s natural assets. The ERME calls for the thorough evaluation of the impacts of new development on local ecosystems and geological features and the management of growth “in an ecologically, aesthetically, and economically sane manner.”

The EDE and the ERME both promote the concept of sustainability – i.e., managing change to balance economic, environmental, and social priorities and ensure that essential resources remain available to meet the needs and support the aspirations of future generations. Both elements call for the preservation and careful management of those resources that make Oceanside a unique, inviting and livable place. The EDE and ERME contain the following complementary goals and policies:



Paradise Falls and Beach House Winery provide premier recreational opportunities

- Both elements call for the preservation of open space and agricultural land, in part as a means of limiting the extension of infrastructure and public services.
- The EDE and the ERME both promote the preservation and enhancement of the City’s visual resources, which contribute to the City’s uniqueness and appeal.
- Both elements acknowledge that the health, safety, and welfare of both current and future generations of Oceanside residents depend upon adequate water supply, good air quality, recreational opportunities, and an aesthetically pleasing environment.
- The EDE and the ERME recognize the enormous value of the City’s coastal area as both an economic driver and a recreational amenity. Both elements call for the preservation of coastal resources.

Although the ERME has never been updated since its inception in 1975, many of its findings and policies are as relevant today as they were 43 years ago. As the City has grown over the intervening four decades, extending the built environment into wildlands and agricultural areas, the conservation of natural resources has become an increasingly important concern – and an increasingly complicated challenge. The goals and policies of the EDE – particularly those that call for efficient land use, enhancement of the City’s visual quality, and expansion of recreational opportunities – will provide important guidance for the updating of the ERME.

7.1.8 Energy and Climate Action Element (ECAE)

Prepared in conjunction with the EDE, the ECAE focuses on the City's responsibility to reduce its carbon footprint in a manner consistent with the state's greenhouse gas (GHG) emissions reduction targets. The ECAE also addresses environmental sustainability more broadly, promulgating goals and policies that encourage cleaner, healthier, and less resource-intensive consumer choices and business practices. The ECAE encourages smart growth, alternative transportation, solid waste diversion, water conservation and local water harvesting, urban forestry, and the preservation of local agriculture. The fundamental goal of the ECAE is to reduce reliance on fossil fuels and move the City toward a carbon-neutral future.

- Both the EDE and ECAE acknowledge the potential economic benefits of reducing energy consumption and sourcing renewable power.
- Both elements encourage "cleantech" and other green industry sectors.
- Both the EDE and ECAE seek to reduce vehicle miles traveled (VMT) by increasing the City's jobs base, expanding alternative transportation options, and creating more attractive and walkable mixed-use environments.
- Both elements emphasize the linkages between environmental sustainability and quality of life.

Together, the EDE and ECAE outline a vision of Oceanside as an increasingly sustainable community that affords economic opportunity, a high quality of life, and viable alternatives to private vehicle transportation, non-renewable energy, and an ever-increasing solid waste stream. Both elements emphasize that such alternatives can result in new employment opportunities, long-term cost savings, and improved public health.

7.1.9 Economic Sustainability Study (ESS)

Originally prepared in 2008 and updated in 2014, the City's ESS identifies challenges to local economic development and outlines a variety of strategies intended to achieve a more balanced jobs-to-housing ratio, increased tax revenue, and a more business-friendly environment. The ESS lists recommendations intended to expand employment and tax revenue. These recommendations including the following:

- Maintain the integrity of office and industrial zoned property;
- Re-evaluate zoning standards to minimize/eliminate non-job creating uses within business parks;
- Promote Oceanside as a tourism destination by improving beach infrastructure; and
- Continue investing in infrastructure and assure transportation effectiveness.

