



Carlsbad TOMORROW

Growth Management Citizens Committee

Meeting 9

Nov. 30, 2022





Call to Order & Roll Call

Approval of Minutes

Public Comment





Welcome & Introductions

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COMMITTEE PURPOSE

Promote balanced consideration of a range of perspectives on issues affecting the future growth and quality of life in Carlsbad and identify the key elements of a new plan to manage growth in Carlsbad in a way that maintains an excellent quality of life while also complying with state law.

11 PERFORMANCE STANDARDS

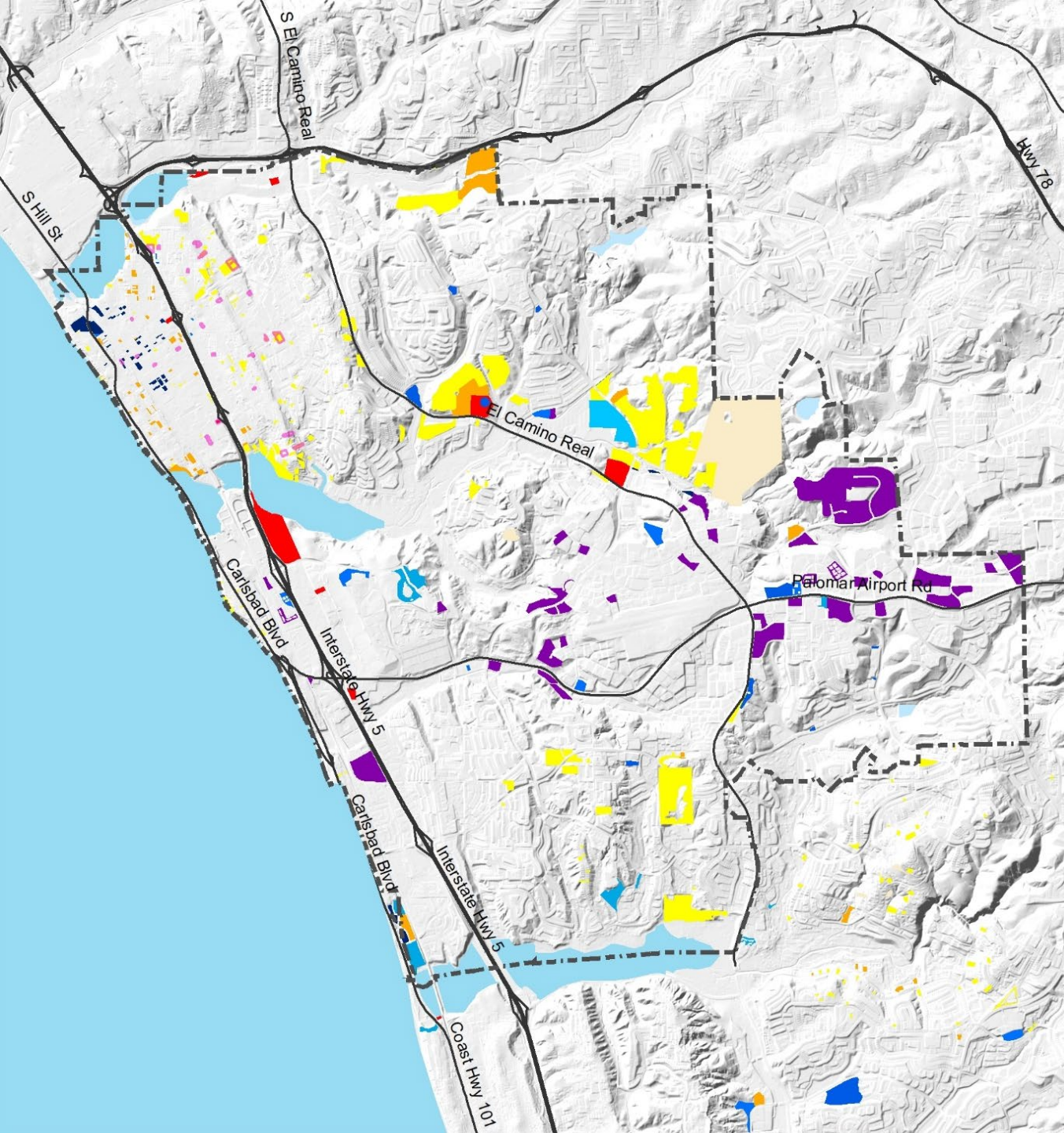
- City Administrative Facilities
- Libraries
- Parks
- Drainage
- Circulation
- Fire Response
- Open Space
- Sewer Collection System
- Schools
- Water Distribution System
- Wastewater Treatment



GENERAL PLAN AND HOUSING

- State law precludes GM housing caps
- State law does not preclude General Plan
 - Housing and population growth is not unlimited in the future
 - Housing planned by General Plan can't be increased without amendment to plan or allowed density increases
 - Housing Element program to add 2,600 housing units

