

**MAIN STREET OCEANSIDE
BUSINESS RECRUITMENT AND RETENTION
RECOMMENDATIONS**



Greenberg Development Services
November 1-2, 2016

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1. SCOPE

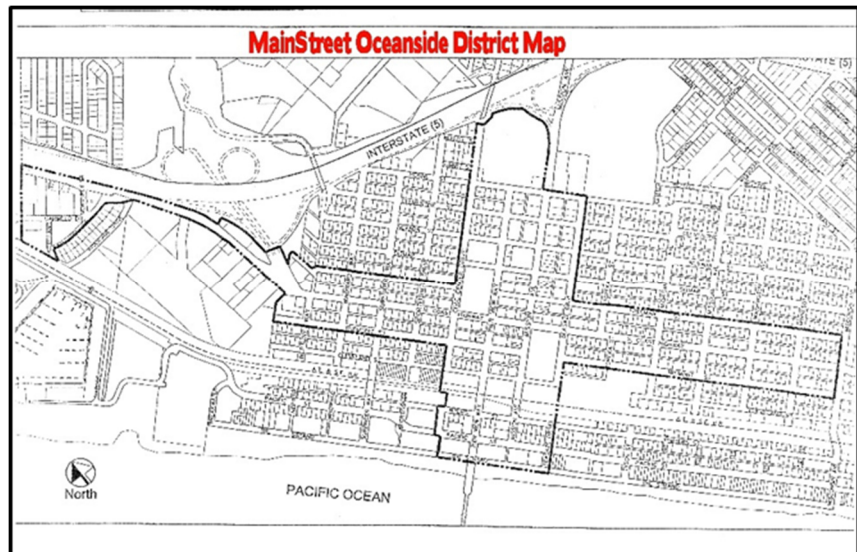
The following recommendations for strengthening downtown’s mix of businesses through a combination of business retention and attraction activities is based on a two-day technical assistance visit to Oceanside in November, 2016. This visit was conducted by Hilary Greenberg of Greenberg Development Services (Charlotte, North Carolina). The purpose of the visit was to identify possible activities that Main Street Oceanside (MSO) could implement over the next few years to help property owners and their realtors better identify and recruit desired uses to the area and support existing businesses. In preparation for the visit, the Consultant reviewed several planning studies and demographic reports including *the Coast Hwy. Market Study, Vision and Strategic Plan, the Oceanside Pier Hotel Economic Subsidy, the 2013 Economic Sustainability Study* and the *City of Oceanside’s General Plan*. During the site visit, the Consultant met with over thirty volunteers, property owners and businesses and conducted a series of in-store interviews and assessments. While the following recommendations can be applied to the entire Main Street District, the focus of this visit was a smaller sub-area bounded by Surf rider Way and Michigan Ave. to the north and south and Cleveland and Nevada Streets to the west and east.

2. OVERVIEW

The city’s revitalization effort is spearheaded by Main Street Oceanside (MSO). Established in 2000, the program is part of a state and national effort that focuses on strengthening businesses and attracting new investment through a 4-point approach®. The organization’s mission is to “Create an environment for investment while protecting and enhancing the historic and unique characteristics of the area that contribute to the community’s strong sense of place and quality of life.” On-going safety and beautification projects along with a strong events calendar has helped to change the public’s perception about downtown and has created a stronger investment climate that is in turn, helping to generate new business activity.

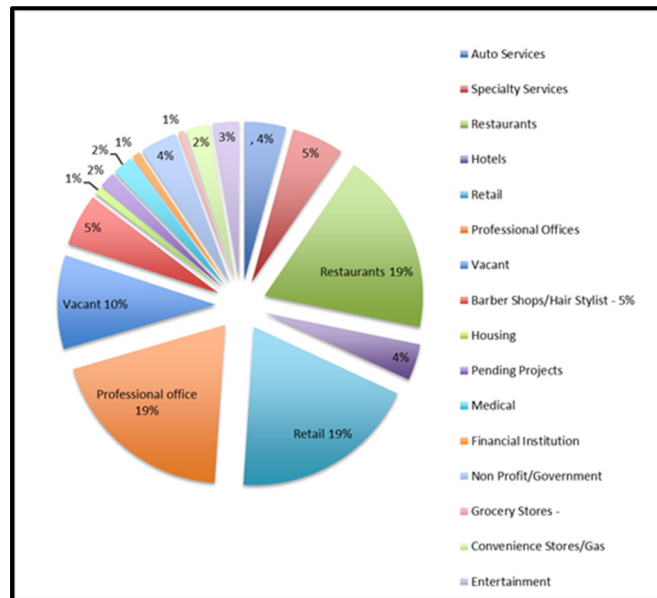
Downtown Oceanside is a large commercial district that is home to a wide-ranging mix of restaurants, services and specialty retail. While many of the buildings within the core area are small, one and two-

story buildings with rents conducive to specialty retail and locally-owned businesses, there also are several large buildings suitable for larger anchor tenants. While efforts to revitalize the downtown have been on-going since the 1980’s, the rate of new investment and business activity has increased dramatically over the past five years with several restaurants and retailers opening in the downtown.



While there are still vacant and underutilized buildings scattered throughout the area, the completion of the nine-block redevelopment site near the waterfront should stimulate additional investment in the area.

Within the study area are several major civic and cultural destinations including a heavily utilized pier and boardwalk, the Regal Cinema retail complex, the City’s Civic Center, a regional transit center, the Sunshine Brooks and Star Theaters and the Oceanside Museum of Art. Many of downtown’s civic or governmental uses are located between Civic Center Dr. and Pier View Way. While businesses are located on almost every street running through the downtown, the greatest concentration of business activity is clustered along Mission Ave., Coast Hwy. and Tremont Ave; with smaller commercial nodes along Seagaze Dr. and Pier View Way. Each of these commercial areas has its own opportunities and challenges for business attraction and retention. Key business clusters include a growing restaurant cluster, a military goods and services cluster that has seen sales decline but still represents a significant amount of square footage, a business and personal service cluster and a beach-related tourist goods cluster. There also is a growing number of lifestyle businesses that cater to residents and visitors’ hobbies or interests. Many of these stores are focus on “active recreational activities”. Business clusters that are underrepresented include the apparel, home décor and furniture clusters.



Mission Ave is downtown’s primary pedestrian-oriented business corridor. Anchored by the ocean and Hwy. 5 to the west and east, the avenue currently houses a mixture of locally owned, chain and franchise uses that target a variety of customer groups ranging from military personnel stationed at Camp Pendleton to overnight guests at downtown hotels and vacation rentals. In contrast to Mission Ave., the majority of uses along the North and South Coast Hwy. are primarily free-standing auto-centric businesses. While there is a similar mix of businesses along both segments, the opening of restaurants such as the Local Tap House and Masters Kitchen along the southern portion of the Coast Hwy. (between Mission and Michigan Avenues) has helped to attract other complementary businesses and has increased investor interest in this area. While the northern portion of the Coast Hwy. (between Mission Ave. and Surfdrider Way) also has a number of automotive, motels, fast food and service uses, this section of the highway is also home to several government uses as well as both the Star and Sunshine Brooks Theaters. The recent purchase of the Pierview Plaza Building and the expansion of a popular restaurant to the corner of Coast Hwy. and Mission Ave is helping reconnect smaller retail tenants on North Coast Hwy. to those on Mission Ave. The entire Coast Hwy. corridor is the focus of a major redevelopment plan that calls for higher density mixed-use development, streetscape and road improvements to enhance pedestrian activity.

If implemented, this plan would have a significant impact on retail activity within the downtown.

3. ASSETS AND LIABILITIES

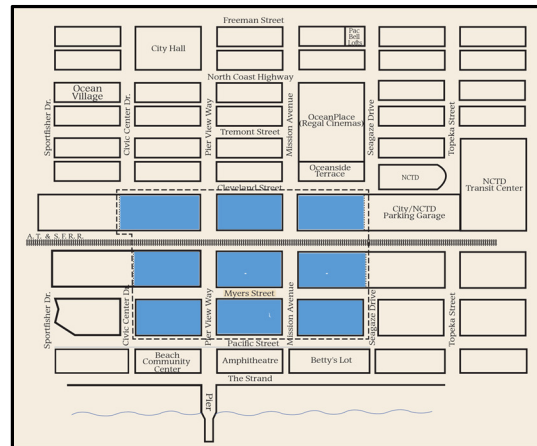
Below is a brief review of several assets and challenges that influence MSO's ability to attract or expand its business mix. Not surprisingly, many of our observations echo those cited by stakeholders during interviews conducted during our site visit. (See Appendix for a summary of stakeholders' concerns and suggestions for future activities). Although downtown investment has increased dramatically since the 2007-12 recession, stakeholders identified several issues that they believe could impact future business activity. While some issues such as those relating to affordable housing, panhandling and homeless are long-standing issues that require broad community engagement, other issues are new concerns; a byproduct of a stronger real estate market. Resolving these issues will require greater support from multiple stakeholders - property owners, developers, brokers, city officials, business operators, workers and residents and a reallocation of staff time and resources.

3.1 ASSETS

Below are several assets or strengths that can be used to promote existing businesses and attract new investment to downtown.

