



Agenda

March 19, 2024, 10 a.m.

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 Special Meeting held Jan. 30, 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, Administrative Services 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. Discuss the proposed Economic Development Strategic Actions - fiscal year 2024-25 and make a recommendation for City Council consideration during the fiscal year 2024-25 budget process. (Staff contact: David Graham and Matt Sanford, Administrative Services Department)

Recommendation: Receive the informational report and provide feedback.

SUBCOMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:

ADJOURN:



ECONOMIC DEVELOPMENT SUBCOMMITTEE

Minutes

Jan. 30, 2024, 10 a.m.

Special Meeting

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

CALL TO ORDER: 10 a.m.

ROLL CALL: Blackburn, Bhat-Patel.

APPROVAL OF MINUTES:

Minutes of the Regular Meeting held Dec. 18, 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:

Don Christiansen shared information on City of San Antonio Texas solar projects.

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.

The subcommittee received informational reports from Carlsbad Village Association Executive Director Christine Davis and Visit Carlsbad President and CEO Kim Sidoriak.

Chief Innovation Officer David Graham introduced Eduardo Valazquez of the San Diego Regional EDC who presented a report on data and trends occurring in the region including a Power Point presentation (on file in the Office of the City Clerk).

The subcommittee received the reports.

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.

Chief Innovation Officer David Graham and Economic Development Manager Matt Sanford presented the report with a Power Point presentation (on file with the Office of the City Clerk).

Mayor Blackburn called for a recess at 11:06 a.m.

Mayor Blackburn reconvened the meeting at 11:12 a.m.

Carlsbad Village Association (CVA) Executive Director Christine Davis spoke in support of the strong relationship between CVA and Chief Innovation Officer David Graham.

Motion by Mayor Blackburn, seconded by Mayor Pro Tem Bhat-Patel to add an item to a future meeting agenda to address parking, NCTD Carlsbad Connects and an update on what neighboring Cities are doing with the trolleys. Motion carried unanimously, 2/0.

Motion by Mayor Blackburn, seconded by Mayor Pro Tem Bhat-Patel to receive the subcommittee report and recommend the continuation of \$110,000 in funding to implement the proposed Strategic Actions Plan. Motion carried unanimously, 2/0.

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.

Motion by Mayor Blackburn, seconded by Mayor Pro Tem Bhat-Patel to adopt the regular meeting calendar. Motion carried unanimously, 2/0.

SUBCOMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:

Mayor Blackburn, in response to the Economic Development Strategic Plan, requested a future item regarding parking, NCTD, Carlsbad Connects and what neighboring cities are doing with trolley type transportation.

ADJOURN: Mayor Blackburn adjourned the duly noticed meeting at 11:32 a.m.

Robin Nuschy, Minutes Clerk
Executive Assistant



ECONOMIC DEVELOPMENT SUBCOMMITTEE

Staff Report

Meeting Date: March 19, 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

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: March 19, 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

Matt Sanford, Economic Development Manager
matt.sanford@carlsbadca.gov, 442-339-5987

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. Discuss the proposed Economic Development Strategic Actions - fiscal year 2024-25 and make a recommendation for City Council consideration during the fiscal year 2024-25 budget process.

Executive Summary

The Economic Development Strategic Plan is a roadmap that guides the City's economic development activities over a five-year period beginning in 2023. The Economic Development Strategic Actions Plan is the annual implementation of the tactical steps to achieve the goals and objectives of the Economic Development Strategic Plan and outlines the tactical actions that are taken to achieve its goals and objectives.

The strategic actions are updated annually and presented to the Economic Development Subcommittee for their input and recommendation to the City Council. The strategic actions for fiscal year 2024-25 were presented to the subcommittee at its January 30, 2024, special meeting. The information related to the Economic Development Strategic Plan that was considered on January 30, 2024, is included as Exhibit 1.

