

Envision Carlsbad
Existing Conditions and Issues Exploration



Working Paper **4**

**History, the Arts and
Cultural Resources;
High Quality Education
and Community Services**

Working Paper 1

Sustainability

Working Paper 2

The Local Economy, Business Diversity and Tourism

Working Paper 3

Open Space and the Natural Environment;
Access to Recreation and Active, Healthy Lifestyles

Working Paper 4

History, the Arts and Cultural Resources;
High Quality Education and Community Services

Working Paper 5

Walking, Biking, Public Transportation and Connectivity

Working Paper 6

Small Town Feel, Beach Community Character and Connectedness;
Neighborhood Revitalization, Community Design and Livability

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1 Introduction and Purpose



1.1 Background and Purpose

In January 2010, the Carlsbad City Council adopted the Carlsbad Community Vision, representing the community's most important values, priorities, and aspirations for the future. The community's vision guides the second phase of the Envision Carlsbad process, which entails an update of the city's General Plan, Local Coastal Program, and Zoning Ordinance.

As the first task in this second phase of Envision Carlsbad, existing conditions and issues are evaluated. This evaluation is presented in six working papers, structured around the core values identified in the Carlsbad Community Vision. The working papers provide background information and technical analysis that will be useful for subsequent tasks, and raise policy issues (presented at the end of each working paper) to help the Envision Carlsbad Citizens Committee (EC³) brainstorm about conclusions and findings, in terms of how these may shape potential alternatives or policies. Importantly, these working papers are discussion tools, rather than final documents to be critiqued or refined. While the primary review and brainstorming group for the working papers will be the EC³, some papers will be appropriate for review and discussion by the city's various commissions and boards.

The six working papers are:

1. Sustainability
2. The Local Economy, Business Diversity and Tourism

3. Open Space and the Natural Environment; Access to Recreation and Active, Healthy Lifestyles
4. History, the Arts and Cultural Resources; High Quality Education and Community Services
5. Walking, Biking, Public Transportation and Connectivity
6. Small Town Feel, Beach Community Character and Connectedness; Neighborhood Revitalization, Community Design and Livability

1.2 This Working Paper

Working Paper #4: History, the Arts and Cultural Resources; High Quality Education and Community Services explores the following core values of the Carlsbad Community Vision:

Emphasize the arts by promoting a multitude of events and productions year-round, cutting-edge venues to host world-class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.

Support quality, comprehensive education and life-long learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.

This working paper describes historic and cultural resources in Carlsbad, and the institutions currently in place to understand and celebrate these resources. It summarizes existing arts and cultural organizations, programs, and events, and offers a sense of

how well they currently meet community needs and expectations. Also described in this working paper are school facilities, performance, and educational services, library facilities, and lifelong learning opportunities. Finally, this working paper offers descriptions of existing police, fire, emergency and community services, and highlights potential future challenges with service provision as Carlsbad approaches buildout and transitions to infill and redevelopment efforts. This working paper closes with a summary of planning issues and implications raised by the preliminary data gathered, and offers examples of ways in which the General Plan, Local Coastal, Program, and Zoning Ordinance updates might help to maintain and enhance these community services and resources, with a particular emphasis on the land use and policy questions that remain.

These topics (history, culture, arts, education, libraries, community services) are not discussed in any particular priority order. Some subjects in this working paper are closely interrelated; choices had to be made concerning where information about certain resources would be presented. Cross references are provided to guide the reader to sections where additional information is provided. Ultimately, this working paper is only an introduction to the myriad resources available in Carlsbad. It is designed to spur appreciation and discussion rather than be comprehensive.

Following this introductory chapter, this working paper is organized into the following chapters:

- Historic and Cultural Resources;
- Arts and Culture;
- Educational Resources;
- Community Services; and
- Planning Issues and Implications.

2 Historic and Cultural Resources



Cultural resources are the remains and artifacts left from past human occupation. Remains that pre-date the Spanish occupation of California are classified as prehistoric (or archeological) resources, while those dating after Spanish occupation are considered historic resources. Carlsbad's archeological and historic resources represent various phases of the city's history and heritage.

The Envision Carlsbad Phase 1 visioning process illustrated that community members are aware of and value Carlsbad's rich history and cultural heritage. By protecting its historic and cultural resources and supporting facilities, programs and activities that promote and enhance community heritage, the city supports this connection to the past. The following discussion describes the existing cultural resources in the city, as well as the regulatory setting for the identification and protection of significant cultural resources. For purposes of this working paper, this section does not attempt a discussion of paleontological artifacts found in Carlsbad, such as mastodon bones and spiral shells. To the extent possible and applicable, they will be described and addressed in the environmental analysis at a later stage in the planning process.

2.1 Historic Overview

Prehistory

Prior to 1798, two Native American tribes were known to occupy the area that is currently known as Carlsbad: the Luiseños and the Diegueños (or Kumeyaay). The Luiseños inhabited the area just north of the San Luis Rey River, east toward Pala and south to Agua Hedionda Lagoon. The Diegueños were a larger group, and covered an area spanning from the Batiquitos Lagoon south to Baja California.¹ A record search/mapping project completed in 1990 indicated that within city limits, approximately 480 prehistoric sites associated with these two Native American tribes have been recorded. Although the locations of these resources were documented throughout the city, the majority of the prehistoric sites are located on broad mesa tops and along the lagoon terraces. This settlement pattern generally accompanied locally available resources, the proximity of fresh water and the protection afforded by sheltered valleys and slopes. In accordance with California Government Code Section 65040.2(g)(3), which protects the confidentiality of information concerning the specific location of cultural places, a map depicting the location of these resources has not been provided. Though few sites remain due to intense land development over the past 30 years, recorded resources range from single isolated milling features or isolated lithic tools to multi-component settlements indicative of long-term and multicultural occupation.²

¹ Carlsbad Historical Society 2010. History of Carlsbad. Available at: www.carlsbadhistoricalsociety.com. Viewed on Sept. 13, 2010.

² Roth and Associates, Cultural Resources Survey: City of Carlsbad, 1990.

Euroamerican Period

Carlsbad's history is a combination of many separate influences: Hispanic/Mexican (1769-1846), pre-railroad/early American (1846-1881), railroad/land boom (1881-1890), no growth (1890-1914), expansion (1914-1932), depression (1932-1941), expansion and incorporation (1942- present).³ As each new group of people immigrated to the area, they added to the multi-layered history of the community. Below is a short summary of the city's history throughout these periods drawn from the city's 1990 Cultural Resources Survey and "The Historical Evolution of Two Ranchos and a Homestead: Agua Hedionda, Los Kiotes, and Rancho de los Kiotes."⁴

Hispanic/Mexican

In 1769, the Spaniards arrived in Alta California, blazed the trail now known as El Camino Real, and camped near Agua Hedionda. In 1798, Franciscan missionaries established Mission San Luis Rey approximately 10 miles north of Agua Hedionda Lagoon (located in Oceanside). Mission San Luis Rey's territory extended more than 20 square miles and was the largest of 21 missions in California. In 1821, when Mexican Independence was obtained from Spain, land ownership and land use patterns evolved, igniting the Rancho period in California history where large tracts of land were granted to settlers and government friends to encourage settlement and cattle raising. Ranchos from the San Luis Rey holdings included: Santa Margarita y Flores, Los Vallecitos de San Marcos, Buena Vista, Guajome, Las Encinitas and Agua Hedionda.

In 1833, the mission holdings were secularized and divided into large land grants. Much of greater Carlsbad was part of Rancho Agua Hedionda, a 13,000-acre ranch. The holdings extended from the Pacific Ocean and continued east towards Vista and from south Carlsbad to the tide lines on the north side of the lagoon. The extensive size of ranchos was used by the Mexican government to

induce permanent settlement and cattle raising, the economic base of Mexican California. In 1842, Rancho Agua Hedionda was granted to Juan María Marrón. Marrón built a three room adobe on the property in 1839. Some of the land was cultivated; however, the majority of the land was left as open space for pasturing his cattle and horse. The Marrón family lived on the ranch in the summer and in San Diego (Old Town) in the winter. The primary ranch house was built along El Camino Real about mid-way within the rancho holdings. Other members of the Marrón family built homes along the northern boundaries of the holdings in an area that later would become Highway 78.

Early American/Pre-railroad

In 1850, Congress passes an act entitled, "An Act to Ascertain and Settle the Private Land Claims in the State of California." A Board of Commissions was established to either reject or confirm land grants and verify boundaries. Articles of the treaty specifically promised full and complete protection of all property rights of Mexicans. However, in reality the commission threw the burden of proof on every Californian claiming land. Due to poor mapping, unrecorded grants, and destroyed records confiscated during the American takeover and the fall of the profitable cattle industry soon after the height of the Gold Rush, many of the large rancho owners found it impossible to prove to the American court system that land was legally theirs. Many lost their holdings to incoming Yankees either through the courts or through the necessity of having to constantly mortgage their holdings simply to survive. Seventeen years was the average length of time that the California landowner had to wait for his patent after filing a petition. Delays were caused by extended litigations, by unnecessary appeals by government attorneys and the difficulties in getting approved surveys. As a result of the delays, rancho land was not salable, squatters moved in, and the owners' funds went to lawyers and lenders. The rancho owners became impoverished due to these legal costs. Most claimants were bankrupted in the process of gaining title, including the Marrón and Ibarra families.

3 City of Carlsbad 1994 Final Master Environmental Impacts Report for the City of Carlsbad General Plan Update. March.

4 Mick Calarco, "The Historical Evolution of Two Ranchos and a Homestead: Agua Hedionda, Los Kiotes, and Rancho de los Kiotes." May 2005.

Juan Maria Marrón died in 1853 and left his rancho to his widow and his four children. In 1860, Francis Hinton leased the rancho from Marrón heirs and after an extensive legal battle, acquired title to it in the late 1860s. Around the same time, Los Encinitas Rancho had been sold to two San Diego merchants and was converted to a stage station and general store. Stage travelers stopped here on the way between San Diego and Mission San Luis Rey. In 1875, Hinton passed and left his partner, Robert Kelly, title to the Rancho. Along the northern boundary, Silvestre Marrón maintained 362 acres bequeathed to him by his brother, Juan María. Robert Kelly's brother, Matthew Kelly, established a homestead near the southwest corner of Rancho Agua Hedionda. In 1868, he constructed a home and associated outbuildings and named it "Los Kiotes."

In 1885 Mathew Kelly died, and left Los Kiotes to his wife and children. Five years later, Mathew's children inherited Rancho Agua Hedionda from their Uncle Robert. A drawing was held to fairly divide the land into individual parcels among the family members, ensuring equitable access to prime grazing land and water. The drought continued for the next decade, and typical land use on the ranch included dry farming of corn, beans, and hay. Passage of the "no fence law" and the invention of barbed wire ultimately lead to fencing of 25 miles of the rancho, as well as the fencing of the Los Kiotes property.

Railroad/Land Boom

In the late 1880s, America was recovering from the civil war and Americans were looking for new opportunities. Completion of the transcontinental railroad through California and inexpensive train fares from the Midwest to the Pacific contributed to California's land boom.⁵ Settlement patterns and land uses were changing again. The influx of farmers from the eastern United States following the Civil War caused competition for raw land; the open range system was not compatible with the agricultural heritage of the incoming



Rancho Agua Hedionda (Marrón-Kelly) Hacienda (top); Los Kiotes Homestead Ranch in the 1920's (middle); Andres Yberra's Las Encinitas Rancho adobe ruins, now in Stagecoach Park (bottom).

⁵ Carlsbad Historical Society 2010 History of Carlsbad. Available at: www.carlsbadhistoricalsociety.com/ Viewed on Sept. 13, 2010.

settlers. Potential land investors were given cheap transportation. Advertising in the form of excessive accolades dominated the press in the east and in Europe attracting potential settlers. The California Southern, with its link to a transnational railroad proved crucial to the transformation of the San Diego region from a farming community with little to no direct outlet to a small city of emerging industry, mercantile and agricultural expansion. The selected route of the railroad determined the future of many coastal town sites, including Carlsbad. The railroad stood as the town's center, and the town grew in several blocks in all directions.

In 1882, Lafayette Tunnison became the first homesteader with 159 acres in the area that is now known as downtown Carlsbad. He was unsuccessful at establishing a productive farming enterprise because of the insecure water sources, a problem which has perpetually plagued settlers of semi-arid Southern California as successful settlement directly linked to securing fresh water. Erratic weather conditions (years of plentiful rainfall interspersed with seasons of severe drought) combined with the lack of a permanent water source kept agricultural development to a minimum leaving dry farming as the only semi-reliable method of agricultural development.

Also during the 1880s, a former sailor named John Frazier and his family was one of the first to arrive in the city by train. Frazier purchased the Tunnison property, which straddled the railroad tracks. Due to the lack of water, as the lagoons usually dried up during the summer months, he began digging wells. Frazier found both mineral and artesian water in the area, and began offering his water at the train station. Soon the whistle-stop became known as Frazier's Station. In 1886, the Carlsbad Land and Mineral Company was formed, which laid out a town site and initiated speculative development.⁶ The newly formed town was christened Carlsbad because the mineral water found here contained the same mineral properties as the famous Spa No. 7 in Karlsbad, Bohemia. A small farming area and a cluster of homes named Frazier's Station sprang

up around his property. A station platform was constructed to serve the local needs. During the height of the land boom, thousands of passengers were travelling to the San Diego area, passing and eventually stopping at Frazier's Station. Frazier offered his waters to train travelers. Fame regarding the curative powers of these waters spread and soon his station became a destination. Between 1883 and 1885, three small communities and train stations developed in what later would be the city limits of Carlsbad: Frazier's, La Costa and Stewart's. No remnants remain of these stations, nor the packing sheds associated with them.

No Growth to Expansion

The no growth decade occurred from 1890 to 1914. The national depression and drought caused the total collapse of the majority of the land boom era cities. While Carlsbad remained on the map, its population dropped drastically and the community entered a near thirty year period of no growth. The Great Register of Voters for San Diego County, enumerated 39 voters in Carlsbad, by 1894 that number was down to six. Buildings were abandoned, moved, uses changed; mining, industrial and agricultural endeavors were attempted but most failed. The expansion era in Carlsbad began in 1914. In 1920, Carlsbad had approximately 100 residents and by 1928, the town had grown to almost 1800 people. Economic security occurred for over a decade and allowed growth to occur. As a result land uses changed. Large areas of previously open land were planted. Prior to 1930, the farms were general farms. The first avocado farm in Carlsbad appeared in 1916, and by 1930, the area saw a flourishing of floriculture and groves. The infrastructure of the city changed to accommodate the automobile. Facilities were built to accommodate real estate endeavors, the expanding building supply and agricultural industry and the needs of the suburban population. These included stores, warehouses, hotels, a movie theatre (1927), bank, gas stations, homes of wealthy settlers, homes of a Japanese (1920 Census) and then Mexican (1930 Census) immigrant labor force, and homes for new middle class residents. Even in the 1920 Census, however, Carlsbad residential units were still primarily farms.

⁶ City of Carlsbad 1994 Final Master Environmental Impacts Report for the City of Carlsbad General Plan Update. March.

In the late 1910's to early 1920s, millions of Latinos fled north to seek refuge from the Mexican Revolution, some of whom settled in Carlsbad. These immigrants provided additional farm and railroad labor to the area. They built small simple houses with no electricity or indoor plumbing and later sold the homes to other incoming immigrants. This development provided the foundation for the first neighborhood in Carlsbad, which today is called the Barrio. The expansion and incorporation era continued through 1932. With water sources becoming somewhat established, organized and deliberate promotion to expand the commercial/suburban and rural fabric of Carlsbad was undertaken.

Depression

By 1930, areas near the historic core were divided and subdivided to make room for the newly developing suburban enclaves, and lots became smaller with each subdivision. But soon Carlsbad felt the effects of the Depression, at which time numerous businesses failed and a vast amount of middle and lower class residents left the area. Sporadic construction continued, water availability became an issue, and Hollywood found Carlsbad. The movie industry personalities moved south to San Diego for relaxation, entertainment and investment, and often stayed at the California-Carlsbad Hotel on the 101.

In 1937, Leo Carrillo and his wife purchased 1,700 acres of land from Charles and Lavinia Kelly, and two years later they purchased an additional 838 acres of land from Edward and Nettie Kelly. During this time, they constructed a hacienda (main house and bedroom complex) and several other buildings. Four deteriorated walls of the second Kelly family home from the 1880s remained on the property, which Carrillo decided to preserve and incorporate into the main wing of his hacienda. Carrillo considered Rancho de los Kiotes a retreat from the hectic and fast-paced lifestyle of Hollywood.



The old Santa Fe Train Depot was built in 1907 and first served as a telegraph office, post office, Wells Fargo Express office, and a general store. The top photo was taken in 1958, when the property was for sale and only a couple years before its closing. Today, it is restored as the city's Visitor's Information Center, a colorful icon in the Village (bottom).

Second Expansion, Incorporation, and Present Day

From its inception, until well after incorporation as a general law city in 1952, Carlsbad existed as a quaint village-by-the-sea. However, following a series of annexations, beginning in the 1960's and including La Costa in 1972, the city has grown gradually in area and population.⁷ Leo Carrillo died in 1961. His daughter Antoinette lived at the ranch full-time after her father's death, continuing to manage his personal and business affairs. The cost of maintaining the rancho was more than Antoinette could handle, and in 1961 she sold the ranch to developer Byron White's Carrillo Ranch Partnership with the provision that she could remain at the ranch house for as long as she desired. In 1977, a trade of land in exchange for fees, developers of the Rancho Carrillo subdivision dedicated 10.5 acres of the 884 remaining acres of land, including a majority of the historic structures, as a future park for the benefit of the citizens of Carlsbad and the surrounding community. In 1978, most of the family's personal belongings were sold at public auction and the City of Carlsbad officially took possession of the ranch. In 1998, the City of Carlsbad approved the Leo Carrillo Ranch Park Master Plan. Currently the Leo Carrillo Ranch Historic Park (Rancho de los Kiotes) is contained within the geographic boundaries of Matthew Kelly's historic homestead.

2.2 Key Regulatory Context

Historic and cultural resources are protected through a number of regulations at the federal, state and local levels. Below is a brief description of the regulations and standards related to cultural resources.

Federal Regulations

National Historic Preservation Act of 1966

The National Historic Preservation Act was signed into law on Oct. 15, 1966. The intent of the act is to preserve historic and archaeological sites across the United States. The National Historic Preservation Act solidified the role of the National Parks Service as lead agency in the historic preservation program and created cooperative partners in the process, including the Advisory Council on Historic Preservation, State Historic Preservation Offices and Tribal Historic Preservation Offices.