All of these recommendations coincide with the goals and policies of the EDE. Indeed, the ESS provided a starting point for the EDE, introducing the concept of economic sustainability and focusing on key economic development concerns: e.g., job creation, wage growth, expansion of the tax base, provision of adequate infrastructure, and regulations that both protect the interests of residents and encourage new development and business activity. The EDE supports and expands upon the goals of the ESS with policies meant to ensure that Oceanside is an inviting locale for 21st century commerce that provides for a wide range of employment opportunities, innovative products and services, and a diverse local economy that can withstand economic fluctuations at the national and international levels.



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CHAPTER 8

THEMES, GOALS, AND POLICIES

QUALITY OF LIFE	
GOAL EDE-1a:	THE CITY OF OCEANSIDE WILL BE AMONGST THE MOST LIVABLE COMMUNITIES IN THE SAN DIEGO REGION.
Policy EDE-1a-1:	Expand the range of commercial goods and services conveniently available to residents, workers, and visitors.
Policy EDE-1a-2:	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.
Policy EDE-1a-3:	Encourage new development that provides for social interaction, cultural enrichment, and a strong sense of place including appropriate open space.
Policy EDE-1a-4:	Provide a diverse supply of quality housing, including executive housing, and continue to address homelessness.
Policy EDE-1a-5:	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.
GOAL EDE-1b:	THE CITY WILL EXPAND EMPLOYMENT, HOUSING, AND PUBLIC AMENITIES BY FACILITATING EFFICIENT, TRANSIT-ORIENTED DEVELOPMENT WITHIN ALREADY URBANIZED AREAS (I.E., SMART GROWTH).
Policy EDE-1b-1:	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.
Policy EDE-1b-2:	Encourage efficient use of land for employment and revenue generation.
Policy EDE-1b-3:	Encourage the development of transportation and parking demand management strategies in order to reduce parking demand.
PROSPERITY	
GOAL EDE-2a:	THE CITY WILL MAINTAIN A PRO-BUSINESS ENVIRONMENT.
Policy EDE-2a-1:	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.
Policy EDE-2a-2:	Ensure that the development and business license review processes are as straightforward and efficient as possible.
Policy EDE-2a-3:	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.
GOAL EDE-2b:	THE CITY WILL BETTER LEVERAGE KEY COMMUNITY ASSETS TO PROMOTE ECONOMIC DEVELOPMENT AND INCREASE THE TAX BASE.
Policy EDE-2b-1:	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.
Policy EDE-2b-2:	Encourage visitor-serving and high tax revenue generating uses on commercial properties in proximity to Interstate 5, State Route 78, and Highway 76.



Policy EDE-2b-3:	Promote expansion of aviation-oriented uses and complementary services at Bob Maxwell Memorial Airfield.
Policy EDE-2b-4:	Promote community events that draw visitors and encourage overnight stays.
Policy EDE-2b-5:	Encourage the development of regional-scale sports, active lifestyle, and cultural/educational programs and venues at El Corazon.
GOAL EDE-2c:	THE CITY WILL SUPPORT INNOVATION AND ENTREPRENEURIALISM WITHIN THE LOCAL BUSINESS COMMUNITY.
Policy EDE-2c-1:	Coordinate with local educational institutions and workforce development entities to support their workforce training programs.
Policy EDE-2c-2:	Encourage local businesses to explore internship and apprenticeship opportunities.
Policy EDE-2c-3:	Maintain ongoing marketing and informational programs in order to inform businesses about resources to help them start, grow and prosper.
GOAL EDE-2d:	UNDERUTILIZED EMPLOYMENT LAND WILL BE EFFICIENTLY AND PROFITABLY REPURPOSED.
Policy EDE-2d-1:	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.
Policy EDE-2d-2:	Identify low-impact manufacturing and industrial uses that can be sited within commercial zoning districts.
Policy EDE-2d-3:	Explore opportunities to expand the City's industrial land inventory in response to projected future demand.
GOAL EDE-2e:	INFRASTRUCTURE, PUBLIC SERVICES, AND CIVIC PROGRAMS WILL PROMOTE BUSINESS ACTIVITY AND ENHANCE PROPERTY VALUES.
Policy EDE-2e-1:	Encourage local businesses to take an interest in the security and cleanliness of their immediate surroundings.
Policy EDE-2e-2:	Through Green Oceanside and other programs, work with businesses and community groups to conduct clean-up events and other restoration and beautification efforts.
GOAL EDE-2f:	THOSE WHO GENERATE REVENUE IN THE CITY WILL INVEST IN THE LOCAL ECONOMY.
Policy EDE-2f-1:	Promote commercial uses that serve the needs of the City's daytime population, particularly those who work in Oceanside but live elsewhere.
Policy EDE-2f-2:	Encourage income property owners to rely on local businesses for products and services needed to maintain and upgrade their properties.
RESILIENCE	
GOAL EDE-3a:	THE CITY WILL IDENTIFY AND ADDRESS THE LONG-TERM FISCAL IMPACTS OF ANY PROPOSED RE-DESIGNATIONS OF PROPERTY.
Policy EDE-3a-1:	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.
Policy EDE-3a-2:	Seek commensurate public benefits from projects that will have long-term negative fiscal impacts on the City.
Policy EDE-3a-3:	Explore alternative revenue sources that help to defray the long-term costs of development (e.g., assessment districts, infrastructure financing districts, public benefit zones).

