

Tammy Cloud-McMinn

From: Barbara Kesten <bkesten01@gmail.com>
Sent: Tuesday, June 2, 2020 12:44 PM
To: City Clerk; info@peopleforponto.com
Subject: I wish to have my comment read into the record at City Council meeting for Agenda Item 8

I request that Carlsbad budgets for purchasing Planning Area F (the land at Ponto) for the purposes of a park for the use of residents, who desperately need open Coastal park space to enjoy. There are significant current deficiencies in Open Space and Park land in the South West Quadrant.

Preserving this space NOW , as a public park , and coastal park will preserve space for future generations and our precious tourist and visitor industry. There are no Coastal Parks in all South Carlsbad, so 64,000 residents are without a coastal park. It's a 6 mile stretch of coastline without a park .

I'm not in favor of future residential development at Ponto, and wish to preserve this last small amount of vacant land for Coastal recreation.

Thank you for keeping Carlsbad green, for now, and our future generations.

Barbara Kesten

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Tammy Cloud-McMinn

From: Bonnie Shaw <bonnie@clearpointagency.com>
Sent: Tuesday, June 2, 2020 11:14 AM
To: City Clerk
Subject: Letter for agenda item #8 at Carlsbad City Council Meeting

All Receive - Agenda Item # 8
For the Information of the:
CITY COUNCIL
Date 6/2 CA CC
CM ACM DCM (3)

Dear Carlsbad Mayor and City Council Members:

As the City of Carlsbad considers the FY21 budget today, I urge the City to put budget towards **parks and open spaces in South Carlsbad, particularly the Ponto Beach area**. The open lot at the corner of 101 and Avenida Encinas is the last open space in the Ponto Beach area. It is an important gateway to Carlsbad and provides an opportunity to create a community space/park for visitors and tourists alike.

A high-density condo project does not make sense in the space or the neighborhood there. I'm hopeful that the city will work to create community space that will benefit citizens, visitors and keep our beach area an attractive area we can all be proud of. Our beach areas are precious and worth the investment. Thank you for your consideration.

Thank you for your service to Carlsbad!

Sincerely,
Bonnie Shaw
20-year Carlsbad resident

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Tammy Cloud-McMinn

From: C Jain <cjainrun@hotmail.com>
Sent: Sunday, May 31, 2020 4:33 PM
To: City Clerk
Subject: Please read at the June 2nd City Council Meeting Agenda Item: Budget

Dear Mayor and City Council

My name is Catherine Jain. I have lived in South Carlsbad for 20 years. In the Ponto area, you have the exceedingly rare opportunity to thoughtfully plan a large piece of undeveloped coastal Southern California property in a way that benefits all residents. Open space must be a part of that plan. Please allocate funds to purchase Planning Area F in order to develop a public park. With this plan, you will eliminate the 6.6.-acre park deficit in the southwest quadrant of the city, but this plan represents so much more than that. A beautiful coastal park at the south entrance to the city sets a specific tone. We are not just about residential development and we are not just about attracting large employers, although those two goals are clearly important. We are also about quality of life. We are about balance. We are about equal-opportunity access to our beautiful coastline. We are about community. But without places to gather, there can be no community. Hindsight being 20/20, what will you think when this project is complete? Will you think, "I'm so happy we filled that property with more houses", or will you think, "I'm so happy we created that beautiful park."

Embrace this opportunity. Make Ponto an exceptional place for our community to gather. Build Ponto Park.

I request that my comments be put on record in the official public records for all things Planning Area F, including the official public records for Carlsbad's City's Budget, draft Local Coastal Program Amendment, and Parks Master Plan Update; and the CA Coastal Commission's consideration of Carlsbad's draft Local Coastal Program Amendment.

Thank you,

Catherine Jain

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Tammy Cloud-McMinn

From: Council Internet Email
Sent: Friday, May 29, 2020 8:46 AM
To: City Clerk
Subject: FW: 2020-2021 FY Budget Hearing 2 June 2020

All Receive - Agenda Item # 8
For the Information of the:
CITY COUNCIL
Date 6/2 CA CC
CM ACM DCM (3)

From: Harry Peacock <hrpeacock41@gmail.com>
Sent: Thursday, May 28, 2020 5:33 PM
To: Council Internet Email <CityCouncil@carlsbadca.gov>
Cc: Chas Wick <chaswick@reagan.com>; Jodi Marie Jones <jodimariejones@hotmail.com>; Lance Schulte <Meyers-Schulte@sbcglobal.net>; Mike Sebahar <sebbiesixpack@att.net>; Scott Chadwick <scott.chadwick@carlsbadca.gov>
Subject: 2020-2021 FY Budget Hearing 2 June 2020

In your upcoming budget hearing on June 2nd you will be getting transmitted testimony from People for Ponto urging the members of the Council to take formal action when adopting the 2020-2021 budget to set aside funds for the acquisition of the current Ponto Planning Area F site to finally fulfill the City's obligation under the Growth Management Plan to provide three acres of park property per 1,000 city residents.

The City acknowledges that a shortfall of 6.5 acres remains to be addressed to fulfill this obligation to the Ponto area and its surrounding neighborhoods to the north and east.

This budget should address both short-term Covid-19 impacts, and both the near and longer-term investments needed for Economic Recovery and Revitalization.

The quality of the Carlsbad coastline, existing Northern Coastal Parks and open spaces are continually rated by Carlsbad's citizens and businesses as the critical foundation of our quality of life and economic vitality which relies heavily on the hospitality industry. A Coastal Park at Ponto is a critically needed investment. As such it represents the last opportunity for the City to make an investment for Carlsbad's long-term sustainability. South Carlsbad citizens, visitors, and the hospitality Industry have no Southern Coastal Park. Ponto is the only remaining place to provide the needed investment for both residents and visitors and at the same time advance economic recovery and revitalization of South Carlsbad's significant hospitality industry. As you know and the Carlsbad Visitors Bureau has noted over and over coastal recreation is the #1 attraction for visitors even more popular than Lego Land

As you know by now a significant number of citizens have submitted testimony to this desire at both the FY 2019-20 Budget Public Input Report (notwithstanding the dilution of specific citizen input provided at both the March 4, 2019 and 2020 Workshops).

Citizen input on the need for a Ponto Park was the #1 specific place need and desire citizens mentioned in the Public Input process. More than 85 specific citizen comments on Ponto area park needs and over 90% of citizen's polled requested that Council budget to address this need. These comments specifically addressed how they would like their (Park) tax dollars budgeted. Additionally, some 2,500 similar public input emails and petitions have been submitted as public comments on

Carlsbad's current Draft Local Coastal Program Amendment and Parks Master Plan Update speaking to the need for a Ponto Coastal Park.

I have been told that the members of the Council know that the 11-acre Ponto Planning Area F site is for sale. This site is similar in size and shape to Holiday Park. The site would provide a perfect opportunity for a Coastal site for similar multipurpose community functions. Carlsbad's Local Coastal Program (and thus General Plan and Zoning Code) require the City to first consider and document the need for a "Public Park" before any land use can be planned for the Planning Area F site.

The Park Master Plan already documents the need for a Ponto "Public Park", showing the area as "unserved" by City Parks and an area of Park "inequity" correlating well with Citizen input.

The City has also informally received offers of potential donations, or cost-saving collaborations from Carlsbad citizens and non-profits to advance the much-needed Ponto Coastal Park. I have been told that, to date, the City disappointingly has not replied to these special opportunities.

I have also noted that a recent report on the City's investments of funds shows the City has deposits and investments in excess of \$750,000,000. To me that means that money is not the issue, its what the priority for spending funds is to address the needs and desires of the citizens of the City and the promises made by the City in the past which it now recognizes it has failed to live up to.

Therefore, it is my hope that the City will reserve \$11,000,000 for a Ponto Coastal Park in the upcoming year's budget and initiate contact with the current owner of Planning Area F site regarding its purchase.

Respectfully,

Harry Peacock

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Tammy Cloud-McMinn

From: jodi marie jones <jodimariejones@hotmail.com>
Sent: Tuesday, June 2, 2020 12:11 PM
To: City Clerk
Cc: Matthew Hall; Council Internet Email; 'Gabriel Buhr'; 'Erin Prahler'; Hitchens, Cort@Coastal; info ponto
Subject: Please read into public comment at June 2nd City Council budget meeting, item 8 for Ponto Park / 353 words

Dear Mayor and City Council

I've volunteered with People for Ponto for a few years and am amazed at the dedication, experience and the wealth of knowledge the team has. I, myself, still get confused at the difference between the Master Plan, the General Plan, the LCP, ect, ect....

But what I am not at all confused about is how special Ponto (Planning area F) is and what a rare opportunity The City has to develop it into an epic property for all to enjoy.