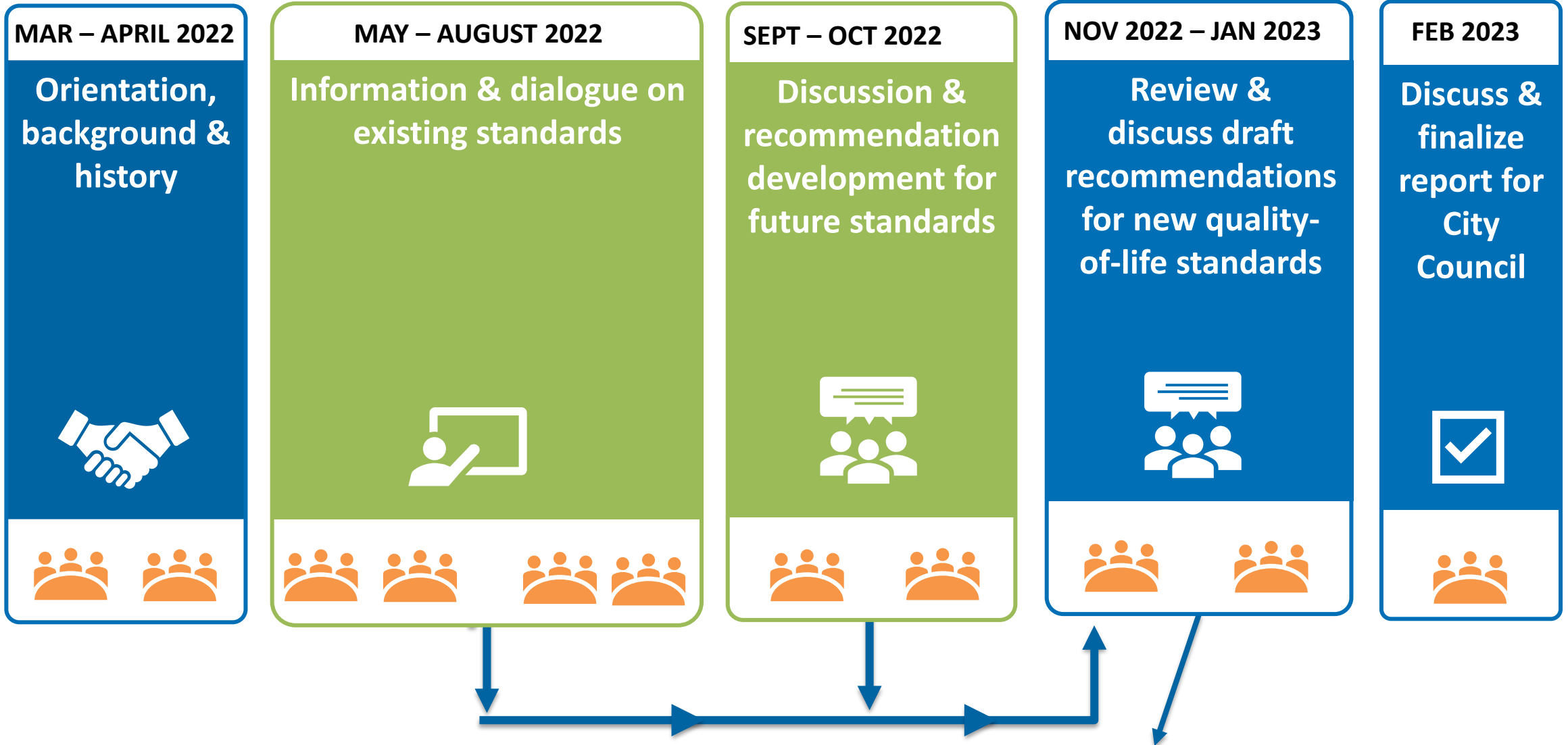
FUTURE INCREASED DEMAND FOR UTILITIES



Planned Land Use

- | | |
|-----------------------------|----------------------|
| ■ Rural Residential | ■ Public Services |
| ■ Single Family Residential | ■ Healthcare |
| ■ Multi-Family Residential | ■ Schools |
| ■ Mobile Home Park | ■ Outdoor Recreation |
| ■ Group Quarters Facility | ■ Park/ Open Space |
| ■ Hotel/Motel | ■ Agriculture |
| ■ Industrial | ■ Waterbody |
| ■ Roads/ ROW/ Utilities | ■ Mixed Use |
| ■ Commercial | |
| ■ Government/ Office | |

COMMITTEE PROCESS



Committee meetings are open to the public and livestreamed.