- **Strong Sense of Place.** Downtown's setting adjacent to the Pacific Ocean provides an attractive setting for specialty retailers looking to differentiate themselves from mass merchandisers. The downtown's walkability, beach access and low-key "vibe" were cited as strong attributes that could be used to attract new business.
- **Growing market demand.** There is over 300,000 persons living within 5 miles of downtown, 500,000 within 10-miles with an average income of over \$70,000. In addition to a strong local and regional marketplace, new residential and overnight accommodations in the downtown is creating new demand for businesses and services.
- **Growing restaurant cluster.** Downtown's growing reputation as a regional destination for chef-driven dining, drinking and food establishments is helping to attract other quality businesses to the area and increasing downtown's ability to capture sales from the greater north San Diego region.
- **Regional transit hub.** The location of a regional intermodal transportation hub in the downtown is an important asset that brings thousands of commuters to the downtown on a daily basis. Proposed improvements to the transit station and parking garage will create new opportunities for surrounding businesses.
- **Affordable real estate.** Downtown has a good supply of competitively priced rental space suitable for boutique retailers and entrepreneurs. Increasing rents in the greater San Diego market should increase interest in downtown Oceanside. In addition to available rental space, there also are opportunities to develop larger mixed-use residential or office development along the Coast Hwy.

- **Catalytic Developments.** The completion of the nine-block redevelopment plan with new hotel and mixed use residential is expected to generate demand for additional goods and services and stimulate new investment. Publicity generated by the Coast Hwy. Strategic Plan is creating investor interest that could lead to additional development in the downtown.
- **Quality, Unique Operators.** In recent years, a number of unique owner-occupied businesses have chosen to locate in downtown Oceanside. These businesses have been able to capture regional household sales and are helping to redefine downtown's image.



- **Strong downtown organization.** In addition to working with small businesses and property owners, Main Street Oceanside oversees a variety of design, promotion and special event activities including a traditional farmers market and the Sunset Market; an evening craft, food and entertainment market that is estimated to bring over 7,000 persons each week into the downtown.
- **Partnership and Commitment.** On the whole, area property owners, business operators, residents and neighborhood organizations appear to be committed to ensuring the relevance and vitality of downtown. Projects like the proposed mural project and Artist Alley are examples of cooperative partnerships between the city, MSO and downtown property owners that are creating an environment that will allow retail to flourish.

3.2 LIABILITIES OR ISSUES

Below are several issues or concerns that are negatively impacting existing businesses and discouraging new businesses from locating downtown.

- **Concentration of homeless.** While this issue is a growing problem for many CA communities, downtown's concentration of homeless and issues with panhandling are creating issues relating to safety, sanitation and grime that impact downtown's ability to function as a retailing district. While these are complex issues that require a community-wide solution, MSO will need to continue to implement smaller projects that focus on street and sidewalk cleaning and outreach to improve visitors' experience.
- **Lingering misperceptions regarding crime.** While actual incidences of crime are rare, new businesses stated that it is often a struggle to attract regional customers who still believe that downtown is unsafe. These lingering misperceptions regarding crime in the area also impacts local realtors' ability to attract new businesses. While MSO's strong event program as well as the recent publicity generated by new restaurants is helping to change the public's perception, additional marketing, safety, beautification and lighting projects could further enhance the

downtown and change perceptions. For example, proposed improvements to the Regal Cinema plaza will help to reduce loitering and reassure customers.

- **Building conditions.** While many of vacant properties are in move-in condition, others require significant repairs before they can be leased. While there are several examples of quality signage and façades, many businesses have exterior facades and signage that does not match the quality of the product being sold. MSO could encourage property owners to make small improvements through a façade or signage grant program that together would improve downtown’s overall appearance.
- **Circulation and parking.** To attract new retail, downtown needs to have a supply of readily available parking that is easy to find. While the angle parking and one-way traffic on portions of Mission Ave appear to be working, additional analysis may be required to ensure that the downtown is easy to navigate and that available parking is easy to locate.
- **Fragmented business nodes.** Downtown is home to a wide array of specialty businesses. However, many function as free-standing uses rather than part of a complementary retailing center. In some cases, this is due to physical separation of similar uses by distance or by the presence of non-retail uses that disrupt pedestrian activity. Some businesses have become so specialized that they do not carry products or services that complement adjacent uses. This fragmentation has created pedestrian “dead” zones that negatively impact downtown’s ability to function as a retailing center.
- **Underperforming businesses.** There are several businesses located within the downtown boundaries that are operating at below industry standards either due to changing markets, increasing expenses or lack of business skills. Many of these businesses have focused on small niche markets that are no longer strong enough to sustain sales. While some of these businesses own their buildings, others are vulnerable to rising rents. Long-term, it is important to attract businesses that can capture sales from a broader market segment.
- **Skewed mix.** While downtown has several strong business clusters, it is missing several categories of goods that are critical to functioning as a regional and visitor destination. These categories include home accessory, gift and apparel categories.
- **Investor uncertainty.** While downtown reinvestment is increasing, there is concern that property owners may take a “wait and see” approach that could negatively impact downtown’s investment momentum. There also is concern that the publicity regarding the Coast Hwy Strategic Plan and the completion of the nine-block redevelopment site will attract “out of town” investors that may not share the community’s vision for the downtown.

3.3 BOTH ASSETS AND LIABILITIES

- **Changing rent structures.** Downtown’s recent success in attracting innovative restaurant and retail operators has been fueled in part by a supply of affordable buildings and rental spaces. However, lower rents also attract businesses that do not perform to industry standards and

whose presence actually acts to discourage new businesses from locating to downtown. Ideally, rents should be a function of market trends and sales with rents rising as new customers are attracted to downtown. If rates are not based on sales performance, rising rents could lead to higher vacancy rates and discourage locally-owned businesses from locating downtown. MSO could play a critical role in ensuring that rents are in line with sales, by providing property owners and their brokers with information about current retail sales trends and desired tenant mix.

- **New infill development.** While the new development occurring near the waterfront should increase residential and visitor activity and strengthen the connection between the beach and downtown businesses, these large mixed-use developments could act as visual barriers between beach tourists and downtown retailers.
- **City regulations and code enforcement.** Many businesses interviewed during our visit commented on the positive experience they had working with the city. Plans to revise the city's brewery law was mentioned as an example of a responsive government. However, some felt that city staff did not always understand the costs associated with redevelopment and that more could be done to reduce unnecessary restrictions that act as deterrents to attracting new investment. Many felt that the city needed to provide greater protection to key downtown blocks through zoning or code enforcement to encourage new businesses to invest and to protect buildings from higher density development.

4. MARKET TRENDS

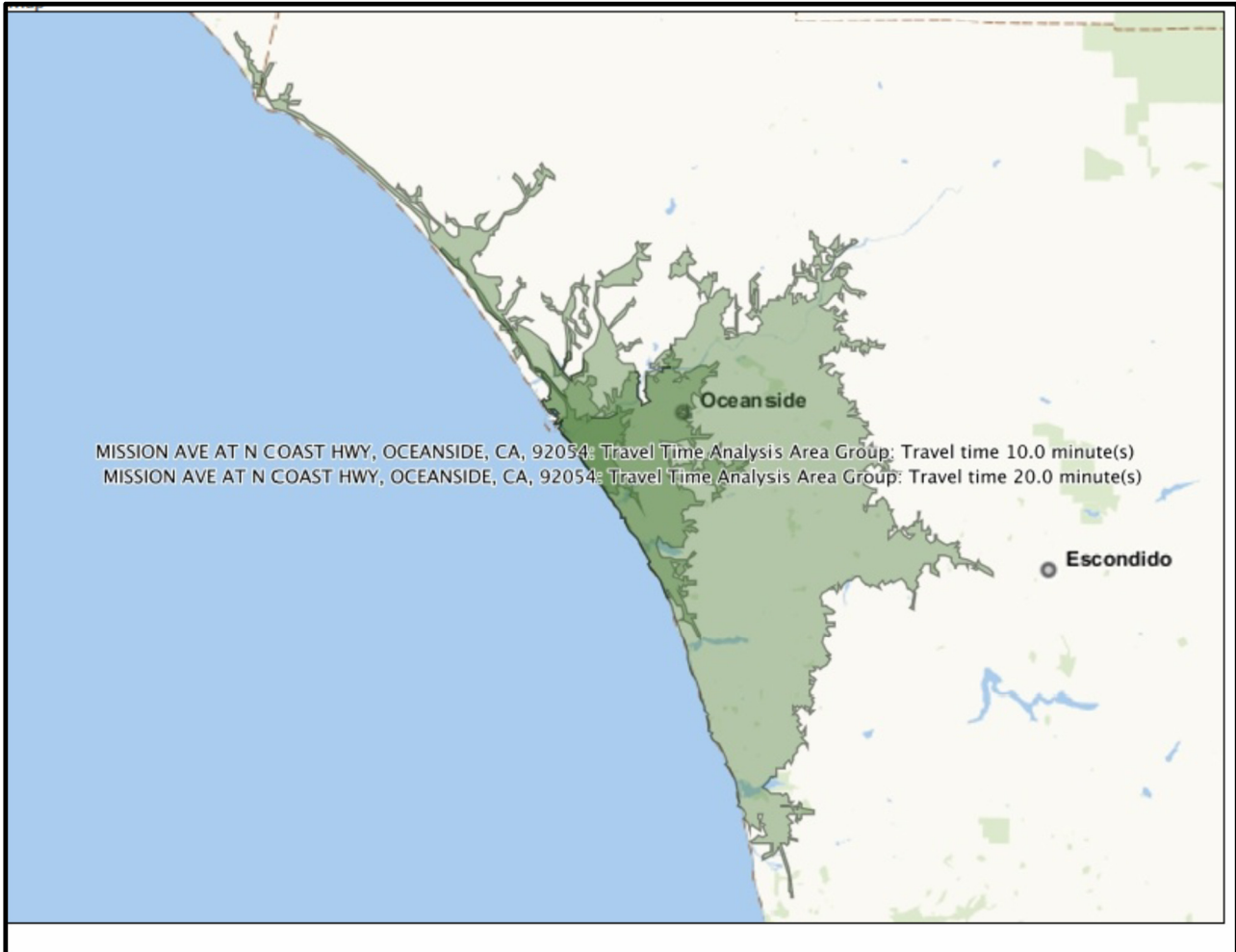
Below is a summary of market and sales trends that impact downtown businesses. This information is based on Neilson/Claritas data reports provided by the City of Oceanside for this project. Neilson/Claritas is a nationally recognized market data company that provides communities and businesses with site analysis information. For this study, we reviewed market data both in terms of both distance and time.

