



# Agenda

May 21, 2024, 10 a.m.

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](https://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](mailto: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](mailto: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 March 19, 2024

**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. HIGHER EDUCATION INSTITUTION UPDATE – Receive informational reports from North County higher education institutions, discuss and provide recommendations. (Staff contact: David Graham, Administrative Services Department)

**Recommendation:** Receive the informational reports and provide feedback.

3. ECONOMIC DEVELOPMENT STRATEGIC ACTIONS UPDATE – Receive an informational report on the implementation of current economic development strategic actions, discuss and provide recommendations. (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

March 19, 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 Special Meeting held Jan. 30, 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, Administrative Services Department)

**Recommendation:** Receive the informational reports and provide feedback.

The subcommittee received informational reports from Visit Carlsbad President and CEO Kim Sidoriak, Carlsbad Village Association Executive Director Christine Davis, and Carlsbad Chamber of Commerce President and CEO Brett Schazenbach.

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. 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.

Chief Innovation Officer David Graham, Finance Director Zach Korach, and Economic Development Manager Matt Sanford including a Power Point presentation (on file with the Office of the City Clerk).

Transportation Planning and Mobility Manager Nathan Schmidt presented a report, requested by the last subcommittee meeting, on Carlsbad and neighboring cities mobility efforts, including a Power Point presentation (on file with the Office of the City Clerk).

The subcommittee received the report.

Motion by Mayor Pro Tem Bhat-Patel, to support the Economic Development Strategic Actions, to move the Small Business Liaison program development to Fiscal Year 2024-25, and at a minimum maintain the current service levels for economic development, operational efficiency, and data services in Fiscal Year 2024-25. The motion also directed staff to return to the committee with information on the Grand Avenue Promenade concept. Mayor Blackburn seconded the motion. Motion carried unanimously, 2/0.

**SUBCOMMITTEE MEMBERS COMMENTS & ANNOUNCEMENTS:**

There were no additional comments or announcements.

**SUBCOMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:**

There were no member requests for future agenda items.

**ADJOURN:** Mayor Blackburn adjourned the duly noticed meeting at 10:55 a.m.

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Robin Nuschy, Minutes Clerk  
Executive Assistant



## ECONOMIC DEVELOPMENT SUBCOMMITTEE

# Staff Report

**Meeting Date:** May 21, 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.

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:** May 21, 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:** Higher Education Institution Update

### Recommended Action

Receive informational reports from North County higher education institutions, discuss, and provide recommendations.

### Executive Summary

Higher education institutions are pivotal to the economic vitality of Carlsbad, serving as critical suppliers of talent and fostering growth within the economy. This item provides an opportunity to hear updates from North County higher education institutions on the challenges and opportunities they are facing and will discuss how they engage with the business community. It will highlight the essential role that educational institutions play in preparing a skilled workforce, driving innovation, and supporting overall economic development in Carlsbad and the surrounding region.

### Explanation and Analysis

North County is home to a handful of higher educational institutions that supply talent to the local economy. Three of these institutions are notable in their connectivity with Carlsbad employers. These include California State University San Marcos, MiraCosta College, and MiraCosta Technical Career Institute. Representatives of these institutions will provide presentations to the subcommittee on what challenges and opportunities they foresee in the coming year,

Updates will be provided by:

1. CSU San Marcos
2. MiraCosta College
3. MiraCosta Technical Career Institute

### 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:** May 21, 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 Actions Update

### Recommended Action

Receive an informational report on the implementation of current economic development strategic actions, discuss and provide recommendations.

### 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. This report provides an update on the implementation of the approved strategic actions.

The strategic actions are updated annually and presented to the Economic Development Subcommittee for their input and recommendation to the City Council. At the March 19, 2024 meeting, the subcommittee unanimously approved providing a recommendation to the City Council to adopt the Economic Development Strategic Actions for Fiscal Year 2024-25 (Exhibit 1). The recommendation also included moving the small business liaison program implementation up to Fiscal Year 2024-25 without creating a new position and maintaining department service levels to ensure efficient implementation of the Economic Development Strategic Plan.