Draft recommendations available for public review

TODAY'S AGENDA

Discussion Items

- Committee Business
 - Review Carlsbad Tomorrow Report Outline and Table of Contents
 - Fire Performance Standard
 - Police
 - Library Performance Standard
 - Arts/Culture
 - City Administrative Facilities Standard
 - Schools Performance Standard



TODAY'S AGENDA (CONTINUED)

- Committee meeting schedule update
- Committee member requests for future agenda items
- Public comment (continued if needed)
- Adjourn



1. Committee Business



Preview – Draft Committee Report Outline

Carlsbad Tomorrow

Growth Management Citizens Committee Report

Sample Table of Contents

Introduction

Growth Management Program history

- How and why the program was created
- 11 facility standards

Why an updated approach is needed now

- Existing City of Carlsbad plans and polices (Community Vision, General Plan, etc.)
- Changes in laws, regulations and policies
- Changes in city growth patterns
- Check in on current community needs and priorities

Committee

- Membership
- How formed
- Charter
- Process
- Limitations

Funding models

- Legal framework of funding – new development cannot make up deficiencies, requirements for establishing fees, nexus and district.
- Overview of approaches used by other cities/different models in use today in other jurisdictions
- Overview of various approaches to generating fees and other revenue to offset new spending to mitigate the effects of growth

Recommended quality of life standards (see sample report page)

- Present the standards recommended by the majority of the committee, options for how they could be measured and potential associated fees to support them
- Note other standards suggested by committee members

Quality of life standards recommended for removal

- Present the standards recommended for removal by the majority of the committee and the rationale



INSERT NAME OF STANDARD

Proposed standard

- ▶ What standard would need to be met in this area to protect Carlsbad's future quality of life?
- ▶ How will the city know if the standard has been met? What indicators can be tracked?

Rationale

- ▶ Why is the standard important to maintaining Carlsbad's excellent quality of life?
- ▶ What is working well with the existing performance standard that should be continued?
- ▶ In what ways is the existing standard falling short?
- ▶ If this is a new standard, why should this be added?
- ▶ What would make the existing performance standard better?
- ▶ What problem is the proposed standard trying to solve?
- ▶ If this is a new standard, why is it needed?
- ▶ What potential challenges or barriers could prevent the standard from being successful?

Potential fees/funding sources

- ▶ Residential development fee, new tax, commercial development fee, etc.

CONSIDER THESE QUESTIONS

- Proposed standard
 - What standard would need to be met in this area to protect Carlsbad's future quality of life?
 - How will the city know if the standard has been met?
What indicators can be tracked?

CONSIDER THESE QUESTIONS

- Rationale
 - Why is the standard important to maintaining Carlsbad's quality of life?
 - What is working well with the existing performance standard that should be continued?
 - In what ways is the existing standard falling short?
 - What would make the existing standard better?
 - What problem is proposed standard trying to solve?
 - If this is a new standard, why is it needed?
 - What potential challenges or barriers could prevent success?



Fire Performance Standard

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FIRE PERFORMANCE STANDARD

No more than 1,500 dwelling units outside of a five-minute response time.



FIRE STANDARD STAFF RECOMMENDATION

- Remove from Growth Management Program
- Replace with annual evaluations of service in city's operational planning.



Police Department

Mickey Williams, Police Chief

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AT A GLANCE



Patrol



Investigations



Homeless Outreach



SWAT



Crime Analysis

AT A GLANCE



Dispatch center



Minutes of response time for highest priority calls



Park ranger program



100,000
Calls for service

36 School crossing guards



30 Public safety for 30 major community events



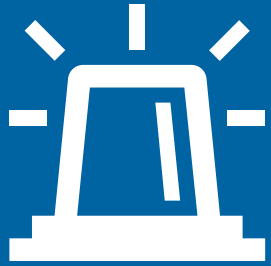
187

Full-time staff



ANNUAL BUDGET
\$51.6 million

PATROL



- Provides fundamental base for Police Department's law enforcement services.
- 4 shifts/8 beats
- Meets crime face-to-face in a wide range of situations
 - Street patrols
 - Canine units
 - Bicycle patrol
 - Crisis negotiation
 - Mental health assistance teams

INVESTIGATIONS



- Responsible for follow up on variety of crimes
- Four special units
 - Property Crimes (General Investigations)
 - Violent Crimes
 - Vice Narcotics
 - Family Services
- Homeless Outreach Team
- School Resource Officers
- Crime Suppression Team