4.1 DEMOGRAPHIC PROFILE

Below are some key market trends or findings for the three trade areas: (primary trade area 0-5 minutes, a secondary trade area 0-10 minutes and a tertiary trade area 0-20 minutes.)

- **Population and Households.** There is approximately 30,000 persons or 11,463 households living in the primary or 5-minute trade area. There is approximately 123,500 persons or 47,000 households in the secondary or 10-minute trade area and 511,000 persons or 194,500 households living in the tertiary or 20-minute trade area. All three trade areas are expected to grow in size over the next five years. The tertiary trade area had a slightly higher average household size than the other two areas indicating a larger percentage of households with children.

MAP 1. DOWNTOWN OCEANSIDE
PTA 5 MINUTES STA: 10 MINUTES TTA: 20 MINUTES



- Income.** For the three areas, the primary trade area had a slightly greater concentration of households with incomes under \$35,000 and a smaller percentage of households with incomes over \$100,000. The tertiary trade area had the greatest percentage of households with incomes over \$100,000.

TABLE 1: TRADE AREA SUMMARY SNAPSHOT: 2017

CHARACTERISTIC	PRIMARY TRADE AREA 0-5 minutes	SECONDARY TRADE AREA 0-10 minutes	TERTIARY TRADE AREA 0-20 minutes
POPULATION			
2010	28,555	116,241	511,987
2016	30,074	123,540	552,660
2021	31,422	130,065	587,200
2016-21 growth rate	4.48%	5.28%	6.25%
HOUSEHOLDS			
2010	10,758	43,886	180,665
2016	11,463	46,944	194,495
2021	12,070	49,643	206,690
2016-2021 growth rate	5.3%	5.7%	6.3%
2016 HH size	2.57	2.55	2.78
MEDIAN HH INCOME			
2016	\$47,229	\$55,984	\$64,598
2021			
2016 LATINO COMPOSITION			
Non-Hispanic	57.7%	66.7%	67.4%
Hispanic	42.3%	33.2%	32.5%
2016 MD. AGE % OVER 65			
	34.6	35.7	36.6
	11%	14%	13.8%
2016 % of OWNER HOUSING			
	33.2%	46.6%	58.7%
EDUCATIONAL LEVEL			
Associate degree	9.77%	11.59%	21.2%
Bachelor	13.49%	16.95%	8.5%
Masters or higher	5.96%	9.7%	3.3%
EMPLOYMENT			
In Armed Forces	3.19%	4.9%	3.5%
Civilian employment	55.68%	59.12%	53.7%
Civilian unemployed	5.2%	5.7%	5.12%
Not in labor force	35.88%	36.21%	37.58%
White-Collar	23%	19.2%	16.5%
Service	46.6%	57.7%	63%
Blue-Collar	30.3%	22.5%	20.5%

Source: ESRI 2016

TABLE 2: TRADE AREA HOUSEHOLDS BY INCOME

INCOME LEVEL	PRIMARY TRADE AREA 0-5 minutes	SECONDARY TRADE AREA 0-10 minutes	TERTIARY TRADE AREA 0-20 minutes
Under \$15,000	13.2%	11.8%	10.6%
\$15,000-\$24,999	10.3%	8.2%	9.6%
\$25,000-\$34,999	13.4%	11.0%	12.4%
\$35,000-\$49,999	15.9%	14.2%	17.2%
\$50,000-\$74,999	18.5%	19.7%	11.8%
\$75,000-\$99,999	10.7%	12.0%	9.0%
\$100,000 and above	17.6%	22.6%	30.8%

- **Ethnicity.** In terms of ethnic composition, all three areas had a significant percentage of Latino persons living in the area; with the primary trade area having the greatest percentage (42% versus 33%). The primary trade area also had a slightly greater percentage of African American persons.
- **Age.** The primary trade area had both the lowest median age among the three areas and the lowest percentage of households over 65. The 2016 estimated median household incomes for the primary trade area was \$47,229 compared to \$55,984 and \$64,595 for the secondary and tertiary trade areas.
- **Education.** The secondary trade area had the greatest percentage of persons with bachelor or graduate degrees while the tertiary trade area had a greater percentage of persons with associate degrees.
- **Employment.** All three areas had a significant percentage of persons not in the labor force. In terms of occupations, the majority of persons in the three trade areas were employed in service sector. primary trade area had a slightly greater percentage of households in white collar jobs, 23% compared to 19% and 16%. Of the three areas, the Primary Trade Area had the greatest percentage of persons employed in the Service Sector, but had a slightly greater percentage of persons with college degrees.

4.2 PRIZM LIFESTYLE SEGMENTS

Recognizing that people who share the same demographic characteristics may have widely divergent interests and shopping preferences,) Neilson/Claritas categorizes neighborhoods throughout the nation into 65 consumer groups or market segments. Neighborhoods are geographically defined by census blocks, which are analyzed and sorted

by a variety of demographic and socioeconomic characteristics as well as other determinants of consumer behavior. The top five lifestyle categories within this zipcode are as follows:

TABLE 3: TOP LIFESTYLE SEGMENTS	
	92054 zipcode
1	Cruising to Retirement
2	Upward Bound
3	Middlesburg Managers
4.	Striving Selfies
5.	New Melting Pot

Source: Neilson lifestyle zipcode look up

- **Cruising to Retirement.** These households are upscale older households without children. Many are retired military. They shop at Chico’s, watch golf on TV and eat at upscale casual chains like Bonefish Grill.
- **Upward Bound.** These households are the classic “soccer mom and dad’s”. These are middle to upscale households with younger children. Typical purchases include goods for their children, computers and cell phones and camping or recreational gear.
- **Middlesburg Manager.** These households are white-collar with some college degree. Many are military retirees that are empty nesters or have older children. Typical purchases include dining at chain restaurants like Olive Garden.
- **Striving Selfies.** These moderate-income residents are typically renters without children. Typical purchases dining at fast food restaurants and shopping at discount stores. Many have active recreational lifestyles.
- **New Melting Pot.** These lower income households are renters with children. Many watch sports on TV including NASCAR and eat at fast food restaurants.