Section 106 of the National Historic Preservation Act requires federal agencies to consider the effects of their actions on historic properties. The goal of the Section 106 process is to identify historic properties potentially affected by the action in question, assess the effects and provide ways to avoid, minimize, or mitigate any adverse effect that may occur to a historic property.

National Register of Historic Places

The National Register of Historic Places is the nation's official list of historic places. The register is overseen by the National Park Service, and requires that a property or resource eligible for listing on the register meet one of the following four criteria at the national, state, or local level to ensure integrity and obtain official designation.

- Property is associated with events that have made a significant contribution to the broad patterns of our history.
- Property is associated with the lives of persons significant in our past. Eligible properties based on this criterion are generally those associated

⁷ *Supra* footnote 4

with the productive life of the individual in the field in which it achieved significance.

- Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.
- Property has yielded, or is likely to yield, information important to prehistory or history.

In addition to meeting at least one of these four criteria, listed properties must also retain sufficient physical integrity of those features necessary to convey historic significance. The register has identified the following seven aspects of integrity: (1) location; (2) design; (3) setting; (4) materials; (5) workmanship; (6) feeling; and (7) association.

Properties are nominated to the register by the State Historic Preservation Officer of the state in which the property is located, by the Federal Preservation Officer for properties under federal ownership or control, or by the Tribal Preservation Officer if on tribal lands.

Listing in the National Register of Historic Places provides formal recognition of a property's historic, architectural, or archeological significance based on national standards used by every state. Once a property is listed on the National Register, it becomes searchable in the National Registers database of research information. Documentation of a property's historic significance helps encourage preservation of the resource. Listing in the National Register of Historic Places provides incentives to property owners such as: Federal preservation grants for planning and rehabilitation Federal investment tax credits, preservation easements to nonprofit organizations, international building code fire and life safety code alternatives, state tax benefits and grant opportunities.⁸ The Federal Tax incentive program encourages private sector rehabilitation of historic buildings and is a successful and cost-effective community revitalization program,

which generates jobs and creates moderate and low-income housing in historic buildings.⁹ Listing does not lead to public acquisition or require public access. In addition, listing does not place any obligations on the private property owners; and there are no restrictions on use, treatment, transfer, or disposition of private property.

National Environmental Policy Act of 1969

The National Environmental Policy Act (NEPA) was signed into law on Jan. 1, 1970. NEPA created an environmental review process requiring federal agencies to consider the effects of their actions on the environment. Under NEPA, all federal agencies must carry out their regulations, policies and programs in accordance with NEPA's policies for environmental protection, including project compliance with Section 106 of the National Historic Preservation Act, as previously discussed.

State Regulations

California Environmental Quality Act of 1970

The California Environmental Quality Act (CEQA) was enacted in 1970. This act requires that state and local agencies in California evaluate the environmental implications of their actions. Furthermore, CEQA requires that cultural resources be considered when assessing the environmental impact of a proposed project, and that agencies avoid or reduce the project's significant impact(s) to these resources.

Senate Bill 18

Senate Bill 18 was enacted on March 1, 2005, and requires cities and counties to notify and consult with California Native American tribes regarding proposed local land use planning decisions for the purpose of protecting traditional tribal cultural places (otherwise known as sacred sites), prior to adopting or amending a General Plan or designating land as Open Space. Once tribes are contacted, they have 90 days to request consultation.

⁸ National Park Service. 2010. National Register of Historic Places Fundamentals. Available at: http://www.nps.gov/nr/national_register_fundamentals.htm

⁹ National Park Service. 2010. Historic Preservation Tax Incentives. Available at: <http://www.nps.gov/hps/tps/tax/index.htm>

California Government Code Section 65040.2(g)

Government Code Section 65040.2(g) provides guidelines for consulting with Native American tribes for the following: (1) the preservation of, or the mitigation of impacts to places, features, and objects described in Sections 5097.9 and 5097.993 of the Public Resources Code; (2) procedures for identifying through the Native American Heritage Commission the appropriate California Native American tribes; (3) procedures for continuing to protect the confidentiality of information concerning the specific identity, location, character, and use of those places, features, and objects; and (4) procedures to facilitate voluntary landowner participation to preserve and protect the specific identity, location, character, and use of those places, features, and objects.

California Register of Historic Resources

The California Office of Historic Preservation maintains the California Register. The California Register is the authoritative guide to the state's significant historic and archeological resources. The program provides for the identification, evaluation, registration and protection of California's historic resources. The California Register encourages public recognition and protection of resources of architectural, historic, archeological and cultural significance; identifies historic resources for state and local planning purposes; determines eligibility for state historic preservation grant funding; and affords certain protection to these resources under CEQA.

The California Register has also established context types to be used when evaluating the eligibility of a property or resource for listing. The four criteria are as follows:

- It is associated with events that have made a significant contribution to the broad patterns of local or regional history, or the cultural heritage of California or the United States;
- It is associated with the lives of persons important to local, California, or national history;

- It embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values;

It has yielded, or is likely to yield, information important to prehistory or history of the local area, California or the nation.

Similar to the National Register, eligibility to the California Register requires an establishment of physical integrity, including the seven aspects previously described. California's list of special considerations is less stringent than the National Register, providing allowances for relocated buildings, structures, or objectives as reduced requirements for physical integrity.

Local Regulations

City of Carlsbad Municipal Code – Historic Preservation

City of Carlsbad Municipal Code Chapter 22.06 states that a historic resource may be considered and approved by City Council for inclusion in the city's historic resources inventory based on one or more of the following:

- It exemplifies or reflects special elements of the city's cultural, social, economic, political, aesthetic, engineering or architectural history;
- It is identified with persons or events significant in local, state or national history;
- It embodies distinctive characteristics of a style, type, period or method of construction, is a valuable example of the use of indigenous materials or craftsmanship or is representative of a notable work of an acclaimed builder, designer or architect;
- It is an archaeological, paleontological, botanical, geological, topographical, ecological or geographical site which has the potential of yielding information of scientific value;
- It is a geographically definable area with a concentration of buildings, structures, improvements, or objects linked historically through

location, design, setting, materials, workmanship, feeling and/or association, in which the collective value of the improvements may be greater than the value of each individual improvement.

Historic Preservation Commission

The city's Historic Preservation Commission consists of five members appointed by the City Council and one ex-official representative of the Planning Commission. All regular members must have knowledge of and a demonstrated interest in historic preservation and local history. The commission advises the City Council and Planning Commission on all matters related to the identification, protection, retention and preservation of historic areas and sites. Duties include, but are not limited to, recommending the designation of historic landmarks or historic districts; maintaining an historic resources inventory; rendering advice and guidelines, upon the request of the property owner or occupant, on the restoration, alteration, decoration, landscaping or maintenance of any historic area or site; and conducting programs to educate local residents on historic places, structures, or events. The Historic Preservation Commission has requested updates to the Municipal Code governing their work, which are currently making their way to Council. Changes pertain to the duties of the Commissioners and inventory it is charged with maintaining.

In 1990, the city developed guidelines (City of Carlsbad Cultural Resource Guidelines) for the treatment of cultural resources consistent with federal, state, and local laws, as well as the Secretary of Interior's Standards for Archaeology and Historic Preservation. The city's guidelines establish standards of performance for resource investigation and present a systematic method of preserving identified resources. The guidelines are applicable to cultural resources from the prehistoric through historic periods and are implemented during CEQA compliance.¹⁰

The city's current process for designating landmarks and points of interest is outlined in Section 22.06.030 of the city's municipal code. This process is time-intensive, which could delay designations and potentially compromise the historic importance of the resource if a building deteriorates further during the process.

Heritage Tree Preservation

In keeping with direction from the Community Forest Management Plan (described in Working Paper #3), the City of Carlsbad prepared a Heritage Tree Report in two phases under the direction of the Historic Preservation Commission. Phase I (Village area) was accepted by the Historic Preservation Commission and the Parks and Recreation Commission (the Parks and Recreation Commission oversees implementation of the Community Forest Management Plan). Phase II of the report (including areas outside of the Village) has been accepted by the Historic Preservation Commission and is now pending review by the Parks Department staff and the Parks and Recreation Commission. It is anticipated that once sewer lateral issues have been resolved, both phases of the Heritage Tree Report will be presented to the City Council for inclusion in the Community Forest Management Plan.

2.3 Historic and Cultural Resources

A 1990 report titled "Cultural Resources Survey City of Carlsbad" provides a summary of prehistoric and historic resources in Carlsbad. According to this report, a total of 325 potential historic properties including 314 structures, four locales and seven features of the built environment were evaluated as potential historic sites reflective of the identified patterns, events, persons, architectural styles and cultural values important in the changing fabric of the city. Of the 325 sites, only five were further identified as potentially eligible for nomination to the National Register of Historic Places and seven were identified as potential California Historical Landmarks. The following is a list of resources that were identified in the survey as potential listings on the National Register of Historic Places:

¹⁰ City of Carlsbad 1994 Final Master Environmental Impacts Report for the City of Carlsbad General Plan Update. March.

- 2978 Carlsbad Blvd. (style Queen Anne Victorian, 1887)
- 400 Elm Ave. (Carlsbad Village Drive) (Carpenter Gothic, 1887)
- 3309 Roosevelt St. (Vernacular, 1918)
- 3329 Roosevelt St. (B/C Spanish, 1923)
- 2770 Sunny Creek Rd. (Adobe rehab, 1842; out-buildings, pre 1900s)

The following is a list of resources that were identified as potential listings as a California Historical Landmark:

- El Camino Real (Landmark #784)
- Kelly Barn (Vernacular, barn, 1906)
- Haymar Road Adobe (Remodel-Spanish, 1842)
- 3080 Lincoln Street (Monterey, 1925)
- 2956 State Street (Spanish Eclectic, pre 1925)
- Rancho De Los Kiotes (Spanish, 1935-39)
- Stage Coach Park (Adobe ruins, 1842)

While the remaining sites have not been identified as potential historic resources of federal or state listing, many are considered by the city as containing significant features in the local architectural and historic growth of the community.¹¹

Listed Historic Resources

Several of the city's local historic resources have gone through the process to be listed in or determined eligible for listing in the National and California Registers as individual resources. The following properties, landmarks, or historic resources are currently listed.

- The National Register of Historic Places has identified two listed historic properties within

the city: Carlsbad Santa Fe Depot (400 Carlsbad Village Drive) and Rancho De Los Kiotes.

- The California Office of Historic Preservation has two historic landmarks listed in Carlsbad: Rancho De Los Kiotes and Frazier's Well (Alt Carlsbad).
- The San Diego Archaeological Center, a non-profit corporation dedicated to preserving archeological collections, has identified two historic sites within Carlsbad: the Carlsbad Historical Society Museum (e.g. the Magee House) and the Leo Carrillo Ranch Historic Park.¹²

A brief description of these resources is provided below and their locations are depicted on Figure 2-1.

- **Magee House (1).** *Magee Park, 258 Beech St.* This craftsman's style home was originally built by Samuel Church Smith, one of the founders of the Carlsbad Land and Water Company in 1887. The Smith family remained in the home until the 1890s when the California land bust forced them to sell their Carlsbad real estate holdings and relocate to National City. Alexander Shipley, a retired foreign service diplomat, purchased the home in the 1890s and relocated with his wife Julia and daughter Florence. In 1912, Florence married Hugh Magee, a descendent of an original California Estudillo Family, and moved to Condor's Nest in Pala. She returned to Carlsbad in the 1940s after the death of her father and husband. As sole inheritor of her parent's estate and having no children of her own, upon her death in the 1970s, Florence left Magee house to the City of Carlsbad as a historic and recreational park. The Magee House is currently home to Carlsbad's Historical Society Museum, which offers views of life from the 1880s to present.¹³ The city has a license agreement with the Historical Society for use of this city-owned facility.

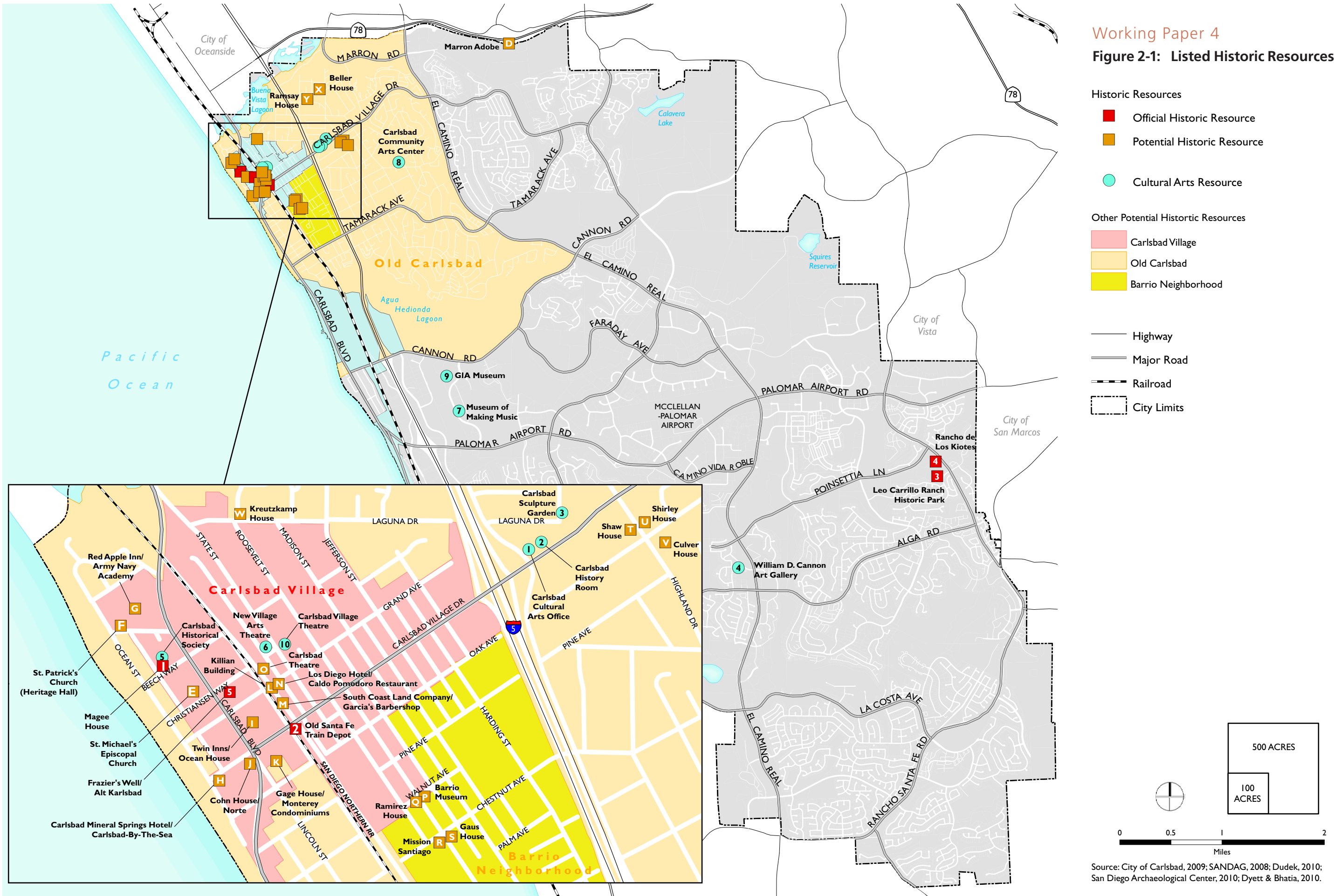
¹¹ Roth and Associates, Cultural Resource Survey City of Carlsbad, 1990. The Cultural Resources Survey exists as a survey but was deleted as an official record at the City Council Meeting on May 18, 1993. The properties noted in this survey are not on any city database and do not have any legal designation as historical. Nonetheless, as one of the few records of cultural resources in Carlsbad, the properties described in that survey as potentially historically significant are listed here for reference.

¹² San Diego Archeological Center 2010. Historic North County San Diego Sites. Available at: http://www.sandiegoarchaeology.org/Cinch_Text.htm Viewed on Sept. 13, 2010.

¹³ San Diego Archaeological Center 2010 Historic North County San Diego Sites. Available at: http://www.sandiegoarchaeology.org/Cinch_Text.htm Viewed on Sept. 13, 2010.

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Figure 2-1: Listed Historic Resources



- **Old Santa Fe Train Depot (2).** *400 Carlsbad Village Dr.* The depot was built in 1907 (replacing the first train depot built in 1887) by the Arizona Eastern Railway and also served as a telegraph office, post office, Wells Fargo Express Office, and general store. Later, this facility served as a shipping point for local fruit, vegetables and flowers. Closed in 1960, it is now the home of the Visitor's Information Center.¹⁴
- **Leo Carrillo Ranch Historic Park (3).** *6200 Flying Leo Carrillo Ln.* The Carrillo Ranch was once home to a cowboy actor named Leo Carrillo. Leo Carrillo's grandfather was the Mexican governor of California in 1837, and his father, the first Mayor of Santa Monica. Leo, his wife Edith and their daughter Antoinette all lived in the pueblo-style adobe house. The city has stabilized, preserved and restored many of the historic ranch buildings. The San Diego Archaeological Center has identified this site as a historic resource.¹⁵ The city holds several events each year at the ranch such as the Leo Carrillo Film Festival, Wild Wild Fest, Dinner and a Movie, and Holiday at the Rancho.
- **Rancho de Los Kiotes (4).** In 1868, the Kelly family homesteaded 10,000 acres of land immediately south of Rancho Agua Hedionda. In 1937, Leo Carrillo purchased 1,700 acres, plus 838 acres two years later, to construct his ranch (refer to Leo Carrillo Ranch Historic Park, above).¹⁶
- **Frazier's Well/Alt Carlsbad (5).** *2802 Carlsbad Blvd.* John Frazier, one of Carlsbad's early pioneers, tapped a mineral spring on his homestead in 1883, an event that soon led to stops by train passengers to drink this water, rumored to have miraculous curative powers. The original well was declared a state historical site in 1955. Owners Kay and Chris Christiansen built Alt Carlsbad in 1964, recreating a 12th century structure as a backdrop for their replica of the famous European namesake.



Today, several historic resources are maintained and accessible to the public. Magee House (top) is home to the Historical Society Museum, while its grounds offer a pleasant open green space to the community (middle). Leo Carrillo Ranch is maintained as an historic park (bottom), and the city holds several public events there over the course of the year.