### Explanation and Analysis

#### **Progress on Current Actions**

The following are highlights from the implementation of the Economic Development Strategic Plan and reflect recent 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 90 small businesses have participated in training workshops.

#### **Life in Action Recruiter**

Since relaunching Life in Action Recruiter, more than 45 Carlsbad businesses have signed up to use the Candidate Marketplace. Both businesses and candidates have expressed eagerness to use the

platform. The program addresses significant challenges in sourcing new employees by providing a centralized and efficient program to identify candidates who may not have been on the company's radar. It streamlines the connection between employers and qualified candidates, reducing the time and resources spent on recruiting. The Candidate Marketplace has a user-friendly interface that allows businesses to easily search, filter, and sort candidates, and engage directly with those that they see as qualified for openings. The program is designed to be a supplement for businesses' ongoing recruiting practices.

### **Intern Housing**

To alleviate the burden of finding summer interns who can't find housing or afford to live in North County during an internship, the City of Carlsbad, in conjunction with the San Diego North Economic Development Council (SDNEDC) and California State University San Marcos (CSUSM), supported the expansion of a program allowing employers to use CSUSM student housing for summer interns. This initiative has led to a threefold increase in program enrollment, with several Carlsbad companies taking advantage of the opportunity. The program provides discounted accommodations for summer interns and offers several enrichment programs designed to engage interns with local businesses and showcase North County's attributes.

Moving forward, businesses are encouraged to connect with SDNEDC to participate in this program. The discounted housing not only makes it feasible for interns to live and work in North County but also helps local companies attract and retain top talent. The enrichment programs, which is being led by SDNEDC, further enhance the intern experience by fostering connections with the community and highlighting the benefits of living and working in Carlsbad and the surrounding North County region. This initiative is one of the components the city is implementing to support workforce development and strengthen the local economy.

### **Business Visits**

Staff have organized a series of business visits to increase engagement between businesses, staff, and city leaders and officials. In March and April, two tours were conducted with Vuori and Argonaut Manufacturing Services. These tours involved participation from four council members, the Deputy City Manager, the Chief Innovation Officer, and the Economic Development Manager. During these visits, attendees gained direct insights into the opportunities and challenges faced by these businesses. This program allows city leaders to understand the diverse types of businesses and operations in Carlsbad and connect with business leaders to anticipate and address potential challenges.

Upcoming tours include Quidel Ortho, Ionis, and HME Electronics.

### **Industry Discussions:**

Staff have been actively convening industry stakeholders, rotating through each of Carlsbad's key industries to foster cross-pollination and create a robust ecosystem of activity. Each month, 10-15 leaders from a specific industry, ranging from large companies to small startups, gather to discuss trends, challenges, and opportunities. These discussions are designed to build connections, share insights, and identify collaborative opportunities that can drive growth and innovation across the city's business landscape.

In March, the focus was on the city's Sports and Active Lifestyle industry and highlighted the diverse



range of the industry. In April, the focus was on the burgeoning Cleantech industry in Carlsbad, demonstrating that the city is becoming a hub of sustainable development and environmental innovation. In May, the spotlight shifted to the Life Sciences industry, underscoring Carlsbad's robust core of medical device and biotechnology companies. Through these ongoing industry discussions, the city aims to strengthen relationships, promote knowledge sharing, and support the continued success of Carlsbad's diverse economic sectors.

### **Dynamic Economic Indicators Dashboard**

A powerful new tool to support data-informed decision-making is now online. The Dynamic Economic Indicators Dashboard covers key areas such as industry sectors, commercial real estate, talent and workforce demographics, and overall economic indicators, this dashboard ensures that a wide public audience—from city leaders to commercial brokers and business leaders—has access to critical information. The indicators provided are updated as new data becomes available, meaning the dashboard stays as current as possible.