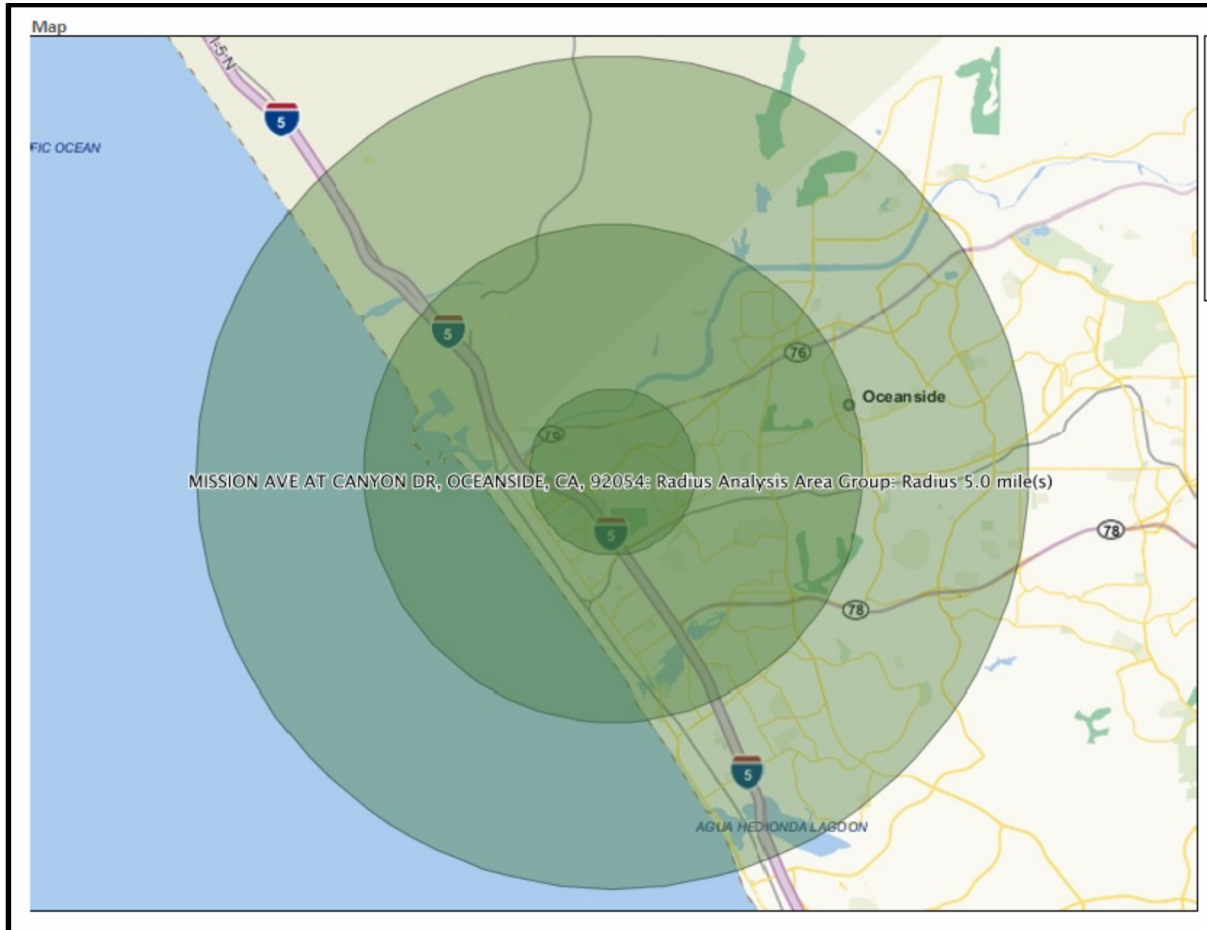
4.3 RETAIL SALES LEAKAGE/SURPLUS

A retail sales leakage analysis can help businesses determine whether their sales projections reflect a realistic capture rate given the market’s size and strength of the competition. An analysis of retail sales leakage and surplus also helps a community understand what merchandise is meeting local demand, what items are missing from the market resulting in

customers shopping elsewhere and the extent to which the business district is capturing the retail spending potential of households living in the defined trade area. For purposes of this study, we looked at sales figures for three areas: a 1, 3 and 5-mile trade area.

MAP 2. DOWNTOWN OCEANSIDE

1, 3 and 5-mile trade area boundaries



In a sales leakage analysis, ***Demand*** refers to the potential sales that could be spent by residents in the trade area, based on average household expenditures. Demand is calculated by multiplying an average spending estimate (based on the Bureau of Labor’s Consumer Expenditure Survey that considers household size, income and regional spending patterns) by the total households living within the defined trade area. Demand calculations do not include potential sales from seasonal households. ***Supply*** refers to the total sales actually spent in stores within the trade area. To determine “retail sales leakage or sales surplus,” actual sales are compared to potential sales. ***Sale leakage*** occurs when potential sales are greater than actual sales (positive number). This can occur if desired products are not available or if existing stores are not competitive in terms of convenience, price or quality to stores outside the trade area. These “lost dollars” or sales leakage represent sales that could support additional stores in the trade area. A ***Sales Surplus*** occurs when actual sales are

greater than potential sales estimates for area (negative number). A large surplus might indicate that the area is saturated with that kind of retail, or that consumers are being attracted from outside of the study area. It also can occur in areas with large numbers of seasonal residents or students who are not counted in the residential based analysis that only calculates demand for residents.

As shown on the table below, there is significant sales surplus in all three trade areas within the categories of Food and Drink, Grocery, Electronics and Appliances Sporting Goods and General Merchandise. It is important to note that these figures reflect only the difference in estimated demand and sales for the **resident** market area and are not adjusted to include potential demand generated by area employees, commuters and visitors. The large surpluses shown below indicate that all three trade areas capture a considerable percentage of sales from persons that do not live in the area.

TRADE AREA	SALES SURPLUS
Primary Trade Area	
Total Food and Drink	\$14,200,000
Electronics and Appliance	\$10,323,000
Grocery	\$15,185,000
Sporting Goods	\$3,376,000
General Merchandise	\$1,673,000
Secondary Trade Area	
Total Food and Drink	\$85,041,000
Home Furnishings	\$4,950,300
Electronics and Appliance	\$8,530,000
Grocery	\$7,364,000
Clothing	\$7,344,000
Sporting Good	\$6,550,000
Florist	\$1,473,000
Tertiary Trade Area	
Food and Drink	\$94,220,000
Home Furnishings	\$11,441,000
Grocery	\$2,338,000
Clothing	\$18,951,000
Sporting Good	\$1,786,000
General Merchandise	\$110,699,300
Florist	\$3,571,000

Source: Neilson/Claritas and Dunn and Bradstreet.

Within the 1 and 3-mile trade area there is market demand for businesses in the categories of

specialty food, furniture, health and personal care, cosmetics, women’s clothing, jewelry, gifts and limited service restaurants. There also is demand for a pharmacy. The development of additional residential projects in or around the district as well as rising neighborhood income levels will provide important support for new development in the District.

SALES LEAKAGE	PRIMARY (0-1 MILE)	SECONDARY (0-3 MILE)
Furniture	\$1,864,000	\$2,230,000
Specialty Food	\$2,748,000	\$12,670,000
Health and Personal Care	\$8,875,000	\$37,177,000
Pharmacy	\$6,723,000	\$33,480,000
Cosmetics	\$ 500,000	-----
Woman’s Clothing	\$ 900,000	\$1,960,000
Family Clothing	\$1,700,000	-----
Jewelry	\$1,640,000	\$6,360,000
Gifts		\$2,391,800
Limited Service Restaurant	\$1,600,000	-----

Source: Neilson/Claritas and Dunn and Bradstreet.

5. BUSINESS OPPORTUNITIES

Identifying appropriate uses for the District is a function of demographics and lifestyle characteristics, spending potential, existing strengths and weaknesses within the commercial area and availability of space suitable for targeted prospects. Together these factors determine the District’s ability to capture sales currently leaving the area and attract a greater share of the visitor market. Based on available market information, we believe that there is market support to improve sales performance of existing businesses as well as to attract new businesses. The Committee’s ability to attract new businesses will depend upon availability and condition of space, property owners’ support and the implementation of marketing, economic and promotional activities outlined in the in this report. Sales support for new business will come from increasing sales capture from the secondary and tertiary trade area as well as new sales from visitors and seasonal residents.

Future recruitment activities should focus on strengthening the strong existing market niches and filling specific needs identified by local business or property owners. New uses should be recruited to expand the range, price point or product offerings within the clusters identified earlier in this report.

- Recruitment should focus on recruiting stores that complement but do not compete with existing businesses.
- New stores should include in-store activities to boost traffic. Examples of in-store activities include adding a putting green or archery range in a sporting goods store or holding dance, yoga or exercise classes in a dance or exercise clothing store.
- Lifestyle retailers should be tech savvy and use social media to reach customers that do not live in the immediate area.
- New businesses could be clustered together in one building similar but it is important that stores have unique identities, use merchandising props to display merchandise and do not overlap in product.

While downtown Oceanside’s mix of businesses will continue to change in response to rising rents, changing consumer tastes and new competition within the region, future retail activity primarily will be driven by sales generated by three key market segments: 1) residents living in the local and regional trade areas, 2) a growing visitor market that includes seasonal residents, leisure travelers and 3) sales from the regional workforce.

Downtown’s residential market includes local residents and families living at Camp Pendleton. Local residents include a number of retirees as well as younger families attracted to Oceanside’s more affordable housing. While downtown businesses still rely on the local residential market, the opening of several popular restaurants and breweries and MSO’s strong event programming has helped downtown businesses capture a larger share of the regional trade area. This regional market that includes households living in Carlsbad, San Marcos and Vista generates over \$6 billion dollars in retail and restaurant demand. Retail sales leakage reports show that there are opportunities for new businesses in several categories including furniture, apparel, personal care, jewelry and miscellaneous retail.

The visitor market includes both vacationers staying at area hotels and rentals and day visitors who patronize Oceanside’s beach and cultural attractions. Visit Oceanside estimated that the visitor market generated over \$60 million in new sales for local businesses in 2013. Downtown’s share of

Aggregated Total Visitor Spending			
Overnight Visitor	\$ 19,913,390	\$ 59,378,264	198.2%
Day Visitors	\$ 955,010	\$ 1,997,465	109.2%
Total Visitor Spending	\$ 20,868,400	\$ 61,375,729	194.1%

this market is expected to grow with the opening of new downtown hotels. In addition to adding new “beds and heads”, Visit Oceanside, the Chamber of Commerce and the City of Oceanside are working together to attract small conventions and conferences and increase visitor attendance in the off-season.

Like many downtowns across the country, downtown Oceanside mix of businesses has undergone significant changes over the past forty years. While once a full-service traditional retail and service center that focused solely on a local market, downtown is evolving into a destination center for lifestyle services, retail and restaurants. While downtown Oceanside will continue to experience changes to its retail mix in response to national trends and changes in consumer behavior, we believe that there is demand to support a more robust retail sector in the downtown. Attributes that support a stronger retail base include growing residential and visitor market, a strong marketing and event program that generates pedestrian traffic and a unique setting that creates an environment conducive to specialty retailing.

