

# 2013 ANNUAL PERFORMANCE REPORT

CITY OF ESCONDIDO  
COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY (CEDDS)

## INTRODUCTION

The Escondido Comprehensive Economic Development Strategy (CEDS) Annual Performance Report for 2013 communicates Escondido's accomplishments in economic development in the past year and fulfills its obligation to annually report to the federal Economic Development Administration (EDA) on the City's implementation of its CEDS. The 2013 Annual Report will show that the City of Escondido has made significant initial progress advancing several goals identified in the CEDS.

Approved by the EDA in February 2013, the CEDS was developed to set the City of Escondido's vision for economic development. The Escondido CEDS Implementation Plan outlines over 40 individual action items for the City of Escondido's economic development program. The CEDS Implementation Plan can be characterized in terms of three major categories of action items:

1. Expanding the City's organizational capacity to carry out economic development initiatives
2. Developing "core" economic development programs focused on creating jobs and expanding the City's tax base
3. Supporting activities that will serve to enhance the City's overall attractiveness to prospective businesses and their employees

In addition to Escondido's accomplishments, the Annual Performance Report also includes updated census information and the current members of the CEDS committee. For questions or additional information, please contact Joyce Masterson, Director of Economic Development and Community Relations at 760-839-4621 or [jmasterson@escondido.org](mailto:jmasterson@escondido.org).

March 2014 Census Update to CEDS

Source: US Census Bureau,  
2012 & 2011 American Community Survey (ACS)

Source: US Census Bureau,  
2005-2009 American Community Survey (ACS)

**US**

Unemployment	
2011	10.3%
2012	9.4%
24-Month Average	9.9%

Per Capita Income	
2011	\$26,708
2012	\$27,319
24-Month Average	\$27,014

**San Diego County**

Unemployment	
2011	11.0%
2012	9.6%
24-Month Average	10.3%

Per Capita Income	
2011	\$28,363
2012	\$29,281
24-Month Average	\$28,822

**City of Escondido**

Unemployment	
2011	9.6%
2012	7.7%
24-Month Average	8.7%

Per Capita Income	
2011	\$19,701
2012	\$20,619
24-Month Average	\$20,160

**City of Escondido**

Census Tract	Unemployment	Per Capita Income
201.03	5.4%	\$35,044
201.05	4.1%	\$26,118
201.06	2.3%	\$22,344
201.07	3.0%	\$28,669
201.08	6.0%	\$16,870
201.09	4.6%	\$19,009
202.02	5.3%	\$12,407
202.06	6.6%	\$14,516
202.07	9.7%	\$14,857
202.08	5.7%	\$18,953
202.09	9.0%	\$16,417
202.1	3.9%	\$20,004
202.11	4.0%	\$19,459
202.12	5.5%	\$10,809
203.02	6.3%	\$23,316
203.04	1.5%	\$38,551
203.05	3.5%	\$26,727
203.07	6.7%	\$30,315
204.01	4.7%	\$59,584
204.03	2.4%	\$24,173
204.04	3.8%	\$34,254
204.05	2.5%	\$49,421
205	4.6%	\$16,825
203.01	3.1%	\$13,983
206.02	4.2%	\$20,014
207.05	3.5%	\$24,412
207.06	3.3%	\$40,608
207.07	4.0%	\$20,496
207.08	5.5%	\$38,945
207.09	3.5%	\$36,771
207.1	1.1%	\$47,667

### CEDS COMMITTEE MEMBERS

Name	Company/Organization	Private Sector
Mark Baker	Baker Enterprises	X
Dick Bobertz	San Dieguito River Park JPA	
Gerald Bracht	Palomar Health	X
Jerry Van Leeuwen (replaced Carina Courtright)	California Center for the Arts, Escondido	X
Ernie Cowan	North San Diego County Association of Realtors	X
Bill de la Fuente	Comerciantes Latinos Asociados	X
Jeff Epp	City of Escondido	
Dave Ferguson	Lounsbery, Ferguson, Altona & Peak LLC	X
Tracey Foster	North County Transit District	
Michelle Geller	City of Escondido	
Charles Grimm	City of Escondido	
Buster Halterman	Buster Biofuels	X
Juanita Hayes	SDG&E	X
Terry Jackson	Cushman and Wakefield	X
Rorie Johnston (replaced John Masson)	Escondido Chamber of Commerce	X
Scott Gross	Cal State San Marcos	
Reg Javier	Public Consulting Group	X
Linda Bailey	San Diego North EDC	X
Joyce Masterson	City of Escondido	
Chester Mordasini	Teamsters Local 911	X
Jay Petrek	City of Escondido	
Clay Phillips	City of Escondido	
Jack Raymond	The Raymond Companies	X
Patricia Reno	RBC Wealth Management	X
John Ruetten	Resource Trends, Inc.	X
Dennis Synder	Charter High School	
George Weir	Weir Asphalt Company	X
<b>Total Committee Members: 27</b> <b>Private Sector Members: 17</b> <b>Private Sector as % of total: 62.9%</b>		