The subcommittee provided input related to the strategic actions ahead of making a final recommendation. During the discussion on the Economic Development Strategic Plan, the subcommittee provided input that has been evaluated or incorporated for consideration in this item. The subcommittee also heard from a Carlsbad business organization about their concerns regarding service level reductions due to the potential reduction of staff and restructuring of the Innovation & Economic Development Department. In addition to the input, the subcommittee voted to direct staff to return at a future meeting with a discussion to address parking, a pilot program with North

County Transit District called Carlsbad Commuter, and information regarding what neighboring cities are doing related to mobility using a trolley or trolley-like solution.

This action will provide a final recommendation from the subcommittee for the fiscal year 2024-25 implementation of the plan including funding and service levels.

Explanation & Analysis

On Jan. 10, 2023, the City Council adopted the Economic Development Strategic Plan which was consistent with the economic vitality goal of the City Council's five-year Strategic Plan and was one of the first objectives that was achieved. The Economic Development Strategic Plan, supported by the fiscal year 2023-24 budget, combines a long-term overarching strategy with adaptable, annually-reviewed strategic actions.

On January 30, 2024, the Economic Development Subcommittee provided input to staff for the development of a recommendation to the City Council for the fiscal year 2024-25 budget and requested additional information before finalizing their recommendation.

Each year, the decision related to the economic development strategic actions recommendation is made within the context of the city's current fiscal outlook. For fiscal year 2024-25, recent updates to the city's financial outlook have improved from the previous update. An accelerated economic recovery from the COVID-19 pandemic coupled with unprecedented inflation sustained by consumer demand contributed to the city's General Fund ending fiscal year 2022-23 with a healthy surplus. The combined impact of budget reduction efforts in fiscal year 2022-23 and 2023-24 and the larger-than-anticipated surplus positively impacted the 10-year forecast for the city's General Fund. The projected deficit is now not anticipated to occur until fiscal year 2028-29, three years later than the timing previously projected.

However, the city is still facing economic uncertainty, most notably from extreme inflationary increases since 2021 that have added pressure to the budget. As of June 30, 2023, the city's General Fund had an ending reserve balance of \$137 million, nearly \$50 million above the city's policy target of 40% of the General Fund's adopted budget. With this in mind, staff are presenting a reasonable approach to implementing the City Council-approved Economic Development Strategic Plan that incorporates the input from the Economic Development Subcommittee to date. While the proposal represents a reduction in funding from the fiscal year 2023-24 level by \$75,000, the strategic actions proposed for 2024-25 can still be achieved. However, if organizational changes, staff reductions or other factors impact service levels, then a re-evaluation of the implementation of the Economic Development Strategic Plan and associated Economic Development Strategic Actions may be necessary.

Progress on Current Actions

The following are highlights from the second quarter implementation of the Economic Development Strategic Plan and reflect significant progress:

Cybersecurity Awareness

In conjunction with the San Diego Cyber Center of Excellence and Carlsbad Chamber of Commerce, the city has continued to support the cybersecurity awareness program for businesses. Now, more than 60 small businesses have participated in training workshops.

LIA Recruiter

Life in Action Recruiter is ready to launch with the final details now being complete. It will go live for Carlsbad companies before the end of March. Currently, signed-up Carlsbad companies will receive notice on the updated platform, followed by broad promotion to all Carlsbad companies. Simultaneously, we will begin promoting the platform to candidates and encourage existing candidates to update their profile information.

Intern Housing

To alleviate a noted burden of finding summer interns who can afford to live in North County during their internship, in conjunction with the San Diego North Economic Development Council (SDNEDC), and CSU San Marcos (CSUSM), the City of Carlsbad supported the launch of a new program to allow employers to use CSUSM student housing for summer interns. The program provides discounted accommodations for summer interns as well as several enrichment programs designed to engage interns with local businesses and showcase North County attributes. Interested businesses are encouraged to connect with SDNEDC to participate.