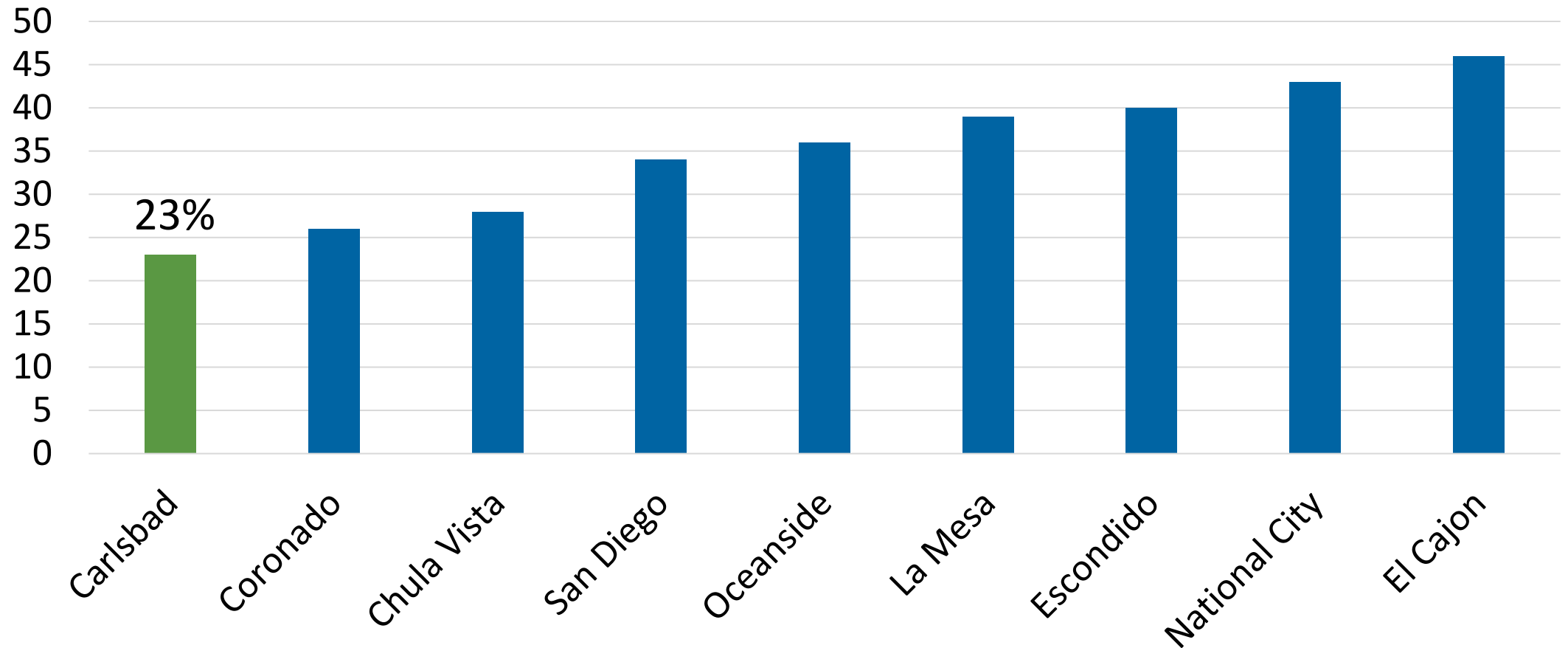


TRAFFIC ENFORCEMENT

- Help reduce the number of collisions through enforcement, educational efforts and partnership with Traffic Engineering Department
- Focus on areas with most collisions/complaints
- Other services
 - Parking enforcement
 - Abandoned vehicle abatement
 - Special events coordination

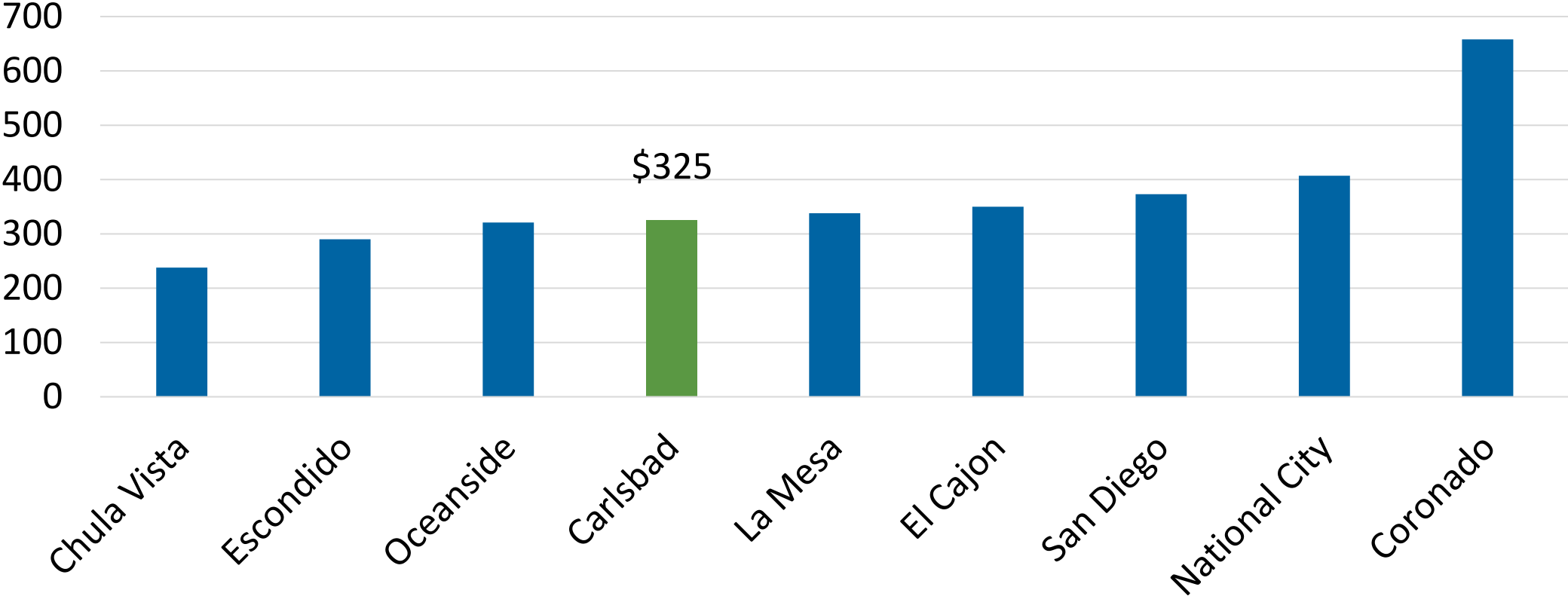
HOW CARLSBAD COMPARES: GENERAL FUND BUDGET FISCAL YEAR 2021-22