Actions the City should take to **Develop Ponto Right** are so obvious. The fact that the community wants **Ponto Park** is so obvious and has been detailed in nearly 3,000 letters sent to the City and Coastal Commission.

And yet, People for Ponto Supporters go unheard, unanswered and unsatisfied.

In last year's Citizen budget survey, "Open Space" is mentioned 313 times, "Parks" 237 times, and "Ponto" is mentioned 87 times. "Ponto" and "Ponto Park" were also top of mind at the budget workshops as shown in the below photo and yet the City has done nothing.

In the Carlsbad residents survey, Parks and Open Space are top priorities for Districts 2, 3 & 4 and yet the Draft LCP proposes to change zoning to allow for building on one of the last pieces of coastal open space at Ponto.

Carlsbad's own Community vision sets the priorities of:

- Small town feel, beach community character and connectedness,
- Open space and the natural environment,
- Access to recreation and active, healthy lifestyles,
- Neighborhood revitalization, community design and livability

It's obvious Carlsbad Citizens and visitors of have spoken – now it's time for The Council to act.

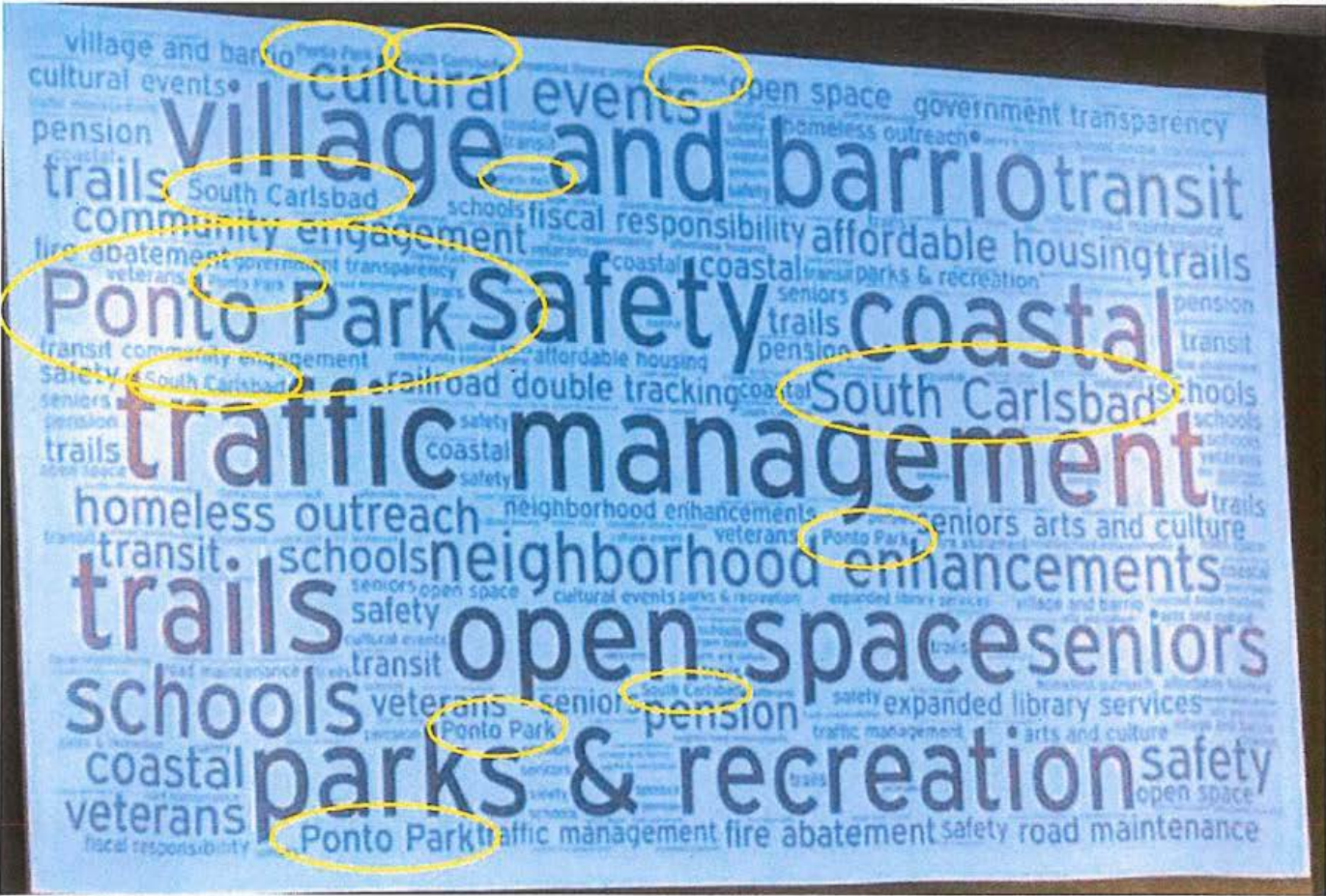
I ask you to **Develop Ponto Right** – I ask you budget money to buy the land available at Planning Area F and build **Ponto Park**.

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Thank you

Jodi M. Jones

From the March 4th Budget Workshop



Tammy Cloud-McMinn

From: jodi marie jones <jodimariejones@hotmail.com>
Sent: Tuesday, June 23, 2020 1:35 PM
To: City Clerk
Cc: Matthew Hall; Council Internet Email; 'Gabriel Buhr'; 'Erin Prahler'; 'Cort Hitchens'; People for Ponto
Subject: Please put into public comment for the June 23rd City Council budget meeting, item 9 for Ponto Park

All Receive - Agenda Item # 9
For the Information of the:
CITY COUNCIL
Date 6/23 CA CC
CM ACM DCM (3)

Dear Mayor and City Council

HUGE THANK YOU to Council Member Priya Bhat -Patel and Council Member Cori Schumaker for hearing what the community has been asking for and making a motion to put funds toward Ponto Park!

It is disappointing and sad to hear the "too busy" rhetoric from others and see lack of action.

There is no question as to how special Ponto (Planning area F) is and what a rare opportunity The City has to develop it into an epic property for all to enjoy.

It is obvious to so many what the City should be doing to **Develop Ponto Right**. The fact that the community wants **Ponto Park** has been detailed in nearly 3,000 letters sent to the City and Coastal Commission, thank you for finally paying attention. Yet, People for Ponto Supporters go unheard, unanswered and unsatisfied.

In last year's Citizen budget survey, Open Space" is mentioned 313 times, "Parks" 237 times, and "Ponto" is mentioned 87 times. "Ponto" and "Ponto Park" were also top of mind at the budget workshops as shown in the below photo and yet the City has done nothing.

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I ask you to **Develop Ponto Right** – I ask you budget money to buy the land available at Planning Area F and build **Ponto Park**.

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Thank you

Jodi M. Jones

From the March 4th Budget Workshop



We have a documented (GIS verified mapping) that there is approximately a 7 acre park space deficit and 30 acre open space deficiency in the southwest quadrant of Carlsbad. There is a statute in the Municipality Code of the City of Carlsbad that reads as follows:

Carlsbad Municipal Code (Growth Management Ordinance within the Zoning Code) Section 21.90.130
Implementation of facilities and improvements requirements....

(c) If at any time it appears to the satisfaction of the city manager that facilities or improvements within a facilities management zone or zones are inadequate to accommodate any further development within that zone or that the performance standards adopted pursuant to Section 21.90.100 are not being met he or she shall immediately report the deficiency to the council. If the council determines that a deficiency exists then no further building or development permits shall be issued within the affected zone or zones and development shall cease until an amendment to the city-wide facilities and improvements plan or applicable local facilities management plan which addresses the deficiency is approved by the city council and the performance standard is met.

The Mayor, City Council, City planners have all been made aware of these deficiencies (for the last 2 years) and they continue to ignore them and pursue high density/low income housing in Planning area F/Ponto. Why won't they do the right thing and follow their own municipal code? No further development should occur until these deficiencies are addressed. Why do we as citizens have to work so hard to get the right thing to occur? Why is the Mayor and City Council more interested in the Developer's interest versus the interests of Carlsbad citizens? It begs the question of personal gain to be made? Is a lawsuit the only thing that will get your attention?

Please do the right thing and stop any development in Planning area F until these deficiencies are addressed.

From: Kervin Krause <kervinkrause@gmail.com>
Sent: Tuesday, January 14, 2020 9:33 AM
To: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>
Cc: Patty Segovia Krause <Patty@sandiegopreviews.com>
Subject: Local Coastal Carlsbad Land Use Update

Dear Melanie Saucier,

Thank you for all your work keeping 'CBad is Rad' such a great family-friendly beach town!

Our family is fortunate to have called Olde Carlsbad home since the late 90's.

We have attended many informative & well held meetings/presentations along the way - including the 2010 Community Vision.

~80-90% of the feedback we heard (from residents) over the decades was included in this vision, the hard part is implementing & following this well planned vision.