Business Visits

Staff have organized a series of business visits to increase engagement between businesses, staff, and city leaders and officials. In February and March, two tours were conducted in the village. As a result of these tours, four council members, the City Manager, the Chief Innovation Officer, and the Economic Development Manager participated in different meetings. Attendees heard the direct perspective of seven unique businesses and received a broad overview of trends in the Village area from the executive director of the Carlsbad Village Association.

Industry Discussions

Staff have continued to convene industry stakeholders, capturing each of Carlsbad's key industries on a rotating basis. Through these convenings, the city aims to develop more cross-pollination within industries and create a more robust ecosystem of activity. Each month, staff pulls together 10-15 leaders from a key industry, including large companies and small startups, to discuss trends, challenges, and opportunities.

Dashboard of Economic Indicators

Each quarter, staff presents a quarterly economic scan to the City Council. This scan helps the City Council understand current economic conditions and trends. However, staff also receives questions about various aspects of Carlsbad's economy regularly from businesses and the public.

To keep the City Council, city leaders, staff, and the public better informed, economic development staff have created a dashboard of economic indicators that will be updated as new data is released. This will ensure more timely updates as the dashboard will be automatically refreshed as new data is released.

City of Carlsbad Economic Development Dashboard

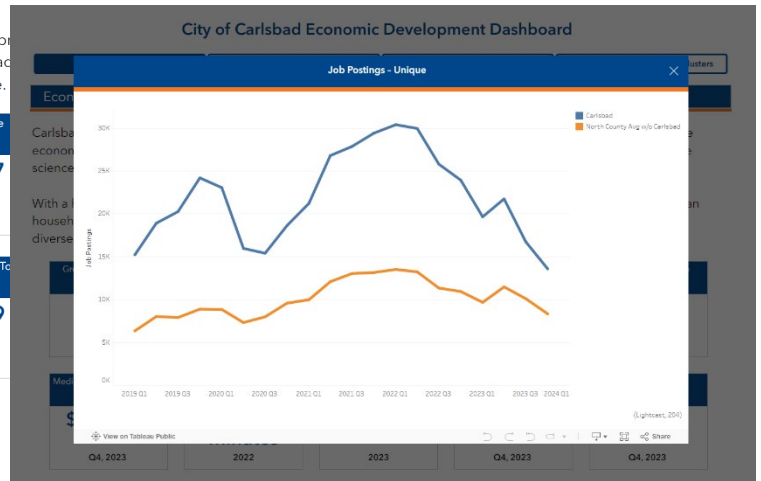
[Economic Overview](#) |
 [Talent & Workforce Demographics](#) |
 [Commercial Real Estate](#) |
 [Business Activity & Industry Clusters](#)

Economic Overview - Key Indicators Snapshot

Carlsbad's economy is characterized by its robustness and diversity, supported by a range of industries and favorable economic indicators. The city's Gross Domestic Product (GDP) shows steady growth, driven by key sectors such as life sciences, technology, sports innovation and design, cleantech, and hospitality and tourism.

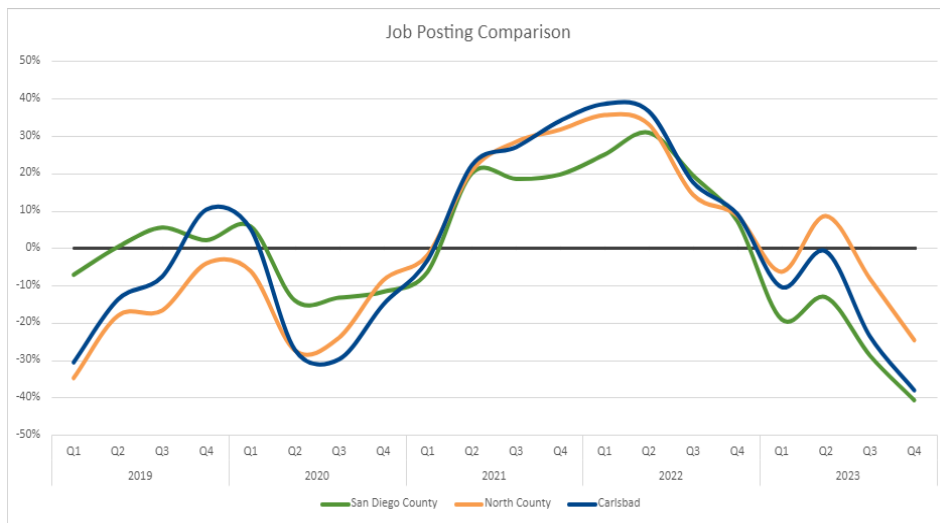
With a healthy employment rate and a skilled workforce, Carlsbad maintains its economic position. The city's median household income surpasses the national average, reflecting its high quality of life. Carlsbad is also diverse, with a wide range of industries contributing to its economic stability and resilience.