¹⁴ U.S. Department of Interior. National Park Service. National Register of Historic Places. Available at: <http://nrhp.focus.nps.gov/natreghome.do?searchtype=natreghome>

¹⁵ *Ibid.*

¹⁶ *Ibid.*

Other Potential Resources

The city acknowledges that there are several buildings and areas with local historic and/or architectural merit that characterize the city's heritage, as they meet the descriptions of structures of specific historic architectural styles, or they represent a settlement within a specific area that contributed to the cultural values of the city. A brief description of these buildings and/or locations is offered below and the location of these resources is shown on Figure 2-1. While these resources have been identified by the City of Carlsbad, the Save Our Heritage Organisation, and the Carlsbad Historical Society, they are not officially listed federal, state or local historic resources.

- **Carlsbad Village (A).** Carlsbad Village is located along Carlsbad Village Drive and is known for specialty shops, clothing stores, and restaurants. The village is home to buildings that consist of New England style architecture, and hosts events such as Carlsbad Art in the Village and Carlsbad Village Street Faire.
- **Old Carlsbad (B).** Old Carlsbad is the original boundaries of the City of Carlsbad, which encompasses the area south of Buena Vista Lagoon, west of El Camino Real, and north of Cannon Road. Several historic buildings are located in this area, including the Magee House.
- **Barrio Neighborhood (C).** The Barrio was the first neighborhood established in Carlsbad in the 1920s. The area includes several locally recognized historic buildings, businesses and sites.
- **Marrón Adobe (D).** (1850s) Property includes the Buena Vista Creek and El Salto Falls archaeological sites as well as natural open space, part of which is sensitive habitat.¹⁷
- **St. Michael's Episcopal Church (E).** 2775 Carlsbad Blvd (1894)
- **St. Patrick's Church (Heritage Hall) (F).** Magee Park, 2650 Garfield St. (1926)
- **Red Apple Inn/Army Navy Academy (G).** 2585 Carlsbad Blvd. (1927)
- **Carlsbad Mineral Springs Hotel/ Carlsbad-By-The-Sea (H).** 2855 Carlsbad Blvd. (1930)
- **Twin Inns/ Ocean House (I).** 2978 Carlsbad Blvd. (1887)
- **Cohn House/Norte (J).** 3003 Carlsbad Blvd. (1929)
- **Gage House/ Monterey Condominiums (K).** 3080 Lincoln St. (1934)
- **Killian Building (L).** 2900 State St. (1920s)
- **South Coast Land Company/ Garcia's Barbershop (M).** 2956 State St. (Circa 1914)
- **Los Diego Hotel/Caldo Pomodoro Restaurant (N).** 2907 State St. (1925)
- **Carlsbad Theatre (O).** 2822 State St. (1926-27)
- **Barrio Museum (P).** 3304 Roosevelt St.
- **Ramirez House (Q).** 3309 Roosevelt St. (1918)
- **Mission Santiago (R).** 3329 Roosevelt St. (Circa 1923)
- **Gaus House (S).** 3442 Roosevelt St. (1929)
- **Shaw House (T).** 3081 Highland Dr. (1927)
- **Shirley House (U).** 1542 Oak St. (Circa Late 1880s)
- **Culver House (V).** 3140 Highland Dr. (Circa 1887)
- **Kreutzkamp House (W).** 624 Laguna Dr. (1890s)
- **Beller House (X).** 1448 Forest Ave. (Circa 1894)
- **Ramsay House (Y).** 1330 Chuparosa Way (1904)

While the above resources have not been officially designated as federal, state, or local historic resources, they may be determined eligible for listing as official historic resources upon further review and analysis. For example, several potential historic buildings listed above consist of structures that are approximately 50 to 160 years old, and therefore, may qualify as an historic resource if other criteria (including local, state or federal) apply. According to the Cultural Resource Survey

¹⁷ Save Our Heritage Organisation. 2006. Marron Adobe. Viewed at: <http://sohosandiego.org/reflections/2006-2/marron.htm>. accessed Sept. 13, 2010.

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St. Michael's Episcopal Church (top); St. Patrick's Church (Heritage Hall) (middle); Gage House/ Monterey Condominiums (bottom).

Twin Inns/ Ocean House (top); Barrio Museum and adjacent structure (middle); Gaus House (bottom).

City of Carlsbad, if a structure is not within the current inventory and appears to be at least fifty years old, it should be added to the inventory and background research should be conducted by a qualified historian. Since the city's first neighborhood was established in the 1920s (the Barrio) several other structures could also be reviewed and surveyed for historic value and potential for listing. In 1997, the Carlsbad City Council amended Carlsbad Municipal Code Title 22 (Historic Preservation Ordinance) to make compliance with the ordinance voluntary. As a result, a structure cannot be added to the city's historic resources inventory without the property owner's consent.

In cases when individual, isolated buildings do not qualify for federal, state, or local designation, but provide a good representation of a building of a specific era, they may benefit from being included in a historic neighborhood/district. Districting can also be an important component in the revitalization of inner city or low-income areas of a given community and a way to promote and educate the community about city history. Documentation of a specific area's historic significance helps encourage preservation of the district. Listing in the National Register of Historic Places provides incentives to property owners such as: federal preservation grants for planning and rehabilitation, federal investment tax credits, preservation easements to nonprofit organizations, international building code fire and life safety code alternatives, state tax benefits and grant opportunities.¹⁸

Learning About Carlsbad History

Although library resources are discussed in more detail in Chapter 4: Educational Resources, it is appropriate to mention here that the Carlsbad City Library maintains two important tools for learning about and recording Carlsbad's history: the Carlsbad History Room and the Genealogy Program.

- **Carlsbad History Room.** Although not a historic building or structure, Cole Library, located on Carlsbad Village Drive, is home to the Carlsbad History Room. The Carlsbad History Room collects and preserves local historical documents and makes them available for research. The collection includes newspapers in print and microfilm, yearbooks, scrapbooks, letters, boxed memorabilia, and more than 4,700 photos.
- **Genealogy Program.** Also housed in Cole Library, the Genealogy Program has as its purpose the exploration of family history. This is a leading cultural hobby in the nation, and complements Carlsbad's migrant population which has roots worldwide. The genealogy collection is one of the largest in Southern California and has a strong emphasis on the 17th, 18th and 19th centuries in the United States. The North San Diego County Genealogical Society sponsors several programs for the Carlsbad community related to this collection and area of interest.

¹⁸ National Park Service. 2010. National Register of Historic Places Fundamentals. Available at: http://www.nps.gov/nr/national_register_fundamentals.htm

3 Arts and Culture



Culture refers to a system of learning shared by a group of people, which is passed down by communication and imitation of previous generations. Culture is essentially a collective accumulation of behavior or way of life, which may include knowledge, experience, beliefs, values, religion, symbols, landmarks, social hierarchies, societal roles, concepts of community and the universe, and material objects and possessions acquired by a group of people over time.

Closely related to culture, art is the creation of an aesthetic object for visual enjoyment and contemplation. Art, cultural activities, community events and educational programs are some of the ways a society demonstrates customs and values. A community's knowledge, appreciation and value of arts and culture contribute to its way of life and sense of identity. Arts and culture can take many forms, including paintings, drawings, sculptures, ceramics, crafts, community activities and festivals, educational and social events, dance, music, drama, photography, videography and architecture.

Carlsbad boasts a variety of arts and cultural activities, including events, institutions and programs aimed at promoting a sense of community identity and providing education and information about the city's heritage. There has been significant past planning for and recognition of the community's high interest in the availability of the arts. Facilities that support enhanced delivery of cultural arts programs and services, as well as arts education, have been identified priorities. Through the Envision Carlsbad Phase 1 visioning process, community members expressed the desire to continue to celebrate local heritage in a creative and inspiring way, by building connections between historic resources and the arts, and promoting and strengthening both.

3.1 Institutions and Organizations

Below are descriptions of various institutions and facilities that provide art, cultural arts, or historic information in the city. The locations of these resources are depicted on Figure 2-1 as numbered below. This list is not intended to be comprehensive, but rather give a sense of the valuable resources already available to the Carlsbad community. Libraries are not specifically listed here but are described in Chapter 4: Educational Resources. However, libraries are depicted on Figure 2-1, and some of the listed resources are related to or a part of library facilities.

Cultural Institutions in Carlsbad

Municipal

- **Carlsbad Cultural Arts Office (1).** *1200 Carlsbad Village Dr.* The Carlsbad Arts Office was established in 1986 to develop and promote the arts in Carlsbad and to encourage public awareness, participation and appreciation in the visual and performing arts. The Arts Office provides cultural services throughout the community, creating programs as well as working in partnership with local organizations, artists and other city departments to advance the arts in the areas of: arts education; support for local arts groups; programs for youth, families and seniors; information services; special events; and public art.
- **Carlsbad History Room (2).** *1250 Carlsbad Village Dr.* Although not a historic building or structure, Cole Library is home to the Carlsbad History Room and serves as a significant source

of historic education. The Carlsbad History Room houses newspapers, yearbooks, print/video, scrapbooks, photos, letters, boxed memorabilia, and early city documents. The Carlsbad History Room stores and preserves these resources for public use and should therefore be protected and enhanced in furtherance of the community's vision.

- **Carlsbad Sculpture Garden (3).** *2955 Elmwood Ave.* The Carlsbad Sculpture Garden is a focal point for the visual arts in San Diego's North County, offering changing exhibitions of sculpture in a broad range of styles. The exhibitions are usually on display for about one to two years. The sculpture garden is located at the City of Carlsbad Cultural Arts Office.
- **William D. Cannon Art Gallery (4).** *1775 Dove Ln.* Founded in 1999, the William D. Cannon Art Gallery's mission is to promote, interpret and present to the community the art of emerging, mid-career and established artists from culturally diverse Southern California and to showcase the cultural creativity and art from other parts of the world. The curatorial focus of the gallery includes painting, sculpture, photography, print-making, mixed-media, folk art, design and installation works.¹⁹ Hosted at the Gallery, Three-Part-Art is a popular arts educational program for Carlsbad's third and fourth graders, including curriculum guides for use in the classroom, site visits to the Gallery to see an exhibition, and related hands-on arts projects comprise the "three parts" of the program. Another popular program, Family Open Studios, offer opportunities for families to participate in hands-on art-making experiences led by artist/instructors, with the projects designed to relate to the current exhibition on display.

Non-Profit

- **Carlsbad Historical Society (5).** *258 Beech Ave.* The Carlsbad Historical Society was established in 1975, and strives to preserve, promote and

enhance knowledge of the area's history, significant landmarks, institutions and memorabilia. The non-profit organization serves the community through educational and social events. The museum and archives are located in the Magee house. The museum portion of the Magee house is furnished in a turn of the century style to depict the life style of Magee family. In addition, displays of Carlsbad and the surrounding agricultural community are located on the premises to educate the public on the history of the area. For more information, please visit: www.carlsbadhistoricalsociety.com

- **New Village Arts Theatre (6).** *2787 State St.* New Village Arts Theatre was founded in 2001 by graduates of New York's Actors Studio Drama School. The theatre is located in an area that was built as a lumber yard in 1922, and is one of the oldest buildings in the Village. In 2009, the New Village Arts opened the Art Foundry, which houses artists creating and displaying their work. The public can watch the artists work and/or purchase the art work that was created onsite. For more information, please visit: www.newvillagearts.org
- **Museum of Making Music (7).** *5790 Armada Dr.* The Museum of Making Music is a non-profit organization that curates public exhibits related to the history of American popular music. The museum explores the multifaceted history of the American music products industry from its beginnings in the 1890s to today. The museum tells stories of hard work, challenge, inspiration and pioneering innovation, and reveals the profound relationship between the industry, popular music and global culture. For more information, please visit: www.museumofmakingmusic.org
- **Carlsbad Community Cultural Arts Center (8).** *3557 Lancer Way.* Designed to provide unobstructed views for nearly 450 patrons, the Carlsbad Community Cultural Arts Center is a setting for concerts, drama, musical comedies and speeches located at Carlsbad High School. The two-story facility can be used for student performances or—through the use of partitions—as classrooms. The theater was designed

¹⁹ City of Carlsbad, Department of Cultural Arts. Viewed on Sept. 13, 2010. Available at: <http://www.carlsbadca.gov/SERVICES/DEPARTMENTS/CULTURAL/Pages/default.aspx>

with the ability to acoustically accommodate everything from speeches to symphonies through the use of adjustable layers of curtains and hard surfaces.

- **Gemological Institute of America (GIA) Museum (9).** 5345 Armada Dr. This museum provides exhibits and lectures on gems, jewelry, gemology to educate and increase awareness of these resources. For more information, please visit: www.gia.edu/research-resources/museum/index.html.

Private, For-Profit

- **Carlsbad Village Theatre (10).** 2822 State St. This historic theatre was built in 1927, and provides live stage performances for band concerts, stand-up comedy, stage plays and dance. The theatre is located in the commercial area of Carlsbad Village, directly across the street from the Coaster Train Station. The theatre has an auditorium capacity of 300 seats and is available for event rentals. A major renovation was completed in 2000. For more information, please visit: www.carlsbadvillagetheatre.com

Cultural Institutions in the Region

In addition to the local institutions and facilities that provide education and access to arts, culture, and historic information, there are several organizations and programs that promote and advance the protection of cultural and historic resources throughout the city and the region.

- **San Diego Archeological Center.** (Escondido) The San Diego Archeological Center is a museum that educates the public on how people have lived in San Diego for the past 10,000 years, including the part of “San Diego” that is now Carlsbad. The center also serves as an education and research facility and is the only local organization dedicated to the collection, study, curation and exhibition of San Diego County’s archaeological artifacts.
- **Save Our Heritage Organisation.** (San Diego) The Save Our Heritage Organisation was founded in 1969, and raises awareness and



The Carlsbad Sculpture Garden (top), the William D. Cannon Art Gallery (middle), and the museum at the Gemological Institute of America Museum (bottom) are all examples of local cultural arts resources.

appreciation of the region's architectural and cultural heritage. Save Our Heritage Organisation's mission is to preserve, promote and support preservation of the architectural, cultural and historic links and landmarks that contribute to the historic identity and character of communities in the San Diego region, including those within Carlsbad. In 2006, the Save Our Heritage Organisation identified the Marron Adobe as one of the most endangered historic resources.

3.2 Events and Programs

The city currently promotes numerous cultural events and programs for the enjoyment of the community. The list is also not comprehensive, but offers examples of notable arts and cultural events, programs, and activities available at various times throughout the year, and for a variety of ages and audiences.

Municipal

- **City of Carlsbad Art in Public Places.** This program began in 1985 and was the first public art program established in San Diego. The program is designed to expand residents' appreciation of art, reflect the city's aspiration to improve the quality of life, and to enhance and identify Carlsbad as a unique community. Tied to the city's capital projects budget and plan, the program is administered by the city's Cultural Arts Office, which follows a set of policies and procedures that guides the entire process, from artist selection through to final installation of the work. A key component of Carlsbad's program is an emphasis on public participation during the process, ensuring that the artworks are integrated into the physical and social environment of the city and reflect the broad range and interests of the community. There are 29 pieces of public art located throughout the city that are included in this collection.
- **TGIF Jazz in the Parks.** The city has been offering free summer jazz concerts at community parks since 1986. This event has become a

tradition and an integral part of the community's summer life style.²⁰

- **Holiday at the Rancho.** The city holds holiday entertainment, a tree lighting ceremony, crafts, cookie decorating and a visit from Santa. This event is held at the Leo Carrillo Ranch.
- **Leo Carrillo Film Festival.** The city offers the community a chance to watch Leo Carrillo's films under the stars at Leo Carrillo Ranch.²¹
- **Wild Wild Fest.** Leo Carrillo Ranch is the stage for a re-creation of the days of the "wild west," when cowboys ruled.
- **Dinner and a Movie.** Spend an evening at the ranch reminiscent of the parties Leo Carrillo threw for his Hollywood friends in the 1940s. Enjoy a hearty buffet dinner, followed by an outdoor movie screening, popcorn and dessert; at Leo Carrillo's Ranch.

Non-Profit

- **Carlsbad Village Street Faire.** This twice a year, one day event hosted by the Carlsbad Chamber of Commerce presents fine arts, live concerts and classic cars.
- **Art Splash.** Art Splash is a free, two-day, non-profit, family event that promotes and benefits arts within the community. Art Splash is a community-wide partnership of organizations and businesses working together to establish an Annual Family Event showcasing North County. Promotes and benefits arts in the community and includes the following: chalk art street paintings, live art, musicians, street entertainers and performing artists.
- **Carlsbad Art in the Village.** Hosted by the Carlsbad Village Business Association, this summertime event allows people to browse over 200 arts and crafts vendors that set up booths along Carlsbad Village Drive. Art presented includes: fine art, photography, sculpture,

²⁰ Visit Carlsbad, *supra* note 17.

²¹ City of Carlsbad. 2010. Department of Parks and Recreation. Available at: <http://www.carlsbadca.gov/services/departments/parksandrec/parks-facilities/parks/pages/leo-carrillo-ranch-events.aspx> Viewed on Sept. 13, 2010.

ceramics and handmade jewelry, furniture, clothing, and wood crafts. Live music is provided for enjoyment.

- **Carlsbad Art Walk.** During the summer, the Carlsbad Village Business Association hosts a monthly art walk on the last Thursday of the month. The art walk is held throughout Carlsbad Village, and hosts local and regional artists displaying their work throughout the Village, live art demonstrations, and ongoing theatre performances are provided for the enjoyment of the walkers.
- **Art At Jazz.** Art At Jazz began in 2002 from a suggestion made—and then funded—by the Carlsbad Friends of the Arts, and is now a highly anticipated part of the entire TGIF Jazz experience. Once at each park during the concert season, AAJ offers hands-on visual arts activities for younger TGIF audience members. Instructors and volunteers guide the children as they make works of art in planned activities.²²
- **Carlsbad Music Festival.** This music festival is hosted once a year and offers world class contemporary chamber music performed by up and coming young musicians. The festival is located in the Schulman Auditorium at the Carlsbad City Library complex.²³
- **Fiesta del Barrio.** Although not held every year, this event is a presentation of history and culture. Barrio means neighborhood in Spanish. At the celebration, the traditional Mexican embrace of welcome and recognition is celebrated.

Private, For-Profit

- **Meet the Masters.** An art education program that travels to different schools to educate children, primarily those in kindergarten through sixth grade, in visual arts.

In terms of both cultural and arts institutions and events, these lists suggest that the city government and local non-profits already offer a wide array of services and resources. There may be untapped



Holiday at the Rancho (top); Leo Carrillo Film Festival (middle); Wild Wild Fest (bottom) are all held by the city at the Leo Carrillo Ranch Historic Park.

²² City of Carlsbad Library staff, 2010.