On that note we feel, there is a 6 acre park deficit in Coastal Southwest quadrant of Carlsbad, (south of Palomar Airport Road and west of El Camino Real); that there is a 30 acre open-space deficit in Zone 9 (west of I-5 and south of Poinsettia) of the Growth Management Plan; that the City is not requiring developers to first look at non-residential reserve and parks in Planning Area F (the large, undeveloped area west of the railroad tracks, north of Avenida Encinas and south of Cape Rey Hotel).

We want the City of Carlsbad to build a natural park (integrating with the coastal environment - like the existing lagoon areas & to some extent Terramar area) at Ponto to serve residents and visitors alike.

We believe any and all development west of I-5 should be dependent on developers providing the required and currently missing 30 acres of open-

space.

We do not want too high-density, residential development at Ponto - one of the last easily accessible (our son enjoys Carlsbad Jr. LG's there every summer!) mostly untouched open beach/lagoon areas left along coastal Carlsbad.

Thank you,
Kervin, Patty & Ashby Segovia-Krause
1220 Stratford Lane
Carlsbad CA 92008

PS

Local Coastal Program Update



LCPA public Comment - Low-cost Visitor Accommodations

Lance Schulte <meyers-schulte@sbcglobal.net>

Fri 11/22/2019 7:43 PM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

Cc: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>; Celia Brewer <Celia.Brewer@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; 'Cort Hitchens' <cort.hitchens@coastal.ca.gov>; 'Erin Prahler' <Erin.Prahler@coastal.ca.gov>; 'Gabriel Buhr' <gbuhr@coastal.ca.gov>; 'Mike Sebahar' <sebbiesixpack@att.net>; 'Harry Peacock' <hrpeacock41@gmail.com>; 'John Gama' <Gama.John@scrippshealth.org>; 'John Gama' <johngama99@gmail.com>; 'Chas Wick' <chaswick@reagan.com>; 'Stacy King' <stacy.king.us@gmail.com>; Don Neu <Don.Neu@carlsbadca.gov>; 'Nika Richardson' <richardson@waltersmanagement.com>; 'WILLIAM VAN CLEVE' <billvancleve@prodigy.net>; 'Jim Nardi' <jtnardi1@msn.com>; 'Lisa Urbach' <lisa.urbach@parks.ca.gov>; Fred Sandquist <sandquist2@earthlink.net>; David Hill <dashill4551@gmail.com>; Laura Walsh <lauraw@surfridersd.org>

 1 attachments (649 KB)

Carlsbad 2019 proposed Draft LCP Amendment - Public Comments - Low-cost Visitor Accommodations.pdf;

Jennifer:

Attached please find Public Comments on the proposed Draft Local Coastal Program Amendment (DLCPA) to the Land Use Plan regarding Low-Cost Visitor Accommodations.

As provided in other Public Comments and expressed by several citizens at the 11-20-19 Planning Commission meeting, I along with others kindly request:

1. a publicly accessible "Redline" version of the Existing 2016 Local Coastal Program (LCP) showing the City's proposed Draft disposition of the current Existing LCP Land Use Plan, policies and data. Without a "Redline" trying to understand the proposed Draft changes is very difficult,
2. true Citizen-based public Workshops on the Coastal Act goals-policies and LCP issues focused on the limited amount of key vacant (and soon to be vacant) Coastal lands in Carlsbad – such as Ponto, and
3. A 6-month extension of time review and provide informed public comments on the Redline LCP and DLCPA, and to provide time to conduct the aforementioned Workshops.

We are still working to try to review the LCP and DLCPA documents and provide public comments on the Coastal Recreation

Thank you for including and responding to these DLCPA Public Comments and questions.

Lance Schulte

Low Cost Visitor Accommodations:

1. P. 3-3 cites CA Coast Act (CCA) Policies. But the City's proposed Local Coastal Program (LCP) Land Use Plan (LUP) in the Ponto Area, particularly for Planning Area F, appears inconsistent with these CCA policies:
 - a. Section 30213 – protect, encourage and provide Lower-Cost Visitor & Recreation Facilities.
 - b. Section 30221 – Visitor serving & Recreation uses have priority over Residential & General Commercial uses.
 - c. Section 30223 – Upland areas reserved to support coastal Recreation uses
 - d. Section 30252(6) – correlate development with Local Park acquisition & on-site recreation

2. Planning Area F used to be designated "Visitor Serving Commercial" as part of the original 1980's LUP and LCP Samis Master Plan for Ponto. In the 1996 this LUP was changed to the now current LCP and LUP designation of "Non-Residential Reserve" with a specific LCP requirement to reconsider a high-priority recreation or visitor serving Coastal land use while other Ponto land uses were changed to low-priority residential uses (see Poinsettia Shores Master Plan/LCP). It seems appropriated that the LUP should re-designated Planning Area F back to a Visitor Serving Commercial and Open Space ("i.e. Public Park" in the existing LCP) to provide high-priority coastal uses v. low-priority residential/general commercial uses: in part for the following reasons:
 - a. Planning Area F's existing LCP requirement requires this consideration, but the City has never disclosed this requirement to Citizens nor follow this requirement during the Cities two prior 'planning efforts' in 2010 and 2015 as documented by official Carlsbad Public Records Requests 2017-260, 261, 262.
 - b. Ponto developers (both Samis and Kaisza) were both allowed to overdevelop Ponto, by not providing the minimum Open Space required by Carlsbad's and Citizen approved Growth Management Open Space Standard. Over 30-acres of land that should have been dedicated to Growth Management Open Space (a high-priority land use) was instead allowed to be developed with low-priority residential development. If the City's Growth Management Open Space Standard was properly applied at Ponto there would be 30-acres more open space at Ponto then there is now. This is a significant impact to CCA policies that can be corrected by changes in the Ponto LUP to properly implement City Open Space Standards and CCA policies.
 - c. The LCPA acknowledges that past (2005-17) and near-term (2019-23) growth in Carlsbad visitor demand for coastal recreation and accommodations, and indicate high past hotel occupancy rates that implies current hotel supply is just meeting current demand. Although the LCPA does not discuss the high occupancy rates at the Low-Cost campground facilities, It is assumed the campground occupancy rate and demand is higher than that of hotels. This should be defined. Based on current and near term demand for visitor accommodations the LCPA states on page 3-12 "... the City should identify and designate land where new hotels and other visitor-serving uses can be developed." It is clear where he 'City should identify and designate [this] land'? What new land(s) should be so identified and designated? However, the LCPA does not disclose longer-term visitor accommodation needs beyond 2023, nor provide a long-term plan for meeting this long-term need. The LCPA should publicly disclose, analyze and provide for the longer-term (beyond present and to beyond 2023) needs for visitor Coastal accommodations, particularly Low-Cost Accommodations and Recreation needs because the LCPA's LUP is a long-term plan for Carlsbad's buildout estimated to extend beyond 2035. Also, given the fact that there are very few vacant Coastal Sites (like Ponto) that are still available to address these long-term high priority Coastal land uses – recreation and visitor serving – reserving these vacant lands for high priority coastal land uses is consistent with the CCA Policies. Following are some longer-term projections of resident demand for Coastal park and recreation needs. It seems logical that long-term visitor will increase at a similar rate as the general population increase

rate, unless our coast becomes too overcrowded and unattractive vis-à-vis other visitor destinations. A long-term visitor demand (to go with the below long-term resident demand long-term Sea Level Rise impacts) for Coastal recreation resources should be a part of the proposed LCPA and part of the long-term LUP to provide resources for those long-term needs and to mitigate for those long-term Sea Level Rise impacts.



Increasing demand for Coastal recreational land

Yearly Visitors to San Diego County

2016	34,900,000	
2017	34,900,000	
2018	35,300,000	
2019	35,900,000	
2020	36,500,000	= average 100,000 visitors per day
2021	37,100,000	or 2.83% of Population per day
2022	37,700,000	or 1,316 Visitors/coastal mile/day

Typically around 1.6% annual increase in visitors

San Diego Tourism Authority, San Diego Travel Forecast, December 2017

- d. City in the LCPA inaccurately analyzes and misrepresents how much Visitor Serving Accommodations, particularly Low-Cost Accommodations, Carlsbad currently provides on a relative or comparative basis. The LCPA's inaccurate and simplistic analysis does not adjust for the different sizes of the Coastal Zone in the 3 cities (Carlsbad, Oceanside and Encinitas) used in the analysis. Carlsbad's Coastal Zone is significantly larger than both the other cities, so it has more land and accommodations, just like San Diego's Coastal Zone is larger than Carlsbad's and San Diego is larger than its smaller neighbors Del Mar and National City. A simplistic how many accommodations are in your adjacent cities is an inappropriate analytical method for Carlsbad-Oceanside-Encinitas; just as it is inappropriate to compare the number of San Diego's hotels with the number hotels in San Diego's smaller neighbors Del Mar and National City. The accurate method to do a comparative analysis is based on a common denominator, such as the amount of accommodations per 1,000 acres of Coastal Zone land along with comparing each city's relative percentages. This is a more accurate and appropriate analysis that the LCPA should provide, and not that provided on page 3-13. The LCPA analysis also does not fully discuss and compare "Low-Cost" accommodations that are part of the CCA policies; nor provide a mitigation approach for "Low-Cost" accommodations lost, just 'Economy hotel rooms'. Below is data from the LCPA and other LCPs that shows the proper and more accurate comparison of existing Visitor Serving Accommodations in Carlsbad-Oceanside-Encinitas and includes Low-Cost Accommodation numbers/comparisons that are totally missing in the LCPA analysis. As the data shows, Carlsbad does not perform as well in Visitor Accommodations, and most particularly in "Low-Cost Visitor Accommodations", as the LCPA states and proposes in the LUP relative to Oceanside and Encinitas. An honest analysis like below should be provided in the LCPA LUP, particularly given the very limited amount of vacant Coastal land left to provide for high-priority Coastal Uses. Ponto is one of the last remaining vacant Coastal areas.