Goal	Strategy: Opportunity or Challenge to be Addressed	Action Item	Status
<p><b>Consistently convey a message to the business/development community that the City of Escondido is “ready for business”; reinforce an attitude among City staff that economic development is a very high priority</b></p>	<p><b>1. <i>Expand City’s organizational capacity for economic development</i></b></p> <p>Currently Economic Development is the responsibility of the City Manager, Assistant City Manager, Assistant to the City Manager and a Management Analyst. This structure ensures the appropriate visibility and the highest levels of leadership needed to implement the City’s economic development initiatives, particularly business retention, expansion and attraction activities.</p> <p>To provide an initial point of contact for business persons who are unfamiliar with city rules and processes, “Ombudsman” or business advocacy services are provided by the Management Analyst position. However, greater awareness of this service needs to be developed.</p> <p>Special events can enhance the vitality, quality and economic prosperity of a community. To maximize the success of such events, the City Manager’s organizational structure should be</p>	<p>1a. Establish full time Special Event/Economic Development Coordinator position</p>	<p>Completed. Teresa Collins was hired as a Special Events/Economic Development Coordinator. In addition, Joyce Masterson was promoted to the position of Director of Economic Development and Community Relations.</p>
		<p>1b. Publicize Ombudsman services of Management Analyst</p>	<p>Completed. Notice placed on website &amp; repeated in monthly e-newsletter.</p>
		<p>1c. Convene Economic Development Task Force (City staff and selected local stakeholders) to overview selected action items (see also Item 4a)</p>	<p>Completed/Ongoing. Community members are: Gerald Bracht, Bill de la Fuente, Dave Ferguson, Eddie Grangetto, Terry Jackson, Jason Hahn, Dennis Synder, George Weir, Jerry Van Leeuwen; City Staff: Michelle Geller, Clay Phillips, Joyce Masterson, Jay Petrek, Chris McKinney, and Julie Procopio. Meetings are being held regularly.</p>
		<p>1d. Establish volunteer corps of local Business Ambassadors to help promote Escondido (see also Action Item 5a)</p>	<p>Completed. The following individuals have agreed to serve as ambassadors on an as needed basis: Greg Koch, George Weir, Judy Jones-Cone and David Cohn.</p>

<p><b>Consistently convey a message to the business/development community that the City of Escondido is “ready for business”; reinforce an attitude among City staff that economic development is a very high priority</b></p>	<p><b>1. Expand City’s organizational capacity for economic development (CONT)</b></p> <p>expanded to include a Special Events/Economic Development Coordinator. This person would plan, direct, and coordinate special events that take place on public property.</p>	<p>1e. Expand Mayor’s business outreach program to include other Council members(see also Action Item 5a)</p>	
		<p>1f. Expand and refocus partnerships/alliances with private and regional organizations</p>	<p>Ongoing. The Community Roundtable (formerly the inactive Coalition of Environmental Organizations) has been established with expanded membership. The Roundtable meets on a monthly basis.</p> <p>Participated in joint workshop with Urban Land Institute and SANDAG on 11-15-13 regarding infill development opportunities.</p>
	<p>Action Item 1g will utilize the existing Economic Development (ED) Subcommittee as the initial structure for establishing protocols for the involvement of elected officials and business leaders in the City’s economic development initiatives. The ED Subcommittee consists of two City Council members appointed by the Mayor. The subcommittee meets on an as-needed basis to review all requests for processing under the City’s Business Enhancement Zone (BEZ), as well as other requests involving incentives or financial participation by the City to stimulate economic development. The subcommittee makes recommendations to the City Council for consideration at a public meeting.</p>	<p>1g. Establish clear protocols for the involvement of elected officials and business leaders in formal and informal support roles related to the City’s economic development initiatives, using the existing ED Subcommittee as the initial structure for this process</p>	<p>Ongoing. Restructured the ED subcommittee meetings with quarterly regular meetings supplemented by special meetings for review of expedited processing requests.</p>

