

City of Oceanside

Office of the City Manager

Memorandum

To: Honorable Mayor and City Councilmembers

Through: Steven R. Jepsen, City Manager 

From: Michelle Skaggs Lawrence, Deputy City Manager 

Date: February 13, 2014

Subject: Approval of a Memorandum of Understanding (MOU) for Regional Marketing and Economic Development Collaboration

Staff recommends that the City Council approve the attached MOU between the cities of Oceanside, Vista, Escondido, San Marcos, and Carlsbad for regional cooperation to retain and attract businesses to the North County area. Furthermore, staff recommends that the City set aside \$35,000 in its FY 2014-15 budget to pay the City's share in hiring an Economic Development professional to implement the regional branding effort for North County.

The North County cities' Mayors, City Managers and Economic Development Managers have been working closely together over the last several months to develop a strategy to work collaboratively to market the North County on a regional basis and to develop a North County branding effort. The collective recommendation of the North County Mayors is that the cities contract with the San Diego Regional Economic Development Commission (SDEDC) to implement the five North County cities' vision as they believe that SDEDC has the expertise to implement branding and business retention and attraction efforts.

Attachments:
MOU
Draft Position Description

The Five Cities
(*Brand to be inserted here when finalized)
Economic Development Collaborative

**Business Retention and Business Attraction Cooperation
Memorandum of Understanding**

Thinking regionally along the SR78 corridor

With the global economic environment as ambiguous and uncertain as ever, proactive regionalism is a powerful economic development tool in business retention and attraction. Acting as a region first and individual communities second is one of the best incentives that can be offered to businesses to keep them within the corridor. Cooperation among the Five Cities—working together—will convey to businesses that the SR78 corridor is the best place to do business in San Diego County.”]

1. Introduction

The Cities of Carlsbad, Oceanside, Vista, San Marcos, and Escondido (Five Cities) along SR78 corridor in North San Diego County, California, wish to enter a new era of regional collaboration to promote and support local economic development. These Cities recognize that collaborating on economic development activities will showcase the SR78 corridor’s positive attributes and offer significant benefits to the Five Cities and their residents. Furthermore, the Cities also acknowledge that intraregional competition may be counterproductive to regional economic development. While individual Cities want to encourage businesses to locate within their boundaries, they prefer not to do so at the expense of their neighbors.

2. Principles and Protocols

Each City should attempt to conform its economic development efforts to the following principles and protocols:

- The regional economy will be stronger if Cities work together. Collaborative efforts should focus on retaining and expanding existing businesses, attracting of new businesses, and the showcasing the region’s business-conducive environment. These efforts should emphasize attracting new business along the SR78 corridor to enhance the regional economy, rather than encouraging companies to move from one community to another.
- By thinking and acting regionally, Cities will (1) eliminate duplicative efforts, (2) achieve greater economies of scale, (3) better leverage resources, and (4) create a business environment which is more attractive for private investment.
- Cities shall be committed to locating prospects along the SR78 corridor. In the

event that a City cannot meet the needs of a particular prospect, that City should communicate with the other Cities in an effort to meet the company's needs elsewhere along the corridor.

- Transactions are to be driven by the business's needs. If a company chooses to relocate from one community to another, every effort will be made to contact the affected City to inform them of the potential move. When one City cannot accommodate business relocation or a prospect, that City will share information, as allowed by the client, with other Cities in the region to maximize the prospect for regional business development.
- All Cities will avoid soliciting another partner City's businesses, schools or prospects. For the purposes of this item, the term "solicit" shall not be construed to prevent a City or its authorized agent from engaging in typical real estate business practices regarding commercial real estate that a City owns, manages or otherwise controls. A City or its authorized agent may list available commercial space in normal real estate brokerage marketing devices and may discuss or negotiate with any business or commercial operation that inquires into the availability of said City owner, managed or controlled commercial real estate.
- Cities should be committed to sharing with each other as much information as is necessary and prudent on any activity undertaken by or in the name of this regional cooperation. The guiding principle shall be that "more information is better than less."
- "Selling against" another City in the region or direct solicitation of intrastate relocations is strongly discouraged.