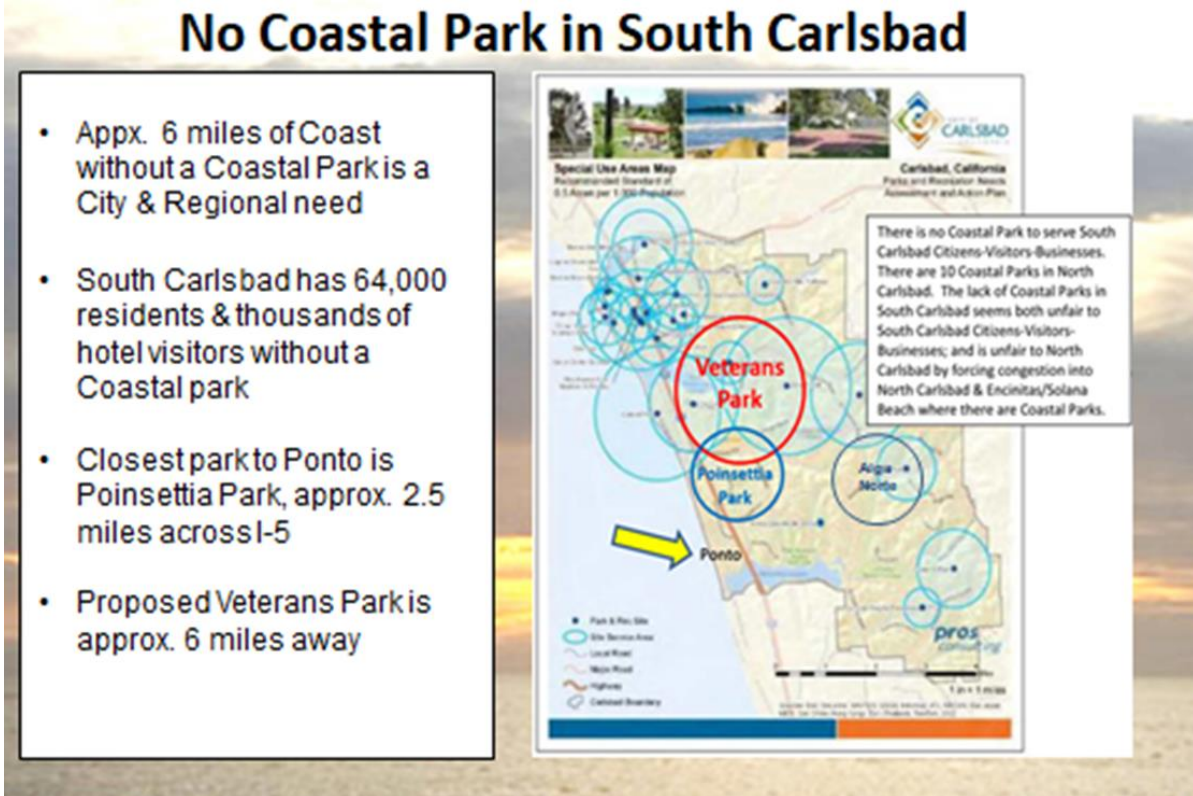
Carlsbad's proposed 2019 LCPA uses comparative 3-city data to address how Carlsbad's 2019 LCPA addresses Visitor Serving Accommodation needs. "Low-Cost" Accommodations are an important CA Coastal Act issue

<u>Visitor Serving Accommodations (VSA) data</u>	<u>Carlsbad</u>	<u>Oceanside</u>	<u>Encinitas</u>		<u>Data source</u>
Coastal Acres (i.e. in Coastal Zone)	9,216	1,460	7,845		Carlsbad Draft LCPA 2019 & Oceanside & Encinitas LCPs
VSA rooms: total	3,211	975	634		Carlsbad Draft LCPA 2019, pp 3-12 - 15
VSA rooms: Economy	589	346	346		Carlsbad Draft LCPA 2019, pp 3-12 - 15
VSA rooms: Low-Cost (campsites)	220	272	171		Carlsbad Draft LCPA 2019, State Parks, Oceanside & Paradise-by-the-sea data Carlsbad Draft LCPA 2019 does not evaluate other City's Low-Cost Accommodations
<u>Data analysis</u>	<u>Carlsbad</u>	<u>Oceanside</u>	<u>Encinitas</u>	<u>3-city Average</u>	<u>Key Findings</u>
VSA rooms/1,000 Coastal acres	348	668	81	366	Carlsbad provides overall Visitor Accommodations at slightly below the 3-city average
% of VSA rooms that are Economy	18%	35%	55%	36%	Carlsbad provides a percentage of Economy Accommodations about 50% below the 3-city average
Economy VSA rooms/1,000 Coastal acres	64	237	44	115	Carlsbad provides Economy Accommodations about 50% below the 3-city average
% VSA rooms that are Low-Cost	7%	28%	27%	21%	Carlsbad provides a percentage of Low-Cost Accommodations about 66% below the 3-city average Carlsbad LCPA also does not provide protection for loss of "Low-Cost" campground rooms, only "Economy hotel rooms"
Low-Cost VSA rooms/1,000 Coastal acres	24	186	22	77	Carlsbad provides Low-Cost Accommodations about 70% below the 3-city average

- e. The LCPA is not providing for any new "Low Cost Visitor Accommodation" land uses in the proposed LUP for current/long-range needs, even though page 3-12 points out the current demand for accommodations, and the current Existing LCP has polices to increase "Low Cost Visitor Accommodation" land uses. We

understand that “Low-cost Visitor Accommodation” occupancy rates at CA State Campground at near 90%. This occupancy rate is much higher [signifying higher demand] than the occupancy rates of both the hotels, and “Economy Visitor Accommodations” which the LCPA seeks to protect. The Proposed LCPA LUP should provide historic and current “Low-cost Visitor Accommodation” occupancy rate data at CA State Campground and compare to occupancy demand for other accommodations to determine the highest occupancy demands and therefore needs. Why is the Proposed LCPA LUP not protecting AND EXPANDING (for future growth and visitor demand) the supply of this higher demand for “Low-cost Visitor Accommodations” at the State Campground, particularly given the Current Existing Carlsbad LCP policies on this issue, long history of this issue documented in the Current Existing Carlsbad LCP Mello II Segment, and the fact that “Low-cost Visitor Accommodations” are a Statewide ‘high-Coastal-priority’ land use in CA Coastal Act Goals and Policies? Why is the proposed LUP not recognizing and incorporating these issues? The Current Existing Carlsbad LCP policies [see Existing Carlsbad LCP Mello II Segment polies 2.3, 4.1, 6.1, 6.4, 6.5, 6.9, 6.10, 7.5, and 7.15 for example] are not referenced and discussed in the Proposed LUP nor is a comprehensive long-term analysis of the impact of the proposed LUP’s elimination of theses Current Existing Carlsbad LCP policies vis-à-vis the CA Coastal Act Goals and Policies? How and why is the City proposing changes to these Existing Carlsbad LCP policies in the Mellow II Segment, particularly given the improved knowledge about Sea Level Rise, and Sea Level Rise and Coastal Bluff erosion impacts on the State Campground’s “Low-cost Visitor Accommodations” - High-Coastal-Priority land use under the CA Coastal Act?