Regional Average 33% of General Fund for Law Enforcement



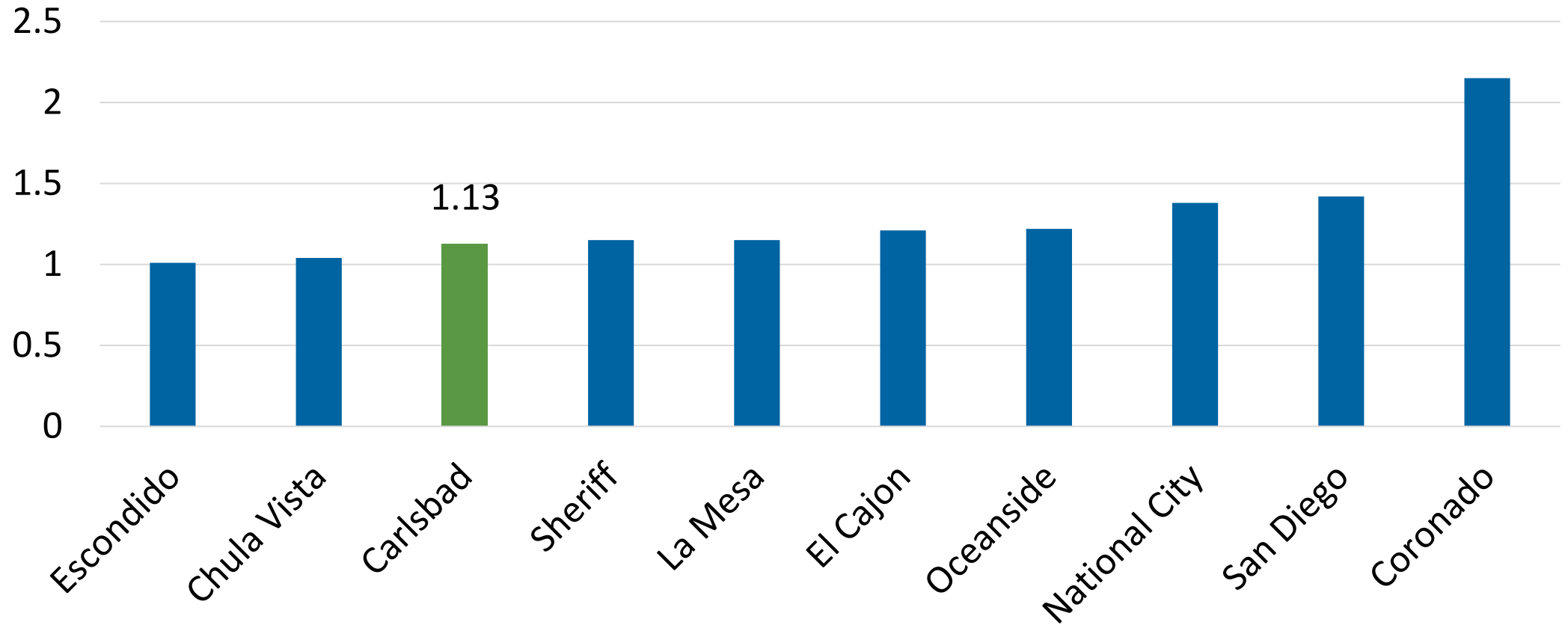
HOW CARLSBAD COMPARES: PER CAPITA SPENDING ON LAW ENFORCEMENT