²³ City of Carlsbad 2010 Library. Available at: <http://www.carlsbadca.gov/SERVICES/DEPARTMENTS/LIBRARY/Pages/default.aspx>. Viewed On Sept. 13, 2010.

opportunities for the city or non-profits to partner with for-profit institutions to fill remaining needs, or to enhance the quality or coverage of existing cultural or arts programs.

3.3 Support for the Arts

Cultural Arts Office Volunteers

Since its inception in 1986, the Cultural Arts Office has had strong volunteer support from the community. Volunteers help staff with arts education programs such as Three-Part Art and Family Open Studios, with clerical projects such as the Arts News mailing, and with assisting at the reception desk at the Cannon Art Gallery.

Friends of the Arts

Founded in 1987 and formerly known as the Carlsbad Arts Associates, the Carlsbad Friends of the Arts is an independent 501c3 non-profit organization dedicated to promoting and supporting the programs and activities of the Cultural Arts Office. Support from the Friends comes in the form of attendance at events, and most critically, in the form of financial support. Raising funds primarily at the TGIF Jazz in the Parks concerts via an Opportunity Drawing and through memberships, the Friends are major supporters of the TGIF concerts as well as the Three-Part-Art education program, opening receptions for each new Gallery exhibition, and Family Open Studios. In just this fiscal year they donated \$30,000 for various Cultural Arts Office programs.²⁴

Other organizations that support arts programming in Carlsbad include the Chamber of Commerce and the Carlsbad Village Business Association, each of which supports annual arts events that feature local arts and retail locations, and connect residents and visitors with artists and art businesses in the community.

3.4 Planning for Future Facilities

The city takes pride in providing art and other cultural venues for the community; however, most of the existing cultural art institutions and organizations are located in the northwestern portion of Carlsbad. The General Plan update presents an opportunity for the city to encourage the development of new cultural art venues in the eastern and southern portions of the city to provide balanced opportunities for the entire community to appreciate, learn, perform and enjoy cultural arts.

This effort may begin by identifying the types of new cultural arts institutions and organizations that could be provided in the eastern and southern portions of the city, followed by mapping the location of existing warehouses and older buildings with potential for redevelopment into cultural art facilities, including but not limited to art studios, live-work spaces, local art museums, cultural centers, etc. The potential for new multi-use venues capable of hosting large indoor and outdoor performances could enhance the city's ability to draw local and regional crowds.

Community members acknowledge that several cultures have contributed to Carlsbad's history. This heritage could be celebrated through a new cultural/history center or museum to honor and recognize various cultures such as, but not limit to, Native American, Mexican, European, Japanese, and more.

Finally, a broader strategy for funding is needed in order to deliver a similar or enhanced level of cultural arts services and facilities as the community reaches buildout. While specific funding decisions may be outside the scope of a General Plan, community arts and cultural resources goals may be affected by this existing and continuing constraint. The General Plan update provides an opportunity to think creatively about funding solutions, including opportunities for new partnerships between departments, organizations, and businesses, new uses of existing facilities, and sharing resources to achieve even greater efficiencies in the future.

²⁴ Overview of Programs and Services, City of Carlsbad Library staff, 2010.

FUTURE ARTS AND CULTURAL FACILITIES: THE OAK YARD PROJECT

The Carlsbad Redevelopment Agency and the City of Carlsbad together are preparing a plan that over the next several years will turn a maintenance yard (the property on Oak Avenue at the corner of State Street is currently used for the city's streets and facility maintenance operations) into a community gathering place that supports economic development, arts, culture and entertainment activities within the historic Village area.

The Agency and city will be working with a partnership group of private citizens to develop a land use strategy for the property over the next year. Once the city moves its operations out of the property (in approximately 3 to 4 years), the site will need to be cleaned up and then "re-purposed" for other uses according to the ultimate vision for the property. Some of the near term options include making minimal improvements to appearance of the entrance so the yard could be available for the village farmers market, craft shows, art exhibits, car shows, musical events and other outdoor exhibitions. These uses are allowed under current zoning and could take advantage of existing buildings. The city would work in partnership with community organizations to encourage a broad array of uses and community activities.

As more funding becomes available in the future, the city could make other improvements to the site, such as removing old buildings and putting up new ones, creating an outdoor amphitheater, grass area or courtyard, and an outdoor stage.

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4 Educational Resources



A critical component of the Carlsbad Community Vision is a high quality, comprehensive education system, including lifelong learning opportunities for all ages. Community members are generally very satisfied with and supportive of the school system and educational facilities in Carlsbad today. The community's desire to see education and lifelong learning emphasized in the General Plan update rests on maintaining these high standards and performance, pursuing opportunities for improvement and growth, ensuring equal access to educational resources, and exploring the potential for attracting an institute of higher learning. This chapter focuses on educational settings such as early childcare, schools, as well as the Carlsbad Library system. The Senior Center and other locations which provide a broad array of community services including education are described in the next chapter, Community Services.

4.1 Childcare and Preschool

Countywide Child Care Setting

The educational experience for the city's youth begins with the childcare and preschool options available. In 2005, the San Diego County Child Care and Development Planning Council produced a Child Care Needs Assessment for San Diego County and a report quantifying the economic impacts of the child care industry in the county. In 2008, a white paper summarized the state of infant/toddler child care programs countywide. In 2009, the California Child Care Resource and Referral Network produced its biennial California Child Care Portfolio, a summary of statewide and county-by-county statistical information about child care

costs, supply, and demand. Some of the countywide findings of these reports that may be relevant to planning in the City of Carlsbad include:

- **Location of Child Care Facilities.** In 2005, more than three out of four parents seeking child-care referrals, regardless of income, sought care near the child's home, as compared to one of five who sought care near a parent's work or school site, and fewer than one in 100 near the child's school. For families seeking assistance paying for childcare expenses, 99 percent desired such services near the child's home.
- **Care for Children with Special Needs.** Parents of children with special needs have significant difficulty finding and maintaining appropriate care settings for their children. Many early care and education providers contacted by the parents participating in discussion groups decline to offer services to children upon learning of the child's special needs.
- **Spaces in Child Care Overall.** Between 1999 and 2005, the total number of spaces in licensed family child care homes in San Diego County actually decreased by about 7 percent; however, the number of spaces in both licensed and license-exempt programs (which includes child care centers outside homes, as well as after school programs, etc.) increased by about 9 percent.²⁵ These numbers do not describe availability in terms of vacancy or filled spaces; only capacity (see definitions sidebar). As of 2008 there were only 103,015 licensed child care slots available in San Diego County, which would meet the needs

²⁵ G.J. Kinley & Associates, "Child Care Needs Assessment for San Diego County," San Diego County Child Care & Development Planning Council, 2005. (applies to the first four bullet points)

of only 32 percent of children 0-13 with parents in the labor force.²⁶

- **Spaces in Child Care for Infants and Toddlers.** Countywide, 47 percent of calls received by the YMCA Childcare Resource Referral Service were for infant and toddler care, while only 6 percent of slots in licensed child care centers were available for infants and toddlers. Eighty-five percent of the requests received were for full-time care. Of reasons given for child care

need, 65 percent indicated parent employment, 24 percent indicated parent seeking employment, and 17 percent indicated the parent was in school or training.²⁷

- **Child Care and Working Parents.** Child care supports labor force participation because more than half of children under age six and more than six in 10 children between ages six and 13 have two working parents.

²⁶ California Child Care Resource & Referral Network, "2009 Child Care Portfolio," retrieved 10/19/10, <http://www.rrnetwork.org/our-research/2009-portfolio.html>.

²⁷ Ibid; see also "The State of Infant/Toddler Child Care Programs in San Diego County," San Diego County Child Care & Development Planning Council, 2008.

QUICK DEFINITIONS RELATED TO CHILD CARE

The following definitions of basic child care terms come from the Child Care Needs Assessment of San Diego County (2005):

- **Licensed Child Care.** Child care programs in a center or a provider's home which follow State regulations for staff-to-child ratios, facilities and other health and safety requirements. Homes are licensed by the Department of Social Services.
- **License-Exempt Child Care.** Child care which under State law does not require a license. Generally, these child care centers are operated at a school site and offer care only for children who attend that specific elementary school, or for children whose parents are on the child care site, most often finishing their high school diplomas.
- **Space.** Space for one child in a licensed family child care home or center. Frequently, a child may be enrolled for two to three days a week or even on a half-day basis. Providers of child care services may pair children with complimentary schedules in order to fill one license space. Consequently, reports tend to describe numbers of spaces available at any given time, rather than the number of children who are served.
- **Child Care Provider.** Defined by the Bureau of Labor Statistics as someone who attends to children at child care centers, schools, businesses, or institutions and performs a variety of functions including dressing, feeding, bathing, and overseeing children at play.
- **Child Care Center.** A licensed facility providing care of infants, toddlers, preschoolers, and/or school-age children all or part of the day. Centers range in size from large to small, and can be operated independently or by a church or other organization.
- **Family Child Care Home.** Care offered in the home of the provider. Small family child care homes usually care for up to eight children, depending on the age of children. Large homes have at least two adults and can care for up to fourteen children, depending on the ages of children. Some family child care providers elect to serve a smaller number of children than their licenses permit, which is referred to as desired capacity rather than licensed capacity.

- **Economic Impact of Child Care Industry.** Licensed child care in San Diego County directly generates about \$460 million in gross receipts, employs more than 11,000 workers, and attracts a further \$300 million a year in direct and indirect subsidies from federal and state government.
- **Wages and Quality of Care.** Nationally, wages of child care providers are comparable to wages within service industries such as parking lot attendant, and are substantially lower than secretary or bus driver wages. Studies in counties comparable to San Diego have reported annual turnover rates as high as 45 to 56 percent. The San Diego CARES Program Impact Survey found that low wages were the most significant reason for child care employees leaving their employment.²⁸

These findings suggest that some of the child care considerations relevant to the General Plan include, but are not limited to:

- Planning for land uses that support the location of child care facilities near neighborhoods, rather than near schools or employment;
- Attracting child care providers that serve infants and toddlers; and
- Exploring the barriers to provision of child care for children with special needs, and ways that the city can reduce those barriers.

Local Childcare Resources and Preschool Education

According to the 2005 countywide needs assessment cited above, in Carlsbad specifically, there were enough child care spaces for children under the age of six requiring services, but not quite enough spaces for children between 6 and 12 years. This is the most recent report in which Carlsbad-specific data is available. The additional need for infant and toddler care identified in the more recent

2008 white paper and 2009 statewide portfolio may apply to the City of Carlsbad, but details by city are not provided in those reports. Currently, there are several local centers of regional or national childcare and preschool programs in Carlsbad, such as Bright Horizons Family Solutions, KinderCare, and Discovery Isle. Another regional resource, Crunch Care, provides nanny and caregiver referral services throughout San Diego County, including the City of Carlsbad. There are also several sources of local childcare and preschool education, including Aspirations School of Learning, the Carlsbad Montessori School, the Carlsbad Country Day School, and La Costa Valley Preschool and Kindergarten.

Health & Safety Code section 1597.40(a) and (b) of the California Child Day Care Act prohibits cities from regulating small family day care homes, those providing care for eight or fewer children. Local regulation of large family day care homes is limited to four issues: noise, parking, traffic, and spacing/concentration. The City of Carlsbad Zoning Ordinance (21.83.040) currently permits small family day care homes by right in any residential zone, in accordance with state law. Likewise, the Zoning Ordinance regulates large family day care homes in accordance with state law. Child day care centers—facilities other than a family day care home which provide nonmedical care, protection, and supervision for children under 18 for periods of less than 24 hours per day—include preschools, nursery schools, employer-sponsored facilities, and before- and after-school recreation programs, and are subject to greater land use regulation.

4.2 Public Schools

Public school systems are organized into districts which define the population area to be served. Each school district controls, among other things, construction of the public school facilities it provides, including the number, size, and location of these facilities. Carlsbad is served by four school districts: Carlsbad Unified School District, San Marcos Unified School District, Encinitas Union Elementary School District and San Dieguito Union High School District. Although the Vista Unified School District overlaps with a couple small areas of

²⁸ The Fromm Group, “The Economic Impact of the Child Care Industry in San Diego County,” San Diego County Child Care & Development Planning Council, 2005. (applies to the preceding three bullet points)

Carlsbad, those areas do not contain any residential uses. The boundaries of these districts are indicated on Figure 4-1 and the districts are described below. As most of Carlsbad (about 62 percent of residential land, 4,187 of 6,797 acres) is served by CUSD, more detail is offered for that district than for the other school districts, for purposes of this working paper.

Carlsbad Unified School District

CUSD comprises nine elementary schools that feed into three middle schools and one high school, accommodating more than 10,000 students. A summary of CUSD facilities is provided in Table 4-1 below.

Enrollment and Student Demographics

According to Education Data Partnership, after steadily increasing for more than 15 years, enrollment in California schools is leveling off and even

declining in some areas. Locally, Carlsbad’s elementary and middle schools have seen a slow and steady increase in enrollment over the past five years, with a new elementary school and a new homeschooling program starting up to meet demand. At the same time, the high school has seen a slow and steady drop in enrollment (see Table 4-2 on next page).

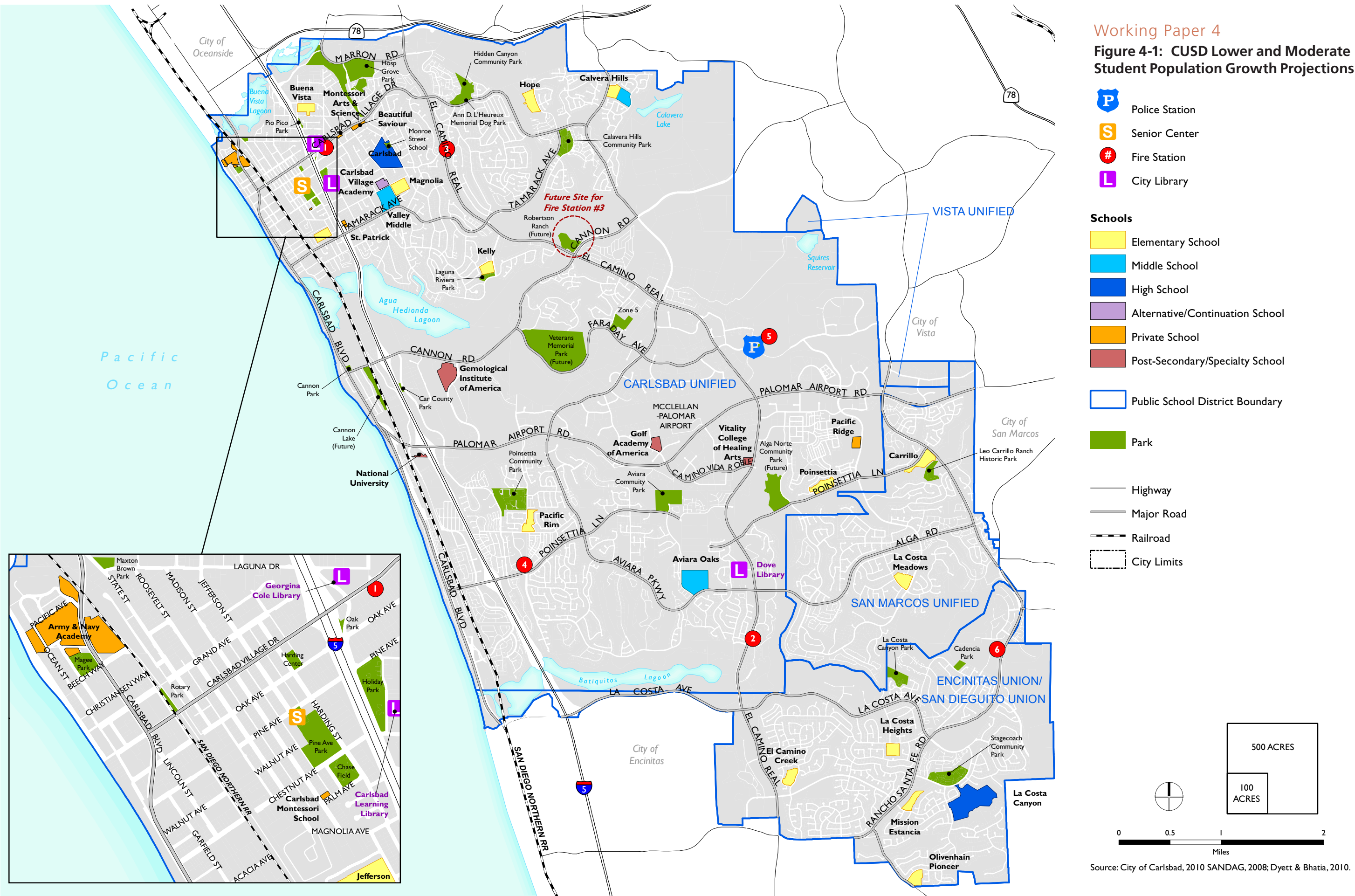
Other changes in school enrollment mirror changes in ethnic diversity of the wider population. The percentage of Hispanic students continues to grow in California while the percentages of African-American and white students have declined. Remaining fairly constant is the percentage of students of Asian, Pacific Islander, and Philippine descent. The ethnic makeup of the CUSD student population is reflective of the city’s population; in 2008-2009, almost 60 percent of CUSD students were white, and about 23 percent Hispanic.

TABLE 4-1: CARLSBAD UNIFIED SCHOOL DISTRICT FACILITIES SUMMARY						
SCHOOL	ADDRESS	GRADE RANGE	CAMPUS ACREAGE	CLASSROOMS	SQUARE FOOTAGE	YEAR BUILT
Elementary Schools						
Aviara Oaks Elementary	6900 Ambrosia Ln.	K-5	16	41	65,391	1990
Buena Vista Elementary	1330 Buena Vista Way	K-5	9	29	47,877	1960
Calavera Hills Elementary	4100 Tamarack Ave.	K-5	9	28	40,000	2002
Hope Elementary	3010 Tamarack Ave.	K-5	14	38	53,446	1986
Jefferson Elementary	3743 Jefferson St.	K-5	8	42	62,896	1999
Kelly Elementary	4885 Kelly Dr.	K-5	8	31	45,790	1977
Magnolia Elementary	1905 Magnolia Ave.	K-5	11	38	59,301	1956
Pacific Rim Elementary	1100 Camino de las Ondas	K-5	10	36	50,625	1999
Poinsettia Elementary	2445 Mica Rd.	K-5	10	24	49,000	2007
Middle Schools						
Aviara Oaks Middle	6880 Ambrosia Ln.	6-8	?	33	68,054	1999
Calavera Hills Middle	4104 Tamarack Ave.	6-8	28	28	54,000	2004
Valley Middle	1645 Magnolia Ave.	6-8	20	48	86,925	1965
High Schools						
Carlsbad High	3557 Monroe St.	9-12	29	131	218,460	1957
Alternative Schools						
Carlsbad Seaside Academy ^a	1640 Magnolia Ave.	K-12	na	na	na	na
Carlsbad Village Academy	1640 Magnolia Ave.	10-12	5	12	16,000	2002

a. Seaside Academy is a homeschooling program, so campus acreage, classrooms, square footage, and year built do not apply.