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<p><b>Create jobs / expand tax base</b></p>	<p><i>2. Leverage recent/ forthcoming development and investment to attract new business and visitors to the City</i></p>	<p>2a . Coordinate with Palomar Health to identify specific opportunities to attract new support businesses related to development of Palomar Medical Center West</p>	
		<p>2b. Coordinate with Westfield Group to identify specific opportunities to link Westfield North County mall expansion/renovation to City's marketing, retail tenant recruitment and tourism promotion activities</p>	<p>Completed/Ongoing. Visitors Bureau is promoting events/opportunities at Westfield. Also, a new digital billboard at Westfield proposed along I-15 freeway is under review and provides opportunity for additional recruitment and promotion.</p>
		<p>2c. Coordinate with Stone Brewing Co. to identify specific opportunities to link the brewery expansion and related hotel development proposal to City initiatives to promote the Specialty Food/Beverage and Culture/Entertainment/ Tourism industries</p>	
		<p>2d. Incorporate information about development and investment initiatives, both public and private, into marketing materials and campaigns for the City</p>	

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<p><b>Create jobs / expand tax base</b></p>	<p><i>3. Continue efforts to develop reclaimed water for agriculture.</i></p> <p>This strategy has the potential to significantly reduce mandated wastewater treatment costs, while simultaneously preserving and expanding agricultural jobs, within an already established Escondido cluster and one which is closely tied to the City's image and basic amenities.</p> <p>Support development of the wine and craft beer industries in the Escondido area.</p> <p>This strategy has potential connections to three of the target industry clusters:</p> <ul style="list-style-type: none"> <li>• Culture, Entertainment &amp; Tourism</li> <li>• Specialty Foods and Beverages</li> <li>• Agribusiness and Ag-Tech</li> </ul> <p>The intent of the indicated Action Items is for the City to serve in a facilitation role rather than a direct financial investment role. The City can support this industry with land use policies that reduce barriers to and incentivize private investment.</p>	<p>3a. Establish public/private Task Force to serve as an advocacy/advisory group, a clearinghouse for information related to this issue</p>	
		<p>3b. Facilitate the investigation of the feasibility of developing an Alternating Proprietorship (AP) Facility, to support wine production in San Diego County</p>	
		<p>3c. Continue efforts to attract private investors to investigate the feasibility of and develop a multi-room wine tasting facility (in Downtown Escondido). This facility could include a crush pad for winemaking as an ancillary (and non-essential, at this location) use.</p>	<p><i>In progress. Two new local wineries, BK Cellars and Vesper Vineyards, have opened in western Escondido.</i></p>
		<p>3d. Pursue efforts to attract private investors to investigate the feasibility of and develop a multi-room craft beer tasting facility (in Downtown Escondido)</p>	<p><i>In progress. A new brewery, Plan 9 Alehouse, has opened in downtown Escondido.</i></p>
		<p>3e. Integrate all wine and craft beer industry development strategies with tourism, identity and image for the City, and overall support for and marketing of the Food and Beverage cluster</p>	<p><i>Completed/ Ongoing. City Staff participated in San Diego Beer Tourism Summit hosted by Stone Brewing Company and actively promoted "San Diego Beer Week" and craft breweries through City's "Visit Escondido" Tourism site, articles and social media.</i></p>