- f. At Ponto there is no low-cost/no-cost Recreational use as shown by the City of Carlsbad’s adopted Parks Master Plan (pp 87-89) that show the City’s adopted Park Service Areas in the following image. The image’s blue dots are park locations and blue circle(s) show the City’s adopted service areas:



Per the current Existing LCP requirements for Planning Area F at Ponto an “(i.e. Public Park)” must be considered. How is the Proposed LCPA LUP not reserving Upland Areas at Ponto for recreational uses given

Sea Level Rise and Coastal Bluff erosion impacts as shown in Proposed LCPA LUP Attachment B, and Exhibits B6 and B7? There is very limited amount of vacant Upland Coastal land at Ponto and South Coastal Carlsbad to accommodate low-cost/no-cost Recreational use "(i.e. Public Park)", so why is this last remaining vacant Coastal land at Ponto not being reserved for "high-Coastal Priority Land Uses"? Why is the Proposed LCPA LUP proposing this last remaining vacant Coastal land at Ponto be converted from "Non-residential Reserve" to 'low-coastal-priority residential and general commercial land uses'?

3. The proposed LCPA approach to protect existing 'economy hotels' but not 'Low-cost Visitor Accommodations' appears inappropriate. Existing hotel owners providing 'Economy' rooms are penalized while all other more expensive 'non-economy hotel' owners are not required to mitigate for their not providing more affordable accommodations. It seems like a fairer and rational approach is to use the same framework as the City's inclusionary affordable housing requirements and have the requirement and burden of providing affordable accommodations required by all visitor accommodation providers, including short-term rentals of residential homes. Use of any per accommodation "in-lieu fee" should be SUFFICIENT TO FULLY MITIGATE for not providing a required affordable accommodation by being sufficient to fully fund a new 'affordable accommodation' on a one-for one basis. City Transit Occupancy Tax revenues could also potentially be used to provide a catch-up method for existing "non-low-cost and/or non-economy accommodation providers" to address what would nominally be their inclusionary contribution. It seems like the LCPA approach needs significant rethinking to provide a rational program to include reasonable long-term and sustainable affordability in visitor accommodation's, particularly give the Sea Level Rise and Coastal Bluff Erosion impacts on Carlsbad's Only "Low-cost Visitor Accommodations" and the State Campground and beaches and Carlsbad's Coastal access roadways.
4. The Proposed LCPA LUP does not provide a means for citizens to understand the proposed changes to the current Existing LCP goals and policies. There are numerous current Existing LCP goals and policies regarding "Low-cost Visitor Accommodations". These all should be listed in the Proposed LCPA LUP along with a description on how and why these current Existing LCP Goals and policies are being modified or removed in the Proposed LCPA LUP.

From: [Lance Schulte](#)
To: [Jennifer Jesser](#)
Cc: [Melanie Saucier](#); [Celia Brewer](#); [Council Internet Email](#); ["Cort Hitchens"](#); ["Erin Prahler"](#); ["Gabriel Buhr"](#); ["Mike Sebahar"](#); ["Harry Peacock"](#); ["John Gama"](#); ["John Gama"](#); ["Chas Wick"](#); ["Stacy King"](#); ["Don Neu"](#); ["Nika Richardson"](#); ["WILLIAM VAN CLEVE"](#); ["Jim Nardi"](#); ["Lisa Urbach"](#); [Fred Sandquist](#); [David Hill](#); [Laura Walsh](#); ["David Hill"](#)
Subject: LCPA Public Comment - Coastal Recreation at Ponto - from People for Ponto
Date: Wednesday, January 29, 2020 1:56:04 PM
Attachments: [Carlsbad 2019 proposed Draft LCP Amendment - People for Ponto additional Comments - Coastal Recreation.pdf](#)
Importance: High

Jennifer:

Attached please find Public Comments on the proposed Draft Local Coastal Program Amendment (DLCPA) to the Land Use Plan regarding "High-Priority" Coastal Recreation at Ponto.

These People for Ponto comments reflect the significant Coastal Recreation and Coastal Land Use Plan issues at Ponto that clearly seem to justify, particularly after the City has receive to date of 2,500 public requests (and more are coming) for a Ponto Coastal Park, that a more productive, and overall more time efficient process to address public concerns be provided in the DLCPA process. I provide that thought based on successfully managed an award-winning LCPA amendment in under 2-years that was almost the exactly the same as the City of Carlsbad. Although the City Council in a 2-2 tie failed to provide for more productive and overall more time efficient process I hope within the DLCPA processing parameters Staff has you try to advance:

1. a publicly accessible "Redline" version of the Existing 2016 Local Coastal Program (LCP) showing the City's proposed Draft disposition of the current Existing LCP Land Use Plan, policies and data. Without a "Redline" trying to understand the proposed Draft changes is very difficult,
2. true Citizen-based public Workshops on the Coastal Act goals-policies and LCP issues focused on the limited amount of key vacant (and soon to be vacant) Coastal lands in Carlsbad – such as Ponto, and
3. A 6-month extension of time review and provide informed public comments on the Redline LCP and DLCPA, and to provide time to conduct the aforementioned Workshops.

Thank you,
Lance Schulte
People for Ponto

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]
Sent: Friday, November 22, 2019 7:43 PM
To: 'Jennifer Jesser'
Cc: 'Melanie Saucier'; 'Celia Brewer'; 'Council Internet Email'; 'Cort Hitchens'; 'Erin Prahler'; 'Gabriel Buhr'; 'Mike Sebahar'; 'Harry Peacock'; 'John Gama'; 'John Gama'; 'Chas Wick'; 'Stacy King'; 'Don Neu'; 'Nika Richardson'; 'WILLIAM VAN CLEVE'; 'Jim Nardi'; 'Lisa Urbach'; Fred Sandquist (sandquist2@earthlink.net); David Hill (dashill4551@gmail.com); Laura Walsh (lauraw@surfridersd.org); 'David Hill'
Subject: LCPA public Comment - Low-cost Visitor Accommodations

Jennifer:

Attached please find Public Comments on the proposed Draft Local Coastal Program Amendment (DLCPA) to the Land Use Plan regarding Low-Cost Visitor Accommodations.

As provided in other Public Comments and expressed by several citizens at the 11-20-19 Planning Commission meeting, I along with others kindly request:

1. a publicly accessible “Redline” version of the Existing 2016 Local Coastal Program (LCP) showing the City’s proposed Draft disposition of the current Existing LCP Land Use Plan, policies and data. Without a “Redline” trying to understand the proposed Draft changes is very difficult,
2. true Citizen-based public Workshops on the Coastal Act goals-policies and LCP issues focused on the limited amount of key vacant (and soon to be vacant) Coastal lands in Carlsbad – such as Ponto, and
3. A 6-month extension of time review and provide informed public comments on the Redline LCP and DLCPA, and to provide time to conduct the aforementioned Workshops.

We are still working to try to review the LCP and DLCPA documents and provide public comments on the Coastal Recreation

Thank you for including and responding to these DLCPA Public Comments and questions.
Lance Schulte

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

Coastal Recreation:

1. Request that the City as part of its Draft LCP Public Review process broadly-publicly disclose to all Carlsbad Citizens the City's acknowledged prior LCPA processing and planning "mistakes" regarding the requirement that the Ponto area be considered as a public park: This disclosure is needed to correct about 20 years of City misrepresentation to the public on the since 1996 and currently Existing LCP requirements at Ponto, and the City's prior planning mistakes at Ponto. Citizens have been falsely told by the City that all the Coastal planning at Ponto was done already and that the City followed its Existing LCP regarding the need for a park at Ponto, and that this is already decided and could not be reversed. This misinformation has fundamentally stifled public review and public participation regarding the Coastal Zone. City failure to provide such a broad-public disclosure on the documented prior, and apparently current proposed, "planning mistakes" would appear to violate the principles of Ca Coastal Act Section 30006. A broad-public disclosure would for the first time allow citizens to be accurately informed on the Existing LCP requirements at Ponto so they can provide informed public review and comment regarding the need for a Coastal Park in in this last vacant 'unplanned' area. The requested broad-public disclosure by the City of the City past mistakes and the Existing LCP requirements at Ponto is consistent with CA Coastal Act (CCA) "Section 30006 Legislative findings and declarations; public participation - The Legislature further finds and declares that **the public has a right to fully participate in decisions affecting coastal planning**, conservation and development; that achievement of **sound coastal conservation and development is dependent upon public understanding and support**; and that the continuing planning and implementation of **programs for coastal conservation and development should include the widest opportunity for public participation.**" The public cannot participate as outlined in CCA Section 30006 if past City 'mistakes' and misrepresentations on Coastal planning at Ponto go undisclosed to the public. If the public isn't fully informed about the 20-years of LCP planning mistakes at Ponto how could the public in the past (and now in the present) participate in the proposed LCP Amendment – **Public Participation as noted in Section 30006 above is the means to sound coastal conservation and development and is "... dependent upon public understanding ..."**. The City's past mistakes at Ponto need to be corrected by slightly different a Draft LCP Amendment process than currently outlined by the City; a new process is needed that clearly, opening and honestly informs and engages the public on the Existing LCP Ponto issues. The City's current Draft LCP Amendment process fails to follow CCA Section 30006 in that most all the citizens we encounter are as yet unaware of the City's Ponto mistakes and how they can participate in in the DLCPA process without that information. We see this daily in conversations we have with our fellow citizens. We even saw at the Oct 20, 2019 Carlsbad Planning Commission meeting that the Planning Commission was unaware of the planning mistakes at Ponto. How can a decision body of the City make a decision without knowing about these prior 'planning mistakes' facts that surround what they are being asked to decide on? Repeatedly since 2017 Carlsbad citizens and People for Ponto have asked the City to fully acknowledge the City's prior flawed planning at Ponto, and to correct that with ether maintaining the Existing LCP Non-residential Reserve Land Use or restarting the Coastal Planning at Ponto with a true and accurately informed Community-based Coastal Planning process consistent with Section 30006.