Regional Average \$367



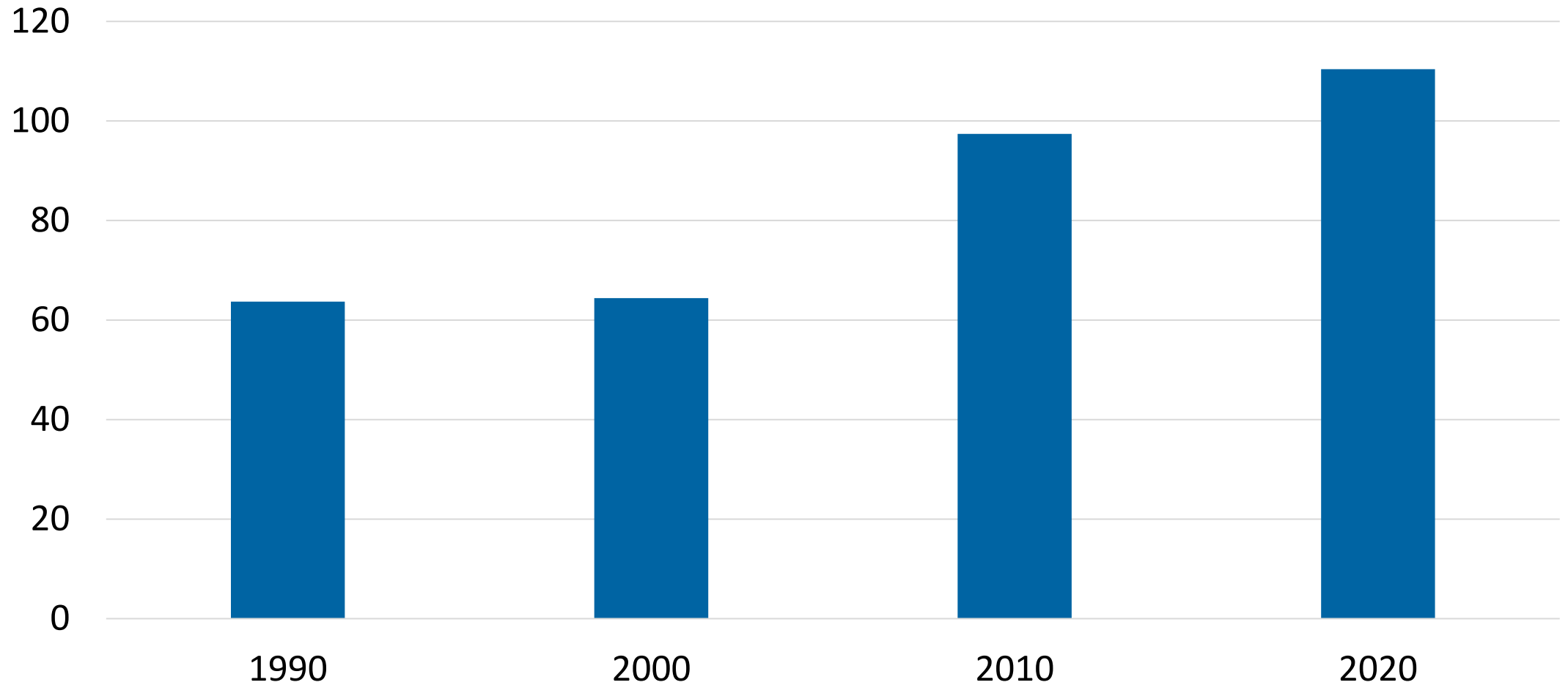
HOW CARLSBAD COMPARES: SWORN OFFICERS PER 1,000 POPULATION

Regional Average 1.29 Officers per 1,000 Population



HOW BUSY IS THE POLICE DEPARTMENT?

Total Police Incidents (by the thousands)



FACTORS AFFECTING POLICE DEPARTMENT

- Changes in state and federal laws
 - AB 109 (2011) – Transferring inmates to county jails
 - Prop 47 (2014) – Reduced drug/theft offenses
 - Prop 57 (2016) – Early release of ~30,000 inmates
- Community concerns
 - Homelessness
 - Active shooter incidents
- Recruiting/retention of officers and dispatchers



CURRENT PERFORMANCE MEASUREMENT

- Crime rate (over time/compared to others)
- Response times (Priority 1-4)
- Level of trust in Police Department

CONCERNS WITH ADDING POLICE STANDARD

- Police Department staffing is subjective
- Factors affecting Police Department staffing often change



KEY CONSIDERATIONS

- Should Police be included in Growth Management Plan?
- Policing is complicated
- Determining the right size for Police Department is a moving target
- Avoid rigid measurements for decision making
- Coordination with the Police Department desired

STAFF RECOMMENDATION

- Do not recommend a Police performance standard be included in the Growth Management Plan.
- Recommend having Police consulted as growth is considered to determine likely Police impact.



Questions?

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Break



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Library Facilities Performance Standard

Fiona Everett, Senior Management Analyst
Sheila Crosby, Deputy Library Director
Katie Nye, Deputy Library Director

BACKGROUND

- Origin – Council Policy 32 (1982)
 - Established first public facility standards
 - Library Facilities – 0.6 sq. ft. per person
 - Square feet needed for employees to serve target population
- Updated with Growth Management Plan in 1986

GROWTH MANAGEMENT PLAN STANDARD FOR LIBRARY FACILITIES

800 square feet per
1,000 population
(citywide)

When need is first identified,
facilities must be scheduled for
construction:

- Within a five-year period; or
- Prior to construction of 6,250 dwelling units

CURRENT LIBRARY FACILITIES

Facility	Square Feet
Dove Library	64,000
Cole Library	24,600
Learning Center	11,393
Total	99,993

LIBRARY FACILITIES CURRENT STATUS

- Current population (June 2021) = 116,025
- Current demand = 92,820 sq. ft.
- Supply exceeds demand (99,993 sq. ft.)