While there is not a single roadmap for rebuilding a pedestrian-dependent retail shopping district, Main Street Oceanside is at the forefront of a new approach to revitalization that is now being recognized and replicated across the country. This approach to commercial revitalization begins by first focusing on strategies that help downtown regain its position of importance in the lives of local residents. This has been accomplished through MSO’s strong event and promotional program and through public improvements that included new places for residents to interact with one another. These activities have in turn created an environment that supports new dining and beverage uses.

We believe that the time is right for MSO to take a more active role in working with property owners and their realtors to identify and attract businesses that will complement existing businesses and support the growing visitor market. During our interviews, there was strong support for MSO to play a larger role in helping retain and attract those businesses that could help differentiate downtown from other shopping areas in the region. While it is difficult to define on paper, typical words used to describe these businesses included word like *“experiential”*, *“eclectic”*, *“low-key”*, *“free-spirited”*, *“welcoming”*, *“friendly”*, *“authentic”*, *“locally owned”* and *“affordable”*.

Below is a brief summary of possible types of uses that we believe MSO could attract to downtown through a more organized recruitment effort. These suggestions should be seen as a starting point for the Board to review and test through surveys, retail leakage studies and interviews with local realtors and brokers. It is important that new businesses be “tech savvy” and use website and social media to reach and sell products to customers that do not live in the immediate area. While many downtown businesses have successfully focused on smaller niche markets, long-term there is greater opportunity in businesses that are able to serve multiple market segments. This could be accomplished by attracting businesses that attempt to create an experience.

5.1 DINING AND ENTERTAINMENT

While restaurants represent about 25% of downtown’s total inventory, MSO should continue to work with interested property owners to attract additional restaurants in order to establish regional dominance. A recent survey by the International Downtown Association found that in strong restaurant districts, these uses represent between 35 and 40 percent of the total number of businesses. MSO should encourage new restaurants to avoid overlap in menu and include out-door dining to increase street activity.

Examples of potential restaurants that were identified during our possible types of new uses included: True Food Kitchen, Chopped and SweetGreens. Other uses included bars that featured craft whiskey or hard cider.



5.2 LIFESTYLE RETAIL

MSO should focus on recruiting businesses that have in-store activities that increase customer’s “dwell time” by creating an experience that can’t be copied by mass merchandisers or internet stores. Examples of stores within this category include:

- **Active recreation or experiential stores.** While there are several stores in the downtown that focus on active lifestyles: i.e. skateboard, dive shop, coffee, tea and tattoo parlor), MSO could target other types of active recreational uses including bicycle, kayak outdoor gear, spin classes etc. Examples of stores that incorporate an experience into the sales process include stores that allow customers to create their own fragrances, lotions, jewelry or soaps as well as businesses that offer in-store classes (examples: scrap booking, home brewing or cooking).
- **Home accessories.** Businesses in this category are less vulnerable to internet competition as customers like to see the item before purchasing. Examples of this type of store includes home

décor, gift, kitchen, retro furnishings, specialized craft or hobby stores, hand-made furniture store, design related businesses such as tile, lighting, metal fabricators, blinds, flooring.

- **Specialty food.** Although downtown’s residential base is not large enough to support another grocer, there is demand for smaller uses including business that provide prepared meals, food cooperative, specialty food stores carrying wine, cheese or chocolate.
- **Spa and pampering.** While downtown has several businesses already in this category, there is additional demand to support businesses in the personal care and resort service category. Examples of these types of uses include Origin, Lush and Aveda product stores.
- **Casual and resort apparel.** While there is interest in recruiting new women’s clothing and accessory stores to serve both the local and visitor market, the lack of department store anchors and the seasonality of the visitor market will make it difficult to reestablish this category. The most likely locations for these types of uses would be as part of a future hotel or residential mixed-use development or as part of a retail incubator that could provide smaller, more affordable space to new businesses.

5.3 ANCHOR TENANTS

In addition to working with realtors to attract new retail or restaurants, MSO also could work with the city and interested property owners to develop larger projects that create destinations that will draw regional and visitor traffic to the downtown. Examples of these uses include:

- **Indoor market.** This could serve local residents as well as act as a destination for visitors. See **Locale Grocery** (St. Petersburg, FL) for example of a successful market and restaurant project.
- **Office space.** Younger professional workers prefer to work in vibrant walkable, communities like Oceanside. MSO should work with developers to explore opportunities to develop additional co-share office project for tenants that want to share equipment, meeting rooms or receptionist.
- **Educational or medical uses.** Possible projects that could be recruited to the downtown include wellness center or imaging services, and classroom space for adult learning or graduate studies. These uses would bring new customer to downtown and provide employment for local residents.
- **Art cooperatives or design emporium.** This project typically provides small rental spaces for complementary vendors. See **Blacklion** (Charlotte NC) for example of a successful design



emporium and **Art Mundo** (Ft. Pierce, FL) for an example of an arts cooperative that featured area craft and artisans.

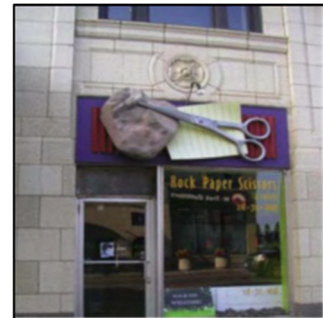
6. BUSINESS RETENTION RECOMMENDATIONS

Main Street business retention programs typical include activities that 1) make downtown more attractive to customers through building and streetscape improvements; 2) increase sales from key customer groups through selective events and targeted retail sales promotions and 3) improve business skills through training, education and access to capital. While MSO already provides a range of assistance to new business owners that includes a robust events and promotional calendar, workshops and information regarding available loans or technical assistance, we believe that downtown businesses would benefit from a stronger program that includes some of the activities outlined below.

6.1 DESIGN IMPROVEMENTS

Eye-catching signage and creative window displays are very important to retail districts that depend on first-time customers. Research has shown that businesses have only 7 seconds to capture the attention of persons driving or walking by their location. During our site visit, we identified several businesses where the exterior facade did not match the quality of merchandise or food being offered. We recommend that MSO work with property owners and tenants to encourage improvements to signage, windows, doors and window treatments that together would dramatically improve the overall appearance of downtown and strengthen downtown's ability to capture visitor sales.

- **Storefront façade improvement program.** MSO should establish a façade incentive grant program that could be used for signage, window, doors or exterior improvements. Grants also could be used for security cameras to replace security bars in storefronts. While grant programs usually require a 50:50 match, they also can also be structured as a no interest loan.
- **Creative lighting.** MSO should work with tenants to highlight storefronts through the use of night-time lighting. For example, restaurants could use common lighting to help visitors identify locations that are not adjacent to their hotel or beach.



6.2 TARGETED PROMOTIONS

In addition to continuing to coordinate events like the Sunset Market, Taste of Oceanside and other holiday related events, we recommend that the Promotion committee work with interested businesses to develop events or promotions that target key customer groups such as:

- **Active recreation.** MSO could use set up various games or activities around the downtown to engage residents and employees as well as keep customers in the downtown for longer periods of time.
- **Health and wellness.** These events would appeal to both retirees as well as residents that enjoy active lifestyle. In addition to events that showcase financial, health and wellness services or retailers. MSO could work with the hospital to host educational events at the Farmers' Market.
- **Repeat customers.** MSO could offer a reward card to encourage repeat customers with discounts or small gifts.
- **Military.** A “Military Appreciation Day” could provide discounts or rewards to persons stationed at Camp Pendleton or military retirees.



6.3 PARKING AND WAYFINDING

Successful retail districts require easy to read signage that informs and directs customers and a balanced mix of convenient short-term and longer-stay parking for employees, customers and visitors. Given the new development under construction, it would be helpful if the city would conduct a new parking study to identify possible sites for future parking structures, as well as evaluate current and future demand for both short and long-term parking. This review should include a review of best practices for managing visitor parking from other beach communities and include an accurate count of the number of spaces currently available for customers within a 5-minute walk of the downtown. Other projects that would make downtown easier to navigate include:

- **Expand bicycle usage.** MSO should work with the City to explore ways to encourage visitors to patronize downtown businesses without driving. This could include starting a bicycle rental program at the transit station or by adding 3-wheel adult bicycles at the beach kiosk.
- **Improved payment options.** The world now works on credit cards and smart phones. MSO should work with the city to explore the use of parking apps (see www.hotspotmerchantsolutions.com) in addition to meters or kiosk payment stations.
- **Improved Signage.** MSO should work with the city to ensure that there is adequate signage to direct customers and reduce reasons to avoid the downtown. Parking signage should be visible and easily found by locals and visitors.



