



ECONOMIC DEVELOPMENT SUBCOMMITTEE

Agenda

Jan. 30, 2024, 10 a.m.
Special Meeting

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

Welcome to the Economic Development Subcommittee Meeting

We welcome your interest and involvement in the city's legislative process. This agenda includes information about topics coming before the Economic Development Subcommittee and the action recommended by city staff. You can read about each topic in the staff reports, which are available on the city website.

How to watch

In Person



City Council Chamber
1200 Carlsbad Village Drive

Online



Watch the livestream at
carlsbadca.gov/watch

How to participate

If you would like to provide comments to the Economic Development Subcommittee, please:

- Fill out a speaker request form, located in the foyer.
- Submit the form to the Clerk before the item begins.
- When it's your turn, the Clerk will call your name and invite you to the podium.
- Speakers have three minutes, unless the presiding officer (usually the chair) changes that time.
- You may not give your time to another person, but can create a group. A group must select a single speaker as long as three other members of your group are present. All forms must be submitted to the City Clerk before the item begins and will only be accepted for items listed on the agenda (not for general public comment at the beginning of the meeting). Group representatives have 10 minutes unless that time is changed by the presiding officer or the City Council.
- **In writing:** Email comments to clerk@carlsbadca.gov. Comments received by 8 a.m. the day of the meeting will be shared with the subcommittee prior to the meeting. When e-mailing comments, please identify in the subject line of the agenda item to which your comments relate. All comments received will be included as part of the official record. **Written comments will not be read out loud.**

Reasonable accommodations

Persons with a disability may request an agenda packet in appropriate alternative formats as required by the Americans with Disabilities Act of 1990. Reasonable accommodations and auxiliary aids will be provided to effectively allow participation in the meeting. Please contact the City Manager's Office at 442-339-2821 (voice), 711 (free relay service for TTY users), 760-720-9461 (fax) or manager@carlsbadca.gov by noon on Monday to make arrangements. City staff will respond to, and seek to resolve, requests before the start of the meeting in order to maximize accessibility.

CALL TO ORDER:

ROLL CALL:

APPROVAL OF MINUTES:

Minutes of the Regular Meeting held Dec. 18, 2023

SUBCOMMITTEE COMMENTS & ANNOUNCEMENTS:

NEW BUSINESS:

1. CARLSBAD BUSINESS ORGANIZATION AND BUSINESS UPDATES – Receive informational reports from Carlsbad business organizations, discuss and provide recommendations. (Staff contact: David Graham, Innovation & Economic Development Department)

Recommendation: Receive the informational reports and provide feedback.

2. ECONOMIC DEVELOPMENT STRATEGIC PLAN – FY 2024-25 ECONOMIC DEVELOPMENT STRATEGIC ACTIONS – Receive an update on the implementation of the Economic Development Strategic Plan and the proposed fiscal year 2024-25 Economic Development Strategic Actions plan. Discuss and provide input on the actions and the resources necessary for implementation. (Staff contact: David Graham, Innovation & Economic Development Department)

Recommendation: Receive the informational report and provide feedback.

3. 2024 ECONOMIC DEVELOPMENT SUBCOMMITTEE REGULAR MEETING CALENDAR – Adopt the 2024 Economic Development Subcommittee regular meeting calendar. (Staff contact: David Graham, Innovation & Economic Development Department)

Recommendation: Adopt the calendar.

SUBCOMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:

ADJOURN:



ECONOMIC DEVELOPMENT SUBCOMMITTEE

Minutes

Dec. 18, 2023, 3 p.m.

Regular Meeting

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

CALL TO ORDER: 3 p.m.

ROLL CALL: Blackburn, Bhat-Patel.

APPROVAL OF MINUTES:

Minutes of the Regular Meeting held Aug. 21, 2023

Motion by Mayor Pro Tem Bhat-Patel, seconded by Mayor Blackburn, to approve the minutes as presented. Motion carried unanimously, 2/0.

PUBLIC COMMENT: None.

SUBCOMMITTEE COMMENTS & ANNOUNCEMENTS: None.

NEW BUSINESS:

1. CARLSBAD BUSINESS ORGANIZATION AND BUSINESS UPDATES – Receive informational reports from Carlsbad business organizations, discuss and provide recommendations. (Staff contact: David Graham, Innovation & Economic Development Department)

Recommendation: Receive the informational reports and provide feedback.

Chamber of Commerce CEO Bret Schanzenbach, Biocom Senior Director of Regional Policy & Government Affairs Melanie Cohn provided informational reports.

The subcommittee received the reports.

2. UPDATE ON VILLAGE AREA PROPERTY AND BUSINESS IMPROVEMENT DISTRICT EFFORT – Receive an informational report from Carlsbad Village Association (CVA) on the feasibility of a Property and Business Improvement District (PBID) in the Village Area, discuss and provide recommendations. (Staff contact: David Graham, Innovation & Economic Development Department)

Recommendation: Receive the informational report and provide feedback.