LIBRARY FACILITIES BUILDOUT ANALYSIS



- Buildout population estimate = 133,874
- Buildout demand = 106,600 sq. ft.
- Supply falls short of demand (99,993 sq. ft.)
- Future projects planned
 - Cole Library rebuild and expansion

CARLSBAD CITY LIBRARY

LIBRARY FACILITIES

TRADITIONAL LIBRARY SERVICES

- Books, story time, reading and study spaces
- Specialized services:
 - Genealogy & Carlsbad History
 - Literacy
 - Bilingual Services
 - Exploration HUB
 - Cultural Arts Programs



EVOLVING NATURE OF LIBRARIES

- Technology literacy increasing
- Community more comfortable with virtual spaces
- Early learning play spaces
- Bookable study/telecommuting rooms
- Additional seating for laptop use
- “Library of Things”
- Employment resources



CARLSBAD CITY LIBRARY

LIBRARY FACILITIES

From a repository of books...

To a community connecting place for
people to engage with each other
and learn

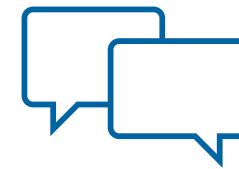


GROWTH MANAGEMENT STANDARD

- Existing Growth Management Plan Standard has met existing space needs
- While industry standards for library spaces have evolved, there is not a new standard



FORMULAIC CALCULATIONS
PER CAPITA



DRIVEN BY
COMMUNITY FEEDBACK

STAFF RECOMMENDATION



- Keep standard in as exists Growth Management Program
- Ensures a continued funding source to support new and/or improved library facilities.



Arts & Culture Facilities Performance Standard

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The Arts: A New Growth Management Standard

Richard Schultz, Cultural Arts Manager

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MISSION

To enhance the vitality of the city and the quality of life for all residents by supporting an environment where arts and cultural organizations thrive, and people of all ages enjoy opportunities for expression and lifelong learning.





HISTORY

- Established in 1986
- Free admission to all cultural arts events and programs
- Current staffing:
 - 7 full-time
 - 22 part-time
 - 25 part-time each summer



PERFORMING ARTS

- TGIF Concerts in the Parks
- Schulman Auditorium concerts
- Guest residencies



VISUAL ARTS

- William D. Cannon Art Gallery
- Public Art – permanent and temporary
- Arts education
 - Three-Part Art
 - Pop Up Art

COMMUNITY OUTREACH

- Community arts grants
- Mobile Arts Strategy
- Community partnerships



7 Arts, History, Culture, and Education

The Arts, History, Culture, and Education (AHCE) Element of the General Plan recognizes that an aesthetic environment and connections to culture and education are essential characteristics of a community that values its quality of life and wishes to be seen by its residents, neighbors and visitors as an attractive and desirable place, addressing the needs of the human spirit. This element is intended to enhance availability and accessibility of the arts for all residents, preservation of the important historic and cultural elements that make Carlsbad unique, and educational opportunities for lifelong learning.

THE FOUNDATION IS BUILT

General Plan

California Government Code Section 65303 indicates that a general plan may include any other elements, which the community feels relate to the physical development of the city.

THE FOUNDATION IS BUILT

Envision Carlsbad

...an opportunity for the city to encourage the development of new cultural art venues...to provide balanced opportunities for the entire community to appreciate, learn, perform and enjoy cultural arts.

Envision Carlsbad
Existing Conditions and Issues Exploration



Working Paper **4**

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



www.carlsbadca.gov/envision

THE FOUNDATION IS BUILT

City Council accepted, adopted and/or approved:

- Imagine the Possibilities
(City Council Resolution 2016-013)
- Arts & Culture Master Plan
(City Council Resolution 2018-118)
- Cultural Facilities Needs Assessment
(City Council Resolution 2019-214)
- Village & Barrio Cultural District
(Adopted 10/12/2021)



THE FOUNDATION IS BUILT

City Council accepted, adopted and/or approved:

- A Cultural Plan
(City Council Resolution 1990-356)
- Arts in Public Places
(1995, rev. via City Council Resolution 2015-049)
- Strategic Cultural Plan
(City Council Resolution 2001-366)
- General Plan - Arts History & Education (2015)



CURRENT PUBLIC ART FUNDING

- 1% allotment for public art
- Authorized by City Council on May 7, 1985, under chapter 2.18.130 (Appropriations for Arts) of the Carlsbad Municipal Code
- Established funding for a public art element from Capital Improvement Projects appropriations

PERCENT FOR PUBLIC ART COMPARISON

California Municipality	Year % Established	Capital Improvement Program % Based on Construction Costs
Lodi	2001	2% over \$50,000
Sacramento	1977	2%
San Diego	1991	2% over \$250,000
San Francisco	1969	2%
San Jose	1985	2%
Santa Cruz	1999	2%
Stockton	2000	2%
Ventura	1992	2%

Imagine the Possibilities – A Public Art Vision for the City of Carlsbad
(Plan accepted via City Council Resolution 2016-013)

GOALS FOR A NEW GROWTH MANAGEMENT PLAN STANDARD FOR THE ARTS

Economic development and vitality

Carlsbad is taking its place among the many U.S. cities that recognize the arts, culture and creative sectors as fundamental to their city and integral for a strong quality of life and robust economic development strategies.