6.4 SAFETY

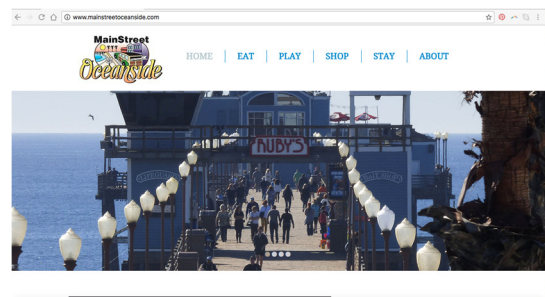
While downtown's image has improved dramatically over the past five years as new businesses have opened and buildings have been renovated, issues relating to panhandling, loitering, general cleanliness of sidewalks and public spaces continue to negatively impact retailers and act as an impediment to nighttime activity. While the city is working to resolve these issues, MSO could focus on smaller projects that would bolster the visitor's perception of safety. These projects could include new lighting, enhanced street and sidewalk cleaning or an expansion of MSO's ambassador program. Other projects that could be implemented:

- **Jitney service.** Loitering in the underpass near Pier View Way is a long-standing issue that deters beach visitors and hotel guests from walking to downtown restaurants and businesses. While planned improvements in this area will help, MSO should encourage the city, Visit Oceanside and downtown hotels to offer evening transportation from the beach to downtown using a jitney or golf cart.
- **Business Improvement District.** There has been some discussion regarding the possibility of establishing a Business Improvement District to fund additional "crime and grime" related projects. Business Improvement Districts (BIDs) are special districts in which property owners vote to initiate, manage and finance supplemental services above and beyond the services already provided by their local government. Possible uses of these funds could include paid staff who keep the streets clean and act as guides for visitors; graffiti abatement; sidewalk cleaning and parking lot signage or lighting improvements. While BID's are an effective way to raise a dedicated source of funding, implementing a district can be contentious and can create a level of bureaucracy that currently does not exist. BID's are most effective in communities when they are used to make improvements that otherwise would not be funded. It also is important that the city continues to be a true financial partner in the downtown revitalization effort and does not use the BID as a way to reduce their financial commitment.

6.5 NETWORKING AND COMMUNICATION

MSO has done a good job communicating downtown events and activities through their website, facebook page and newsletter. Below are a few additional activities or projects that could improve communication between MSO, stakeholders and the community.

- **MSO website.** MSO website is a valuable tool to keep customers informed about on-going events and projects. The site also could be used to communicate with existing and prospective businesses. We recommend that the site be revised to include a new tab that would have information of interest to businesses including a downtown map that would link to a business's website as well as information useful to existing or prospective business owners.



- **MSO facebook page.** In addition to promoting the organization’s events, the site could highlight downtown businesses. (See Grand Central Business District’s facebook site).
- **Affinity groups.** MSO should encourage niche businesses to meet on a regular basis to discuss issues that are impacting their industry. For example, downtown restaurants could meet to discuss issues and identify areas of common interest.

6.6 TECHNICAL SUPPORT

Downtown is home to many start-up businesses. These entrepreneurs typically need greater support in the early years than more mature businesses. In addition to requiring greater technical assistance, these businesses often do better when they are clustered together in one building rather than in storefront location that may be too large for their inventory. Examples of possible business assistance activities that MSO could provide include:

- **Business “boot camp”.** Working with the community college and Oceanside Chamber of Commerce, this educational program could provide business owners with information on starting a business.
- **Business plan competition.** This competition could reward the winner with a cash prize, donated services or a discounted rental space. (See Marion, VA Business Competition).
- **POP-UP incubator.** MSO should work with an interested property owner to develop a permanent POP-UP incubator that could provide small affordable rental space for businesses or vendors from the Sunset Market who want to “test” the market before committing to a permanent downtown location.
- **Co-share space.** Encourage complementary businesses to share space to maximize sales and reduce overhead. For example, a bicycle store could share space with a coffee shop while an exercise studio could share space with a clothing store.
- **Mentor program.** This program would pair a new business with an established business that could provide practical advice and contacts.



7. BUSINESS RECRUITMENT

While Main Street business recruitment programs vary, successful ones typically focus their efforts in the following areas: 1) property owner support 2) market or business data 3) financial incentives, 4) marketing available sites and 5) targeted outreach. While there may be sufficient market demand, attracting specific types uses that complement or strengthen desired downtown business niches will require a coordinated effort between property

owners, MSO and realtors. While it is very important for MSO to work closely with local realtors as they have the skills necessary to make deals happen, they often do not get involved until a space is vacant and they have an agreement with the property owner. MSO can facilitate the leasing process by working with property owner before the space is vacant.

Below are several recommendations for developing a Main Street business recruitment program that could be implemented by MSO staff and volunteers.

7.1 PROPERTY OWNER SUPPORT

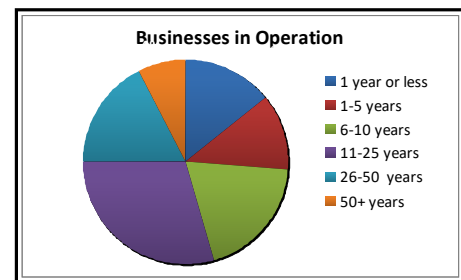
While property owners and their brokers have the greatest responsibility for leasing, their efforts are often directed towards short-term goals that do not always consider the impact on surrounding business or over-arching goals for downtown. Gaining property owner support is often challenging and time-consuming especially if property owners believe that their property could be sold as part of a larger redevelopment site. MSO is going to have to “sell” property owners on the importance of street-level tenancing and the role it can play in attracting new residents and visitors to the area. We recommend that MSO meet with property owners, starting first with vacant properties or ones with underperforming tenants to discuss their short and long range plans for their building and the type of assistance that Main Street could provide.

7.2 DATA ANALYSIS

As downtown evolves from a locally-serving commercial district into a more specialized retailing center that depends on sales from non-resident markets, it will be increasingly important for MSO to provide businesses and property owners with information that can clarify market trends and opportunities that are not always reflected in traditional market reports that are based on residential households. Examples of non-local demand include the region’s growing visitor market, commuters who pass through Oceanside and persons stationed at Camp Pendleton that are not included in census reports. Providing information about these market segments could help to attract new businesses that otherwise would not consider Oceanside based on its residential population base.

In addition to gathering and disseminating relevant market and property data, we recommend that MSO also gather data on attitude and perception as well as track job and investment trends. Below are some data analysis activities that MSO could do using volunteers or student interns.

- **Business input.** The ER committee could conduct an annual on-line survey that asked questions about sales trends, parking, and training needs. The Committee also could host regular meetings to clarify issues and priorities for different areas of the downtown and conduct follow up interviews with businesses that did not otherwise participate. Copies of survey questionnaires can be obtained through CA Main Street or the National Main Street Center.



- **Zipcode survey.** MSO could ask selected businesses to collect zipcodes from customers at various times during the year to determine the importance of this market to downtown.
- **Consumer input.** Periodic consumer surveys would help MSO better understand shopping behavior and attitudes about downtown.
- **Property owner input.** It is very important that MSO interview local property owners to better understand their redevelopment plans, financing needs and types of assistance they might want in terms of renovation or business recruitment. (See Appendix for example of a property owner agreement).
- **Business and real estate.** Downtown's real estate market is fluctuating in terms of both rents and property values. MSO can provide an important role in helping property owners understand the changing real estate market and assess tenant's ability to absorb future rent increases. In addition to maintaining a business inventory, MSO should be working with local realtors to develop a real estate data base that can track recent sales, property values and current rents downtown and in surrounding communities.

7.3 FINANCIAL INCENTIVES

In addition to providing information on various state and federal programs, MSO should work with property owners who may be eligible to utilize the Department of Interior's 10% investment tax credit. This rehabilitation credit is for buildings built before 1936. The tax credit can be used only for commercial buildings and the rehabilitation must have three criteria's: at least 50% of the existing external walls must remain in place as external walls, at least 75% of the existing external walls must remain in place as either external or internal walls, and at least 75% of the internal structural framework must remain in place. There is no formal review process for rehabilitations of non-historic buildings. Learn more about this credit in [Historic Preservation Tax Incentives](#).

7.4 DOWNTOWN REFERRAL NETWORK

Oceanside has several active real estate firms that are working with downtown property owners and prospective businesses to find sites in the downtown. MSO could facilitate their efforts by establishing a more organized downtown network of businesses and residents that would pass on leads for new businesses. This network could include business organizations like the Small Business Development Center or the Oceanside Chamber of Commerce as well as area legal, financial, sales and marketing professionals that work with small businesses and may be able to identify potential prospects.

7.5 MARKETING CAMPAIGN

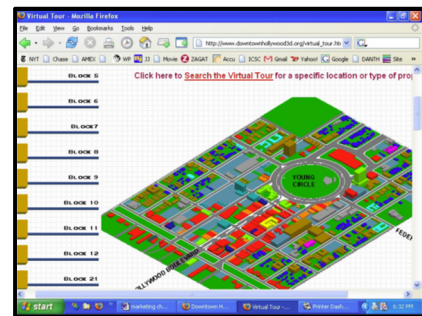
Marketing is all about awareness. MSO needs to develop a message that conveys both the type of new businesses they would like to see locate downtown as the reasons why downtown is the best location within the region for these uses. This message will need to be

conveyed through a variety of mediums including print, social media and personal appeals. To get started, we recommend that MSO implement the following recommendations.

- Marketing products.** MSO could develop marketing materials that would help property owners or realtors market their sites. These products could include brochures or pitch deck power point presentations that could be posted on the website. (See Anderson SC brochure www.andersonconnections.org) or fact sheets highlighted reasons for locating downtown.



- MSO website.** MSO should use their website to market downtown to new businesses or investors by adding a new tab (Business Opportunities) on their home page with links to relevant market data including information about market segments that are not included in residential based sales leakage reports. The site also should include a summary of recent investment activity including new business openings, rents and number of employees. The Business Opportunity page also could include an interactive map that shows the location of available sites. Clicking on these sites would take you to the listing agent or property owner’s website.