Policy EDE-3a-4:	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.
GOAL EDE-3b:	THE CITY WILL MAINTAIN A BROAD-BASED LOCAL ECONOMY.
Policy EDE-3b-1:	Promote businesses whose goods and services encourage additional spending within the local economy (i.e., the local multiplier effect).
Policy EDE-3b-2:	Promote base industries that export goods and services, as well as businesses that provide goods and services to the community.
Policy EDE-3b-3:	Promote online retail businesses and other internet-based operations that can provide jobs and sales tax revenues within the City.
Policy EDE-3b-4:	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.
GOAL EDE-3c:	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.
GOAL EDE-3d:	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.
GOAL EDE-3e:	CONSISTENT WITH THE LAND USE ELEMENT, TAKE ACTIONS TO HELP AGRICULTURE REMAIN ECONOMICALLY VIABLE OVER THE LONG TERM.
Policy EDE-3e-1:	Allow for a range of uses that complement agricultural operations and provide farmers with additional revenue.
Policy EDE-3e-2:	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.
Policy EDE-3e-3:	Pursue programs and infrastructure that provide cost-effective recycled water for agricultural use.
Policy EDE-3e-4:	Support the adoption of advanced farming methods and the development of new crops that will thrive in local conditions and increase financial returns.
COLLABORATION	
GOAL EDE-4a:	THE CITY WILL CONTINUE TO PARTNER WITH LOCAL AND REGIONAL EDUCATIONAL INSTITUTIONS TO PROMOTE WORKFORCE READINESS.
GOAL EDE-4b:	CONTINUE TO SUPPORT AND WORK CLOSELY WITH THE OCEANSIDE CHAMBER OF COMMERCE, MAINSTREET OCEANSIDE, VISIT OCEANSIDE, AND OTHER LOCAL BUSINESS GROUPS.
Policy EDE-4b-1:	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.
Policy EDE-4b-2:	Foster synergies between local business groups that capitalize on their respective strengths.



GOAL EDE-4c:	FOSTER AND STRENGTHEN PARTNERSHIPS WITH NEIGHBORING CITIES TO PROMOTE MUTUALLY-BENEFICIAL ECONOMIC DEVELOPMENT.
Policy EDE-4c-1:	Continue to participate actively in regional forums such as <i>Innovate 78</i> that promote collaborative approaches to issues of mutual concern.
Policy EDE-4c-2:	Recognize North County as a regional visitor destination and look for synergies between Oceanside destinations and those in other north county cities.