Goal	Strategy: Opportunity or Challenge to be Addressed	Action Item	Status
<p><b>Create jobs / expand tax base</b></p>	<p><b>4. <i>Implement target industry marketing program to attract new firms in high-priority clusters</i></b></p> <p>The intent of this Strategy (along with Strategy 6) is to commit resources to a comprehensive marketing initiative (including both general identify/image and industry-specific components) <u>led by a professional marketing firm.</u></p> <p>Based on the CEDS research and stakeholder input processes, the top-five priority clusters for attraction are:</p> <ul style="list-style-type: none"> <li>• Cleantech</li> <li>• Hospitals and Healthcare</li> <li>• Culture, Entertainment &amp; Tourism</li> <li>• Education &amp; Knowledge Creation</li> <li>• Specialty Foods and Beverages</li> </ul> <p>This list should be further refined and prioritized by the Economic Development Task Force to establish an initial set of “focus targets.”</p> <p>Recommended “focus targets” include “showcase” clusters of Cleantech, and Hospitals and Healthcare, plus other target clusters that offer the potential for leveraging other strategic interests: Specialty Foods and Beverages, and the related strategy of supporting the agriculture, wine and tourism industries.</p> <p>The selected “focus targets” should also reflect the industry screening process conducted for this CEDS, land availability, economic development institutional capabilities that currently exist in or to be initiated as part of the Action Plan, and budgetary considerations.</p>	<p>4a. Convene Economic Development Task Force to identify specific industry attraction targets and goals for 2-year and 5-year horizons</p>	<p>Completed/Ongoing. Task Force has identified 3 new employment land sites best suited for Health care and Clean tech.</p>
		<p>4b. Develop industry-specific marketing materials and campaigns for the initial “focus targets” identified by the EDTF, in conjunction with City’s identity and image enhancement program (Strategy 6 below)</p>	

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<p><b>Create jobs / expand tax base</b></p>	<p><b>5. Enhance outreach and marketing for economic development, through a set of coordinated channels</b></p> <p>The intent of this strategy is to enhance and supplement the professional marketing program (as outlined in Strategies 4 and 6) through support roles of elected officials and community stakeholders.</p> <p>This activity should be coordinated through the Economic Development Task Force and the strategy to establish dedicated economic development staff within the City. Current informal practices for this function, which now occur through the Mayor’s office, for example, should be considered in conjunction with more formalized, structured procedures, such as business retention surveys widely in use in the economic development profession.</p> <p>Consistent with Action Item 1g, it is critical that the involvement of City Council members and local business leaders is subject to a set of consistent protocols and otherwise coordinated with the City’s newly established economic development staff.</p>	<p>5a. Establish “Business Ambassadors” program to utilize high-profile Escondido business persons as advocates in marketing effort</p>	<p>Completed. Members are: Greg Koch, George Weir, Judy Jones-Cone and David Cohn</p>
		<p>5b. Investigate implementation of formal business retention survey process, as part of the work plan for newly- established economic development staff</p>	

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<p><b>Create jobs / expand tax base</b></p>	<p><b>6. Implement an identity/image enhancement program</b></p> <p>This strategy and Strategy 4 above are intended to be related components of a comprehensive marketing initiative <u>led by a professional marketing firm.</u></p> <p>The following considerations should be included in defining the process for implementing an identity/image enhancement strategy:<sup>11</sup></p> <ul style="list-style-type: none"> <li>The identity/image enhancement process should evolve from and be based on the “business model” of the relevant organization. That is, the business model, by being based on what is feasible, help establish the universe in which the identity/image will serve its marketing purposes. In Escondido's case, the organizational business model for purposes of this discussion is assumed to be that developed for the economic development function to be established within the City. Of course, the identity/image could relate to other aspects of the City as well, but it will probably be most meaningful if firmly anchored to the primary function in which it will be used.</li> </ul>	<p>6a. Convene initial working group meeting to:</p> <ul style="list-style-type: none"> <li>Consider the timing, preceding steps etc. of this effort</li> <li>Review past/recent efforts relevant to this process</li> <li>Define preliminary scope of a coordinated, citywide identity/image enhancement initiative</li> <li>Document key themes/ concepts to be included in refined identity for the community</li> <li>Identify leadership and organizational participation for initiative</li> </ul>	<p>In progress. In an unprecedented level of collaboration, the Mayors, City Managers and Economic Development Staff of the 5 North County cities (Carlsbad, Escondido, Oceanside, San Marcos and Vista) have been working collaboratively to promote a regional economy, by creating a vision and a brand for the North County region. Each city contributed \$21,000 to fund a regional branding initiative currently being developed by North Start Destination Strategies.</p>