- Creative leasing signage.** MSO could develop a marketing effort that highlighted both available space and desired uses. See “Wish I Was” Storefront Campaign, (Anderson, SC). Idea boxes can be place in front of the storefront for residents to share their ideas for new business activity.



- Tours.** MSO should coordinate tours for regional realtors and developers to familiarize them with available property and new commercial and residential projects in the downtown. In addition to conducting on-site tours, MSO could develop a virtual tour that would be posted on their website (See Concord, NC Main Street website).

7.6 TARGETED RECRUITMENT

While a more coordinated marketing campaign and a better networking or referral system will help to generate new leads for downtown, many communities have found it beneficial to also engage in a more focused recruitment campaign that can proactively identify and contact businesses that otherwise might not have considered a downtown location. Below are several steps MSO could take to develop a more focused recruitment effort.

- **Local prospects.** The following strategies could help MSO identify desired businesses that are operating businesses in the area:
 - Conduct field trips to Vista, Carlsbad, Encinitas and San Diego to identify businesses that might be a good fit for Oceanside based on market data and available spaces.
 - Ask local residents to collect business cards from area businesses that they would like to see come downtown.
 - Attend regional trade shows to talk to sales reps and suppliers about stores that have shown an interest in expanding in the region.
 - Use Craig’s List to advertise for specific types of businesses.

- **Chain store prospects.** The following strategies could help MSO identify desired businesses that are operating businesses in the area:
 - Purchase Retail LeaseTrac (www.retailleasetrac.com) to get contact information for chain stores that operate in California.
 - Attend ICSC regional deal making sessions in LA and San Diego to talk to site selectors from chain store industry.
 - Contact major brokers in San Diego that represent desired tenants to discuss their market and site criteria.

- **New business prospects.** The following strategies could help MSO identify desired businesses that are operating businesses in the area:
 - Hold a business plan contest with the winning business receiving a cash prize that could be used for rent or utilities and other prizes donated by local businesses such as flooring, web design, chamber membership, or free advertisement in paper.
 - Contact vendors at the Sunset or Farmers’ market to see if they are ready to open a business.
 - Work with Camp Pendleton staff to contact military personnel transitioning out of the service that want to start a business.

- **Qualify leads.** Once MSO has a list of possible prospects, volunteers or staff should visit the businesses to evaluate whether they are a good fit. Businesses should be evaluated in terms of business practices, quality of inventory and possible conflict with other businesses. Businesses that are considered to be good operators and complement existing businesses should be scheduled for a site visit.

- **Sales pitch and follow through.** Once a business has been identified as a qualified prospect, volunteers could contact the business to determine their interest. Volunteers can practice their “pitch” on local businesses. Based on the initial site visit, staff can provide additional information on specific issues that the business might have. It is important to maintain regular communication with the prospect as it can take several years of discussion before a business is ready to expand or relocate. Once the prospect has shown an interest, MSO can arrange for them to visit downtown to meet with property owners or realtors and other businesses that could answer their questions.

APPENDIX

PROPERTY OWNER AGREEMENT

PROPERTY OWNER ACTIONS:

1. Property owner will keep building interior clean
 - floors must be swept
 - building should be aired and cleaned
 - window and display areas must be clean
2. Property owner will maintain building exterior
 - old signs should be removed from building
 - exterior of building washed
 - sidewalk and inset door area swept and washed
3. Property owners shall provide leasing information
 - square footage
 - condition of heating and air
 - rent and leasing options
4. Property owner shall provide rehab cost estimates
 - allow building inspector to inspect property
 - determine amount of tenant upfit allowance
5. Property owner shall develop a marketing plan
 - will place sign in window
 - will list property with broker and provide commission or work with Main Street

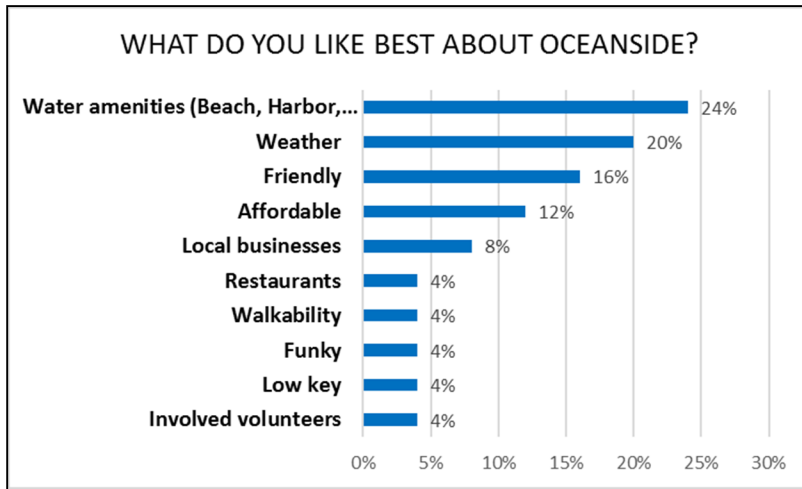
ER COMMITTEE ASSISTANCE:

- e. Committee will include property in:
 - downtown business recruitment packet
 - website
- f. Committee will solicit leads
 - maintain a referral network
 - maintain a prospect list
 - develop a website
 - direct mail campaign
 - visit potential stores
- g. Committee will provide design assistance
 - provide facade drawings
 - provide sign or facade grant
 - Committee will provide façade assistance
 - help to prepare ITC applications
 - provide low interest loans
 - conduct feasibility studies
- h. Committee will tenant assistance
 - workshops, seminars
 - grand openings
 - mailing labels

SURVEY RESULTS

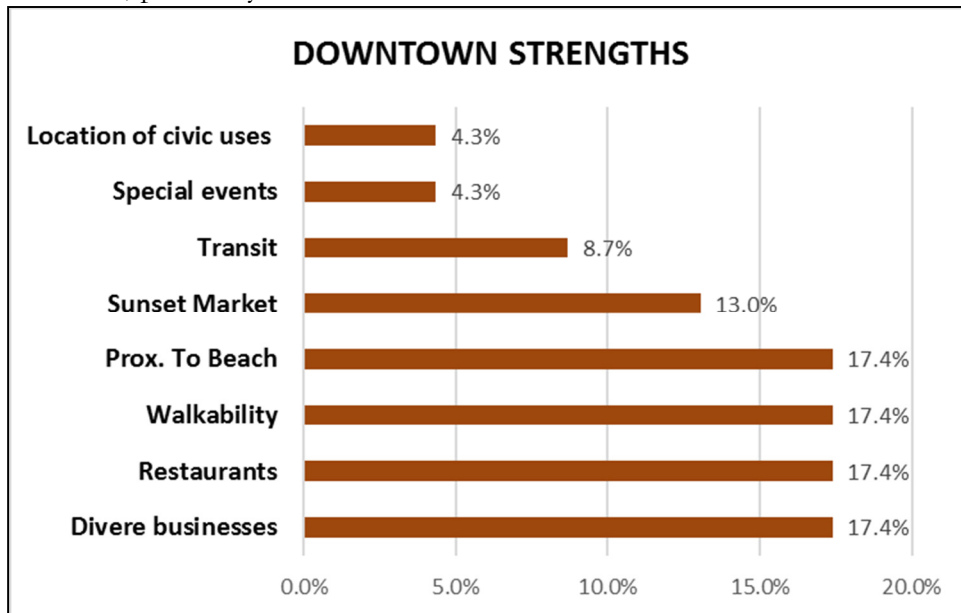
1. What do you like best about the Oceanside?

Top responses were beach related amenities, weather friendliness of community and affordability compared to other communities in the region.



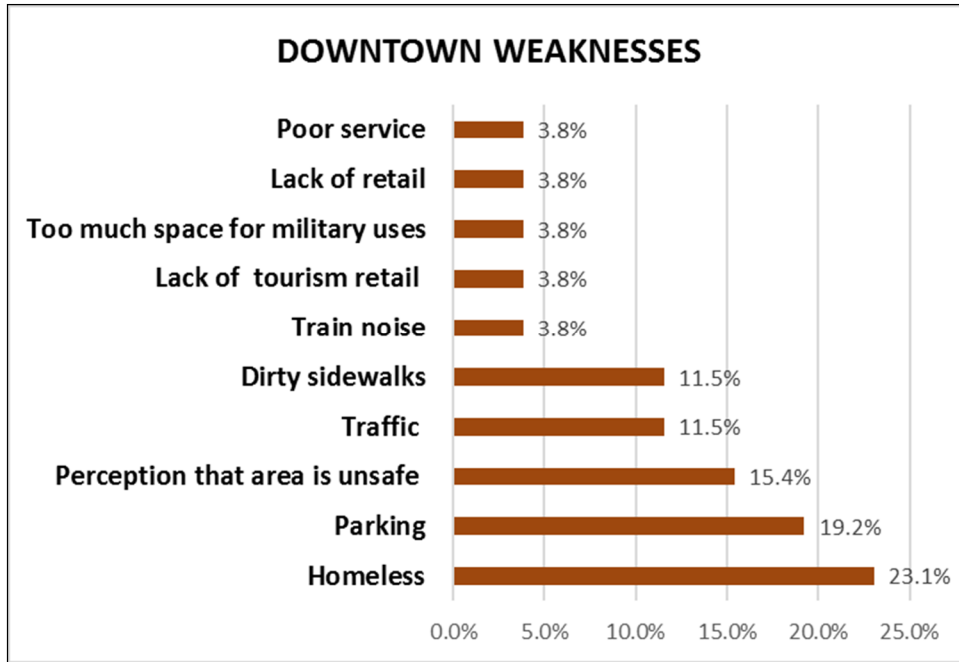
2. Identify Downtown's key strengths or assets.