CHAPTER 9

IMPLEMENTATION

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
1a-1: Expand range of commercial goods and services conveniently available to residents, workers, and visitors.	Amend the Land Use Element of the General Plan and the Zoning Ordinance to incorporate relevant policies, standards, and guidelines.	Intermediate Term	Staffing	DSD (Planning)
1a-2: 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.	<p>Amend the Land Use Element to incorporate supportive policies.</p> <p>Observe said policies in annual CIP planning and budgeting.</p>	Short Term	Staffing CIP Revenue	DSD (Planning and Engineering)
1a-3: Encourage new development that provides for social interaction, cultural enrichment, and creates a strong sense of place including appropriate open space.	<p>Amend the Land Use Element to incorporate supportive policies.</p> <p>Partner with the Oceanside Historical Society and other stakeholders to preserve and showcase character-defining aspects of the City's past.</p> <p>Consider preparation of commercial design guidelines.</p> <p>Support public art and cultural programs that help to create a sense of community and place.</p>	Short Term	Staffing	<p>DSD (Planning and Engineering)</p> <p>Property Management</p> <p>Neighborhood Services (Parks & Rec)</p> <p>Economic Development</p> <p>Library</p>
1a-4: Provide a diverse supply of quality housing, including executive housing, and continue to address homelessness.	<p>Implement the policies and strategies of the Housing Element.</p> <p>Continue to support the efforts of OPD's HOT program and other efforts to address homelessness.</p>	Ongoing	Staffing	<p>Housing Division</p> <p>DSD (Planning)</p> <p>Police Department</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
1a-5: 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 activities.	<p>Continue to support law enforcement and community policing efforts.</p> <p>In the entitlement review process, promote CPTED and site design that promotes social engagement and recreation.</p> <p>Continue to support the development, enhancement, and maintenance of public parks, recreational facilities, and cultural venues.</p> <p>Work with local businesses to identify and resolve public safety and code compliance issues.</p>	Ongoing	Staffing	<p>Police Department</p> <p>DSD (Planning)</p> <p>Neighborhood Services (Parks & Rec)</p> <p>Code Enforcement</p>
1b-1: 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.	<p>Review land use and zoning standards to ensure that infill and redevelopment is adequately accommodated within the City's designated (SGOAs).</p> <p>Pursue grants and other external funding sources for Smart Growth planning and capital improvement projects.</p>	<p>Intermediate Term</p> <p>Ongoing</p>	<p>Staffing</p> <p>CIP Revenue</p>	<p>DSD (Planning)</p> <p>Public Works (Transportation)</p>
1b-2: Encourage efficient use of land for employment and revenue generation.	In the entitlement review process, work with applicants to maximize commercial floor area in mixed-use development.	Ongoing	Staffing	<p>DSD (Planning)</p> <p>Economic Development</p>
1b-3: Encourage the development of transportation and parking demand management strategies in order to reduce parking demand.	Assist local businesses in implementing transportation and parking demand management strategies.	Ongoing	Staffing	<p>DSD (Planning)</p> <p>Public Works (Transportation)</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>2a-1: 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.</p>	<p>Continue to educate City staff on economic development practices to reinforce their respective roles in maintaining a stable and prosperous local economy.</p> <p>Continue to monitor economic trends and key markers of the City's fiscal health and report this information to stakeholders on a regular basis.</p> <p>Conduct regular outreach to local businesses to solicit input on key challenges and provide information on local and regional business support efforts.</p> <p>Explore the creation of a business concierge program to help existing and prospective businesses navigate the local permitting process.</p>	<p>Ongoing</p>	<p>Staffing</p>	<p>Economic Development</p> <p>Human Resources</p>
<p>2a-2: Ensure that the development and business license review processes are as transparent and efficient as possible.</p>	<p>Continue to employ technologies that enhance customer service and staff productivity.</p> <p>Continue to observe state permit streamlining requirements.</p> <p>Ensure adequate staff resources.</p> <p>Modify the City's home occupation standards to allow a broader range of low-impact home-based businesses.</p>	<p>Ongoing</p>	<p>Staffing</p>	<p>Information Technology</p> <p>DSD</p> <p>Water Utilities</p> <p>NS (Code Enforcement)</p> <p>Finance (Business License)</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
2a-3: 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.	Evaluate entitlement applications for consistency with the goals and policies of the EDE.	Ongoing	Staffing	Economic Development DSD (Planning)
2b-1: 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.	Update the City's Local Coastal Program (LCP).	Intermediate Term	Staffing CIP Revenue	DSD (Planning) DSD (Engineering) Public Works Property Management
2b-2: Encourage visitor-serving and high tax revenue generating uses on commercial properties in proximity to Interstate 5, State Route 78, and Highway 76.	Review land use policies and zoning standards to ensure that such uses are permissible on these properties.	Short Term	Staffing	DSD (Planning) Economic Development
2b-3: Promote expansion of aviation-oriented uses and complementary services at Bob Maxwell Memorial Airfield.	Work with the City's contracted airport operator to identify opportunities for additional complementary land uses on and near the airport.	Ongoing	Staffing	DSD (Planning) Property Management
2b-4: Promote community events that draw visitors and encourage overnight stays.	Promote local businesses in conjunction with civic programs and community events.	Ongoing	Staffing Marketing Materials	Economic Development Neighborhood Services (Parks & Rec) Library Water Utilities
2b-5: Encourage the development of regional-scale sports, active lifestyle, and cultural/educational programs and venues at El Corazon.	Continue to implement the El Corazon Specific Plan.	Ongoing	Staffing CIP Revenue	Neighborhood Services (Parks & Rec) DSD (Planning) Property Management