Chief Innovation Officer David Graham introduced Carlsbad Village Association Executive Director Christine Davis who presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

The subcommittee received the report.

3. UPDATE ON WORKFORCE AND TALENT PROGRAMS – Receive an informational report regarding progress on workforce and talent programs contained within the Economic Development Strategic Plan, discuss and provide a recommendation. (Staff contact: David Graham, Innovation & Economic Development Department)

Recommendation: Receive the informational report and provide feedback.

Economic Development Manager Matt Sanford presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

The subcommittee received the report.

4. UPDATE ON ECONOMIC DEVELOPMENT STRATEGIC PLAN PROGRESS – Receive an informational report regarding progress on strategies and tactics contained within the Economic Development Strategic Plan, discuss and provide a recommendation. (Staff contact: David Graham, Innovation & Economic Development Department)

Recommendation: Receive the informational report and provide feedback.

Economic Development Manager Matt Sanford presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

The subcommittee received the report.

SUBCOMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:

Mayor Blackburn requested a future item regarding the possibility of work force housing.

Mayor Pro Tem Bhat-Patel requested a future item regarding a talent pipeline update from universities, a transportation update on how it is shifting including future trends and solutions within Carlsbad.

Chief Innovation Officer David Graham added that there will be a Special Meeting scheduled to approve the 2024 meeting calendar where changing the meeting start time can be discussed.

ADJOURN: Mayor Blackburn adjourned the duly noticed meeting at 4:19 p.m.

Tamara R. McMinn, CPMC, CMC
Senior Deputy City Clerk



ECONOMIC DEVELOPMENT SUBCOMMITTEE

Staff Report

Meeting Date: Jan. 30, 2024
To: Economic Development Subcommittee
From: David Graham, Chief Innovation Officer
Staff Contact: David Graham, Chief Innovation Officer
david.graham@carlsbadca.gov, 442-339-5992
Subject: Carlsbad Business Organization and Business Updates

Recommended Action

Receive informational reports from Carlsbad business organizations, discuss, and provide recommendations.

Executive Summary

Carlsbad businesses fuel the city's economic vitality and Carlsbad's business organizations play a critical role in supporting them. This item provides a regular opportunity to hear an update from local business organizations, as well as from other key industry clusters and businesses, on current programs and initiatives, perceived challenges, and opportunities for engagement.

Explanation and Analysis

Carlsbad has three primary, local business organizations, including Carlsbad Chamber of Commerce, Carlsbad Village Association, and Visit Carlsbad. These three organizations are heavily engaged in the local business community. Representatives of these organizations will provide feedback to the subcommittee on what challenges businesses are facing, as well as projections for what they see coming up in the future.

In addition, other organizations, like San Diego Regional Economic Development Corporation (EDC), look at the region as a whole, and the macro-challenges and disruptions that industries face. A representative from EDC will give a holistic view of the regional economy and trends that are anticipated in the year ahead.

Updates will be provided by:

1. Carlsbad Chamber of Commerce
2. Carlsbad Village Association
3. Visit Carlsbad
4. San Diego Regional EDC

Fiscal Analysis

This action has no financial impact.

Next Steps

Staff will continue to engage with Carlsbad business organizations, economic development organizations, and other business support organizations that support the local economy, business programming, and businesses themselves.

Exhibits

None.



ECONOMIC DEVELOPMENT SUBCOMMITTEE

Staff Report

Meeting Date: Jan. 30, 2024
To: Economic Development Subcommittee
From: David Graham, Chief Innovation Officer
Staff Contact: David Graham, Chief Innovation Officer
david.graham@carlsbadca.gov, 442-339-5992
Subject: Economic Development Strategic Plan – FY 2024-25 Economic Development Strategic Actions

Recommended Action

Receive an update on the implementation of the Economic Development Strategic Plan (EDSP) and the proposed fiscal year 2024-25 Economic Development Strategic Actions plan. Discuss and provide input on the actions and the resources necessary for implementation.

Executive Summary

The EDSP is a roadmap that guides the City's economic development activities over the five-year period beginning in 2023. The Economic Development Strategic Actions accompanies the EDSP and outlines the tactical actions that are taken to achieve the goals and objectives set forth. The strategic actions are updated annually and presented to the Economic Development Subcommittee for their input and recommendation to the City Council. This item provides the subcommittee with proposed strategic actions for fiscal year 2024-25. The subcommittee can make a recommendation regarding the actions and resources necessary to accomplish the City Council-approved EDSP.

Explanation & Analysis

Carlsbad has a history of making strategic decisions to support a vibrant economy. The COVID-19 global pandemic had a significant impact on the economy and many business sectors. The City Council moved quickly to create an ad hoc subcommittee and COVID-19 economic response. By any measure, the city's response to the COVID-19 pandemic helped many businesses survive and recover. It also brought into clear focus the need to continue to make strategic investments in the economy. The City Council built upon the economic response to the pandemic with a series of actions that created a long-term strategic approach to a sustainable and vibrant economy and elevated the importance of economic development in the city.