Gross Regional Product (GRP) \$17.1B Q4, 2023	Unemployment Rate 4.2% Q4, 2023	Medium Home Value \$1.45M Q4, 2023	Total Workforce 91,697 Jobs Q4, 2023
Median Household Income \$146,596 Q4, 2023	Mean Travel Time 28.5 Minutes 2022	Businesses in Carlsbad 6,667 2023	Net Absorption SF Total 97,849 Q4, 2023



Job Postings

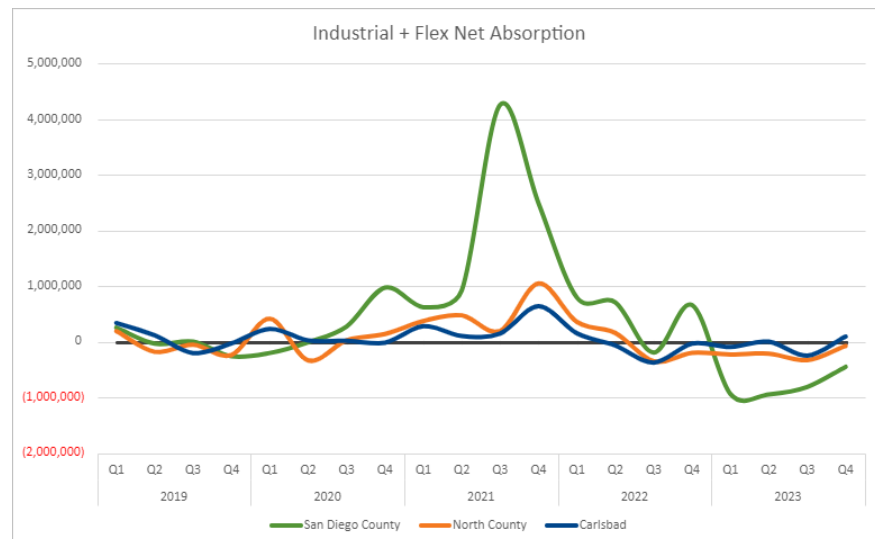
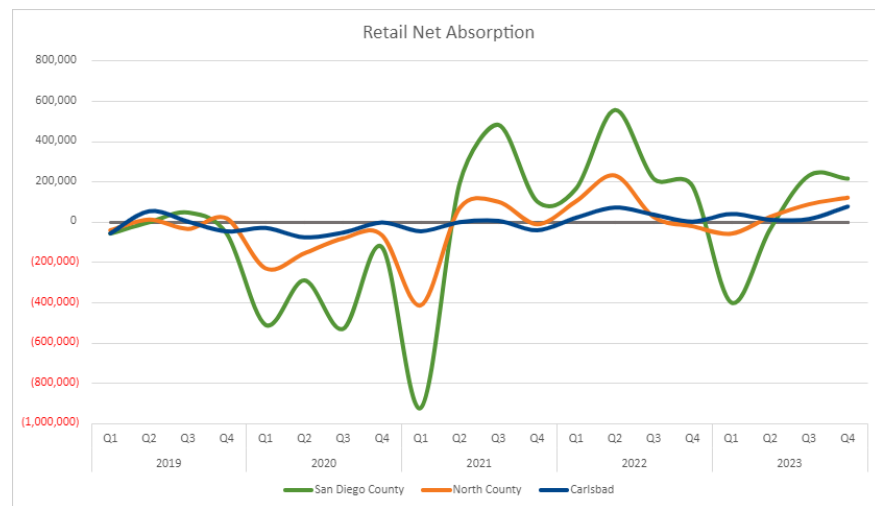
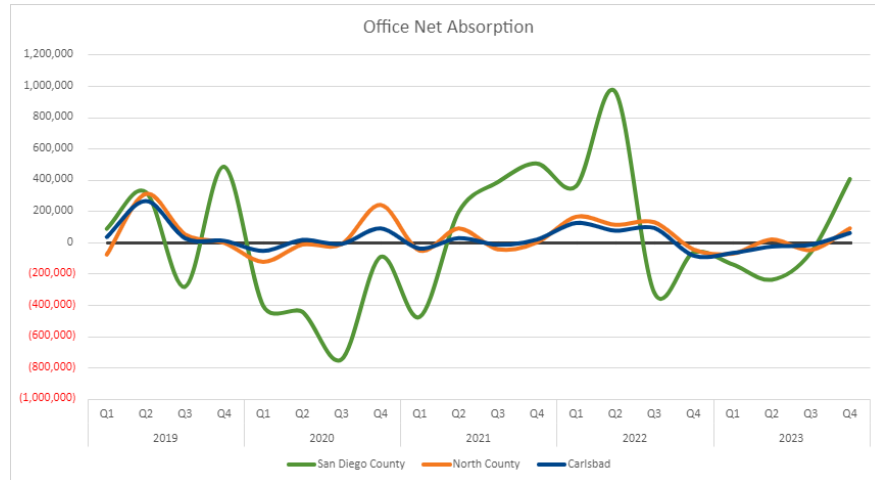
In response to a question from the City Council, staff has updated job-posting trend information to include a comparison with the North County area as well as San Diego as a whole. The trend shows that Carlsbad's decline in job postings tracks with the region as a whole. Staff also discussed the jobs trends with the San Diego Regional Economic Development Corporation who concurred that job postings are declining in general, but that they were artificially high over the past two years. We are likely to see trends normalize to a lower posting average on par with pre-pandemic levels.