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>2c-1: Coordinate with local educational institutions and workforce development entities to support workforce training programs.</p>	<p>Build partnerships with local schools to promote internship and apprentice programs, mentoring programs, school-to-work training, and other initiatives that expose K-12 and community college students to the evolving world of work.</p> <p>In support of municipal operations, provide volunteer and internship opportunities for local students.</p> <p>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.</p>	<p>Ongoing</p>	<p>Staffing</p>	<p>All Disciplines</p>
<p>2c-2: Encourage local businesses to explore internship and apprenticeship opportunities.</p>	<p>Promote vocational training programs that meet the needs of local businesses.</p>	<p>Ongoing</p>	<p>Staffing Outreach Materials</p>	<p>Economic Development</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>2c-3: Maintain ongoing marketing and informational programs to inform businesses about resources to help them start, grow, and prosper.</p>	<p>Continue to conduct relevant research on economic trends and opportunities.</p> <p>Prepare and regularly update online content, brochures, and other media that can be readily disseminated to local businesses.</p> <p>Continue to conduct regular forums with local businesses.</p> <p>Explore ways to help new businesses get started in Oceanside, such as low-cost incubator space, co-working spaces, and entrepreneurship programs.</p> <p>Pursue opportunities to showcase local start-up businesses, including their research and development efforts, innovative products and practices, and artistic endeavors.</p>	<p>Ongoing</p>	<p>Staffing</p> <p>Marketing Materials</p>	<p>Economic Development</p> <p>Data Collection</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>2d-1: Identify underutilized and obsolete commercial and industrial properties with the potential to accommodate more productive uses.</p>	<p>Conduct research, including field assessment, to identify underutilized commercial and industrial properties.</p> <p>Establish a regular dialogue with owners of underutilized commercial and industrial properties in an effort to better understand and address the factors that impede more efficient and profitable use.</p> <p>Update land use policies, zoning standards, environmental review guidelines, and permitting processes to encourage quality infill development, including adaptive reuse of existing buildings.</p>	<p>Short Term</p>	<p>Staffing</p>	<p>DSD (Planning)</p> <p>Economic Development</p>
<p>2d-2: ii: Identify low-impact manufacturing and industrial uses that can be sited within commercial zoning districts.</p>	<p>Conduct comparative research on how other cities are accommodating such uses in commercial zoning districts.</p> <p>Amend the Zoning Ordinance to allow for appropriate low-impact industrial uses in commercial zoning districts.</p>	<p>Short Term</p>	<p>Staffing</p>	<p>DSD (Planning)</p> <p>Economic Development</p>
<p>2d-3: Explore opportunities to expand the City's industrial land inventory in response to projected future demand.</p>	<p>Evaluate the prospect of re-designating existing commercial land for industrial use.</p>	<p>Short Term</p>	<p>Staffing</p>	<p>DSD (Planning)</p> <p>Economic Development</p>
<p>2e-1: Encourage local businesses to take an interest in the security and cleanliness of their immediate surroundings.</p>	<p>Conduct outreach to local businesses emphasizing the value of clean sidewalks, well-maintained parkways, and other right-of-way enhancements.</p>	<p>Short Term</p>	<p>Staffing</p> <p>Outreach Materials</p>	<p>DSD (Planning)</p> <p>Public Safety</p> <p>NS (Code Enforcement)</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
2e-2: Through Green Oceanside and other outreach programs, work with businesses and community groups to conduct clean-up events and other restoration and beautification efforts.	Consider assembling a multi-disciplinary staff task force to coordinate such efforts.	Short Term	Staffing Outreach Materials	Economic Development Water Utilities Neighborhood Services
2f-1: Promote commercial uses that serve the needs of the City's daytime population, particularly those who work in Oceanside but live elsewhere.	Reevaluate zoning standards to ensure that food service and other essential goods and services are allowed within and/or in proximity to major employment centers.	Short Term	Staffing	Economic Development
2f-2: Encourage income property owners to patronize local businesses for products and services needed to maintain and upgrade their properties.	Identify those properties owned by entities located outside of the City. Prepare outreach materials that direct these entities to local goods and services as well as other opportunities to further invest in the City.	Intermediate Term	Staffing Outreach Materials	Economic Development
3a-1: Require that proposals to change land use and zoning designations be accompanied by robust fiscal impact assessment as well as thorough analysis of projected City revenues and expenses, other economic considerations (e.g., job creation), and non-economic benefits.	Prepare a policy directive that requires that proposals for General Plan and zone amendments be subject to fiscal impact assessment. Amend the Development Processing Guide to establish a requirement that GPA/ZA applications include a description of public benefits associated with proposed projects.	Short Term	Staffing	DSD (Planning)
3a-2: Seek commensurate public benefits from projects that will have long-term negative fiscal impacts on the City.	Amend the Land Use Element to incorporate policies that encourage mitigating public benefits from projects that will have long-term negative fiscal impacts on the City.	Intermediate Term	Staffing	DSD (Planning)