On June 23, 2020, the Carlsbad City Council approved the creation of a department with a focus on economic development. Around a dozen new programs and partnerships have been piloted in the three-and-a-half years since the City Council created the department. The city has expanded its collaboration with industry groups, educational institutions, and business organizations like the Carlsbad Chamber of Commerce, Carlsbad Village Association, and Visit Carlsbad.

The City Council also took steps to have a significant role in economic development and create a

public forum for focused discussion and direction to support the economy. On May 11, 2021, the City Council received a report on the city's economic response to COVID-19 and directed staff to return with an action to create a standing City Council Economic Development Subcommittee. On June 15, 2021, the City Council unanimously approved the creation of a standing Economic Development Subcommittee to guide the city's support for business and the economy. In addition to hearing from businesses, guiding the development of new programs, and engaging with the city's business organizations and key industry organizations, the subcommittee spent significant time developing a five-year strategic plan for economic development.

On October 11, 2022, the City Council approved the Carlsbad Strategic Plan 2023-2027. The annual budget serves as the work plan for the citywide strategic plan. One of the goals of the plan is economic vitality. A strategic objective under this goal was to create a strategic approach for a vibrant economy that includes talent & workforce strategies, small business assistance, inclusive growth & diverse business support, key industry cluster development, and fostering an ecosystem for startups & entrepreneurs to thrive. On January 10, 2023, the City Council accomplished this goal by adopting the EDSP.

Core to the EDSP is setting long-term goals that support economic vitality while maintaining flexibility to address economic uncertainty as it may arise. To achieve this, the plan has two parts. The first part is the strategy itself, which sets long-term goals meant to last three to five years with overarching economic development goals that include:

1. Support Small Businesses, Startups & Entrepreneurs
2. Develop Workforce and Attract Talent
3. Grow and Support Key Industries
4. Encourage Placemaking and Engagement

The second part is the Economic Development Strategic Actions, which contains numerous tactics that can be pursued by the city to achieve the four goals contained in the strategy. The strategic actions also contain factors such as prioritization, cost, estimated timeline, departments engaged, and key performance indicators (KPIs) to measure success.

The strategic actions are reviewed annually by the Economic Development Subcommittee for their recommendation to the City Council. The actions are updated each year to correspond with changing market conditions, economic needs, and future challenges. As conditions change, certain actions may be elevated in priority, timelines updated, or KPIs adjusted to respond to future needs more accurately.

The EDSP and the fiscal year 2024-25 Economic Development Strategic Actions will be implemented through a combination of city staff, professional services contracts, partnerships with local business organizations, and collaboration with industry cluster organizations. City staff across multiple departments have a role in implementing the strategic plan.

The city has one-and-a-half staff dedicated to supporting Carlsbad businesses and the economy, which is fewer than peer cities with smaller economies in the region. The number of programs, activities, and pilot projects has grown tremendously since the City Council created a department focused on economic development. In 2023, staff began implementation of the actions defined in

the strategic actions for year 1, yielding a further expansion of programs and services being provided to Carlsbad businesses. Staff have leveraged partnerships, executed process improvements, created efficiencies, and used data to support effective economic development.

The draft Economic Development Strategic Actions for fiscal year 2024-25 (Exhibit 1) contains both actions proposed to be continued from fiscal year 2023-24 into fiscal year 2024-25, as well as new actions that would be appropriate to start in fiscal year 2024-25. The combination of actions that were implemented in the first year and new actions proposed for the second year amount to 39 separate actions that are proposed to be implemented in fiscal year 2024-25. This includes 22 actions that are being continued from year 1, and 17 new actions are being proposed to start in year 2. There are an additional 24 actions proposed to commence in subsequent years.

The City Council decisions over the past four years have significantly supported Carlsbad businesses and laid a strategy for a vibrant economy into the future. The Economic Development Subcommittee continues to be an important resource for businesses and business organizations to engage with the city. After one year of implementation of the EDSP it is clear the city is on the right track and should continue investing in its implementation.

Fiscal Analysis

For fiscal year 2023-24, the Economic Development Subcommittee recommended that \$185,000 in funding be dedicated to the implementation of the EDSP. The City Council approved that recommendation in its entirety. For fiscal year 2024-25, staff is proposing to execute the proposed actions with a consistent level of funding from the previous fiscal year. Should the Economic Development Subcommittee recommend changes to the proposed actions that would necessitate additional funding, staff would return with an updated estimate of funding required to implement the plan for fiscal year 2024-2025.

Next Steps

Based on the subcommittee discussion and direction staff will either take the recommendation to the City Council or return to the subcommittee with an updated fiscal year 2024-25 Economic Development Strategic Actions.