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<p><b>Create jobs / expand tax base</b></p>	<p><b>6. <i>Implement an identity/image enhancement program (CONT.)</i></b></p> <ul style="list-style-type: none"> <li>In keeping with the preceding point, a marketing plan will be developed as part of the organizational business plan (in this case for the economic development function/industry targeting function, which is distinct from other types of marketing such as tourism promotion). Marketing materials based on the plan will in turn be tied to some subset of all the target clusters identified in the strategic plan. Most likely, separate marketing packages will need to be prepared for each target cluster, even if these initial targets are complementary with one another. Production of these marketing materials will precede and thereby inform the identity/image enhancement process. The identity/image enhancement approach could also be influenced by the successes or lack of success in expanding employment within the initial target clusters. Most likely, separate marketing packages will need to be prepared for each target cluster, even if these initial targets are complementary with one another. Production of these marketing materials will precede and thereby inform the identity/image enhancement process. The identity/image enhancement approach could also be influenced by the successes or lack of success in expanding employment within the initial target clusters.</li> </ul>	<p>6b. Investigate options (and related costs) for retaining professional creative talent, identify funding resources, and secure budget commitments from participating organizations</p>	

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<p><b>Create jobs / expand tax base</b></p>	<p><b>7. Continue/intensify efforts to revitalize key subareas of the City</b></p> <p>This Strategy is intended to dovetail with the recently approved General Plan update and the forthcoming approval of the Downtown Specific Plan update. Whereas these Plan updates address land use policies, the intent of the CEDS Action Item is to ensure full integration of the land use plans with other City policies/resources that may be focused on the revitalization of these areas. These policies should, in turn, be effectively integrated with the marketing and business attraction activities included in the CEDS. For example, marketing materials should highlight relevant development opportunities created by the Downtown Specific Plan as they specifically relate to relevant target industries.</p> <p>The CEDS Committee has identified the following areas as priorities for revitalization:</p> <ul style="list-style-type: none"> <li>• Proposed Business Park Plan Area, top priority</li> <li>• Downtown, second priority</li> </ul> <p>Because the revitalization priorities are identified as part of the CEDS process involve two program areas that are contiguous, revitalization efforts can be especially closely coordinated for these two areas.</p>	<p>7a. Prepare detailed implementation plan for the revitalization process and priority revitalization areas</p>	<p>In progress. The Downtown Specific Plan update was adopted by City Council on 8-27-13.</p> <p>City staff participated in joint workshop with ULI and SANDAG in November 2013 providing information regarding infill development opportunities.</p>

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<p><b>Create jobs / expand tax base</b></p>	<p><b>7. <i>Continue/intensify efforts to revitalize key subareas of the City (CONT)</i></b></p> <p>The revitalization plan must reflect the fact that: a) revitalization priorities need to be matched with industry cluster targeting and the kinds of specific users that are anticipated as a result of the targeting efforts, b) varying levels of effort can produce different levels of results in different areas, so the cost-effectiveness of revitalization efforts become another factor in the detailed prioritization of areas and processes, c) revitalization efforts affect the overall image of the community as well as enhance business activity, and finally d) that the potential for synergistic relationships among targeted revitalization areas must be recognized as part of the overall prioritization process.</p> <p>The prioritization of the business park area revitalization over downtown in this document does not constitute a current policy shift (i.e. superseding the CIP) but that it can guide future policy direction, and is based on comments from the CEDS Committee and synthesis by the CEDS consultant team.</p>		

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<p><b>Create jobs / expand tax base</b></p>	<p><b>8. Ensure that City's development/permit processing is timely and business friendly</b></p>	<p>8a. Deferment of impact fee collection until a Certificate of Occupancy is issued – by right rather than at City's discretion</p>	<p>Completed. A revised fee deferral policy was just approved by Council in June 2012. <a href="http://www.escondido.org/fee-deferral-policy.aspx">http://www.escondido.org/fee-deferral-policy.aspx</a>)</p>
		<p>8b. Partner with Building Industry Association (BIA) to implement pilot program for development- processing improvements</p> <p>Possible pilot programs include:</p> <ul style="list-style-type: none"> <li>• Utilize BIA experience and expertise to refocus and refine City's longstanding usage of 3<sup>rd</sup> party plan check and inspection services, recognizing the City's existing agreement with ESGIL.</li> <li>• Raising the project-size threshold for triggering CEQA requirements, subject to City's discretionary authority.</li> <li>• Identifying specific policies necessary to encourage development of targeted, specialized business activities (e.g., water/wastewater requirements of microbreweries).</li> </ul>	<p>In progress. Revised Environmental Quality Regulations (EQRs) and Climate Action Plan (CAP) and associated Screening Tables adopted on 12-4-13.</p> <p>New California Building Codes and Fire Codes adopted 12-4-13, effective 1-1-14.</p>