By offering comprehensive economic analysis, the dashboard aids in maintaining economic stability and fostering growth. City leaders can use the data to make informed policy decisions, commercial brokers can better understand market trends, and business leaders can strategize for future investments. The timely and accurate updates provided by the dashboard help support Carlsbad's continued economic vitality and resilience.

### **Innovate78**

The Innovate78 collaborative, which includes the cities of Carlsbad, Escondido, Oceanside, San Marcos, and Vista, has begun its partnership with Connect, the regional organization that supports startup growth and innovation economy. On May 14, 2024, a kickoff event with 50 startups and innovative firms was held in Oceanside. The program allowed the five cities to engage with those businesses, learn about their growth trajectory, and find opportunities to provide support.

As part of Connect's work with Innovate78, the organization will host one of its primary events, the Summer Social, in Carlsbad. The event will take place June 13, 2024 at The Flower Fields.

### **Business Improvement Districts**

On May 6, 2024, the Carlsbad Golf Lodging Business Improvement District (CGLBID) Advisory Board passed resolutions completing the spend down of the remaining CGLBID reimbursement funds. With the funds depleted, the CGLBID Advisory Board also approved a recommendation to the City Council to disestablish the District. Accordingly, a resolution of intention to disestablish the district will come before the City Council for consideration in the coming months.

The former Carlsbad Tourism Business Improvement District (CTBID) still has funds remaining. Once the funds are fully spent down and services procured with those funds fully rendered, the CTBID Advisory Board may consider a similar recommendation for disestablishment. The newly authorized district run by Visit Carlsbad is up and running.

### **Strategic Actions FY 2024-25**

At the March 19, 2024, meeting, the Subcommittee heard an updated presentation on the Economic Development Strategic Actions for Fiscal Year 2024-25 that incorporated the members' input regarding parking and mobility. During the discussion, the subcommittee unanimously approved a

recommendation to the City Council to support the Economic Development Strategic Actions – Fiscal Year 2024-25 (Exhibit 1), to move the Small Business Liaison program development to Fiscal Year 2024-25 without creating a new position, and to at a minimum maintain the current service levels for economic development, operational efficiency, and data services in Fiscal Year 2024-25. The implementation of the strategic actions in the next fiscal year, as recommended by the Subcommittee, relies on maintaining the current service level.

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**

This action has no financial impact.

### **Next Steps**

Staff will present the subcommittee recommendation regarding the Economic Development Strategic Actions – Fiscal Year 2024-25 to the City Council on May 21, 2024 during the fiscal year 2024-25 preliminary budget hearing. The Subcommittee recommendation provides the services necessary to accomplish the strategic actions for the next fiscal year and continue implementing the Economic Development Strategic Plan. If the recommendation is not approved, the implementation of the Economic Development Strategic Plan will be impacted. At a minimum, the recommendation for a small business liaison program and coordination with the businesses on parking and mobility would not occur in fiscal year 2024-25. Following the final budget adoption for fiscal year 2024-25, staff will present an item to the Economic Development Subcommittee regarding the strategic actions and implementation of the Economic Development Strategic Plan based on the approved resources and service levels.