Exhibits

1. Economic Development Strategic Actions – FY 2024-45

ECONOMIC DEVELOPMENT STRATEGIC ACTIONS

FISCAL YEAR 2024-25



YEAR 2 - DRAFT



About the Strategic Actions Matrix

The Economic Development Strategic Plan is a roadmap that will guide the city's economic development activities for the next five years. The Strategy comes at a critical time for the city and the community. Given the economic uncertainty of the past few years, changing market pressures, international conflict, and shortage of available workers, it is more important than ever to identify Carlsbad's economic development strategies and to prepare for future challenges. The Strategic Plan provides flexible and agile guidance for Carlsbad to address City Council's goal of economic vitality: fostering a vibrant community.

This Economic Development Strategic Actions matrix accompanies the Strategic Plan as a guide for the tactical actions that will build toward achieving the overarching goals and objectives in the Strategic Plan. The Strategic Actions will allow the city to re-prioritize or realign strategies as economic conditions change or if priorities shift throughout the tenure of the Strategic Plan.

While the Innovation and Economic Development Department (I&ED) is the lead on these efforts, economic development is collaborative, and is not limited to one department, group, or organization. The Strategic Actions document thoughtfully involve multiple city departments, local and regional partners, workforce and talent, residents, and the broad and diverse businesses that support the community.

As such, the Strategic Actions are intended to assist the city in aligning its program priorities to match the market opportunities identified in the Strategic Plan. While the Strategic Actions document assigns time frames to each tactic, it does not make staffing recommendations regarding the implementation of these programs. I&ED is a small, but mighty department, however, with its limited economic development staff, it may not be possible to implement all of the proposed actions without additional staff and resources.

The Strategic Actions document assumes that new activities and programs would be phased in over several years and acknowledges that many of the proposed tactics involve activities that the city is already undertaking. It also provides an estimate of cost. The cost estimates provided are updated for each fiscal year, and projected forward for future years. The estimate provided for future years will be updated on an annual basis to ensure accuracy and adaptability to the current budget conditions, as the specific implementation time frame approaches.

The City of Carlsbad believes in transparency and accountability, and as such, staff will regularly update the Economic Development Subcommittee on the progress made on the goals and objectives in the Strategic Plan and Strategic Actions document.



City of Carlsbad Economic Development Strategic Plan Goals

GOAL 1: Support Small Businesses, Startups & Entrepreneurs

Support Small Businesses, Startups & Entrepreneurs in partnership with local and regional collaborators, supporting the long-term viability of entrepreneurs and small businesses in Carlsbad.

GOAL 2: Develop Workforce and Attract Talent

Develop and attract workers and talent by providing skills, resources, and support for current and future jobs.

GOAL 3: Grow and Support Key Industries

Grow and support key industries by providing and creating resources for these industries to thrive in Carlsbad's economy.

GOAL 4: Encourage Placemaking and Engagement

Encourage a sense of connection in our community by building upon our successes and promoting access to economic development resources and opportunities.

Fiscal Year 2024-25 Budget Considerations

The proposed activities for fiscal year 2024-25 are achievable utilizing the department's fiscal year 2023-24 budget level.

Due to the current budget mandate, items that were originally slated for fiscal year 2024-25 that necessitated additional budget beyond fiscal year 2023-24 funding levels were moved to subsequent years for consideration. As such, the proposed Year 2 Strategic Actions do not contain a funding request above the department's fiscal year 2023-24 levels.

Updates to the Strategic Actions Matrix

The five-year implementation timeline means that new actions will be started during each year of the strategy. Over time, these actions will accumulate to demonstrate expanded impact and programming. On the matrix presented on the following pages, actions that are "In Progress" or "Ongoing" from previous years are shown in **GREEN**. New actions that will commence in fiscal year 2024-25 are shown in **YELLOW**.

When combined, between actions that were implemented in the first year, and new actions proposed for the second year, there are 39 actions that are proposed to be implemented in fiscal year 2024-25.



Goal 1: Support Small Businesses, Startups & Entrepreneurs in partnership with local and regional collaborators, supporting the long-term viability of entrepreneurs and small businesses in Carlsbad.