Commercial Real Estate Trends

The City Council also asked a question regarding trends in commercial real estate. Specifically, it was asked how Carlsbad's commercial real estate was doing in comparison with other parts of the county. In general, trends for net absorption in Carlsbad – the amount of vacant space leased or purchased, minus the amount of space that was vacated – followed trends around the county. However, the comparison does not accurately account for the unique attributes of different areas. For example, Carlsbad's land zoned for commercial space is largely built out, which means net

absorption will likely be less than in areas where new development is still coming online. Another explanation for differences is the different uses of space. For example, industrial space in Carlsbad may be used for high-tech or biotech manufacturing, which is a substantially different use than industrial space in Otay Mesa, which is largely warehousing and distribution. These factors make a comparative analysis difficult, but the chart below attempts to portray the overall differences in net absorption compared to North County and the County as a whole.



Carlsbad General Plan Mobility Element and Sustainable Mobility Plan

The city's transportation and mobility team has been active in the development and administration of programs aimed at mitigating parking and mobility issues, which are covered in the Sustainable Mobility Plan (SMP). While the Economic Development Strategic Plan highlights the association of these issues with economic development, the work being done to address parking and mobility challenges is captured in the SMP and Parking Management Plan (PMP).

The city's SMP was adopted by City Council in January 2021 and presents recommendations for reducing vehicle miles traveled, mitigating the impacts of growth and development and shifting how residents get around the city away from private automobiles towards modes that are more livable, cleaner, and healthier. Increasing transportation options and improving connectivity within the city are core values of the SMP and the Carlsbad Community Vision (Envision Carlsbad 2010 and Carlsbad General Plan, 2015). The General Plan Mobility Element further defines these values with several goals related to sustainable mobility:

- Keep the City of Carlsbad moving with livable streets that provide a safe, balanced, cost-effective, multimodal transportation system (vehicles, pedestrians, bikes, transit) accommodating the mobility needs of all community members, including children, the elderly, and the disabled. (3-G.1)
- Improve connectivity for residents, visitors, and businesses (3-G.2)
- Manage parking to support all modes of transportation and ensure efficient use of land. (3-G.4)

The SMP marks a crucial step in realizing the goals outlined in the Mobility Element. It aims to create a toolkit of new measures geared towards facilitating transit, walking, and cycling for short, everyday trips across the city, thereby alleviating traffic congestion, enhancing safety, and cutting emissions in line with the city's Climate Action Plan.

During the SMP outreach, community members highlighted several pressing issues, including the need for innovative travel options, gap closure projects, and first/last mile services that provide access between major transit stations and residential and employment areas. Residents of Carlsbad expressed a strong desire to transition away from single-occupancy vehicles towards alternative mobility options like on-demand microtransit. This shift is driven by the challenges in accessing traditional fixed-route transit, underscoring the need for more accessible transportation solutions.

Carlsbad Connector Microtransit Pilot Project

On Aug. 19, 2019, the Carlsbad Connector, an on-demand shuttle service was launched as the first program of its kind in San Diego County to transport commuters between the Carlsbad Poinsettia COASTER station and workplaces in Carlsbad with the Palomar Airport Road Business Park. This program was intended to bolster COASTER ridership by offering a flexible and convenient solution bridging the gap between the station and the city's primary employment center along Palomar Airport Road. The program was also a successful example of a public/private partnership between the City of Carlsbad, NCTD, SANDAG, and Carlsbad employers.

At its peak in February 2020, the Connector transported over 400 riders per week and amassed more than 10,000 rides over its 12-month lifespan. However, the pilot program was terminated in July 2022 due to the COVID-19 pandemic.

Subsequently, NCTD decided against reinstating the Carlsbad Connector service. Instead, it plans to introduce similar microtransit pilot programs in San Marcos, Vista, Fallbrook, and eastern Oceanside.

Neighboring City Programs: Oceanside “G’Oside” EV Shuttle Program

In the summer of 2023, the City of Oceanside implemented an electric vehicle (EV) microtransit shuttle program in Downtown Oceanside called “g’Oside.” This program provides two years of funding from Visit Oceanside and SANDAG. In the program’s first month of operations the service provided over 6,000 trips within the downtown area. The service has a fare of \$3 per passenger which is capped at \$6 for groups of more than two. Other notable data points from this service include:

- Thursdays and weekends had the highest utilization.
- Top points of service were the Hyatt resorts, beach/pier, and the Paradise by the Sea RV resort.
- Shuttle utilization in the eastside residential neighborhood was also significant.

Perception of the program is that it is successful but costly, with an average cost of about \$50,000 per month. SANDAG is currently funding about 50% of the program cost for the first two years, at which time the City of Oceanside will evaluate whether or not to continue the program.

Strategic Actions FY 2024-25

At the January 30, 2024, on Special Meeting of the City Council Economic Development Subcommittee, Subcommittee members requested an update on parking and mobility programs, given the perception of impacted parking in the Village and other coastal areas, and the impact on businesses in those areas. Based on input from the Subcommittee, staff followed up with the Community Development and Transportation departments to fine-tune actions, define deliverables, and ensure that an item related to parking and its impact on business and commerce was included in the Economic Development Strategic Plan. The updated Economic Development Strategic Actions for fiscal year 2024-25 document (Exhibit 2) reflects these updates.