We request the City during the DLCPA Public Review period broadly and publicly disclose to all Carlsbad Citizens the City's acknowledged prior LCP and other "planning efforts" public participation processing and planning "mistakes" regarding the requirement that the Ponto area be considered as a public park, and 1) provide a truly honest public participation process on that disclosure consistent with CCA Section 30006 as part of the Draft LCP Amendment process or 2) retain the Existing LCP Non-residential Reserve Land Use and require a comprehensive and honest community-based redo of Coastal Resource planning at Ponto.

2. City fully and publicly reply to and the City Council consider the 11-20-19 citizen concerns/requests regarding the City's proposed LCP Amendment process: Lance Schulte on 1/23/20 received an email reply by the City to his follow-up email regarding the status of the 11/20/19 citizen concerns/requests public comments and letters presented to the Planning Commission. This is appreciated, however it is request that the City fully publicly reply to the 11-20-19 citizen concerns/requests regarding the City's proposed LCP Amendment process and present the to the City Council 11/20/19 citizen concerns/requests so the City Council can consider them and provide any direction to City Staff. City Staff first presented a summary presentation of the proposed Draft LCP Amendment to the Carlsbad Planning Commission on November 20, 2019, and indicated the public comment period would close on November in less than 2-weeks. Citizens and citizen groups provided public testimony to the Planning Commission, both verbally and in two written letters. The CCC was copied on those letters. The testimony and letters noted significant concerns about the City's proposed LCP Amendment process and made three requests:
 - a. Disclose and provide a publically accessible 'Redline Version' of the Existing 2016/Proposed LCP land use Plan and Policies so everyone can see the proposed changes to the Existing LCP.
 - b. Provide true Citizen Workshops on the major remaining vacant Coastal land that still have outstanding Citizen Concern or objections. Citizen Workshops, when done right, are valuable means to openly educate, discuss and work to consensus options. These areas, including Ponto, were/are subject to multiple lawsuits, so true open and honest public workshops would provide an opportunity to openly and honestly discuss the issues and hopefully build public consensus/support for solutions. This approach seems consistent with CCA Section 30006, and common sense.
 - c. Extend the public comment period 6-months to allow Citizen Review of the Redline Version of the LCPA and allow time for Citizen Workshops.

The City did extend the Public Review period 2-months over the holidays to January 31, 2020. This is appreciated although many think this is inadequate given the significance of the Proposed Land Use Plan Amendments, and lack of Redline Version to compare. The City and their consultants required several extra years beyond schedule prepare the proposed LCP Amendments. The extra years of City Staff work reflects on the volume of the over 500-pages in the documents and the time needed to understand the Existing LCP and then create an Amended LCP. Citizens need sufficient time, proper comparative tools (redline) and a process (workshops) to understand the proposed LCP Amendments that is reflective of extensive extra time needed by City Staff and consultants needed. Truncation of lay public review to a few months for an Amendment that took paid professionals many years to produce seems a more than a bit inappropriate. The City appears to be rejecting citizens' request to be provided a 'Redline Version' of the Existing 2016/Proposed LCP land use Plan. So public review comments will tainted or will miss many issues due having to manually cross-reference a 150-page Existing LCP LUP with a Proposed 350-page Proposed LCP LUP. There will be unknown and unconsidered changes in the Draft LCP Amendment that the public and city and CCC decision makers will not know about due to the lack of 'Redline Version'.

The City also appears to reject citizen requests for true Citizen Workshops on the major remaining vacant Coastal land that still have outstanding Citizen Concern – such as Ponto. Like Coastal Recreation issue #1 above the following citizen requests appear consistent with CA Coastal Act (CCA) Section 30006, and the City's rejection of that requests seem counter to the CA Coastal Act.

We again request of the City to provide: 1) a 'Redline Version' to the public and decision makers, along with sufficient time to review and comment on the 'Redline Version'; and 2) true Citizen Workshops for Ponto and the

other last remaining significant vacant Coastal lands in Carlsbad as part of the Draft LCP Amendment process, or as part of deferred LCP Amendment process for those areas.

3. Coastal Zoned land is precious: the very small amount of remaining vacant Coastal land should be reserved for “High-Priority” Coastal Recreation Land Uses under the CA Coastal Act to provide for the growing and forever ‘Buildout’ needs of Carlsbad and CA Citizens, and our visitors.
 - a. Less than 1.8% (76 square miles) of San Diego County’s 4,207 square miles is in Coastal Zone. This small area needs to provide for all the forever Coastal needs of the County, State of CA, and Visitors. Upland Coastal Recreation (Coastal Park) land use is needed to provide land to migrate the projected/planned loss of “High-Priority” Coastal Recreation land uses due to Sea Level Rise impacts. There is only 76 miles of total coastline in San Diego County; a significant amount is publicly inaccessible military/industrial land. So how the last few portions of Coastal Land within Carlsbad (which is about 8% of San Diego County’s Coastline) is planned for the forever needs for High-Coastal-Priority Recreation Land Use is critical for Carlsbad, San Diego, and California Statewide needs into the future.
 - b. Most all the developable Coastal land in Carlsbad is already developed with Low-Coastal-Priority residential uses. Only a very small percentage of Carlsbad’s developable Coastal land, maybe 1-2%, is still vacant. This last tiny portion of fragment of vacant developable Coastal Land should be documented in the Draft LCP and reserved for “High-Priority” Coastal Land uses – most critically Coastal Recreation – to address the growing Coastal Recreation needs from a growing population and visitors. These growing needs are all the more critical in that existing Coastal Recreation lands will be decreasing due to inundation and erosion due to DLCPA planned Sea Level Rise.
 - c. This image of the western half of San Diego County graphically shows (in the blue line) the very small Coastal Zone Area that needs to provide the Carlsbad’s and California’s Coastal Recreational needs for all San Diego County residents and Visitors:



We request that 1) the amount and location of remaining vacant Coastal land in Carlsbad be documented and mapped and be reserved for high-priority Coastal Land Uses consistent with CCA Goals in Section 30001.5 “... (c) ... **maximize public recreational opportunities in the coastal zone** consistent with sound resources conservation principles and constitutionally protected rights of private property owners. (d) **Assure priority for coastal-dependent and coastal-related development over other development on the coast.** ...”; 2). This data be used in the City’s analysis and the public’s review and discussion about the City’s proposed Draft ‘Buildout’ Land Use Plan. The City’s proposed Draft ‘Buildout’ Land Use Plan will forever lock in the amount “maximum public recreational opportunities in the coastal zone” and will be the final Coastal Land Use Plan that is supposed to “assure priority for coastal-dependent and coastal-related development over other development on the coast”. Most of Carlsbad’s Coastal Zone is already developed or committed to low-priority land uses contrary to these CCA Goals, so how we finally and forever plan to use of the last small remaining vacant Coastal Land is very important.

4. The proposed Draft LCP Amendment in Chapter 3 makes unfounded statements regarding the proposed Amendment to the LCP Land Use Plan provision of “High-Priority” Coastal Recreation land use: On page 3-3, at the beginning of the Chapter 3 – Recreation and Visitor Serving Uses the City correctly states that the CA Coastal Act (CCA) places a high priority on maximizing Recreation uses, and cites multiple CCA Sections to that effect. The City’s proposed Coastal Land Use Plan then states on page 3-5 that a high proportion of land in the City is dedicated open

space available for passive and active use, yet provides no justification or accurate metric to support this statement. This is a critical unsubstantiated and speculative statement that is not supported by any comparative data (justifying the “high proportion” statement). The City later in Chapter 3 compared the adjoining cities of Oceanside and Encinitas to try to show how the proposed Draft LCP LUP Amendment provides higher levels of Visitor Serving Accommodations. That ‘non-common denominator’ comparison was fundamentally flawed, as noted in a prior separate Draft LCPA public review comment from People for Ponto regarding another high-priority Coastal land use (visitor accommodations) planned for in Chapter 3, but at least it was an attempt to compare. However, for the Coastal Recreation portion of Chapter 3, the City does not even attempt to provide any comparative data to support (or justify) the proposed Coastal Recreation Land Use Plan and statements. The Coastal Recreation Chapter also fails to disclose Carlsbad’s adopted City Park Master Plan (Park Service Area and Equity map) data that shows a clear conflict between the CA Coastal Act Policy Sections noted at the beginning of Chapter 3 and Chapter 3’s proposed Draft Coastal Recreation Land Use Plan.