Source: Carlsbad Unified School District Facilities Master Plan and Proposition P Construction Program (2007); Dyett & Bhatia, 2010.

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Figure 4-1: CUSD Lower and Moderate Student Population Growth Projections



Source: City of Carlsbad, 2010 SANDAG, 2008; Dyett & Bhatia, 2010.

TABLE 4-2: CARLSBAD UNIFIED SCHOOL DISTRICT, ENROLLMENT (2005–2009)

SCHOOL NAME	ENROLLMENT			
	2005–2006	2006–2007	2007–2008	2008–2009
Elementary Schools	4,666	4,802	4,929	4,993
Aviara Oaks Elementary	919	914	784	771
Buena Vista Elementary	318	292	282	287
Calavera Hills Elementary	616	630	636	636
Hope Elementary	480	471	452	469
Jefferson Elementary	499	562	619	639
Kelly Elementary	554	662	442	450
Magnolia Elementary	442	432	450	423
Pacific Rim Elementary	838	839	817	807
Poinsettia Elementary	na	na	447	511
Middle Schools	2,401	2,408	2,514	2,504
Aviara Oaks Middle	796	853	914	919
Calavera Hills Middle	527	487	547	569
Valley Middle	1,078	1,068	1,053	1,016
High Schools	3,070	3,030	3,020	2,944
Carlsbad High	3,070	3,030	3,020	2,944
Alternative Schools	175	277	258	237
Carlsbad Seaside Academy	na	106	102	91
Carlsbad Village Academy	175	171	156	146
Total Enrollment in CUSD	10,312	10,517	10,721	10,678

Source: Carlsbad Unified School District Facilities Master Plan and Proposition P Construction Program (2007); Dyett & Bhatia, 2010.

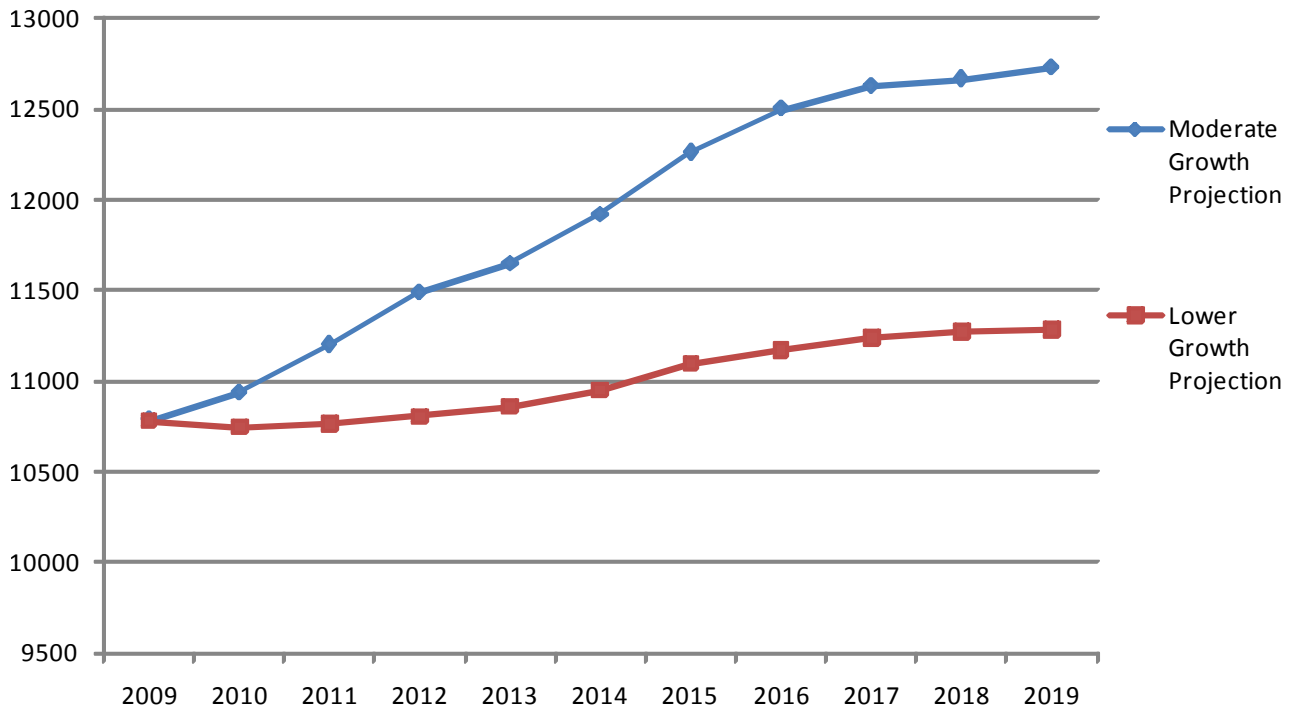
Enrollment Projections

According to the Carlsbad Unified School District Facilities Master Plan and Proposition P²⁹ Construction Program (2007), although city population and housing units are expected to grow, student yield per housing unit is declining, resulting in slower student population growth than in previous years. Contributing factors listed in the construction program include the cost of housing in the city (less affordable to families with children), the economic recession, and a soft job market. Not listed in the construction program is the broad demographic change Carlsbad is likely to experience—toward older households—which may also be a primary

cause of changes in student yield per housing unit today and into the future. Integral to school facilities planning, the school district prepares both “conservative” and “moderate” growth projections for purposes of planning future school facility and staffing needs. Depicted in Figure 4-2 below, the moderate growth projection anticipates student population district-wide increasing from 10,800 in 2009 to around 12,700 by 2019 (the farthest year of current district student population projections). In comparison, the conservative or low growth projection suggests the total student population in 2019 could be about 1,400 students fewer, or around 11,300.

²⁹ For more information on Proposition P, see the Funding and Planned Improvements Section below.

Figure 4-2: CUSD Lower and Moderate Student Population Growth Projections



Source: Carlsbad Unified School District, 2010.

The General Plan Environmental Impact Report will examine potential school enrollment changes based on projected population increase and changing demographics. However, it is important to note that projections do not always turn out to be accurate. A North County Times article recently noted that public school enrollment in some communities in the region increased (Carlsbad, Poway, San Marcos), beyond district projections. One reason given for this change is a weak economy motivating parents to move their kids from more expensive private schools to the less expensive local public ones.³⁰ Regardless of the cause, however, this is just one example of how district projections can vary from actual experience.

³⁰ Brandt, Stacy, “Enrollment drops in several local school districts: Districts in Poway, San Marcos and Carlsbad get more students” North County Times, October 23, 2010, accessed December 13, 2010.

Facility Capacity

According to the Carlsbad Unified School District Facilities Master Plan and Proposition P Construction Program, schools with potential excess capacity include Buena Vista, Calavera Hills, Jefferson, Hope, Magnolia, and Pacific Rim elementary schools, and Valley Middle School. In contrast, Aviara Oaks Elementary and Middle schools are both potentially insufficient in capacity. CUSD staff provided a summary of capacity as of 2005. Without counting more recent construction, total district-wide enrollment (10,678) has almost reached district-wide capacity (10,695).

Funding and Planned Improvements

California school districts receive funding from various local, state and federal sources. The largest component is usually state aid, more commonly known as Proposition 98 funding. Proposition 98, passed by California voters in 1988, constitutionally

guarantees a minimum level of funding for K-adult education and community colleges. K-adult education typically receives around 90 percent of total Proposition 98 funding.³¹ However, in the City of Carlsbad, in addition to Proposition 98 funds from the state, voters passed local Proposition P in 2006, a General Obligation Bond Measure for \$198 million for renovations, modernization, and new construction for the Carlsbad Unified School District. The key project to be funded by this bond is a new second Carlsbad High School.

Other Public School Districts Serving Carlsbad

San Marcos Unified

The San Marcos Unified School District serves some residents in the City of Carlsbad. The schools in SMUSD serving Carlsbad residents include two elementary schools (La Costa Meadows and Carrillo), one middle school (San Elijo), and one high school (San Marcos High School). District-wide, SMUSD had more than 17,700 students in 2008 in 11 elementary schools, three middle schools, two comprehensive high schools, one continuation high school, one independent high school, one charter school, and one school for adult education.

³¹ Crouch, M. “K-12 enrollment: A slight increase is predicted for elementary, but secondary will continue to see declines”, Governmental Relations, Association of California School Administrators.

Encinitas Union Elementary School District

The Encinitas Union School District serves the City of Encinitas and the La Costa area of the City of Carlsbad. The EUSD schools serving Carlsbad residents include five elementary schools (La Costa Heights, El Camino Creek, Capri, Mission Estancia, and Olivenhain Pioneer). District-wide, approximately 5,600 students in K-6 grades are enrolled in the EUSD’s nine schools.

San Dieguito Union High School District

The San Dieguito Union High School District educates students from the North County communities of Cardiff-by-the-Sea, Encinitas, Leucadia, and Olivenhain in the City of Encinitas; the cities of Del Mar and Solana Beach; the community of La Costa in the City of Carlsbad; the community of Carmel Valley in the City of San Diego; and the communities of Rancho Santa Fe and Fairbanks Ranch. The schools serving Carlsbad residents include La Costa Canyon High School, Oak Crest Middle School, and Diegueno Middle School.

School District Quick Comparisons

The following table provides a very brief comparison of the four school districts that serve the City of Carlsbad, looking at total enrollment per district, expenditures, minority enrollment, and English learners. According to this data, currently San Marcos Unified has the largest total enrollment, the lowest expenditures per “student” (see table footnote), the highest percent minority students, and the highest percent English learners of all four districts serving Carlsbad families.

	TOTAL DISTRICT ENROLLMENT	EXPENDITURES PER ADA¹	PERCENT MINORITY	PERCENT ENGLISH LEARNERS
Encinitas Union Elementary	5,562	\$9,047	24%	12%
San Dieguito Union High	12,606	\$8,418	27%	5%
Carlsbad Unified	10,695	\$8,014	34%	9%
San Marcos Unified	17,852	\$7,965	60%	23%

1. ADA stands for average daily attendance – a proxy for enrollment that counts actual students in class every day, and divides by the number of school days in the year.

Source: Education Data Partnership, 2010, data from 2009, most of which comes from the California Department of Education. (www.ed-data.k12.ca.us/)

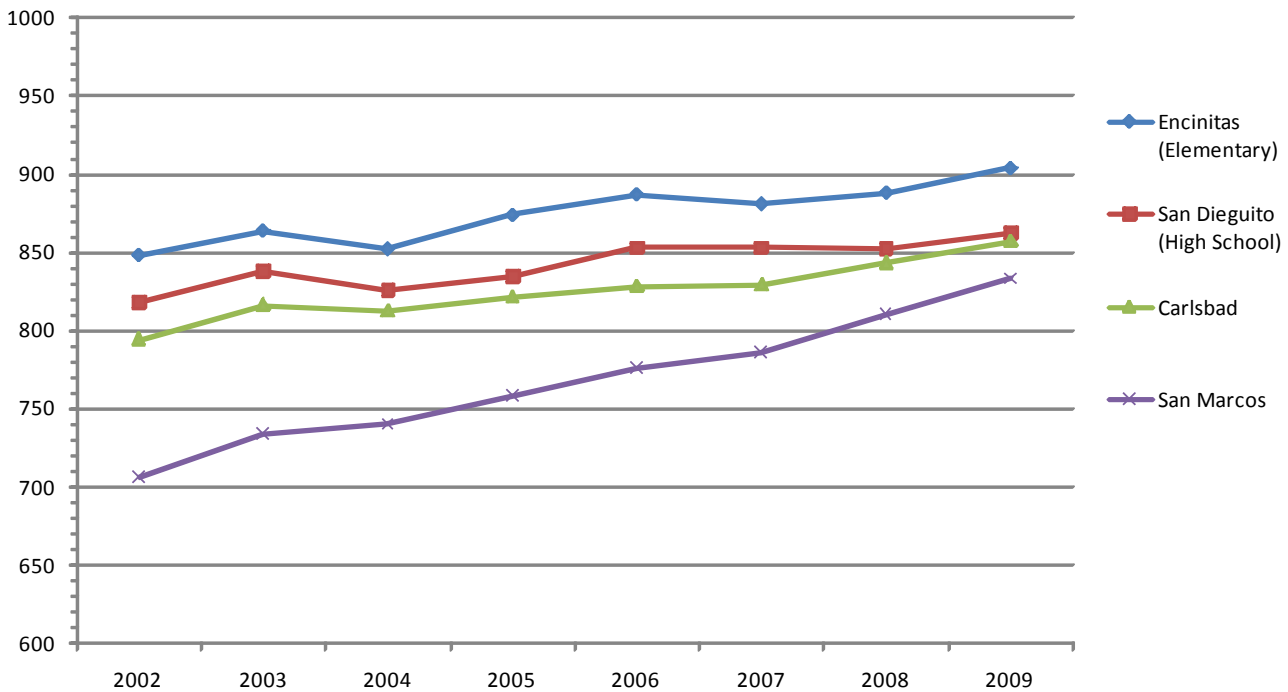
Though some of these numbers may suggest San Marcos Unified faces greater challenges than the other districts, the district base API scores over the last eight years also show San Marcos Unified making the most improvement (See table and figure below.) The recent trends in scores suggest that many more factors than those listed above play a role in the overall performance of a school system.

The General Plan update may not have direct control over many of the factors that influence school performance and the quality of the educational experience in these districts, but the General Plan will examine land uses, circulation networks, and other services that interrelate with, and hopefully complement, school district facilities and services.

TABLE 4-4: ACADEMIC PERFORMANCE INDEX COMPARISON OF SCHOOL DISTRICTS SERVING CARLSBAD								
	2002	2003	2004	2005	2006	2007	2008	2009
Encinitas (Elementary)	848	864	852	874	887	881	888	904
San Dieguito Union (High School)	818	838	826	835	853	853	852	862
Carlsbad Unified	794	816	812	821	828	829	843	857
San Marcos Unified	706	734	740	758	776	786	810	833

Source: California Department of Education, Academic Performance Index Reports, 2010.

Figure 4-3: Academic Performance Comparison of School Districts Serving Carlsbad



Source: California Department of Education, Academic Performance Index Reports, 2010.

4.3 Private Schools

In addition to the resources provided by the public school districts, there are private school options available for families with different needs, several of which are described briefly below. The City of Carlsbad does not currently have charter schools.

Army & Navy Academy

Army & Navy Academy is a military boarding school for young men, located at 2605 Carlsbad Blvd., north of Carlsbad Village Drive and near the coast. With 290 students living on campus and still others attending as day students, Army & Navy Academy offers a college-prep secondary school curriculum including Advanced Placement courses in a variety of subjects. The core curriculum is based on the University of California's entrance requirements. Army & Navy Academy maintains a 10:1 student-faculty ratio to provide personalized instruction and attention, and typically sends 90 to 95 percent of its graduates to colleges and universities.

Carlsbad Montessori School

Carlsbad Montessori School is a private preschool and elementary school located at 740 Pine Ave at the intersection with Madison Avenue, between the Village and the Barrio neighborhoods. Early childhood classrooms enroll children age 2-4 and elementary classrooms enroll children age 5-12. The Elementary School curriculum covers mathematics, language, science, history and geography taught in traditional schools, but through individualized work children learn to set goals, manage time, organize projects, and use a variety of resources. Long blocks of time encourage extended spans of concentration.

Carlsbad Montessori Arts and Sciences Elementary

Carlsbad Montessori Arts and Sciences Elementary, located at 3016 Highland Dr. at the intersection with Carlsbad Village Drive, was established in 1983 as Casa Montessori de Vista to provide the

opportunity for children age 6-12 to develop in enriched learning environments designed around the natural curiosity of the child as well as stages of intellectual, personal, social and motor development. Classes are multi-level with a student-faculty ratio of 12:1.

Pacific Ridge School

Pacific Ridge School is a not-for-profit institution located at 6269 El Fuerte St. in Carlsbad's Bressi Ranch neighborhood. Pacific Ridge School opened in the fall of 2007 with seventh and ninth grades. As of 2010, the middle and high school are fully operational with grades seven through twelve. Total 2008-2009 enrollment was 225 students in 7th, 8th, 9th, and 10th grades, with roughly equal numbers of female and male students. There are plans to achieve a middle school grade size of 75 and an upper school grade size of 90, for a total enrollment of about 510 students. The average class size is 15. The curriculum at Pacific Ridge School offers middle and upper school courses in history, science, English, world languages, mathematics, and the fine and performing arts. Pacific Ridge School was granted initial accreditation with the Western Association of Schools and Colleges in its first year.

St. Patrick Catholic School

St. Patrick Catholic Schools, located at 3820 Pio Pico Dr. east of I-5 near Tamarack Avenue, is a small, Catholic, co-educational, elementary and junior high school serving kindergarten through eighth grades. The school was founded in 1962 by Father William O'Dwyer and a group of enthusiastic parishioners. The school opened with 181 students in grades one through seven, staffed by four Sisters of Charity of the Blessed Virgin Mary. In 1977, the Sisters of St. Clare came to St. Patrick, including four teachers and a principal. By 1988, only one Sister of St. Clare remained and an Adrian Dominican sister became principal. Since 1996, the school has been staffed entirely by lay³² personnel.

³² Belonging to or involving the people of a church who are not members of the clergy.

Beautiful Saviour School

Beautiful Saviour Lutheran Church and School, located at 3030 Valley St. at the intersection with Carlsbad Village Drive, offers Wisconsin Evangelical Lutheran Synod (WELS) academic instruction for kindergarten through eighth grade. Extra-curricular activities include athletics, math competitions, forensics, children's choir, piano instruction, drama, and art exhibitions.

4.4 Higher Education

College and Post-Secondary

The City of Carlsbad has one post-secondary educational institution within the city—a campus of National University. Nearby college and post-secondary educational facilities are also described briefly below. Community members are generally in favor of the development in Carlsbad of a local institute of higher learning at the college or university level, in addition to other facilities to support new and expanded lifelong learning opportunities (discussed in more detail in section 4.5).