### **Exhibit**

1. Economic Development Strategic Actions – Fiscal Year 2024-25

# 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 40 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
<b>Objective 1.1:</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> In-house I&ED	Work across City Departments to ensure staff understands how their work impacts Economic Development	<b>Complete (ongoing)</b> Communications between internal departments that interact with businesses to convey economic impact
	Continually review the planning application and permitting procedures to identify process improvements.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> CD	Continuous audit of procedures	<b>Complete (ongoing)</b> System in place. Recent examples include ADU by-right process, comprehensive form updates
<b>Objective 1.2:</b> 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	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> CD & IT	Building, planning, and other permits available online	<b>In Progress (10% complete)</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> CD	Permit submittal statuses available to check online	<b>In Progress (25% complete)</b> Building permits now available, other permits in development
	Promote the pre-application program to help identify major issues early in the entitlement process.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> In-house I&ED & CD	Pre-application process becomes a primary tool for developers with questions regarding development projects	<b>Complete (ongoing)</b> Information included in discussions with developers and new companies ( <a href="https://www.carlsbadca.gov/home/showpublisheddocument/8210/637708469063930000">https://www.carlsbadca.gov/home/showpublisheddocument/8210/637708469063930000</a> )
	Enhance the Welcome to Carlsbad Program for new businesses by providing information and resources on the pre-application program, permitting process, and business resources.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> In-house I&ED	Ensure new businesses have access to resources and information needed to grow their business	<b>Complete</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> CD	Track turnaround times of permit applications	<b>Complete (ongoing)</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> In-house I&ED & CD	Customer Self Service Portal	<b>Complete</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> CD	Creation of a project resolution process	<b>Complete</b>
	Evaluate a potential economic development priority project designation for planning and permitting review that could include expedited review, enhanced communication and/or other allowances.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> \$100,000 <b>Lead:</b> 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	<b>Not Started</b>
	Create a program to give planning and building staff better insight into operations in key industries, thereby giving a better understanding of development need.	<b>Priority:</b> Low <b>Start Year:</b> FY25-26 <b>Cost:</b> \$5,000 <b>Lead:</b> I&ED	Industry workshops with staff	<b>Not Started</b>

**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
<b>Objective 1.2:</b> continued	Evaluate potential solutions to give a clearer understanding of zoning prior to submittal. (OpenCounter)	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> Funded <b>Lead:</b> I&ED	Implement a solution to make zoning and planning information more accessible	<b>Not Started</b>
<b>Objective 1.3:</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED & Libraries	Position libraries as resource centers for small businesses to gain skills and information needed to run or grow their operations	<b>In Progress (33% complete)</b> Partnership with SBDC and Carlsbad Libraries
	Partner with business organizations to develop a shop local initiative to encourage patronage at Carlsbad businesses.	<b>Priority:</b> Low <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED	A resource and marketing kit for businesses to demonstrate the importance and impact of shopping local	<b>In Progress (75% complete)</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded Contracted <b>Lead:</b> I&ED	Partner with entrepreneur support organizations for services	<b>Complete (ongoing)</b> 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	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> \$10,000 <b>Lead:</b> I&ED	Host or support an open-house event of Carlsbad employers	<b>Not Started</b>
	Develop a Small Business Liaison Program that includes a dedicated liaison to resolve issues with the small business and entrepreneur community.	<b>Priority:</b> High <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded <b>Lead:</b> I&ED	Identify staff person to manage program	<b>Proposed to Start in 2024</b>
	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.	<b>Priority:</b> Low <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded Contracted <b>Lead:</b> I&ED	Host a day of startup week	<b>Proposed to Start in 2024</b> Piloted in 2022 & 2023. Proposing to make it an on-going activity in 2024.
	<b>Objective 1.4:</b> Embrace the changing nature of work and what that may look like for Carlsbad businesses	Evaluate signage requirements for businesses.	<b>Priority:</b> Low <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded <b>Lead:</b> 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		<b>Priority:</b> Low <b>Start Year:</b> FY26-27 <b>Cost:</b> Funded <b>Lead:</b> CD	Identify outdated planning practices and codes	<b>Not Started</b>
<b>Objective 1.5:</b> 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-	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> \$10,000 <b>Lead:</b> I&ED	Establish Partnership(s)	<b>Not Started</b>
	In conjunction with regional partners such as SBA, SCORE, and SBDC, offer trainings specifically	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> \$25,000	Establish Partnership(s)	<b>Not Started</b>