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>3a-3: Explore alternative revenue sources that help to defray the long-term costs of development (e.g., assessment districts, infrastructure financing districts, public benefit zones).</p>	<p>Continue to explore a local sales tax measure.</p>	<p>Short Term</p>	<p>Staffing</p>	<p>City Manager's Office</p>
<p>3b-1: Promote businesses whose goods and services encourage additional spending within the local economy (i.e., the local multiplier effect).</p>	<p>Identify those industries and discrete businesses that have the highest direct, indirect, and induced impacts on the local economy.</p> <p>Maintain a "Shop Local" campaign to encourage residents to patronize businesses located within Oceanside, including locally-owned, independent businesses.</p>	<p>Short Term</p>	<p>Staffing</p>	<p>Economic Development</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>3b-2: Promote base industries that export goods and services, as well as businesses that provide goods and services to the community.</p>	<p>Determine the ratio of basic to non-basic commerce in the City and compare to ratios in other cities in the region.</p> <p>Reevaluate zoning standards that limit some manufacturing operations to general industrial zones.</p> <p>Work with the City's existing base industries to identify complementary businesses that be recruited to the City.</p> <p>Continue to provide for adaptive reuse of existing commercial and industrial space.</p> <p>Amend the Zoning Ordinance to allow for appropriate low-impact industrial uses in commercial zoning districts.</p> <p>Utilize data on the City's retail surplus/leakage to identify and recruit businesses currently undersupplied within the local economy.</p>	<p>Ongoing</p>	<p>Staffing</p>	<p>DSD (Planning)</p> <p>Economic Development</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>3b-3: Promote online retail businesses and other internet-based operations that can provide jobs and sales tax revenues within the City.</p>	<p>Recruit online retailers looking to establish brick-and-mortar outlets.</p> <p>Conduct research on the prevalence of internet commerce in Oceanside and identify the conditions that both facilitate and discourage such commerce.</p> <p>Ensure that the City is receiving its fair share of tax revenue from online commerce.</p> <p>Reevaluate home occupation standards to ensure that such businesses can operate in residential zones, as appropriate.</p>	<p>Intermediate Term</p>	<p>Staffing</p>	<p>DSD (Planning)</p> <p>Economic Development</p>
<p>3b-4: 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.</p>	<p>Develop guidelines for transforming auto-centric strip commercial centers into inviting, pedestrian-oriented spaces.</p>	<p>Intermediate Term</p>	<p>Staffing</p>	<p>DSD (Planning)</p>