Objective	Strategic Action	Resourcing	Deliverable	Status
Objective 1.1: Educate the public on the permitting and entitlement process and provide City staff with the knowledge and resources they need to provide such information	Celebrate staff's role in economic development of Carlsbad and continue to educate on how their work can lead to success and economic health in the	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED	Work across City Departments to ensure staff understands how their work impacts Economic Development	Complete (ongoing) Communications between internal departments that interact with businesses to convey economic impact
	Continually review the planning application and permitting procedures to identify process improvements.	Priority: High Start Year: FY23-24 Cost: Funded Lead: CD	Continuous audit of procedures	Complete (ongoing) System in place. Recent examples include ADU by-right process, comprehensive form updates
Objective 1.2: Provide a positive customer service experience during the permitting process.	Continue the implementation of the Customer Self Service program within the permitting application system, Energov, to increase the number of	Priority: High Start Year: FY23-24 Cost: Funded Lead: CD & IT	Building, planning, and other permits available online	In Progress (10% complete) 12 permits now available, goal to have 200 permits available online
	Increase the ability for customers to track the status of their projects online.	Priority: High Start Year: FY23-24 Cost: Funded Lead: CD	Permit submittal statuses available to check online	In Progress (25% complete) Building permits now available, other permits in development
	Promote the pre-application program to help identify major issues early in the entitlement process.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED & CD	Pre-application process becomes a primary tool for developers with questions regarding development projects	Complete (ongoing) Information included in discussions with developers and new companies
	Enhance the Welcome to Carlsbad Program for new businesses by providing information and resources on the pre-application program, permitting process, and business resources.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: I&ED	Ensure new businesses have access to resources and information needed to grow their business	Complete Available on the city's business page of the website
	Utilizing Energov, track turnaround times for planning applications and permits to identify areas to increase efficiency.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: CD	Track turnaround times of permit applications	Complete (ongoing) CD staff tracks turnaround times. Example includes enabled streamlined signage application
	Creation of a one stop shop permit center that allows customers to access resources related to the permitting process in one location.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED & CD	Customer Self Service Portal	Complete Roll out of Energov self service portal
	Create an option for applicants to request project resolution issue meetings to resolve high priority, time-sensitive issues with senior level Development Services staff.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: I&ED	Creation of a project resolution process	Complete
	Evaluate a potential economic development priority project designation for planning and permitting review that could included expedited review, enhanced communication and/or other allowances.	Priority: Medium Start Year: FY25-26 Cost: \$100,000 Lead: I&ED & CD	Create priority project criteria; Identify options to expedite	Not Started
	Create a program to give planning and building staff better insight into operations in key industries, thereby giving a better understanding of development need.	Priority: Low Start Year: FY25-26 Cost: \$5,000 Lead: I&ED	Industry workshops with staff	Not Started

Goal 1: Support Small Businesses, Startups & Entrepreneurs in partnership with local and regional collaborators, supporting the long-term viability of entrepreneurs and small businesses in Carlsbad.

Objective	Strategic Action	Resourcing	Deliverable	Status
Objective 1.2: continued	Evaluate potential solutions to give a clearer understanding of zoning prior to submittal. (OpenCounter)	Priority: Medium Start Year: FY25-26 Cost: Funded Lead: I&ED	Implement a solution to make zoning and planning information more accessible	Not Started
Objective 1.3: Empower small businesses and entrepreneurs with resources they need to be successful in Carlsbad	Create Small Business and Entrepreneur Symposium on basic and critical issues for small business owners. Topics could include marketing, social media, finance, human resources, access to capital, technology, and more.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: I&ED & Libraries	Position libraries as resource centers for small businesses to gain skills and information needed to run or grow their operations	In Progress (33% complete) Partnership with SBDC and Carlsbad Libraries
	Partner with business organizations to develop a shop local initiative to encourage patronage at Carlsbad businesses.	Priority: Low Start Year: FY23-24 Cost: Funded Lead: I&ED	A resource and marketing kit for businesses to demonstrate the importance and impact of shopping local	In Progress (75% complete) Program being built in conjunction with Chamber, CVA and Visit Carlsbad
	Expand partnerships with entrepreneur support organizations and regional business partners to connect entrepreneurs with resources, networks, and capital.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: I&ED	Partner with entrepreneur support organizations for services	Complete (ongoing) Partnered with Connect, Startup San Diego, and San Diego Sport Innovators to support entrepreneurs and startups
	In partnership with the local business organizations, hold a Carlsbad Employer Open House to showcase local businesses and connect them with potential employees.	Priority: Medium Start Year: FY25-26 Cost: \$10,000 Lead: I&ED	Host or support an open-house event of Carlsbad employers	Not Started
	Develop a Small Business Liaison Program that includes a dedicated liaison to resolve issues with the small business and entrepreneur community.	Priority: Low Start Year: FY25-26 Cost: \$100,000 Lead: I&ED	Identify / add staff person to manage program	Not Started
	Continue to host a day of San Diego Startup Week in Carlsbad to demonstrate the city's importance to the startup ecosystem in North County and the region as a whole.	Priority: Low Start Year: FY24-25 Cost: Funded Lead: I&ED	Host a day of startup week	Not Started
	Objective 1.4: Embrace the changing nature of work and what that may look like for Carlsbad businesses	Evaluate signage requirements for businesses.	Priority: Low Start Year: FY24-25 Cost: Funded Lead: CD	Right-sized signage requirements for businesses
Through a data driven approach, consider additional flexibility in the development code to allow for more agility as business trends change		Priority: Low Start Year: FY26-27 Cost: Funded Lead: CD	Identify outdated planning practices and codes	Not Started
Objective 1.5: Increase engagement and support for women, minority, veteran, disabled-owned businesses	Partner with the Employer Assistance and Resource Network on Disability Inclusion (EARN) to create resources for disabled-owned businesses.	Priority: Medium Start Year: FY25-26 Cost: \$10,000 Lead: I&ED	Establish Partnership(s)	Not Started
	In conjunction with regional partners such as SBA, SCORE, and SBDC, offer trainings specifically geared towards supporting women, minority, veteran, and disabled-owned businesses.	Priority: Medium Start Year: FY25-26 Cost: \$25,000 Lead: I&ED	Establish Partnership(s)	Not Started
	Celebrate women, minority, veteran, and disabled-owned businesses by acknowledging and creating events around: Women's Small Business Month, Veterans Small Business Week, Black Business Month, Hispanic Heritage Month, etc.	Priority: Medium Start Year: FY25-26 Cost: \$25,000 Lead: I&ED	Creation of events that promote inclusivity	Not Started