Comparative Coastal Recreation: Comparing the Land Use Plan and policies of Oceanside, Carlsbad and Encinitas, one finds Carlsbad’s proposed Coastal Recreational Plan and Policies are not “high”, but very low compared with Oceanside and Encinitas. Carlsbad has a General Plan Park Standard of 3 acres of City Park per 1,000 Population. Oceanside has a 5 acres of City Park Standard per 1,000 population, and Encinitas has a 15 acres per 1,000 population standard, and an in-lieu park fee requirement of 5 acres per 1,000 population. Carlsbad’s proposed Coastal Recreation Land Use Plan is in fact not ‘high’ but is in fact the lowest of the three cities, with Carlsbad providing only 40% of Oceanside’s park standard, and only 20% of Encinitas’s Park Standard. Citywide Carlsbad currently has 2.47 acres of developed park per 1,000 population, Oceanside currently has 3.6 acres of developed park per 1,000 population, and Encinitas currently has 5.5 acres of developed park per 1,000 population. Although this data is citywide, it shows Carlsbad’s current amount of developed parkland is less than 70% of what Oceanside currently provides, and less than 45% of what Encinitas currently provides. Carlsbad is not currently providing, nor proposing a Coastal Land Use Plan to provide, a ‘high’ proportion of Coastal Recreation Land Use compared to Oceanside and Encinitas.

On page 3-5 Carlsbad may be misrepresenting city open space that is needed and used for the preservation of federally endangered species habitats and lagoon water bodies. This open space Land cannot be Used for Coastal Recreation purposes; and in fact Land Use regulations prohibit public access and Recreational Use on these Lands and water bodies to protect those endangered land and water habitats. 78% of Carlsbad’s open space is “open space for the preservation of natural resources” and cannot be used for Coastal Parks and Recreational use. Although “open space for the preservation of natural resources” does provide scenic or visual amenity, and this amenity is addressed as a different coastal resource. Visual open space is not Coastal Recreation Land Use. It appears Carlsbad is proposing in the Draft LCP Amendment to continue to, providing a ‘low’ percentage of Coastal Park Land Use and Coastal Recreation Land Use compared to adjoining cities.

In addition to the comparatively low amount of Coastal Park land Carlsbad plans for, Carlsbad scores very poorly regarding the equitable and fair distribution and accessibility of Coastal Parks and Coastal Recreation Land Uses. Both the City of Oceanside and Encinitas have very robust and detailed Park and Land Use plans to promote an equitable distribution of, and good non-vehicular accessibility, to their Coastal Parks. By comparison, Carlsbad’s park land use plan scores poorly, as exemplified in Ponto and South Carlsbad. Ponto’s existing population requires about 6.6 acres of City Parkland per Carlsbad’s low 3 acres per 1,000 population standard. Yet the nearest City Park is several miles away and takes over 50 minutes to walk along major arterial roadways and across Interstate 5 to access. As such this nearest park is not an accessible park for Ponto children, and thus Ponto children have to play in

our local streets to find a significantly large open area to play in. Ponto residents have to drive their kids to get to a park increasing VMT and GHG emissions. The City's proposed Coastal Recreation Land Use Plan 'solution' to Ponto's no-park condition, along with the City's need to add an additional 6.5 acres of new City parks in Southwest Carlsbad to comply with the Southwest Carlsbad's 2012 population demand (at a ratio of 3-acre/1,000 population) is to provide a City Park – Veterans Park – over 6-miles away from the Ponto and Southwest Carlsbad population need. This makes a bad situation worse. The City's proposed location is totally inaccessible to serve the needs of the population of children or anyone without a car, that it is intended to serve in South Carlsbad. This City proposed Coastal Recreation Land Use Plan 'solution' seems inappropriate and inconsistent with the CA Coastal Act and common sense. During the City's Veterans Park and budget community workshops citizens expressed a desire for a Ponto Park to be the solution to our Ponto and Southwest Carlsbad Park deficits. Those citizen requests were not apparently considered as part of the City's proposed Draft Coastal Recreation Land Use Plan. Following is an image summarizing the magnitude of citizen needs/desires expressed at the City's Budget workshop. Note the number and size of the text citing Ponto Park and South Carlsbad that reflects the number and magnitude/intensity of citizen workshop groups' input. The failure to acknowledge this public participation and data in the Coastal Recreation Land Use Plan Park seems in conflict with CCA Sections 30006 and 30252(6):



For South Carlsbad there is a complete lack of any existing or planned City Coastal Park and park acreage west of I-5, while North Carlsbad has 9 existing and 1 planned City Coastal Parks totaling 37.8 acres of City Coastal W of I-5 North Carlsbad. Not only is this unfair to South Carlsbad, it is also unfair to North Carlsbad as it increases VMT and parking impacts in North Carlsbad because South Carlsbad is not providing the City Coastal Parks for South Carlsbad resident/visitor demands. This City Park disparity is shown on Figure 3-1 of the Coastal Recreation Land Use Plan;

however it more accurately illustrated in the following data/image from the adopted Carlsbad Park Master Plan's "Service Area Maps (Equity Maps)". The image below titled 'No Coastal Park in South Carlsbad' shows Carlsbad's adopted "Park Service Area Maps (Equity Maps)" from the City's Park Master Plan that says it maps "the population being served by that park type/facility." The added text to the image is data regarding park inequity and disparity in South Carlsbad. The image compiles Carlsbad's adopted Park "Park Service Area Maps (Equity Maps)" for Community Parks and Special Use Area Parks that are the City's two park acreage types produced by the City's comparatively low standard of 3 acre of City Park per 1,000 population. The City's Park Service Area Maps (Equity Maps) shows areas and populations served by parks within the blue and red circles. City data clearly shows large areas of overlapping Park Service (areas/populations served by multiple parks) in North Carlsbad and also shows large areas in South Carlsbad with No Park Service (areas/populations unserved by any parks) and Park Inequity in South Carlsbad. It clearly shows the City's Documented Park Need and Park inequity at Ponto. The Existing LCP LUP for Ponto's Planning Area F in is required to "consider" and "document" the need for a "Public Park". The City's adopted Park Service Area Maps (Equity Maps) clearly shows the inequity of Coastal City Park between North and South Carlsbad, and the need for Coastal Parks in South Carlsbad – particularly at Ponto. The City's proposed Draft 'Buildout' Coastal Recreation Land Use Plan instead proposes to lock-in documented City Public Coastal Park inequity and unserved Coastal Park demand at Ponto and South Carlsbad forever. It does so by proposing the last vacant undeveloped/unplanned Coastal land – Ponto Planning Area F - in the unserved Ponto and South Carlsbad coastline areas instead of being planned for much needed City Park and Coastal Recreation use be converted to even more low-priority residential and general commercial land uses. These 'low-priority' residential uses, by the way, further increase City Park and Coastal Recreation demand and inequity in Coastal South Carlsbad. This is wrong, and a proposed 'forever-buildout' wrong at the most basic and fundamental levels. The proposed Draft Coastal Recreation Land Use Plan by NOT providing documented needed City parks for vast areas of Coastal South Carlsbad is inconsistent with the CA Coastal Act policies and Existing LCP LUP requirements for Ponto Planning Area F; and also inconsistent with fair/equitable/commonsense land use and park planning principles, inconsistent with CA Coastal Commission social justice goals, inconsistent with social equity, inconsistent with VMT reduction requirements, and inconsistent with common fairness. A different Coastal Recreation Land Use Plan should be provided that provides for a socially equitable distribution of Coastal Park resources so as to would allow children, the elderly and those without cars to access Coastal Parks. The proposed Draft 'Buildout' Coastal Recreation Land Use Plan forever locking in the unfair distribution of City Parks appears a violation of the not only CCA Sections 30213, 30222, 30223, and 30252(6) but also the fundamental values and principles of the CA Coastal Act. The Draft also appears a violation of Carlsbad's Community Vision.

No Coastal Park in South Carlsbad

- Appx. 6 miles of Coast without a Coastal Park is a City & Regional need
- South Carlsbad has 64,000 residents & thousands of hotel visitors without a Coastal park
- Closest park to Ponto is Poinsettia Park, approx. 2.5 miles across I-5
- Proposed Veterans Park is approx. 6 miles away



A different Coastal Recreation Land Use Plan is required to provide a more equitable distribution of City Parks with non-vehicular accessibility. Such a different plan would advance State and City requirements to reduce vehicle Miles Traveled (VMT) and greenhouse gas emissions that contribute to climate change and sea level rise impacts. Please note that the data for the above basic comparison comes from City of Carlsbad, Oceanside and Encinitas General Plan and Park Master Plan documents.