The additional item highlights the critical issue of parking and mobility challenges within Carlsbad, with a particular focus on the coastal areas, as the upcoming Parking Management Plan (PMP) will demonstrate. These challenges not only impact the quality of life for residents but also may pose barriers to the success and viability of Carlsbad small businesses and retailers. The perception of scarce parking options can deter potential customers, directly affecting the economic vitality and sustainability of businesses that make up Carlsbad's local economy. Parking and mobility options are fundamental to ensuring that Carlsbad businesses remain competitive and attractive to both residents and visitors.

Specifically, the following was added as a strategic action in objective 3.1 - Evaluate opportunities to improve mobility for visitors, residents, and the workforce:

Action: Use data to identify specific mobility issues and select projects from the City’s Sustainable Mobility Plan and Parking Management Plan that will result in a higher quality of life for Carlsbad residents and workers.

Deliverable: Propose actions from the PMP and SMP that will help address parking challenges experienced by businesses

The action is proposed to kick off in fiscal year 2025-26, which will be after the updated PMP is completed and considered by the City Council. Staff will return to the subcommittee during the fiscal year 2025-26 planning process should there be an associated budget request.

The updated plan 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 implementation plan could be impacted by a diminished staffing capacity, which could yield a drop in service levels.

The Economic Development Strategic Plan 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 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 plan, 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 Economic Development Strategic Plan, including \$75,000 in one-time funding for the biennial business survey, and \$110,000 in ongoing funding for continuing actions. The City Council approved that recommendation in its entirety. For fiscal year 2024-25, staff are proposing to execute the proposed actions with a consistent level of ongoing funding (\$110,000) from the previous fiscal year. No additional allocation above the current level is being requested.

Next Steps

Staff will appropriately respond to the discussion and direction by the subcommittee and will present their recommendation on the Economic Development Strategic Actions – Fiscal Year 2024-25 to the City Council for their consideration.

Exhibits

1. [Jan. 30, 2024 Staff Report - Fiscal Year 2024-25 Economic Development Strategic Actions](#) (on file in the Office of the City Clerk)
2. Economic Development Strategic Actions – Fiscal Year 2024-25

Jan. 30, 2024 Staff Report - Fiscal Year 2024-25 Economic
Development Strategic Actions
(on file in the Office of the City Clerk)

ECONOMIC DEVELOPMENT STRATEGIC ACTIONS

FISCAL YEAR 2024-25



YEAR 2 ACTION PLAN



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 "Complete" or "Ongoing" from previous years are shown in **GREEN**. "In Progress" and 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 City.	Priority: High Start Year: FY23-24 Cost: Funded <i>(Staff time)</i> 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	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 eventually 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 <i>(Staff time)</i> 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 (https://www.carlsbadca.gov/home/showpublisheddocument/8210/637708469063930000)
	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 <i>(Staff time)</i> 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 and reports KPIs for plan check review times.
	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 <i>(Staff time)</i> 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: CD	Creation of a project resolution process	Complete
	Evaluate a potential economic development priority project designation for planning and permitting review that could include 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 for projects that fall within key industries and meet certain defined parameters; Identify options to expedite pending available staffing resources	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 <i>(part of \$5000 to pay for costs of hosting)</i> 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 <i>(previously allocated in ERRI budget. Ongoing cost is staff time)</i> 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 <i>(membership dues in organizations)</i> 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	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 <i>(\$10,000 sponsorship of Startup SD)</i> Lead: I&ED	Host a day of startup week	Proposed to Start in 2024 Piloted in 2022 & 2023. Proposing to make it an on-going activity in 2024.
	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: I&ED	Design an engagement mechanism to hear from residents and businesses, pending resource availability
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-	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	Priority: Medium Start Year: FY25-26 Cost: \$25,000	Establish Partnership(s)	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 1.5: continued	geared towards supporting women, minority, veteran, and disabled-owned businesses.	Lead: I&ED		
	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,	Priority: Medium Start Year: FY25-26 Cost: \$25,000 Lead: I&ED	Creation of events that promote inclusivity	Not Started
			& Libraries	