Goal 2: Develop and attract workers and talent by providing skills, resources, and support for current and future jobs.

Objective	Strategic Action	Resourcing	Deliverable	Status
Objective 2.1: Enhance workforce training and talent attraction resources to support Carlsbad’s key industries by partnering with K-12 school districts, regional higher educational institutions, and regional cities to support talent development and linkages with key industries	Enhance Life In Action tools to assist in talent attraction for Carlsbad businesses in key industries - transitioning Life in Action Recruiter tool from a pilot to an ongoing	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED	Update interface to be more useful and intuitive for businesses, allows for better data gathering on usage	In Progress (90% complete) Work being done internally with other departments that interface with businesses
	Enhance and promote educational workshops provided by the Library, Parks and Recreation and other resources that provide skill development to Carlsbad’s workforce.	Priority: High Start Year: FY23-24 Cost: Funded Lead: Libraries	Delivery of skills-based training for Carlsbad residents	Complete (ongoing) Piloted the Job-Readiness Room program and learned key insights into how to better support skills training.
	Collaborate with regional partners such as SOCAL, Mira Costa College, TCI, and local businesses for workforce training for middle school, high school, post-secondary students, and transitioning adults.	Priority: Medium Start Year: FY25-26 Cost: \$5,000 Lead: I&ED & Libraries	Create and maintain partnerships	Not Started
	Partner with K-12, school districts, and higher education institutions to enhance their existing programs that provide technical and soft skills to entry level employees.	Priority: Medium Start Year: FY25-26 Cost: Funded Lead: I&ED	Create and maintain partnerships	Not Started
	Facilitate partnerships between Carlsbad’s businesses and education partners to identify skills necessary to obtain employment in high wage industries.	Priority: Medium Start Year: FY25-26 Cost: Funded Lead: I&ED	A better-informed higher educational system as to the needs for skills in the workforce	In Progress (50% complete) Staff regularly conveys skills demand to higher education partners
	Support the formation of internship programs for Carlsbad employers and reduce the barrier for interns to participate	Priority: Medium Start Year: FY24-25 Cost: Funded Lead: I&ED	Support and facilitate resources to expand internship programs	Not Started
Objective 2.2: Create a more connected City and capitalize on existing digital tools to promote digital equity	Promote the City’s existing digital tools to connect residents, businesses, and tourists to resources the city offers.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED	Added messaging to outbound communications	Complete Resources promoted in economic development newsletters and social media communications
	Conduct an initial study for outdoor Wi-Fi at city facilities and other critical areas for the public.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: IT	Ensure adequate wi-fi access is available at appropriate city facilities	In Progress (50% complete) Data gathering, research, and cost estimation have been completed
Objective 2.3: Through the implementation of the Housing Element programs, address housing issues while promoting economic vitality by providing the workforce additional housing opportunities to be able to both live and work in Carlsbad	Evaluate partnership with local businesses to enhance the current Down Payment Assistance Program.	Priority: Medium Start Year: FY25-26 Cost: \$100,000 Lead: I&ED H&HS	Position libraries as resource centers for small businesses to gain skills and information needed to run or grow their operations	Not Started
Objective 2.4: Through the implementation of the Sustainable Mobility Plan programs, mindfully create opportunities to promote economic vitality by providing the Carlsbad workforce with additional mobility options	Evaluate micro-mobility options to make Carlsbad more connected and accessible.	Priority: Low Start Year: FY23-24 Cost: \$1M - 3M Lead: Trans	Increased ridership on public transit and other multi-modal options	Complete Feasibility analysis and report completed. Recommendations deemed unfeasible to implement at this time