Top responses were Downtown's diverse mix of businesses, its concentration of restaurants, the walkability of district, proximity to the ocean and the Sunset Market.



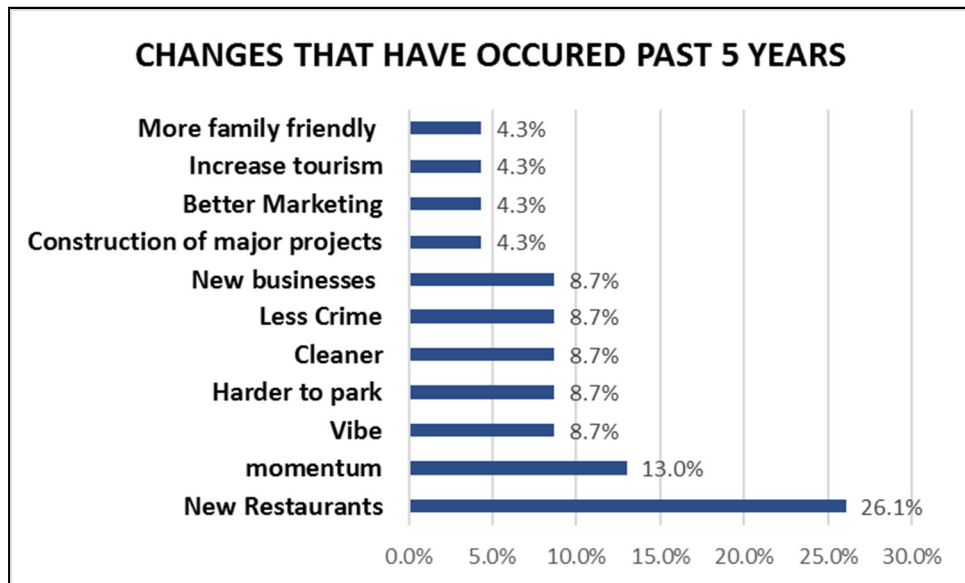
3. Identify Downtown’s major issues or weaknesses.

Top responses were the growing number of homeless in the Downtown, difficulty finding parking, the perception that Downtown is not safe (visitor’s) and the condition of sidewalks and streets (litter, smell, cigarettes etc.)



4. How has Downtown changed over the past five years?

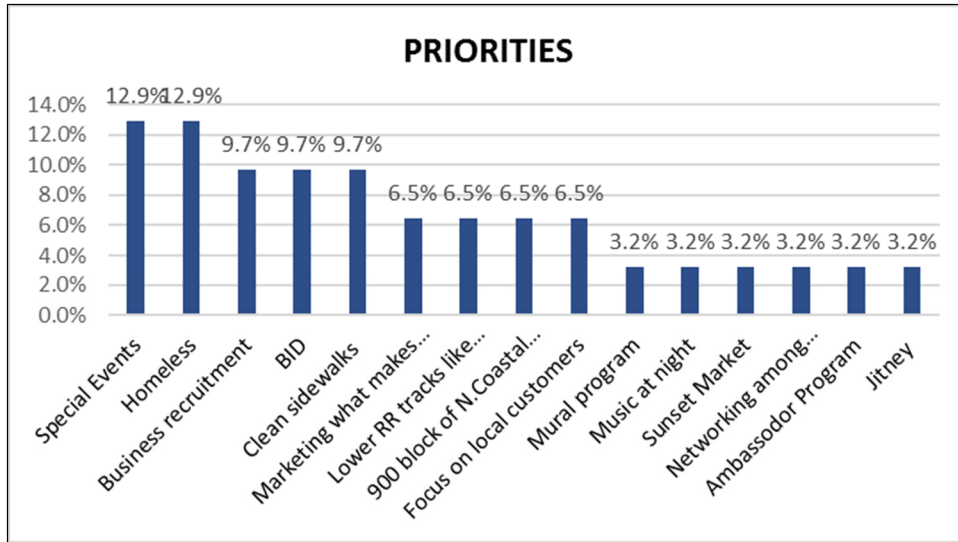
The top two responses were the growing number of new restaurants and investment momentum. Other responses included the feeling that the district was cleaner, safer and the increase in new businesses opening. Several /is more difficult.



5. What should the Board focus on next year. (projects or priorities)

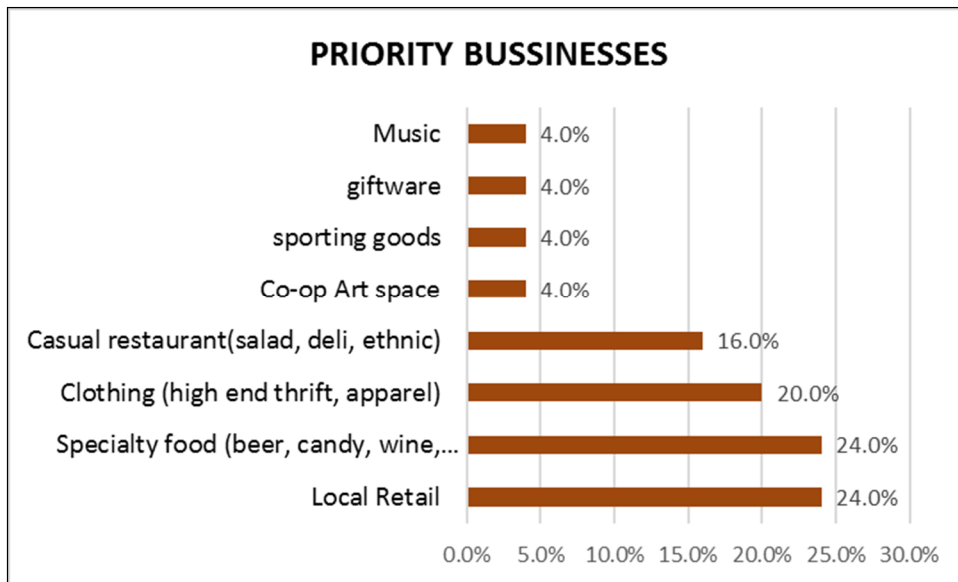
While there were many responses regarding Board priorities, the top four responses were

- 1) Continue to develop new events to promote the area,
- 2) work to reduce number of homeless in the area,
- 3) focus on recruiting new businesses (desire for independent versus chain),
- 4) establish a BID to clean sidewalks and improve appearance of area.



6. Key businesses to recruit?

Top responses were the recruitment of locally owned retail in the categories of specialty food, clothing and casual dining.



PROSPECT INFORMATION SHEET

NAME OF BUSINESS: _____

ADDRESS : _____

CONTACT PERSON: _____

SPACE NEEDS:

Purchase lease

Amt of space: _____

Rental or sale price: _____

OWNERSHIP CHARACTERISTICS:

Circle one of the following: Independent Franchise Chain Partnership

INFORMATION ON BUSINESS:

Lease rate _____

Years in business _____

Number of Empl. _____

Size _____

Target customer _____

ON-SITE OBSERVATIONS: Rank 1 – 5, 1 being lowest

On-site characteristics

Traffic count: car	1	2	3	4	5
Pedestrians	1	2	3	4	5
Visible access	1	2	3	4	5
Proximity to					
Competition	1	2	3	4	5
Parking	1	2	3	4	5
Proximity to	1	2	3	4	5

Customer generators

Demographic characteristics

Income level	1	2	3	4	5
Ethnic makeup	1	2	3	4	5
Age	1	2	3	4	5
Growth trends	1	2	3	4	5

In-store Observations

Quality of merchandise	1	2	3	4	5
Quantity of merch.	1	2	3	4	5
Overall appearance	1	2	3	4	5
Sales help	1	2	3	4	5
Merchandise display	1	2	3	4	5

MAIN STREET OCEANSIDE

**STRENGTHEN DOWNTOWN'S MIX:
STRATEGIES TO ATTRACT NEW BUSINESSES**

ORGANIZATION	PROMOTION	DESIGN	ECONOMIC VITALITY
<ul style="list-style-type: none"> • Prepare Property owners agreement. • Revise website. • Coordinate block meetings and affinity groups. • Develop referral network. 	<ul style="list-style-type: none"> • Coordinate tours for realtors to showcase new projects and opportunities for businesses or living downtown. • Develop media campaign to promote downtown in regional publications. • Develop marketing material including fact sheets, pitch deck presentations and brochures that can be uploaded to the website and given to realtors to help market downtown sites. 	<ul style="list-style-type: none"> • Work with property owners to improve appearance of buildings (signage, lighting, storefronts). • Encourage property owners to use creative signage to highlight available space. 	<ul style="list-style-type: none"> • Conduct surveys to clarify real estate trends and identify new market opportunities. • Update business and property data base. • Develop a “tenant wish list”. • Talk with lenders and the city about the new financial incentives that could influence investment activity. • Conduct field trips to other communities to identify prospects • Attend upcoming ICSC meetings to talk with chain store operators. • Maintain a prospect data base.