Arts & Culture Master Plan
(City Council Resolution 2018-118)

GOALS FOR A NEW GROWTH MANAGEMENT PLAN STANDARD FOR THE ARTS

Diversity and inclusion

Community feedback indicated a strong interest in celebrating diversity and showcasing different cultures.

Arts & Culture Master Plan
(City Council Resolution 2018-118)

GOALS FOR A NEW GROWTH MANAGEMENT PLAN STANDARD FOR THE ARTS

Provide physical space for the arts

To assist the city's arts programs, local artists and arts organizations by providing physical space, indoor and outdoor, suitable for creating, displaying, and presenting visual and performing arts year-round.

Cultural Facilities Needs Assessment
(City Council Resolution 2019-214)

GOALS FOR A NEW GROWTH MANAGEMENT PLAN STANDARD FOR THE ARTS

Support a cultural district

Expand the boundaries of the cultural arts district...including the entire Village and Barrio area:

- Support a greater number of creative sector and cultural businesses
- Enhance the district as a cultural tourism destination

City Council adopted 10/12/21

GOALS FOR A NEW GROWTH MANAGEMENT PLAN STANDARD FOR THE ARTS

Increase public art funding

Regularly consider the optimal public benefit for the use of public art funding and utilize the option to pool or re-allocate percent for art funds from capital improvement projects as a way to fund artwork throughout Carlsbad.

Imagine the Possibilities – A Public Art Vision for the City of Carlsbad
(Accepted via City Council Resolution 2016-013)

From Strategic Cultural Plan (2001)

“With economic and tourism leaders, explore and apply for public funding, tax increment monies, local bonds and other public financing mechanisms to support the inclusion of cultural components in economic and tourism development endeavors.”

FUNDING OPTIONS

From Public Art Master Plan: Imagine the Possibilities*

Private development incentives and fees

Consider including public art in an incentive package given to developers OR requiring an additional \$100 to \$1,000 in developer fees for the arts, public art or a new facility

Imagine the Possibilities – A Public Art Vision for the City of Carlsbad
(Accepted via City Council Resolution 2016-013)

FUNDING OPTIONS

Transient Occupancy Tax

- Currently, the City of Carlsbad collects:
 - \$1 per occupied room per night for the Carlsbad Tourism Business Improvement District
 - \$2 per occupied room per night for the Carlsbad Golf Lodging Business Improvement District
- Create a fund specifically for the arts and culture initiatives with an additional increase in TOT levies

Arts & Culture Master Plan
(City Council Resolution 2018-118)

FUNDING OPTIONS

Explore partnerships

Enhance existing venues and explore the potential for additional artistic and performance venues within the city including various funding models such as public-private partnerships.

Arts & Culture Master Plan
(City Council Resolution 2018-118)

CARLSBAD THRIVES WITH THE ARTS

- The expression of the arts and culture creates excitement and contributes to Carlsbad as a vibrant place to live.
- Investment in the arts and culture impacts the economic and social welfare of the community.
- The arts reinforce Carlsbad as a city that is livable and dynamic with its distinct identity.



City Admin Facilities Performance Standard

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CITY ADMINISTRATIVE FACILITIES PERFORMANCE STANDARD

1,500 square feet
per 1,000 population
(citywide)

When need is first identified, facilities must be scheduled for construction:

- Within a five-year period; or
- Prior to construction of 6,250 dwelling units



ADMINISTRATIVE FACILITIES STAFF RECOMMENDATION

- Remove from Growth Management Program
- Standard no longer reflective of city operations
- New civic center and city hall project authorized to move forward



Schools Performance Standard

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SCHOOLS PERFORMANCE STANDARD

School capacity to meet projected enrollment within the Local Facility Management Zone as determined by the appropriate school district must be provided prior to projected occupancy.



SCHOOLS STANDARD STAFF RECOMMENDATION

- Remove from Growth Management Program
- State law requires annual coordination



Committee Member Requests for Future Agenda Items

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UPCOMING COMMITTEE MEETINGS

Dec. 15

- Transportation & Circulation Standard
- Water, sewer, drainage
- Technology/Wi-Fi access

Jan. 11 – NEW MEETING DATE

- Open space
- Parks
- Environmental sustainability
- Energy/power
- Stormwater/water quality

Public Comment





Adjournment

Next meeting: Dec. 15, 2022

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