National University, Carlsbad Campus

National University is the second-largest, private, non-profit institution of higher learning in California. Founded in 1971, National University consists of five schools and one college, including the Schools of Business and Management, Education, Engineering and Technology, Health and Human Services, and Media and Communication, and the College of Letters and Sciences. National University offers 100 undergraduate and graduate degrees, 23 teacher credential and certificate programs and more than 50 graduate and undergraduate degree programs and over 1,200 courses online. National University features locations throughout San Diego County, including the Carlsbad campus at 705 Palomar Airport Rd. Regional campuses are also located in Camarillo, Costa Mesa, Sacramento, Redding, San Jose, Stockton, Fresno, Bakersfield, Ontario, San Bernardino, Los Angeles, Sherman Oaks and Twentynine Palms, as well as Henderson, Nevada.

MiraCosta College (Oceanside)

MiraCosta College is the community college district that serves the City of Carlsbad. A portion of Carlsbad residents' tax dollars are assigned to Mira Costa for the purpose of serving the Carlsbad community. Mira Costa was founded in 1934 as Oceanside-Carlsbad Junior College, the second community college in San Diego County. It moved to its current location on Barnard Drive in Oceanside in 1964 and changed its name to MiraCosta College shortly thereafter. The San Elijo campus in Cardiff-by-the-Sea is located to serve the southern end of the MiraCosta College district.

Palomar College (San Marcos)

Palomar College is a community college with one campus and eight satellite centers in San Diego County. The main campus is located in San Marcos and its service area encompasses parts of the City of Carlsbad. The eight satellite centers are located elsewhere throughout North County, the largest of which is the education center located in Escondido. Other satellite centers are located at Camp Pendleton, Poway High School, Mount Carmel High School, Fallbrook High School, the Pauma Indian Reservation, and at Ramona High School. The Palomar Community College District has a 2022 Master Plan which considers alternative locations for expanding community college services and facilities. Both the educational and facilities components of the plan reflect attention to accessible and safe campuses and centers, creative learning environments which incorporate an emphasis in innovative teaching methodologies, technology, and interactive laboratories to meet student learning needs.

California State University San Marcos

California State University San Marcos was founded in 1989, and currently enrolls more than 9,700 students at its 304-acre campus. The university has three colleges—Arts and Sciences, Business Administration, and Education—and a School of Nursing. The campus has more than one million square feet of facilities, all of which have been constructed since 1990. The primary academic facilities

include a 200,000-square foot library that opened in 2003 and can accommodate 840,000 volumes and seat 1,600 students, two science laboratory buildings, and classroom space for more than 7,000 students. Additionally, construction is underway on a 106,000-square-foot Social and Behavioral Sciences Building due for completion in 2011 and a new Public Safety Building slated for completion in the spring of 2011. The university has 1,474 employees (staff, faculty, hourly and students) with an annual payroll of about \$61 million.

San Marcos Learning Center (University of Phoenix)

The San Marcos Learning Center at 277 Rancheros Dr. is part of University of Phoenix. University of Phoenix was created to meet the needs of working students and has a flexible learning format that helps people complete their degrees while maintaining prior commitments. At the San Marcos Learning Center, courses are year round, so students can start a course of study at any time, rather than having to work around a semester or term schedule. The San Marcos Learning Center offers a wide range of degree programs, both undergraduate and graduate, in fields such as business, technology, nursing, education and human services. Many courses are offered online as well. Classes held on campus at the San Marcos Learning Center meet once a week, on a schedule designed to accommodate working students.

Specialty Educational Programs

Gemological Institute of America

Established in 1931, the Gemological Institute of America is the world's foremost authority on diamonds, colored stones, and pearls. GIA exists to protect all purchasers of gemstones, by providing the education, laboratory services, research, and instruments needed to accurately and objectively determine gemstone quality. The GIA headquarters is located at 5345 Armada Dr. adjacent to Palomar Airport Road and Legoland, while a second facility for GIA Instruments is located at 1949 Kellogg Ave, adjacent to McClellan-Palomar Airport.

The Graduate Gemologist (G.G.) diploma, which focuses on gem grading and identification, is the industry's highest professional credential. And with its Graduate Jeweler, Applied Jewelry Arts, and Accredited Jewelry Professional programs, GIA offers training geared to every aspect of the industry.

Golf Academy of America

Golf Academy of America - San Diego, located at 1950 Camino Vida Roble in Carlsbad, was the first Golf Academy of America campus, founded in 1974. The physical facilities include classroom, computer lab, club repair, library, lounge, student and placement service areas as well as administrative offices. Golf instruction, practice, and play are conducted at local driving ranges and at golf courses situated throughout San Diego County.

Vitality College of Healing Arts

Vitality College of Healing Arts, located at 6353 El Camino Real just south of Palomar Airport Road, offers a Massage Therapy Program from Massage Practitioner through Holistic Health Practitioner, including Deep Tissue, Sports, Aromatherapy, Cranio-Sacral Therapy, and Yoga Teacher Training, as well as a 500-hour course called Oriental Arts Therapist, designed to teach students the basic theory of Traditional Chinese Medicine and to prepare students to establish their own successful clinics/businesses. Vitality also reaches out to the local community through the Massage Clinic and with open courses/workshops.

4.5 The Library System In Support of Lifelong Learning

The following section offers a brief introduction to the municipal library resources available in Carlsbad, supporting organizations, and an opening list of potential challenges to lifelong learning identified by Library staff and supporters for consideration in future planning. More discussion of lifelong learning opportunities and challenges is provided in Chapter 6: Planning Issues and Implications.



Carlsbad City Library (Dove Library) (top); Georgina Cole Library (middle); Carlsbad City Library Learning Center (bottom).

Carlsbad Libraries

The City of Carlsbad has had a library since 1916, though it has not always stayed in the same location over the years. Today, the city has three library facilities: Carlsbad City Library (also known as Dove Library), Georgina Cole Library, and Carlsbad City Library Learning Center. The locations of these libraries are indicated on Figure 4-1. The municipal library system offers books, DVDs, music CDs; books on CD, MP3-CD, digital players, and downloadable audio; magazines and newspapers; wireless Internet access; public access computers and computer classes; research databases and resources; hundreds of services and programs for all ages; book clubs; the William D. Cannon Art Gallery; the Ruby G. Schulman Auditorium; and the George and Patricia Gowland Meeting Room.

Under the Growth Management Ordinance, the Citywide Facilities and Improvements Plan (1986) establishes a performance standard for library space equal to 800 square feet per 1,000 population which must be scheduled for construction within a five-year period or prior to construction of 6,250 dwelling units, beginning at the time the need is first identified. According to the 2009 Growth Management Plan Monitoring Report, the current inventory consists of almost 100,000 square feet, while the standard (based on the population estimate of 104,425) requires only about 83,500 square feet. Therefore, current facilities meet the standard today. According to the 2009 Growth Management Plan Monitoring Report, the current facilities also meet total buildout projected need (about 95,000 square feet) based on a buildout population of 118,780. Based on the performance standard, if buildout population were to exceed 125,000 people, library space would need to be expanded in order to stay in compliance with the Carlsbad Growth Management Plan.

Carlsbad City Library (Dove Library)

Dove Library is a 64,000-square-foot facility that opened in 1999 on Dove Lane. It offers a collection of more than 200,000 items, and services and amenities including: public access computers (with Internet, Microsoft Office and print capability),

computer classes, wireless Internet access, study rooms, a teen area, a kid's program area and garden, the Ruby G. Schulman Auditorium, the William D. Cannon Art Gallery, the multipurpose George and Patricia Gowland Meeting Room, Friends of the Library Bookstore, and book clubs.

The Cannon Art Gallery, Ruby G. Schulman Auditorium and Gowland Meeting Room are all heavily used to provide a strong exhibition program, diverse cultural programs and arts education. While there is often competing demand with Library-sponsored programs and community rental of the same spaces to hold programs, north-south access to cultural arts opportunities is relatively balanced. A challenge is the suitability of the available spaces for the array of programs and experiences offered and desired. For example, the Schulman Auditorium lacks a green room and was primarily designed for lecture presentations; some performances suffer from compromised viewing or require modification to be delivered in the space. With no box office, seating and ticketing management options are limited. If alternative venues are not developed, meeting the community's expectations within existing facilities will remain a challenge.

Georgina Cole Library

Since 1967, this branch has been in its present location on Carlsbad Village Drive (called Elm Avenue at that time). When it reopened in 2000 after a major renovation, it was renamed Georgina Cole to honor the city's first library director. Cole Library is a 24,000 square foot facility offering a collection of more than 164,000 items, and features services and amenities including the Carlsbad History Room, genealogy collection, public access computers (with Internet, Microsoft Office and print capability), computer classes, wireless Internet access, Friends of the Library mini-bookstore, children's programs, book clubs, and an atrium.

According to the 2009 Growth Management Plan Monitoring Report, a 1998 feasibility study conducted at the Cole Library indicated several structural and building code issues to be addressed within a reasonable time, including such items as Americans with Disabilities Act (ADA),

mechanical, and electrical requirements. The 2000 renovation was to perform interim improvements in order to continue delivering service in the immediate future. The city has already included a building replacement project within the Capital Improvement Program budget, currently scheduled to occur between the year 2020 and city buildout.

Carlsbad City Library Learning Center

The Carlsbad City Library Learning Center is designed to support a community that is able to achieve success across all demographics by maximizing skills, employability and full participation in the community. This 11,000-square-foot facility is designed to enhance existing services offered by the city library system and to expand those services to include adult learning and literacy programs, literacy instruction for children and youth, a homework center, family literacy, computer instruction and access, library collections, English conversation groups, and community information and referrals (health, immigration, housing, jobs, and other special needs). The Library Learning Center offers services for people of all ages—from preschoolers to senior citizens—at one site. Adult learners can attend community presentations by city departments while their children enjoy story time or find homework help. Individual tutoring suites offer privacy and a quiet study environment. The family library area and adult library area allow for expansion of book and periodical learning collections, while providing comfortable spots to relax and read. Small group rooms permit flexible scheduling of group instruction, and large conference rooms serve library-sponsored community presentations and group instruction.

Supporting Organizations

Carlsbad Library and Arts Foundation

The Carlsbad Library and Arts Foundation creates endowment funds to ensure that library facilities and programs continue to grow and serve the needs of the residents. The foundation is the primary supporter of the Library Learning Center.

Friends of the Library

The Friends of the Carlsbad Library, created in 1957, is a nonprofit, volunteer organization dedicated to raising funds to support library programs. Friends raise money for library activities, programs and materials; sponsor the children's summer reading programs, operate the Friends bookstore at the Dove Library, maintain the Friends mini bookstore at the Cole Library, hold Better Book Sales at the Cole Library and a Holiday Boutique at the Dove bookstore, conduct silent auctions of rare and unusual books, and publish the "Friends Forum" newsletter.

North San Diego County Genealogical Society

The North San Diego County Genealogical Society is an incorporated, non-profit organization founded in 1968. Its mission is to encourage study and research in genealogy and local history. To this end, the Society sponsors programs designed to provide information and continuing education on genealogy research topics. The Society has an active fund raising campaign, including seminars and duplicate book sales. All monies are used to pay for the Society's educational programs and for the purchase and donation of books and periodicals to the Genealogy & Local History Collection of the Carlsbad City Library.

Future Challenges to Education and Lifelong Learning

Several future challenges to education and lifelong learning have been identified by Carlsbad Library staff and supporters. These include but are not limited to:

- Ensuring access to English as a Second Language (ESL) training and other educational needs for new immigrants to the community, as well as programs that acknowledge and accommodate the needs of a community with growing diversity;
- Providing educational resources that cater to an increasingly international professional population, including adequate intellectual,

development and research services for major businesses; and

- Offering career training and retraining services to meet the growing educational need as industries change due to wider economic trends, and changes in technology and processes.

5 Community Services



The Vision core value of high quality education and community services describes an awareness of changing demographics as the community supports an increasingly aging and diverse population. Community members envision a multigenerational community with services that accommodate the needs of the elderly as well as those of families with young children. Public safety services will continue to ensure safe neighborhoods and streets, a low crime rate, and crime prevention efforts in targeted areas. The community also envisions housing supply that matches the diverse population and workforce needs. This chapter describes existing police and fire services, the senior center as a local resource for older residents, affordable housing planning, financing, and programs, and other community and family services in the region which support Carlsbad residents.

The General Plan update process includes an update of the Housing Element. As part of that effort, much more detailed assessment of housing (including affordable housing) needs and programs will be performed.

5.1 Police Services

Staffing and Facilities

The Carlsbad Police Department conducts its safety services with 162 full time employees—115 sworn and 47 civilian—who work out of the Carlsbad Public Safety Center, a 53,600-square-foot facility built in 1986, located on Orion Way. The Public Safety Center location is depicted on Figure 4-1, which shows both education and community service facilities.

Operations

The patrol division is the core of the Police Department's law enforcement services, responding to more than 90,000 calls for service annually. To provide these response services, the Police Department maintains a fleet of 92 cars, 11 motorcycles, four all-terrain vehicles, and one armored vehicle. Although street patrols are the majority of the division's activity, other special services include canine units, bicycle patrol, crisis negotiations, bilingual services, tactical response team (SWAT; Special Weapons and Tactics) and mental health assistance teams.

Crime Trends

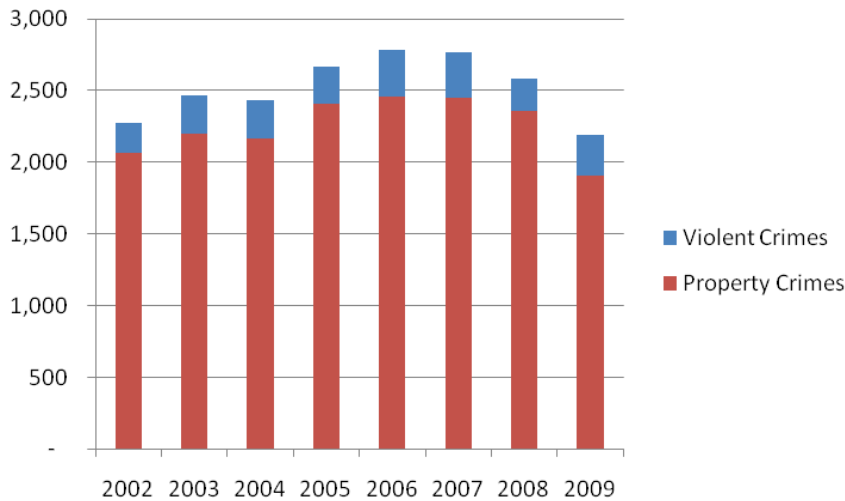
Between 2002 and 2009, the City of Carlsbad saw a 3 percent decrease in crime overall, largely a result of a decrease in property crimes (burglary, vehicle theft, larceny) which make up between 87 and 91 percent of all crimes in Carlsbad. Violent crime increased somewhat over the same period, but continues to be only about 10 percent of all crimes committed in the city. A summary of these trends is offered in Figure 5-1 on the next page.

Response Time, Standards and Public Satisfaction

Overall, Carlsbad residents report high satisfaction with police services. Recent survey results indicate that more than 90 percent of residents are satisfied with law enforcement services.³³ The Carlsbad Police Department continues to meet its average response time benchmark with an average priority

³³ BW Research Partnership, City of Carlsbad 2009 Resident Survey Report, page 32.

Figure 5-1: Historical Crime Trends in Carlsbad, 2002-2009



Source: California Attorney General's Office Crime Statistics (2002-2008 data) and City of Carlsbad Annual Summary (2009 data).

one call response time of less than six minutes; the Police Department has met this benchmark every year since 1993, when the standard was put in place. The Police Department also meets its average response time benchmarks for priority two and three calls (15 minutes and 30 minutes respectively). Another existing benchmark strives for the average response time benchmark to be achieved in 90 percent of calls. This tougher benchmark is not yet met, with only 58 percent of priority one call responses occurring in six minutes or less; 78 percent of priority two and three call responses are at their average response time benchmark.

Police Department Programs and Prevention Services

In addition to fighting crime when it occurs, the Carlsbad Police Department focuses on prevention and intervention as effective methods to reduce crime in the city.

Crime Prevention

The Crime Prevention Unit's goal is to reduce the threat of crime and increase the quality of life through research, program development and public education. Personalized programs are created to

meet the unique needs of the City of Carlsbad's residents, children, businesses, seniors, crime victims, tourists and others. The Crime Prevention Unit's services include educational information on the department web site, assistance with neighborhood watch programs, presentations to community groups about prevention methods, an email crime alert system, and a quarterly newsletter.

Community Policing

Community policing officers work with community members to solve ongoing or chronic crime problems. By establishing meaningful relationships between the community and the police department, community members become vested in the solution. The joint effort is effective in eliminating or reducing many crime problems. The Carlsbad Police Department Community Policing Unit has been funded with a federal Community Oriented Policing grant. Since 2005, funding has decreased each year and the department faces a fiscal challenge to maintain the program.

Juvenile Services

The Carlsbad Police Department recognizes that youth are a vital part of the community and makes

services to youth a priority. Several programs exist to support and mentor youth and families, and where possible, the Police Department partners with other organizations or departments, such as school districts and the Parks and Recreation Department, to improve program reach, participation and effectiveness.

The Juvenile Justice Panel targets youth whom police have arrested. Primarily designed for minors committing their first criminal offense, the panel provides prompt intervention and diversion as alternatives to the formal juvenile criminal justice system.

GUIDE is a prevention program unique to the City of Carlsbad that educates young people on self-esteem, positive decision-making and the dangers of substance abuse and gang involvement. GUIDE is a group-counseling program, which works cooperatively with the Carlsbad Unified School District.

The Parent Project is a series of classes designed to help parents successfully deal with hard to handle children age five and over. The Parent Project offers parents concrete, no-nonsense solutions to even the most difficult of problems.

School Resource Officers are specially trained police officers who are provided to local junior high and high schools. The goals for the school resource officer program are to maintain order in and around schools; to deter crime through enforcement; and to create positive interaction among students, residents and educators.

The Carlsbad Police Explorer Post is for young men and women ages 14 to 21 interested in learning about careers in the field of law enforcement. Explorers help officers with duties such as directing traffic at accident scenes or major events, and providing assistance at crime scenes. The Explorer Post is currently funded through its own non-profit efforts, but the Carlsbad Police Department recognizes its value and continues to seek departmental funding for the program.



Despite operating out of only one station—the Safety Center—the Carlsbad Police Department meets its response time standards and public satisfaction with current services is high. Both Police and Fire departments face the challenge of adapting services to a changing population (for instance more seniors and non-native English speakers) and to new technologies (such as GIS and mapping tools).