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
<p>3c: 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, life science and biotechnology, information and communication technology, sports and active lifestyle products and services, and hospitality.</p>	<p>Continue to attend forums where these economic sectors are represented and promote the City as a business-friendly locale that affords a high quality of life for workers and business owners.</p> <p>Conduct outreach to existing businesses in these economic sectors to understand their needs and constraints.</p> <p>Work with local educational institutions to promote training that qualifies local residents for work in these economic sectors.</p>	Ongoing	Staffing	Economic Development
<p>3d: The local 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.</p>	<p>Complete the Energy and Climate Action Element (ECAP).</p> <p>Continue to grow the Green Oceanside Business Network.</p> <p>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.</p>	Short Term; Ongoing	Staffing	DSD (Planning) Water Utilities Economic Development
<p>3e-1: Allow for a range of uses that complement agricultural operations and provide farmers with additional revenue.</p>	<p>Implement the Agritourism Strategic Plan.</p>	Intermediate Term	Staffing	DSD (Planning) Economic Development

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
3e-2: 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.	Implement the Agritourism Strategic Plan. Support local stakeholders in their efforts to develop a vision plan for South Morro Hills.	Intermediate Term	Staffing	Economic Development
3e-3: Pursue programs and infrastructure that provide cost-effective recycled water for agricultural use.	Continue to expand the City's water recycling program.	Intermediate Term	Staffing CIP Revenue	Water Utilities
3e-4: Support the adoption of advanced farming methods and the development of new crops that will thrive in local conditions and increase financial returns.	Maintain a regular dialogue with local farmers and regional farming experts on the evolution of agriculture in the San Diego region.	Ongoing	Staffing	City Manager's Office
4a: Continue to partner with local and regional educational institutions to promote workforce readiness.	Offer volunteer and internship opportunities.	Ongoing	Staffing	City Manager's Office
4b-1: 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.	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.	Ongoing	Staffing Marketing Materials	Economic Development Neighborhood Services (Parks & Rec) Public Works (Transportation)
4b-2: Foster synergies between local business groups that capitalize on their respective strengths.	Continue to participate actively in forums sponsored by local business groups and provide venues and other logistical support for such forums.	Ongoing	Staffing	Economic Development
4c-1: Continue to participate actively in regional forums that promote collaborative approaches to issues of mutual concern (e.g., Innovate 78).	Continue to participate actively in forums sponsored by regional entities and provide venues and other logistical support for such forums.	Ongoing	Staffing	Economic Development

POLICY	IMPLEMENTING ACTIONS	TIMEFRAME	REQUIRED RESOURCES	RESPONSIBLE PARTIES
4c-2: Recognize North County as a regional visitor destination and look for synergies between Oceanside destinations and those in other north county cities.	Identify opportunities for reciprocal marketing, strategic partnerships, and shared transportation services.	Ongoing	Staffing	Economic Development