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 resource for Carlsbad businesses.	Priority: High Start Year: FY23-24 Cost: Funded (\$50,000 contract with Role Call and \$8,000 contract with DCI for website hosting) 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 (part of \$5000 to pay for costs of hosting) Lead: Libraries & I&ED	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 (staff time) Lead: I&ED	Support and facilitate resources to expand internship programs	Proposed to Start in 2024
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 (Part of \$60,000 contract with Rising Tide) Lead: I&ED	Added messaging to outbound communications	Complete (ongoing) 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: Transport	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 and parking options in the Village and coastline to make Carlsbad more connected and accessible.	Priority: High Start Year: FY23-24 Cost: Funded Lead: Transport	Provide analysis of mobility and parking options that enhance connectivity and accessibility	In Progress (75% complete) Potential collaboration with the City of Encinitas. PMP drafted
	Use data to identify specific mobility issues and select projects from the City’s Sustainable Mobility Plan and Parking Management Plant that will result in a higher quality of life for Carlsbad residents and workers.	Priority: High Start Year: FY25-26 Cost: Funded Lead: Transport	Propose actions from the PMP and SMP that will help address parking challenges experienced by businesses	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 <i>(Staff time & part of \$75,000 contract with Zencity)</i> 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 <i>(\$20,000 contract with SDNEDC & part of \$20,000 contract with Connect)</i> 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 <i>(staff time)</i> 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 <i>(Staff time, \$10,000 Contract with With & Part of \$60,000 contract with Risina Tide)</i> 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 <i>(staff time)</i> Lead: I&ED	Recurring forum with commercial brokers	Proposed to Start in 2024
	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 <i>(part of \$20,000 contract with Connect)</i> Lead: I&ED	Support innovation showcases like "Innovation Day"	Proposed to Start in 2024 This activity has happened in the past but was not part of the EDSP actions
	Create a form to better track BEAR projects and their impact on the city.	Priority: High Start Year: FY24-25 Cost: Funded <i>(staff time)</i>	Develop an intake form and tracking sheet	Proposed to Start in 2024

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
		Lead: I&ED		
	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 (<i>staff time</i>) 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 consistent and cohesive messaging.	Priority: Medium Start Year: FY25-26 Cost: \$10,000 Lead: I&ED & Comms	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 <i>(Staff time & Part of \$60,000 contract with Rising Tide)</i> Lead: I&ED & C&E	Messaging included in appropriate outlets	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 <i>(Staff time & Part of \$60,000 contract with Rising Tide)</i> Lead: I&ED	Stand-alone business focused newsletter	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 <i>(Staff time & Part of \$60,000 contract with Rising Tide)</i> 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 <i>(Staff time & Part of \$60,000 contract with Rising Tide)</i> 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) https://www.carlsbadca.gov/departments/community-development/departmental-information-bulletins
	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 <i>(staff time)</i> Lead: I&ED	Creation of digital library	Proposed to Start in 2024
	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 <i>(staff time)</i> Lead: I&ED	Creation of resource guide	Complete (ongoing) Available on business page of the city's website
Objective 4.2: Enhance placemaking opportunities to strengthen the	Partner with local businesses to participate in and promote the City's volunteer program to activate public spaces and foster a sense of	Priority: Medium Start Year: FY26-27 Cost: Funded Lead: I&ED & Comms	Increased awareness of tools to support businesses moving to Carlsbad	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
connection between people and the places they share.	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 <i>(Staff time & Part of \$60,000 contract with Rising Tide)</i> Lead: I&ED & C&E	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 <i>(staff time)</i> Lead: I&ED & C&E	Exploration of additional platforms to reach target audiences	Proposed to Start in 2024
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: Parks & Rec	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: Funded <i>(\$35,000 contract with CVA)</i> Lead: I&ED	Robust and well maintained banner program	Complete (ongoing) Banner program effectively managed by CVA