Goal 3: Grow and support key industries by providing and creating resources for these industries to thrive in Carlsbad's economy.					
Objective	Strategic Action	Resourcing	Deliverable	Status	
Objective 3.1: Evaluate opportunities to improve mobility for visitors, residents, and the workforce.	Evaluate micro-mobility options in the Village and coastline to make Carlsbad more connected and accessible.	Priority: High Start Year: FY23-24 Cost: Funded Lead: Trans	Provide analysis of mobility options that enhance connectivity	In Progress (75% complete) Potential collaboration with the City of Encinitas	
	Use data to identify specific mobility issues and select projects from the City's Sustainable Mobility Plan that will result in a higher quality of life for Carlsbad residents and workers.	Priority: High Start Year: FY25-26 Cost: Funded Lead: Trans		Not Started	
Objective 3.2: Connect businesses in key sectors with data and resources they need to thrive in Carlsbad.	Use business data and recent business survey to assess and engage with industry clusters to develop support for their expansion, attraction, and retention.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED	Survey businesses biannually and use data to engage with key industries	In Progress (50% complete) Business survey is live, results will be compiled to capture meaningful data on key industries	
	Utilize partnership with Innovate 78 to connect Carlsbad businesses with regional resources.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED	Cohesive economic development and collaboration across North County	Complete (ongoing) Regional collaboration pivoting in 2024 to be more resource-driven	
Objective 3.3: Assist businesses in growing industries or sectors, such as health care, life sciences, and the innovation economy, which are looking to relocate or expand in Carlsbad.	Promote the city's business locator website to businesses looking to move to Carlsbad, developers, brokers, and investors.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: I&ED	Increased awareness of tools to support businesses moving to Carlsbad	Complete (ongoing) Messaging included in Economic Development in newsletter and social media	
	Host industry advisory groups with leaders in key business clusters, with a specific emphasis on the innovation economy.	Priority: Medium Start Year: FY23-24 Cost: Funded Lead: I&ED	Create an ongoing series of industry roundtable discussions	Complete (ongoing) Roundtable series captures all key industries	
	Host commercial real estate forums to create connections with resources.	Priority: Medium Start Year: FY24-25 Cost: Funded Lead: I&ED	Recurring forum with commercial brokers	Not Started	
	Support regional innovation showcases, like "Innovation Day" to demonstrate Carlsbad's commitment to fostering innovative firms and industries.	Priority: High Start Year: FY24-25 Cost: Funded Lead: I&ED	Support innovation showcases like "Innovation Day"	Not Started	
	Create a form to better track BEAR projects and their impact on the city.	Priority: High Start Year: FY24-25 Cost: Funded Lead: I&ED	Develop an intake form and tracking sheet	Not Started	
	Create a site-selection tool to position Carlsbad for inbound investment.	Priority: High Start Year: FY25-26 Cost: \$25,000 Lead: I&ED	Develop a site-selection tool	Not Started	
	Update information and mapping of Carlsbad's key industry clusters and patent intensity.	Priority: High Start Year: FY25-26 Cost: \$25,000 Lead: I&ED	Updated key industry cluster and patent information	Not Started	
Objective 3.4: Support the needs of our residents while balancing the needs of our businesses in tourism, hospitality, and entertainment.	Continue to support Carlsbad business organizations that maintain the tourism economy in Carlsbad.	Priority: Low Start Year: FY23-24 Cost: Funded Lead: I&ED	Support for Carlsbad's tourism sector	Complete (ongoing) Regular meetings with Visit Carlsbad and hoteliers, re-establishment of the CTBID under '94 law	
	Partner with local universities and colleges to create workforce development opportunities in the hospitality, tourism, and entertainment sectors.	Priority: Medium Start Year: FY25-26 Cost: Funded Lead: I&ED	A more robust pipeline of workers for hospitality and tourism jobs	Not Started	

Goal 4: Encourage a sense of connection in our community by building upon our successes and promoting access to economic development resources and opportunities.

Objective	Strategic Action	Resourcing	Deliverable	Status
Objective 4.1: Build upon the successes of the communication efforts in the City to promote the City’s economic development programs.	Develop a communications plan specific towards economic development efforts and celebrating the business community with	Priority: Medium Start Year: FY25-26 Cost: \$10,000 Lead: I&ED &	Updated communications plan	Not Started
	Incorporate business and economic development activities into the weekly City Manager newsletter, City calendar, and social media to foster a sense of pride in local businesses.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED & Comms		Complete (ongoing) 14 business related items featured in the city managers update 11 articles published, 11 newsletters distributed
	Develop a separate economic development newsletter focused on business and workforce development resources.	Priority: Low Start Year: FY23-24 Cost: Funded Lead: I&ED	Stand-alone	Complete (ongoing)
	Update Economic Development website and Doing Business in Carlsbad website to include links to programs and regional partners and resources.	Priority: High Start Year: FY24-25 Cost: Funded Lead: I&ED		Updates to business-facing web resources In Progress (20% complete) Initial mapping of business resource pages and data dashboards complete
	Develop a business spotlight program to highlight local businesses	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED		Development of a spotlight tool for digital outlets Complete (ongoing) Small business spotlight in newsletter and social media
	Expand the opt-in text messaging system related to economic development and other City activities.	Priority: Low Start Year: FY26-27 Cost: Funded Lead: I&ED & IT		Citywide platform available to community members In Progress (20% complete) Piloting a new platform that could present an option for this type of program
	Develop and promote bulletins and flow charts for common permitting application types.	Priority: High Start Year: FY23-24 Cost: Funded Lead: CD		Develop bulletins and flow charts Complete (ongoing)
	Develop and promote “how to” videos for select permitting processes.	Priority: High Start Year: FY25-26 Cost: \$5,000 Lead: Comms		Creation of videos Not Started
	Create a digital library of free business resources.	Priority: Low Start Year: FY24-25 Cost: Funded Lead: I&ED		Creation of digital library Not Started
	Create a How to do Business Guide to assist small businesses and entrepreneurs in opening a business in Carlsbad.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED		Creation of resource guide Complete (ongoing) Available on business page of the city’s website