**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 & Libraries	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
<b>Objective 2.1:</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded Contracted <b>Lead:</b> I&ED	Update interface to be more useful and intuitive for businesses, allows for better data gathering on usage	<b>In Progress (90% complete)</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded Contracted <b>Lead:</b> Libraries & I&ED	Delivery of skills-based training for Carlsbad residents	<b>Complete (ongoing)</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> \$5,000 <b>Lead:</b> I&ED & Libraries	Create and maintain partnerships	<b>Not Started</b>
	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.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> Funded <b>Lead:</b> I&ED	Create and maintain partnerships	<b>Not Started</b>
	Facilitate partnerships between Carlsbad's businesses and education partners to identify skills necessary to obtain employment in high wage industries.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> Funded <b>Lead:</b> I&ED	A better-informed higher educational system as to the needs for skills in the workforce	<b>In Progress (50% complete)</b> 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	<b>Priority:</b> Medium <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded <b>Lead:</b> In-house I&ED	Support and facilitate resources to expand internship programs	<b>Proposed to Start in 2024</b>
<b>Objective 2.2:</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded Contracted <b>Lead:</b> I&ED	Added messaging to outbound communications	<b>Complete (ongoing)</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> IT	Ensure adequate wi-fi access is available at appropriate city facilities	<b>In Progress (50% complete)</b> Data gathering, research, and cost estimation have been completed
<b>Objective 2.3:</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> \$100,000 <b>Lead:</b> I&ED H&HS	Position libraries as resource centers for small businesses to gain skills and information needed to run or grow their operations	<b>Not Started</b>
<b>Objective 2.4:</b> 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.	<b>Priority:</b> Low <b>Start Year:</b> FY23-24 <b>Cost:</b> \$1M - 3M <b>Lead:</b> Transport	Increased ridership on public transit and other multi-modal options	<b>Complete</b> 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
<b>Objective 3.1:</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> Transport	Provide analysis of mobility and parking options that enhance connectivity and accessibility	<b>In Progress (75% complete)</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY25-26 <b>Cost:</b> Funded <b>Lead:</b> Transport	Propose actions from the PMP and SMP that will help address parking challenges experienced by businesses	<b>Not Started</b>
<b>Objective 3.2:</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED	Survey businesses biannually and use data to engage with key industries	<b>In Progress (50% complete)</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded Contracted <b>Lead:</b> I&ED	Cohesive economic development and collaboration across North County	<b>Complete (ongoing)</b> Regional collaboration pivoting in 2024 to be more resource-driven
<b>Objective 3.3:</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house <b>Lead:</b> I&ED	Increased awareness of tools to support businesses moving to Carlsbad	<b>Complete (ongoing)</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED	Create an ongoing series of industry roundtable discussions	<b>Complete (ongoing)</b> Roundtable series captures all key industries
	Host commercial real estate forums to create connections with resources.	<b>Priority:</b> Medium <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded In-house <b>Lead:</b> I&ED	Recurring forum with commercial brokers	<b>Proposed to Start in 2024</b>
	Support regional innovation showcases, like "Innovation Day" to demonstrate Carlsbad's commitment to fostering innovative firms and industries.	<b>Priority:</b> High <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded Contracted <b>Lead:</b> I&ED	Support innovation showcases like "Innovation Day"	<b>Proposed to Start in 2024</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded In-house	Develop an intake form and tracking sheet	<b>Proposed to Start in 2024</b>

**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
		<b>Lead:</b> I&ED		
	Create a site-selection tool to position Carlsbad for inbound investment.	<b>Priority:</b> High <b>Start Year:</b> FY25-26 <b>Cost:</b> \$25,000 <b>Lead:</b> I&ED	Develop a site-selection tool	<b>Not Started</b>
	Update information and mapping of Carlsbad's key industry clusters and patent intensity.	<b>Priority:</b> High <b>Start Year:</b> FY25-26 <b>Cost:</b> \$25,000 <b>Lead:</b> I&ED	Updated key industry cluster and patent information	<b>Not Started</b>
<b>Objective 3.4:</b> 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.	<b>Priority:</b> Low <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house <b>Lead:</b> I&ED	Support for Carlsbad's tourism sector	<b>Complete (ongoing)</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> Funded <b>Lead:</b> I&ED	A more robust pipeline of workers for hospitality and tourism jobs	<b>Not Started</b>