Police Department Planned Improvements

The city's Joint First Responder Training Facility is under construction and anticipated to be completed in 2011. The Joint First Responder Training Facility will provide local access to necessary training for police, fire and other safety workers. The project will be located on a four-acre site next to the Public Safety and Service Center, and includes structures that can be used to simulate fires in residential and commercial buildings as well as help police conduct tactical training. In addition to a traditional shooting range, the training center will include areas where different times of day and weather conditions can be simulated, providing a greater variety of real-life training situations. An open concrete area will be used for vehicle fire and rescue training and underground rescues in confined spaces. When this new training facility is complete, the armory will move from the Public Safety and Service Center to this new facility. The freed space in the center will be dedicated to an expanded property and evidence area.

Future Police Department Needs

To accommodate population growth, the department expects to grow, which may generate a need for additional office space and equipment. Also needed by the Police Department is a secure storage facility for large pieces of evidence, such as vehicles. The current storage location is unsatisfactory for security and location reasons.

Other key issues to consider for the future of the Police Department include energy efficiency and technology. In terms of energy efficiency, new facilities such as the Joint First Responder Training Facility include pre-wiring for photovoltaic panels, which if panels were installed would provide energy savings over the life of the structure. In terms of technology, emerging and changing high-tech crimes (such as identity theft and fraud), as well as advancements in law enforcement technology, may necessitate updates to current Police Department technology systems in the future.

5.2 Fire and Emergency Medical Services

Staffing and Facilities

The City of Carlsbad has six fire stations, indicated on Figure 4-1. The oldest of the stations was constructed in 1966, while the newest was completed in 2009.

Operations

Fire Operations

Fire Operations is the largest division within the Carlsbad Fire Department and is responsible for fire suppression, rescue, emergency medical service delivery and disaster mitigation. The Fire Department delivers advanced life support level care on all fire engines and ambulances, including a licensed paramedic. Currently, more than 75 percent of fire suppression personnel are licensed paramedics; frequently multiple paramedics are available on-scene at emergency incidents.

SWAT Medics

City of Carlsbad SWAT medics are firefighter/paramedics on special assignment working alongside the Carlsbad Police Department SWAT team. SWAT medics are also deployed with Carlsbad police officers in support of other law enforcement units such as the San Diego Sheriff's SWAT team and the regional law enforcement task force.

Response Times, Standards and Public Satisfaction

Fire Department response areas are based on real-time apparatus location measurements determined by GPS in conjunction with automatic vehicle locaters. The current benchmark for all urgent emergency calls for service, including fire and emergency medical service, is that the first unit should be on scene in six minutes and the second unit on scene in nine minutes. According to the State of Effectiveness Report for 2010, in FY 2008-2009, the Fire Department achieved the benchmark 74 percent of the time for first unit on scene, and 84 percent of the time for second unit on scene.

TABLE 5-1: FIRE STATIONS SUMMARY

STATIONS	BUILT	ADDRESS	STAFFING DESCRIPTION
Fire Station 1	1966	1275 Carlsbad Village Dr.	Crew of five: captain, engineer and three firefighter/paramedics
Fire Station 2	1969	1906 Arenal Rd.	Crew of five: captain, engineer and three firefighter/paramedics
Fire Station 3	1973	3701 Catalina Dr.	Crew of three: captain, engineer and firefighter/paramedic
Fire Station 4	1986	6885 Batiquitos Dr.	Crew of three: captain, engineer and firefighter/paramedic
Fire Station 5	1988	2540 Orion Way	Crew of six: duty battalion chief, captain, engineer, three firefighter paramedics
Fire Station 6	2009	7201 Rancho Santa Fe Rd.	Crew of three: captain, engineer, and firefighter/paramedic

Source: City of Carlsbad Fire Department Service Provider Information Request, September 2010.

TABLE 5-2: FIRE DEPARTMENT RESPONSE TIMES, 2004-2009

RESPONSE CATEGORIES	2004	2005	2006	2007	2008	2009
All Emergency Calls	6:03	5:57	5:43	5:37	5:34	5:41
Fire Emergency	7:04	7:10	6:50	6:35	6:41	6:51

Source: City of Carlsbad Fire Department Service Provider Information Request, September 2010.

Service quality is also reflected in customer satisfaction data. The Fire Department utilizes two separate surveys to evaluate customer satisfaction. The Public Opinion Survey shows over 94 percent of respondents rating themselves somewhat satisfied to very satisfied with Fire Protection and Prevention Services, and over 91 percent of respondents rating themselves somewhat satisfied to very satisfied with Emergency Medical and Paramedic Services. The second survey tool is a Customer Satisfaction Survey, which targets EMS patients transported by the Carlsbad Fire Department. In FY09 the EMS Customer Satisfaction Survey was updated to assess additional aspects of EMS service delivery. That survey showed an overall 98 percent customer satisfaction.³⁴

Insurance Services Office Public Protection Classification Program

To help establish appropriate fire insurance premiums for residential and commercial properties, insurance companies need reliable, up-to-date information about a community’s fire-protection services. The Insurance Services Office (ISO) provides that information through the Public Protection Classification program. ISO collects

information on municipal fire-protection efforts in communities throughout the United States, and for each of those communities ISO analyzes the relevant data using a Fire Suppression Rating Schedule. A Public Protection Classification is assigned from 1 to 10, with Class 1 generally representing superior property fire protection, and Class 10 indicating that the area’s fire-suppression program doesn’t meet minimum criteria. The City of Carlsbad’s current ISO rating is 4, and has been for the last 10 years.³⁵

Fire Department Programs and Prevention Services

The City of Carlsbad Fire Prevention Division focuses on educating the community about the benefits of proper safety practices and identifying and eliminating all types of hazardous conditions which pose a threat to life, the environment and property. Fire prevention has proven to be the most effective way to reduce fire losses through education, engineering and enforcement. The Fire Prevention Division’s responsibilities include: plan checks and inspections, investigation of fire and safety code complaints and violations,

34 State of Effectiveness Report for 2010, January 2010.

35 City of Carlsbad Fire Department Service Provider Information Request, September 2010.



The Carlsbad Fire Department maintains six stations across the city and works closely in partnership with neighboring communities to ensure rapid response to service calls. Like the Police Department, public satisfaction with fire safety services is also high.

testing of fire protection systems, fire investigations, public education, special event inspections, and code enforcement. Educational programming and resources developed by the Fire Department include subjects such as fire safety, weed abatement for wildfire protection, and what to do after a fire.

Fire Department Planned Improvements

The Fire Department has acquired property for the relocation of Fire Station 3 (indicated on Figure 4-1). This will move the station south and east, taking better advantage of Boundary Drop Mutual Aid³⁶ from other cities while expanding station bay capability. The Department is currently gathering information to have a study done on Fire Station 2 to evaluate its condition, ability to house needed personnel and apparatus and if its current location will support the necessary capacity increases identified.

Future Fire Department Needs

A Standards of Cover Study was completed to identify critical areas for improvement and areas the department is meeting or exceeding standards. Recommendations were presented to the City Council upon completion of the study, encompassing all areas associated with the delivery of service by the Fire Department. Examples of areas where recommendations were made include:

- Fire stations location and ability to house needed apparatus and personnel;
- Fire prevention staffing and philosophies;
- Fire administration staffing; and

³⁶ Boundary Drop refers to the procedure of dispatching the closest fire apparatus to an incident, regardless of the jurisdiction in which the incident occurs. The responding department may attend to an emergency incident in another jurisdiction and return to its own jurisdiction without the home department ever responding. The responding jurisdiction, in effect, acquires a geographical area of responsibility in addition to its own. This is in contrast to traditional Mutual Aid procedures in which emergency assistance is rendered from one agency to another, but aid must be requested before assistance is sent. In that arrangement, the home jurisdiction responds first and requests additional assistance after arrival.

- Apparatus needs for both reserve and in-service units.

The above bullets are not presented in any particular order of priority.³⁷

5.3 Emergency Preparedness

The focus on cross-department and multi-agency planning for large-scale incidents distinguishes emergency preparedness from the day-to-day emergency response operations planning performed by fire and police departments. The following are some of the emergency preparedness activities and resources in place to ensure Carlsbad is a prepared community with close coordination across departments and with other communities.

Emergency Preparedness Office

The City of Carlsbad's Emergency Preparedness Office develops city emergency response plans and coordinates with local emergency preparedness organizations and groups. All city employees are disaster service workers. The city's emergency preparedness program is coordinated through the Carlsbad Emergency Management Administrative Team (CEMAT), which is made up of representatives from city departments and chaired by the Emergency Preparedness Manager. Carlsbad Community Emergency Response Team (CERT) is the city's principal volunteer organization responsible for promoting neighbor-helping-neighbor preparedness.

Emergency Operations Plan

The city maintains an Emergency Operations Plan (EOP), which defines the scope of emergency preparedness and incident response and management activities. Carlsbad's EOP describes organizational structures, roles, responsibilities and policies for providing emergency support. The EOP facilitates incident response and short-term recovery activities. A hazard vulnerability analysis establishes

the foundation for preparedness planning. It also informs decisions on long-term prevention and mitigation efforts or risk-based preparedness measures directed at specific hazards.

Continuity of Government Plan

Responsibilities and actions to ensure continuity of government and city services, to the degree feasible in the face of a large-scale emergency incident, are described in the Continuity of Government section of the EOP. The EOP also identifies alternate city facilities to replace those rendered uninhabitable by the incident.

Hazard Mitigation Plan

Long-term prevention, mitigation efforts and risk-based preparedness for specific hazards within the city are addressed as a part of the San Diego County Multi-Jurisdictional Hazard Mitigation Plan, which was reviewed by CEMAT in February 2010. The HAZMIT Plan identifies specific risks for San Diego County and provides methods to help minimize damage caused by natural and manmade disasters. Currently, the city is in the process of coordinating approval of its mitigation strategies and action programs within the HAZMIT Plan.

5.4 Housing, Elderly and Community Services

The City of Carlsbad manages several programs and plans to ensure an adequate supply of housing affordable to all income levels and suitable for various life stages. The section below very briefly summarizes the affordable housing planning and programming in place today, in line with the Carlsbad Community Vision's emphasis on provision of housing for a changing population. However, this subject will be explored more thoroughly later in the General Plan update process, as a part of Task 5: Housing Element. Also described briefly below are several other community service organizations in the region that support families in need, even though they are located outside Carlsbad.

³⁷ Summary of Standards of Cover study provided by Fire Department staff in Service Provider Information Request, September 2010.

Affordable Housing Programs and Services

Carlsbad strives to provide housing for moderate, low, and very low income persons and families to meet state-mandated targets. The following section provides some description of current city plans and programs related to affordable housing.

Current Housing Element

Through the General Plan Housing Element adopted in December 2009, the city continues some previously approved programs that are successful and underway, such as inclusionary housing. Other housing element programs are new, and their implementation requires amendments (currently being processed) to the General Plan, Zoning Ordinance and other city requirements before they are effective. According to the Housing Element, developers have constructed several thousand units in Carlsbad that contribute greatly toward meeting the state's targets. Between recent construction, existing projects, proposed projects, and land available under existing zoning or proposed to be rezoned through programs in the Housing Element, the city is able to meet the regional housing need for the 2005-2010 planning period.³⁸

The Envision Carlsbad General Plan, Local Coastal Program, and Zoning Ordinance update currently underway will include the next Housing Element update and will need to ensure that changes are made as necessary to allow the city to meet its next regional housing needs allocation as defined by SANDAG.

Inclusionary Housing Program

The city initiated its Affordable Housing Program in 1993 as a result of the 1990 Housing Element review. The main component of the program is the Inclusionary Housing Ordinance, adopted in May 1993 and updated in April of 2000. The ordinance states that no less than 15 percent of all residential developments of seven or more units must be set aside for occupancy by and be affordable to lower

income households. Additionally, for those developments that are required to provide ten or more units affordable to lower income households, at least 10 percent of the lower income units must have three or more bedrooms. All newly constructed or converted residential units are subject to one of the city's Inclusionary Housing Requirements:

- Inclusionary Housing In-Lieu Fee – Residential projects of 6 or fewer dwelling units (\$4,515 as of year 2000).
- Inclusionary Housing Impact Fee – Residential project with application complete prior to May 21, 1993 (2,925 as of year 2000).
- Construction of new inclusionary housing units – residential projects of seven or more units; subject to adjustments for incentives.

The program was designed to assist the city in reaching its lower-income housing goals. Inclusionary units are to be built on-site whenever possible, and affordable units should be located close to employment opportunities, urban services, major roads and transportation and commuter rail facilities. The design of inclusionary units must be consistent with the rest of the project in terms of appearance, materials, and finished quality, and should provide a mix of number of bedrooms. Rental units are to remain restricted and affordable for not less than 55 years. In mixed income rental projects, inclusionary units may not be rented for more than 90 percent of the actual rent for comparable market rate units in the same development. For-sale units are to remain affordable for 30 years. Finally, a key component of the Affordable Housing Program implementation is that the city allows density increases on any residential site provided that there is an increase in the affordability of the development. This increased density comes from distribution out of the excess dwelling unit bank, and is thus consistent with the Growth Management Plan.³⁹ The current Housing Element summarizes several built, approved, and recently proposed/preliminary review projects that have

³⁸ City of Carlsbad 2005-2010 Housing Element, December, 2009.

³⁹ The city's Growth Management Program, dwelling unit cap, and excess dwelling unit bank will be described and analyzed in more detail in Task 5: Housing Element update.

received or proposed to receive increased density under the Affordable Housing Program and inclusionary requirements.⁴⁰

Affordable Housing Financial Resources

The City of Carlsbad has several sources of financial support for affordable housing and affordable housing services⁴¹, including: Redevelopment Housing Set-Aside Funds (20 percent of the tax increment revenues generated in a project area go to the production of low and moderate income housing); Affordable Housing Trust Fund (collects in-lieu fees from implementation of the Inclusionary Housing Ordinance and fees from the sale of affordable housing “credits” developers need to satisfy their affordable housing obligation); HOME/CDBG Housing Reserve; CDBG Section 108 loans; Housing Choice Voucher Program (formerly Section 8) tenant-based rental assistance program (as of 2005, the waiting list has been closed); and the Agricultural conversion mitigation fee program (\$10,000 per acre are paid to the city when coastal agricultural lands are developed, to go toward enhancement of natural and agricultural environments, including the development of farm worker housing).

Affordable Housing Density Bonus

In 2004, the state adopted new density bonus provisions (SB 1818) that went into effect in January 2005. Consistent with state law (Government Code sections 65913.4 and 65915), the city offers residential density bonuses as a means of encouraging affordable housing development. In exchange for setting aside a portion of the development as units affordable to lower and moderate income households, the city grants a density bonus above the otherwise allowed density, and up to three financial incentives or regulatory concessions. These units must remain affordable for a period of 30 years and each project must enter into an agreement with the city to be monitored by the Housing and Neighborhood

Services Department for compliance.⁴² The city can grant density bonuses through either the inclusionary housing program or the state’s density bonus program.

Farm Worker Housing, Emergency Housing and Homeless Services

Located in Carlsbad on the eastern edge of the City of Carlsbad near the Public Safety Center, La Posada De Guadalupe is a year round men’s shelter established in 1992 through a partnership between Catholic Charities and Caring Residents of Carlsbad in response to the growing number of homeless men sleeping in canyons, parks and open spaces. It is the only shelter in North County that provides emergency services to both day laborers and the general homeless men population.

Catholic Charities received Agricultural Conversion Mitigation Fee and Community Development Block Grant funds from the City of Carlsbad to build a new dormitory, dining room, kitchen and office space as well as additional housing for employed farm workers at their existing site. With the funds, Catholic Charities is constructing facilities to provide for 50 additional beds. The farm workers and homeless men population will share the kitchen and dining facilities on the site. Catholic Charities is separately raising funds to provide for the operational needs of the rebuilt shelter and additional beds, and processing the required conditional use permit for the shelter.

The estimated cost to rebuild La Posada and add 50 beds for employed farm workers is \$2.56 million. The City awarded \$2 million in Agricultural Conversion Mitigation Fee funds to provide for the farm worker housing. An additional approximately \$360,000 in Community Development Block Grant funds were also awarded for this project. The funds provided to Catholic Charities are not general operating funds and are required to be used for specific purposes, such as the proposed shelter/housing project. The funding grant also stipulates that the farm worker housing be converted to a homeless shelter, including for families, if

⁴⁰ City of Carlsbad 2005-2010 Housing Element, December, 2009, Table 3-13.

⁴¹ *Ibid.*

⁴² *Ibid.*, Program 3.3.



agriculture in Carlsbad ever diminishes to the point that farm worker housing is unnecessary.^{43,44}

The city is also considering a grant to Casa de Amparo for development of a facility to serve neglected or abused children. The proposed shelter would be located on the border of Carlsbad and San Marcos. The city is also considering a grant to Solutions for Change for housing for graduates of its homeless prevention program in Vista. The housing site hasn't been identified, but the grant recommendation is for the property to be within the Carlsbad city limits.⁴⁵



In addition to these initiatives, the city also participates in regional homeless programs, most recently supporting through funding the multijurisdictional North County Regional Winter Shelter Program.

The City of Carlsbad Senior Center and Senior Services

The Carlsbad Senior Citizens' Association was established by the Rotary Club in 1974. In 1985, the City of Carlsbad partnered with the Carlsbad Senior Citizens' Association to provide direct services to Carlsbad's older residents. In 1987, the city became the lead agency offering services to seniors in the area. For many years, the Harding Community Center served as the center for senior programs, then in 1989, the Carlsbad Senior Center opened. The project was made possible through a cooperative agreement between the City of Carlsbad and the Carlsbad Unified School District, with the school district providing 3.1 acres of land and the city financing and managing construction. The Carlsbad Senior Center fosters independent living, lifelong learning, personal development, social interaction and healthy lifestyles through a variety of programs, services, rooms and amenities to fulfill the needs of Carlsbad's senior population, while also serving the entire community.



The Senior Center (top), located beside Pine Avenue Park, offers a wide variety of services to the community, including computer classes (middle) and senior fitness class (bottom).

⁴³ City of Carlsbad, Housing and Neighborhood Services, 2010.

⁴⁴ City of Carlsbad Planning Division, 2010.

⁴⁵ *Ibid.*

Community and Family Services Outside Carlsbad

There are several family and community service resources outside Carlsbad that serve Carlsbad residents and workers. The descriptions below do not constitute a comprehensive list, however, they are offered to give a sense of the family and social service resources available in the region. The affordable, emergency, and transitional housing resources will be explored in much more detail within Task 5: Housing Element of the Envision Carlsbad Phase 2 work program.