Goal 4: Encourage a sense of connection in our community by building upon our successes and promoting access to economic development resources and opportunities.

Objective	Strategic Action	Resourcing	Deliverable	Status
Objective 4.2: Enhance placemaking opportunities to strengthen the connection between people and the places they share.	Partner with local businesses to participate in and promote the City's volunteer program to activate public spaces and foster a sense of connection.	Priority: Medium Start Year: FY26-27 Cost: Funded Lead: I&ED & Comms	Increased awareness of tools to support businesses moving to Carlsbad	Not Started
	Provide a digital platform for local businesses to promote their volunteer opportunities, such as beach cleanups.	Priority: Low Start Year: FY26-27 Cost: \$10,000 Lead: I&ED & Comms	Citywide platform available to community members	In Progress (20% complete) Piloting a new platform that could present an option for this type of program
	Utilize the City's social media platforms to showcase Carlsbad's sense of place and community.	Priority: High Start Year: FY23-24 Cost: Funded Lead: I&ED & Comms	Increased engagement on social media platforms that showcase the city as a desirable destination	Complete (ongoing) Leverage Life in Action and city-owned channels to enhance perception of Carlsbad
	Consider expanding the City's social media footprint into additional platforms to target different segments of the Carlsbad population.	Priority: Medium Start Year: FY24-25 Cost: Funded Lead: Comms	Recurring forum with commercial brokers	Not Started
Objective 4.3: Leverage city-owned assets and right of way to create a sense of place	Continue to celebrate local artists by enhancing the City's Public Art Collection.	Priority: Low Start Year: FY25-26 Cost: unknown Lead: Libraries	Enhanced public art displays	Not Started
	Expand the City's parklet program to create additional green space and community gathering opportunities.	Priority: Medium Start Year: FY25-26 Cost: unknown Lead: CD	Enhanced green space that is open and usable to the public	Not Started
	Partner with local business organizations to implement placemaking strategies such as holiday lighting and a banner program to enhance the sense of place and community.	Priority: High Start Year: FY23-24 Cost: unknown Lead: I&ED	Robust and well maintained banner program	Complete (ongoing) Banner program effectively managed by CVA





ECONOMIC DEVELOPMENT SUBCOMMITTEE

Staff Report

Meeting Date: Jan. 30, 2024
From: David Graham, Chief Innovation Officer
Staff Contact: David Graham, Chief Innovation Officer
david.graham@carlsbadca.gov, 442-339-5992
Subject: 2024 Economic Development Subcommittee Regular Meeting Calendar

Recommended Action

Adopt the 2024 Economic Development Subcommittee regular meeting calendar.

Executive Summary

This item contains changes to the previous calendar of regular meetings and proposes a schedule that meets earlier in the day on Tuesdays.

Discussion

Staff is proposing that the subcommittee meet at 10 a.m., on the third Tuesday of odd months, in the Carlsbad City Council Chamber, beginning March 19, 2024. Special meetings may be called as necessary. The 2024 calendar establishing the dates for the regular Economic Development Subcommittee meetings is provided in Exhibit 1.

Fiscal Analysis

This action has no financial impact.

Next Steps

If approved, staff would work with the City Clerk's Office to calendar all meetings for the year and ensure proper noticing.

Exhibits

1. 2024 Economic Development Subcommittee Regular Meeting Calendar

2024

ECONOMIC DEVELOPMENT SUBCOMMITTEE MEETING CALENDAR

January

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

March

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

April

S	M	T	W	T	F	S
	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May

S	M	T	W	T	F	S
			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

June

S	M	T	W	T	F	S
						1
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

July

S	M	T	W	T	F	S
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

August

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18	19	20	21	22	23	24
25	26	27	28	29	30	31

September

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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October



S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

 10 a.m. Economic Development Subcommittee Meetings
 City Holiday, City Offices Closed