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

<b>Objective</b>	<b>Strategic Action</b>	<b>Resourcing</b>	<b>Deliverable</b>	<b>Status</b>
<b>Objective 4.1:</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> \$10,000 <b>Lead:</b> I&ED & Comms	Updated communications plan	<b>Not Started</b>
	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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED & C&E	Messaging included in appropriate outlets	<b>Complete (ongoing)</b> 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.	<b>Priority:</b> Low <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED	Stand-alone business focused newsletter	<b>Complete (ongoing)</b>
	Update Economic Development website and Doing Business in Carlsbad website to include links to programs and regional partners and resources.	<b>Priority:</b> High <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED	Updates to business-facing web resources	<b>In Progress (20% complete)</b> Initial mapping of business resource pages and data dashboards complete
	Develop a business spotlight program to highlight local businesses	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED	Development of a spotlight tool for digital outlets	<b>Complete (ongoing)</b> Small business spotlight in newsletter and social media
	Expand the opt-in text messaging system related to economic development and other City activities.	<b>Priority:</b> Low <b>Start Year:</b> FY26-27 <b>Cost:</b> Funded <b>Lead:</b> I&ED & IT	Citywide platform available to community members	<b>In Progress (20% complete)</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded <b>Lead:</b> CD	Develop bulletins and flow charts	<b>Complete (ongoing)</b> <a href="https://www.carlsbadca.gov/departments/community-development/departmental-information-bulletins">https://www.carlsbadca.gov/departments/community-development/departmental-information-bulletins</a>
	Develop and promote "how to" videos for select permitting processes.	<b>Priority:</b> High <b>Start Year:</b> FY25-26 <b>Cost:</b> \$5,000 <b>Lead:</b> Comms	Creation of videos	<b>Not Started</b>
	Create a digital library of free business resources.	<b>Priority:</b> Low <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded In-house <b>Lead:</b> I&ED	Creation of digital library	<b>Proposed to Start in 2024</b>
	Create a How to do Business Guide to assist small businesses and entrepreneurs in opening a business in Carlsbad.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house <b>Lead:</b> I&ED	Creation of resource guide	<b>Complete (ongoing)</b> Available on business page of the city's website
<b>Objective 4.2:</b> 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	<b>Priority:</b> Medium <b>Start Year:</b> FY26-27 <b>Cost:</b> Funded <b>Lead:</b> I&ED & Comms	Increased awareness of tools to support businesses moving to Carlsbad	<b>Not Started</b>



**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.	<b>Priority:</b> Low <b>Start Year:</b> FY26-27 <b>Cost:</b> \$10,000 <b>Lead:</b> I&ED & Comms	Citywide platform available to community members	<b>In Progress (20% complete)</b> 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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded In-house & Contracted <b>Lead:</b> I&ED & C&E	Increased engagement on social media platforms that showcase the city as a desirable destination	<b>Complete (ongoing)</b> 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.	<b>Priority:</b> Medium <b>Start Year:</b> FY24-25 <b>Cost:</b> Funded In-house <b>Lead:</b> I&ED & C&E	Exploration of additional platforms to reach target audiences	<b>Proposed to Start in 2024</b>
<b>Objective 4.3:</b> 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.	<b>Priority:</b> Low <b>Start Year:</b> FY25-26 <b>Cost:</b> Unknown <b>Lead:</b> Libraries	Enhanced public art displays	<b>Not Started</b>
	Expand the City’s parklet program to create additional green space and community gathering opportunities.	<b>Priority:</b> Medium <b>Start Year:</b> FY25-26 <b>Cost:</b> Unknown <b>Lead:</b> Parks & Rec	Enhanced green space that is open and usable to the public	<b>Not Started</b>
	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.	<b>Priority:</b> High <b>Start Year:</b> FY23-24 <b>Cost:</b> Funded Contracted <b>Lead:</b> I&ED	Robust and well maintained banner program	<b>Complete (ongoing)</b> Banner program effectively managed by CVA