North County Lifeline

North County Lifeline, Inc. is a non-profit human services organization that offers a wide range of services to the people of North San Diego County. Lifeline's mission is to "build partnerships in North County and deliver services to children, families, and individuals that resolve problems, increase skills, and nurture self-reliance." Assistance is offered regardless of age, sex, sexual orientation, disability, ethnicity, and/or ability to pay. Youth and families can receive assistance for multiple needs at a Lifeline location or through their primary Lifeline contact. Through collaboration with other organizations and community support networks, Lifeline assures that clients are linked to services that will help them resolve their problems and achieve personal growth. While there are no Lifeline offices in Carlsbad, there are offices in Vista and Oceanside.

North County Community Services

North County Community Services has a staff of 105 and provides child development and state preschool services from eight sites across Northern San Diego County serving more than 750 children and their families. Four sites are located in Oceanside, three in Escondido, and one in Vista. The NCCS Food Bank Program works with 75 plus area agencies in providing food and necessities to more than 18,000 individuals in need each month. Most recently, NCCS became the fiscal agent for North County's first regional winter transitional shelter system serving homeless populations in nine Northern San Diego communities.

North County Interfaith Council

North County Interfaith Council, Interfaith Community Services, was founded by a handful of diverse faith communities to address the needs of low-income, homeless, and underserved populations. Interfaith evolved into a continuum of programs and services organized into five main areas: basic needs, housing, counseling, employment services, and drug and alcohol rehabilitation. Under these departments are numerous programs covering a broad spectrum of support. Programs are designed to overlap so that each client receives as many services as necessary for his/her specific situation. Types of services provided include: veterans services, senior services, social services, food pantry, alcohol counseling, temporary housing, employment training, and drug addiction. Interfaith serves communities throughout North San Diego County, including the City of Carlsbad. With more than 5,300 volunteers, more than 400 member faith centers, and 102 staff, Interfaith served 35,800 different people last year.

Community HousingWorks

Community HousingWorks is a San Diego nonprofit that helps people and neighborhoods move up in the world by providing a full range of housing options combined with training and support. Community HousingWorks has a 20-year history as a developer and owner of affordable rental apartments in urban, suburban and rural communities across San Diego County. Community HousingWorks designs rental developments to be healthy and vibrant communities that improve their neighborhoods. Community HousingWorks offers services to residents which include education about money management and credit, leadership training, and schoolwork assistance for young people. NeighborWorks HomeOwnership Center® educates hundreds of first-time homebuyers annually, including residents from Community HousingWorks properties as well as anyone who is interested in purchasing their first home.

Locally, Community HousingWorks administers the city's down payment and closing cost assistance program, which provides up to 5 percent of a

home purchase price up to a maximum of \$20,000 for lower income households buying a home in Carlsbad.

Community Resource Center

Community Resource Center is a nonprofit social services agency serving residents throughout North San Diego County. The center is dedicated to helping women and children, individuals, and families live safe, self-sufficient lives by providing critical assistance in the areas of domestic violence services, food programs, and emergency and transitional housing assistance.

Brother Benno's

Brother Benno's is a non-profit, all-volunteer organization serving the poor and homeless in San Diego North County since 1983. Brother Benno's operates ten facilities: the main Brother Benno's Center at 3260 Production Ave. in Oceanside; eight residences that provide housing for men and women in recovery from drug and alcohol abuse, homeless women and women with children, and Servants of the Poor; and The Thrift Shop at 3965 Mission Ave. in Oceanside. The majority of those served are working poor families, the disabled, and low-income senior citizens; a small percentage are the homeless. All donations given to Brother Benno's are used directly for services; administrative costs are covered by proceeds from the thrift store and furniture sales.

San Diego Regional Center

The San Diego Regional Center is a service of San Diego-Imperial Counties Developmental Services Inc. SDRC is a focal point in the community for information and services for persons with developmental disabilities living in San Diego and Imperial Counties, California. SDRC is a private, non-profit 501c(3) organization which contracts with the state of California to provide the services outlined in the Lanterman Developmental Disabilities Services Act. There are 20 other regional centers throughout the state.

6 Planning Issues and Implications



1. Should/could the City of Carlsbad better protect, preserve, enhance and recognize its cultural and historic resources? How can the diverse history of the city (including Native American, Hispanic/Mexican and European heritages) best be preserved and presented in its totality? How can this history be made most accessible to residents and visitors of Carlsbad?

Due to the strong Native American tribal history in San Diego County, known archaeologically sensitive areas have been mapped and identified throughout Carlsbad. However, there is the potential for unknown prehistoric cultural resources to exist in undisturbed soils, particularly in coastal or upland areas in the vicinity of rivers or streams. The city's preferred method of protecting cultural resources is through preservation, avoidance, or capping. In addition, the city's current General Plan provides implementing policies and action programs, including surveying, maintaining a local registry, providing tax incentives, encouraging rehabilitation of historic resources, and promoting cultural preservation. These policies and programs are intended to identify existing resources located throughout Carlsbad and promote the maintenance and protection of cultural resources.

The General Plan update could go further to identify areas that warrant special considerations for cultural resources by developing resource maps to identify the cultural sensitivity of certain areas by degree.⁴⁶ Implementation

of such measures may allow early identification of potential constraints to proposed future development in certain areas of Carlsbad and prompt additional efforts to protect and preserve resources if they cannot be avoided by future activities.

The General Plan update also provides the opportunity for the city to examine its existing process for recommending and determining eligibility for national and state listing of historic properties, landmarks and resources. While the current General Plan identifies the need to maintain and periodically update a local registry of cultural resources, in practice this has not occurred since the 1990 survey report. The General Plan update could offer a more detailed, and near-term, schedule for this process, with interim steps and responsible parties. In some cases, pursuing official listing may hinder future development or opportunities to integrate cultural arts with the city's historic resources; therefore, the city may want to consider what criteria each potential resource must meet before further protecting these resources, and if there are any disadvantages to designating potential resources.

To support protection of historic properties, the city could consider becoming a participant in the Mills Act Program. This state program, administered by local governments, provides a tax incentive for private property owners of qualified historic properties who actively participate in the maintenance and restoration of their historic property.

⁴⁶ However, in compliance with California Government Code 65040.2(g)(3), which protects significant archeological resources, the specific location of these resources cannot be mapped.

The General Plan update is an opportunity for the city to consider the following additional efforts to protect and celebrate cultural and historic resources:

- **Prepare an updated inventory of resources.** As a starting point, the city could review the list of local resources identified in the 1990 Cultural Resource Survey Report City of Carlsbad as potentially eligible for federal and state listing; removing from the list those which are determined not eligible as well as those which have since been designated. In addition to individual buildings, landscapes and neighborhoods could also be included in this assessment.
- **Professional guidance for the designation process.** Engaging a professional qualified historian to assist the city in the preparation of the application and presentation of the resource for listing at the local, state and federal levels could provide for a more organized and effective designation process.

Lastly, the General Plan update is an opportunity to involve local tribal entities and cultural heritage stakeholder groups more closely in the resource planning and protection that can occur along with citywide land use planning. State laws such as SB 2 require tribal consultation as a part of the General Plan update process. This also presents an opportunity to develop better ongoing working relationships between city planners, other community members in charge of historic and cultural resource planning (this may include other departments such as library staff), and tribal representatives themselves. The General Plan update process may offer the start of these consultations, while Plan implementing policies may offer a more detailed program for ongoing relationship maintenance and building.

2. Should the City of Carlsbad integrate its cultural heritage into the arts, cultural programs, and community events to increase awareness and recognition of the city's history?

At this early state in the planning process, it is useful to explore the use of the term “cultural”—how it is understood by this community. Cultural resources throughout this document refer to both the official, historic record (buildings, artifacts, etc) as well as the “arts and cultural” events and programming whose influences may include far more than “local heritage.” When asked in the context of evaluating existing programs, community feedback to library and cultural arts staff has emphasized the desire for more concerts, performances, lectures, films, etc., without regard to a specific cultural heritage.

According to the Cultural Arts Office Strategic Plan 2006-2009, “while offering the same level of service to the community will continue to be an overarching priority for Arts Office, “analysis and planning” will be the key areas of expansion... In broad terms, that means evaluating current programs, resources, and staffing for their effectiveness; making sure priorities are appropriate and relevant; reviewing and revising current policies and procedures and writing new ones if needed; and doing research on future partnerships and facility issues. In practical terms, that translates into documents such as an updated Public Art Master Plan, a comprehensive fundraising plan, proposals for forming programming partnerships with other organizations or communities, and a proposal for the creation of a facility dedicated to arts education. This type of analysis and planning not only creates an important foundation...for the long-term continuity of the Arts Office and its programs, but also sets the stage for the Arts Office to be ready and able to respond when a period of growth occurs.” This key direction identified by the Cultural Arts Office is consistent with the timing of the General Plan update which may benefit from the strategic planning recently undertaken by cultural arts staff.

To the extent that this strategic plan has been implemented over the last few years, staff and community members can reflect on the best ways the General Plan can contribute to arts and cultural development next steps. Some preliminary suggestions are offered here, based on community input in Phase 1. Through Envision Carlsbad Phase 1, Carlsbad residents expressed pride in their culture, art venues, and community events and the community continues to seek new outlets for arts and cultural facilities. Venues and spaces for cultural arts and related activities could be enhanced to draw local and regional crowds and to facilitate local art, community identity, and multi-generational interest in Carlsbad's unique culture and heritage. New multi-purpose venues capable of hosting large indoor and outdoor performances, and the provision of small, affordable spaces for local artists to produce and display their art could be explored. Warehouses and other older buildings could be studied for redevelopment and reused as art studios or live-work spaces, mingling cultural production and appreciation with commercial office use.

Although the city has begun implementing these types of measures (e.g., the new village arts theatre and art foundry), additional opportunities exist, including the use of historic buildings to host such events. Carlsbad offers a substantial inventory of cultural art facilities and events, and combines cultural uses at some facilities (i.e. a museum has been created within the Magee House). As part of the General Plan update, the city could consider which other historic resources might be ideal candidates for integration with current cultural art events, while keeping in mind whether such integration could result in the deterioration of the historic resources. The Carlsbad History Room should be used to help identify the historical resources of the city. A successful program would allow for a combination of preservation, restoration, renovation, revitalization and reuse of the existing resources and facilitate historically sensitive infill development.

Furthermore, consultation with a historian should be conducted to address adaptive reuse for structures within development areas.

The General Plan update could also encourage new construction (whether on vacant land or redevelopment of an underutilized facility) to incorporate the themes of Carlsbad's cultural and historic influences. Integrating cultural resources (both archeological and historic resources) into new cultural venues would promote the city's history and a sense of connection to the past.

In addition, the General Plan update could provide direction and focus for future art venues. During the community visioning phase, community members expressed desire for a larger performance arts venue, as well as additional display art facilities. Potential for facilities in the eastern and southern portions of the city, that currently lack these resources, could be explored; this may need to be balanced against the need for clustering and co-location of art facilities, enabling synergies and easier access between different facilities. The General Plan update could include policies to enhance art venues, and potentially identify the most beneficial locations for the expansion of cultural art institutions and organizations.

3. What more can the City of Carlsbad do to maintain an adequate supply of age-appropriate child care services, and services for children with special needs?

While child care programming is not directly related to implementation of a General Plan, the General Plan update can work to ensure that land use definitions do not hinder the development of adequate child care facilities near homes where they are most desirable to parents. The existing General Plan contains the Land Use Element policy C.10 to "encourage and promote the establishment of child care facilities in safe and convenient locations throughout the community to accommodate the growing demand for childcare in the community caused by demographic, economic and social

forces.” The City of Carlsbad Zoning Ordinance currently permits small family day care homes by right in any residential zone, in accordance with the California Child Day Care Act. Likewise, the Zoning Ordinance regulates large family day care homes in accordance with state law. The General Plan and Zoning Ordinance updates may include more targeted policies that support the provision of childcare options, including but not limited to those that serve infants, toddlers, and children with special needs. Compatibility of different kinds of facilities with different residential neighborhoods and transition areas (such as between residential areas and commercial areas) will need to be explored as well.

4. How can the General Plan help to better integrate schools with the community, and support the school districts’ efforts for planning for school facilities?

While school districts are responsible for school facilities planning, as part of the environmental impact report that must be prepared for the General Plan, school facilities needs in relation to population growth and anticipated demographic changes (such as aging population) will be analyzed, and the General Plan update process will help to identify potential locations for any needed new facilities. The data reported in this working paper do not suggest that the CUSD is going to close facilities in the near future, what with projections for growth, recent enrollment exceeding expectations, and major capacity improvements such as the new High School scheduled for construction. Nonetheless, if some existing facilities are no longer needed, future uses of these facilities must be identified. It will be important for school district representatives to continually participate in the General Plan update process in to ensure that General Plan policies and EIR analysis adequately reflect the districts’ concerns. Likewise, the city will continue to coordinate with the school districts on their future planning to ensure their projects are consistent with city growth projections.

The General Plan update will examine land uses, circulation networks, and other services that interrelate with, and hopefully complement, school district facilities and services. For instance, the transportation network around schools should take into consideration traffic patterns related to schools, and multimodal approaches to getting kids safely to and from school.

There are four different school districts that serve Carlsbad residents, three of which also serve other communities beyond Carlsbad’s city boundary. Is there value in exploring realignment of school district boundaries to better serve the community?

5. Should the city partner with local organizations and employers to promote an institute of higher learning or other new resources for lifelong learning?

In the Carlsbad Community Vision, community members expressed interest in the development of an institute of higher learning in Carlsbad. Some issues that may be raised in relation to higher education include the choice between developing generalized higher educational resources such as a community college branch or a university, and focusing on specialized educational resources such as a research institute. One possibility is exploring a Carlsbad-specific community college district, since the region Mira Costa is serving has grown so much in population.

Another issue is the relationship between the educational programming and local businesses that may benefit from training and research partnership opportunities. For instance, Carlsbad’s growing reputation as a regional hub for bio-technology and high technology uses is expected to attract a greater regional share of new research and development/business park space than other areas in the region. As described in Working Paper #2, biotechnology and biomedical products are heavily dependent on local universities to attract talent and ideas. While Carlsbad has major companies in these

fields locally, such as Life Technologies Corporation and Genoptix Medical Laboratory, research funding flows out of the University of California, San Diego. The city could explore the potential for locating a branch research campus in Carlsbad to facilitate more research and development partnership opportunities for local businesses, as well as to cultivate local talent and a stronger incentive for these businesses to stay in Carlsbad for the long-term.

Yet another consideration for the development of a higher educational institution is to what extent local government should be involved in location decisions of what may be private entities, such as a private school or technical institute. Public-private partnerships, though quite attractive in some contexts, can be difficult to establish and to maintain, and sometimes require the public entity to take on financial risk involved in the enterprise. The city will have to consider whether it wants to enter into an actual “partnership,” or simply focus on the identification and removal of constraints to the development of new educational facilities locally.

If the city is interested in attracting a new college or university, it may need to assess the potential locations for such an institution, and ensure the land use policy structure is in place to allow such development to happen. Carlsbad’s climate, scenic setting, presence of major employers, and an airport should be attractors. For a larger institution, it may be difficult to find land within the city. Both public and private higher education organizations take into account available space, cost of land, as well as the “catchment area” or pool of potential students the school would serve. The General Plan update process could help by illustrating how a new service such as this in Carlsbad might complement the educational services provided in nearby communities, and ensuring that appropriate land use designations are in place to attract a potential institute.

6. How can the General Plan help ensure that appropriate resources are provided to meet community needs for education, life-long learning and cultural enrichment?

From a municipal perspective, the library system is the city’s largest, coordinated investment in learning opportunities for all ages. Community members value the services provided by the city library system, and those services are often supportive and complementary to other arts, cultural, and educational activities throughout the community. However, the library system currently requires planning and capital improvements programming in order to keep up with the demands of this current array of services and programs, as well as the demands of an increasingly digital world.

A major future need concerns the condition of the Cole Library. Due to the age of the library, there are structural and design limitations such as second floor load limitations, limited elevator access for disabled persons, and insufficient networking infrastructure. These and other limitations on the building continue to constrict the services offered there. The Library Learning Center has helped to meet computer demand, although its operating hours are greatly limited compared to the two larger libraries. While adequate square footage exists to meet the Growth Management requirements, the Cole Library and Library Learning Center combined are not necessarily positioned to sustain the future library service needs of the community.

Still another challenge is the suitability of available spaces in Dove Library for the array of programs and experiences offered and desired. Library staff has identified that its now-outdated master plan of 1986 needs to be updated to reflect the way in which libraries must change to meet the current needs of the community. This includes: updating of rapidly changing formats for the delivery of information; creation of new group and virtual learning spaces; balancing virtual community with physical community; and more support for idea exchange. Implicit

in each of these focus areas is an enormous and growing dependence on technology infrastructure—both wired and wireless. These needs will dictate the type and location of library facilities in the future, and require integration of services into a community that is increasingly mobile and demands ready access to a mix of services.⁴⁷

Ultimately, partnerships with other organizations or institutions may be necessary to ensure that Carlsbad residents have access to the learning opportunities they desire.

7. In what ways might the Carlsbad Police and Fire departments need to adjust to changing demographics and buildout conditions in order to continue to offer the service and protection community members expect into the future?

The General Plan update can influence safety services from a programmatic perspective, a facilities planning perspective, as well as a land use perspective.

From a land use and facilities standpoint, the General Plan process can reveal the potential for changes in the distribution of land uses, people, and jobs across the city, which may have implications for the timely provision of police and fire safety services. Currently the Police Department reports their response time standard is being met. The Fire Department is not yet meeting its response standards and Fire Department staff has suggested that existing facilities and staffing may not be adequate to serve community growth in the future. However, the Fire Department is already actively addressing coverage issues through efforts such as station relocation that factors in Base Drop Mutual Aid agreements to optimize distribution of fire safety resources in the region. When the General Plan process considers where future growth and development will go in the city, and what kinds of neighborhood character to support and promote, concepts such as “crime prevention through environmental design” and

“defensible space” can be incorporated into design decisions so that the updated planning documents do not create new challenges for Police and Fire, but rather facilitate the development (and redevelopment) of safe communities.

Beyond facilities, land use and community design, major upcoming issues for both Police and Fire departments include accommodation of expanded services and personnel to meet demands of a growing and changing city population and maintaining their technical “edge” in a world with both new technical resources (such as GIS and mapping tools) and new technical challenges (such as high tech fraud, terrorism, or other security issues). The Fire Department has recently conducted an in-depth study of service needs (Standards of Cover study); its recommendations will need to be reviewed in order to ensure that the General Plan and Zoning Ordinance updates help and do not hinder fire safety service provision. The General Plan update may also be a source of policy support for new Police and Fire community programs that can enhance perceptions of safety and decrease risk to health and quality of life. Continuing outreach through the General Plan process can help to identify residents’ safety concerns and identify areas for future attention and program development.

⁴⁷ City of Carlsbad Library staff, 2010.

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