Goal	Strategy: Opportunity or Challenge to be Addressed	Action Item	Status
<p><b>Create jobs / expand tax base</b></p>	<p><b>8. Ensure that City’s development/permit processing is timely and business friendly (CONT)</b></p>	<p>8c. Formalize City “Red Team” to ensure timely development processing, building on the structure of the existing interdepartmental team The “Red Team” will consist of an interdepartmental team, already in place, which reviews projects and shepherds them through the development process. (See Item J in Section C.1 above for additional information.)</p>	<p>Completed. Staff Development Committee (SDC) expanded to include storm water staff. SDC meets on a weekly basis to review new developments and improve interdepartmental coordination.</p>
		<p>8d. Improve utilization of City’s systems for tracking permit processing times (so that available databases can be fully integrated with Action Items 8a and 8b above)</p>	<p>Trakit system has been upgraded and used by all SDC staff.</p>



Goal	Strategy: Opportunity or Challenge to be Addressed	Action Item	Status
<p><b>Create jobs / expand tax base</b></p>	<p><b>9. Expand promotion of Escondido as destination for tourism</b></p> <p>Within the context of this Action Plan, organizations that promote tourism in Escondido, such as the Convention and Visitors Bureau (CVB), can coordinate their marketing and business development efforts with other target industry cluster activities outlined in this Action Plan. This coordination should be two-way, in the sense that enhancement of tourism facilities also improves the attractiveness of the community for employers and employees, in the form of quality-of-life attributes. In the same sense, revitalization efforts can both encourage development of tourism facilities and increase the attractiveness of the community for visitors.</p> <p>Note: Implementation of the action items related to this strategy is subject to near- term resolution of the status and role of the CVB. While the City has allocated funds in the FY 2012-2013 budget to fund the Chamber of Commerce CVB function, the Chamber does not currently have someone filling the role of CVB manager.</p>	<p>9a. Coordinate with CVB (a recommended participant in the Strategy 4/Strategy 6 marketing initiatives) to develop tourism component of overall marketing program</p>	<p>Completed. Brought the Visitors Bureau under City control and hired Katherine Zimmer as Tourism and Marketing Administrator of "Visit Escondido".</p>
		<p>9b. Inventory and profile all community "assets" that should be positioned as destinations/visitor amenities in tourism marketing plan</p>	<p>In progress. A Public Art brochure for Downtown was completed and has been posted at <a href="http://www.escondido.org/public-art-program.aspx">http://www.escondido.org/public-art-program.aspx</a></p>
		<p>9c. Focus on marketing existing Escondido-area recreational tourism facilities that have a large geographic draw, including Escondido's Sports Center (soccer fields), Daley Ranch, Dixon Lake, etc. The purpose is to ensure effective tourism promotion of all tourism-oriented amenities in Escondido, thereby increasing the potential for tourists to visit multiple destinations within the City.</p>	<p>Completed. "Visit Escondido" regularly promotes all recreational opportunities including sports tournaments, public art, restaurants, etc.</p>

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<p><b>Create jobs / expand tax base</b></p>	<p><b>10. Expand special events to attract visitors/shoppers to City</b></p> <p>This strategy will be coordinated closely with the strategy for expanding the promotion of Escondido as a destination for tourism.</p>	<p>10a. Inventory all existing special events and compile data on visitation, including origins of visitors, utilization of visitor facilities during events, and similar details</p>	
		<p>10b. Devise a method by which to systematically compile such information</p>	
	<p><b>11. Coordinate with other North County cities on business attraction efforts</b></p> <p>This activity will generally be reserved for unique situations in which such coordination is beneficial to the North County region.</p>	<p>11a. Review all existing regional coordination efforts and make recommendations as to the circumstances under which such coordination would be appropriate</p>	<p>Completed/Ongoing. The 5 North County cities are collaborating on business attraction and each contributed \$21,000 to fund a regional branding initiative that currently is being developed.</p>
	<p><b>12. Identify options for integrating City economic development efforts with regional economic development organizations</b></p> <p>This strategy recognizes that there are appropriate hierarchical relationships for certain economic development functions, such as marketing to certain clusters and processing leads from such marketing. The intent of this strategy is to find a balance between regional cooperation and independence, in economic development</p>	<p>12a. Establish criteria for and evaluate existing and new economic development initiatives in terms of potential applicability to this strategy</p>	