3. Confidentiality of Prospects

Cities within the region shall honor the confidentiality of individual businesses/prospects to the extent permitted by law. Whenever possible, specific information on particular transactions should be shared. In those instances where businesses/prospects are dealing with individual cities, information will only be shared with the affected City's economic development representatives.

In instances where a prospect wishes to remain completely confidential with an individual city, the remaining Cities shall honor that confidentiality and should not attempt to intervene in the relationship. The prospect will remain confidential until the prospect chooses to announce.

4. Financial Commitment; Nature of MOU

This MOU encompasses guidelines for the conduct of the Five Cities, not obligatory standards to be followed. As such, it is not a contract and the failure to implement a guideline or to follow a guideline will not represent a contractual breach nor create any liability to a City or a third party based on this MOU.

This MOU does not represent a financial arrangement among the Five Cities.

5. Term of the MOU

For a period of five years, each City will endeavor to reasonably pursue the guidelines contained in this MOU, unless a City notifies the other Cities of its intention to withdraw from the MOU, which notification shall take effect immediately.

6. Regional Economic Development Strategy

It is acknowledged that to fully implement an effective economic development effort for the region, an economic development strategy is necessary. That strategy will take the ongoing involvement and investment of each of the Five Cities. Although this document does not address the specifics of that Economic Development Strategy, all parties agree to work together to create, support, and maintain the strategy. The Economic Development Strategy will be created by and updated by the Cities each fiscal year so as to continue our mutual economic development efforts in an uninterrupted manner.

7. Conclusion

Therefore, it is recommended that the Five Cities promote this agreement with existing and prospective local businesses. Pervasive knowledge of this agreement amongst the business community within and outside the region is an essential step towards achieving the objectives of this economic development collaborative.

Date: _____

We hereby agree

City of Carlsbad

City of Escondido

City of Oceanside

City of Vista

City of San Marcos



DRAFT

**Manager, Economic Development
Position Description**

Company Overview

San Diego Regional Economic Development Corporation's (EDC) mission is to maximize the region's economic prosperity and global competitiveness.

General Function

The manager of economic development will create and deliver the North County economic development program priorities as defined by our North County partners and EDC. The position reports to the vice president, economic development and will be responsible for delivering services and programs as a member of the economic development team.

Specific Responsibilities and Duties

North County San Diego represents a diverse economic engine for the Greater San Diego region. Municipal partners throughout North County have come together to dedicate resources towards a regional economic development program. The program was developed to help North County leaders create and implement strategic action plans to accelerate economic growth and job creation. To help facilitate this work, the manager of economic development will focus on the four specific functions listed below:

Plan Development & Execution

- Lead a core team of North County partners through the development and execution of the region wide economic development plan.
- Complete a regional assessment of North County's economic drivers.
- Launch a dedicated committee of North County community leaders to support the direction of the economic development plan.
- Guide the development of the core pillars of the plan to accomplish the proposed goals of the program.
- Integrate the recommendations stemming from the North Star report, relative to the North County branding initiative.

Client Identification

- Work in partnership with the San Diego Regional EDC economic development team members to identify qualified clients and create a strong outreach campaign.
- Maintain collaborative relationships with local trade associations, sub-regional economic development agencies and municipal departments across the county to garner sector-specific information.

Client Management

- Identify key corporate decision makers and steward delivery of timely, comprehensive proposals to companies at risk of leaving the region, relocating or expanding locally.
- Organize "red teams" with economic development committee members, industry associations, sub-regional economic development organizations and other service providers to leverage resources where necessary.
- Track and maintain client information, testimonials and services provided.

Industry Programming

- Develop initiatives designed to address trends, issues and opportunities in support of key industry priorities.
- Support delivery of programming in partnership with industry champion(s), track progress and report back to economic development committee and regional partners on progress.
- Leverage the full resources of EDC's research bureau and marketing department in support of North County economic development priorities.

Qualifications

- Bachelor's degree in Business, Communications, Marketing, Economic Development or related field.
- Three to five years of related experience.
- Excellent interpersonal and communication skills, both written and verbal.
- Experience with managing deadlines and multiple projects. Ability to work in teams and pitch-in on the small tasks as well as taking a lead on larger projects.
- Good understanding of San Diego/California economy and related industry sectors.
- Demonstrated skills and competencies including: proven team player, client focused, adaptable and flexible, self-starter, good judgment, strong attention to detail.