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<p><b>Improve residential quality of life</b></p>	<p><b>13. Improve utilization of California Center for the Arts</b></p> <p>According to material presented at the Center's March 4, 2012, annual "Center Dialogues" sessions, the center is working on both balancing its budget and attempting to expand its programming. The intent of this strategy is to accomplish multiple objectives of: improving the City's return on investment, adding to residents' quality of life, and leveraging business attraction.</p>	<p>13a. Coordinate CEDS marketing initiatives with existing Center for the Arts Subcommittee</p>	

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<p><b>Improve residential quality of life</b></p>	<p><b>14. Expand housing options for higher-income residents</b></p> <p>Policies and land use designations in the General Plan provide for a broad range of housing opportunities. High-end housing is often associated with large-lot development typically located outside of the urban core in the rural areas at the perimeter and outskirts of the City. This includes developed properties on large lots in the unincorporated area as well as development opportunities on vacant, underdeveloped and agricultural.</p>	<p>14a. Undertake a thorough review of community plans, redevelopment/revitalization plans, zoning, development regulations, etc. and identify conditions that both encourage and discourage the development of this type of housing</p>	
		<p>14b. Following the City review, prepare a market assessment that examines issues of supply and demand, for both higher - end housing and suitable (and suitably priced) land, the competitive environment surrounding Escondido for this type of product, and similar considerations</p>	
		<p>14c. Explore annexation of unincorporated county land that could increase high-end housing development opportunities</p>	<p>In progress. Annexations have been initiated for two new residential properties totaling 86 proposed high-end homes.</p>

Goal	Strategy: Opportunity or Challenge to be Addressed	Action Item	Status
<p><b>Improve residential quality of life</b></p>	<p><b><i>15. Expand athletic / recreational / environmental amenities, consistent with and in coordination with the relevant policies from the recently updated General Plan</i></b></p>	<p>15a. Undertake a thorough review of both the existing stock of parks and recreation facilities and those included within its updated General Plan, Community Health Services element, and assess the extent to which existing and future facilities meet the standards outlined in the General Plan Update. The assessment can address costs, revenue sources, and, either in general or in detail, the value added to parts of the community where these facilities exist or will be developed.</p>	
		<p>15b. Incorporate into the assessment of current and future facilities, as outlined above, consideration of the Community Health and Services element of the General Plan, which addresses the concept of incorporating open space and recreational facilities provided by schools and the private sector into the overall system of parks and recreational facilities</p>	

Goal	Strategy: Opportunity or Challenge to be Addressed	Action Item	Status
<p><b>Improve residential quality of life</b></p>	<p><b><i>15. Expand athletic / recreational / environmental amenities, consistent with and in coordination with the relevant policies from the recently updated General Plan (CONT)</i></b></p>	<p>15c. Review recommendations in The Escondido Creek Trail Master Plan Report (January 10, 2012) and incorporate to the extent feasible into the overall assessment of parks, open space and recreational facilities described above. The Trail Master Plan incorporates strategies to help encourage safe and healthy lifestyles, addressing safety and security, heritage, and discovery as well as recreational facility development</p>	
		<p>15d. Investigate options for funding new recreational facilities in the City, including potential public/private partnerships for facility development</p>	

Goal	Strategy: Opportunity or Challenge to be Addressed	Action Item	Status
<p><b>Improve employment opportunities of Escondido residents</b></p>	<p><b>16. Focus existing relationships with primary / secondary schools on workforce development, with specific focus on improving high school graduation rates</b></p>	<p>16a. Establish an Educational Task Force</p>	
		<p>16b. Draft an Educational Enhancement operational plan, specifically focused for this strategy on primary and secondary schools, but eventually addressing higher education within the City. The plan will be developed and continually refined in concert with educators, school administrators, and other stakeholders.</p>	
		<p>16c. Establish, as appropriate, and monitor ongoing collaborative efforts such as STEM (Science, Technology, Engineering, and Mathematics) programs and the like</p>	
	<p><b>17. Expand job training capacity in Escondido</b></p>	<p>17a. Review findings of Educational Enhancement operational plan and propose supplemental programs to address any identified training/job- readiness gaps</p>	