Data shows the proposed Coastal Recreation Plan conflicts with the CA Coastal Act policy Sections. As mentioned page 3-3 correctly states that the CA Coastal Act (CCA) places a high priority on maximizing Recreation Land Uses, and pages 3-5 list multiple CA Coastal Act (CCA) policy Sections that confirm this. However, given the significant statewide importance of Coastal Recreation Land Use, the City proposed 'Buildout' Coastal Recreation Land Use Plan does not appear to adequately address and implement these CCA Policies, and most noticeably in the Ponto area of South Carlsbad. Coastal Recreation is a significant Statewide High-Priority Land Use under the CCA. For a substantially developed non-coastal-industry city like Carlsbad Coastal Recreation is likely the biggest land use issue. This issue is even more elevated due to the fact that there are only a few small areas left of undeveloped Coastal land on which to provide Coastal Recreation, and Carlsbad is proposing a Coastal 'Buildout' Land Use Plan on those areas. The use of the last few remaining vacant portions of Coastal land for Coastal Recreation Land Use is the most important land use consideration in the proposed Draft LCP Land Use Plan Amendment as population and visitor growth will increase demands for Coastal Recreation. It is thus very surprising, and disturbing that the proposed Coastal Recreation Land Use Plan is so short, lacks any comparative and demand projection data, lacks any resource demand/distribution and social equity data, and lacks any rational and clear connection with CCA Policy and the proposed 'Buildout' Coastal Land Use plan. This is all the more troubling given that:

- The Ponto area represents the last significant vacant undeveloped/unplanned land near the coast in South Carlsbad that can provide a meaningful Coastal Park.
- The fact that the City's Existing LCP requires the city consider and document the need for a "i.e. Public Park" on Ponto's Planning Area F prior to the City proposing a change of Planning Area F's "Non-residential

Reserve” land use designation. The City has repeatedly failed to comply with this LCP LUP requirement, and worse has repeatedly failed to honestly inform citizens of this LCP LUP requirement at planning Area F before it granted any land use. The City, apparently implementing speculative developer wishes, has repeatedly proposed changing Planning Area F’s Coastal Land Use designation to “low-priority” residential and general commercial land uses without publically disclosing and following the Existing LCP LUP.

- The City’s currently developed parks in the southern portion of the City do not meet the city’s comparatively low public park standard of only 3 acres per 1,000 population. Since 2012 there has been City park acreage shortfall in both SW and SE Carlsbad.
- The Existing population of Ponto (west of I-5 and south of Poinsettia Lane) requires about 6.6 acres of Public Park based on the City’s comparatively low public park standard of 3 acres per 1,000 population. There is no Public Park in Ponto. Adding more population at Ponto will increase this current park demand/supply disparity.
- Carlsbad and other citizens have since 2017 expressed to the City the strong need for a Coastal Park at Ponto, and requested the City to provide a true citizen-based planning process to consider the Public Park need at Ponto. The Citizens’ requested process is fully in-line with CCA Goals, Public Participation Policy, Land Use Policies, and the Existing LCP Land Use Plan/requirements for Planning Area F and is the most appropriate means to consider and document the need for a Public Park at Ponto as required by the Existing LCP Land Use Plan.
- Planning Area F is for sale, and a non-profit citizens group has made an offer to purchase Planning Area F for a much needed Coastal Park for both Ponto and inland South Carlsbad residents and visitors. How should these facts be considered by the City and CCC?
- Carlsbad has no Coastal Parks west of I-5 and the railroad corridor for the entire southern half of Carlsbad’s 7-mile coastline.
- The southern half of Carlsbad’s coastline is 5.7% of the entire San Diego County coastline and represents a significant portion of regional coastline without a meaningful Coastal Park west of I-5 and the Railroad corridor.
- The City’s proposed Coastal Recreation Land Use Plan provides No Documentation, No Rational, and No Supporting or Comparative Data to show the proposed Coastal Recreation Land Use Plan in fact complies with the CA Coastal Act.

5. There is no Coastal Recreation/Park west of interstate 5 for all South Carlsbad, or half of the entire City. This is a obviously unfair and inequitable distribution of Coastal Recreation/Park resources that should be corrected by changes to the Draft LCP Land Use Amendment: The following image (which was sent to the City and CCC on several prior communications) was first requested by former Carlsbad Councilman Michael Schumacher during a People for Ponto presentation/request at the Oct 23, 2018 City Council meeting. The data compiled in the image shows how the South Coastal Carlsbad (Ponto) is not served by a Park per the City’s adopted Parks Master Plan. The blue dots on the map are park locations and blue circle(s) show the City’s Park Master Plan adopted Park Service Areas and Park Equity. This data, from pages 87-88 of the City of Carlsbad Parks Master Plan, shows all City Parks (both Community Parks and Special Use Areas in Coastal Carlsbad (except Aviara Park east of Poinsettia Park and west of Alga Norte Park). The text on the left margin identifies the South Carlsbad Coastal Park (west of I-5) gap along with the number of South Carlsbad Citizens (over half the City’s population) without a Coastal Park. The left margin also identifies more local issues for the over 2,000 Ponto area adults and children. For Ponto residents the nearest Public Park and City proposed ‘solution’ to the South Carlsbad and Ponto Public Park deficit are miles away over high-speed/traffic roadways and thus somewhat hazardous to access and effectively unusable by children/the elderly or

those without cars. Having been a 20-year resident of Ponto I regularly see our children have to play in the street as there are no Public Park with large open fields to play at within a safe and under 1-hour walk away. Ponto citizens have submitted public comments regarding this condition and the lack of a Park at Ponto

No Coastal Park in South Carlsbad

- Appx. 6 miles of Coast without a Coastal Park is a City & Regional need
- South Carlsbad has 64,000 residents & thousands of hotel visitors without a Coastal park
- Closest park to Ponto is Poinsettia Park, approx. 2.5 miles across I-5
- Proposed Veterans Park is approx. 6 miles away



Ponto is at the center of regional 6-mile Coastal Park Gap. A Coastal Park in this instance being a Public Park with practical green play space and a reasonable connection with the Coast (i.e. located west of the regional rail and Interstate-5 corridors). The following image shows this larger regional Coastal Park Gap centered on the Ponto Area, and the nearest Coastal Parks – Cannon Park to the north, and Moonlight Park to the south.

Regionally this image shows Ponto is the last remaining significant vacant Coastal land that could accommodate a Coastal Park to serve the Coastal Park current needs of over existing 2,000 Ponto residents, 64,000 existing South Carlsbad residents, and a larger regional population. It is also the only area to serve the Coastal Park needs for the thousands of hotel rooms in Upland Visitor Accommodations in South Carlsbad.

How Ponto Serves Region

- Ponto is in the middle of the regional Coastal Park Gap
- A Ponto Coastal Park fills a critical 6 mile gap of coastline without a Coastal Park - 8.6% of SD County coastline
- A Ponto Coastal Park Serves over 26,000 homes & 64,000 citizens just in South Carlsbad without a Coastal Park
- Serves many more people outside Carlsbad

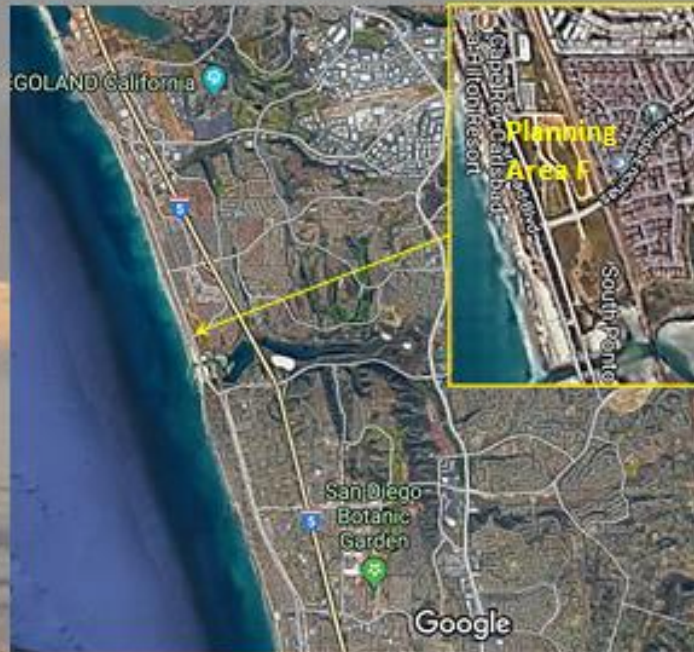


As People for Ponto first uncovered and then communicated in 2017 to the City and CCC; Carlsbad's Existing (since 1994) Local Coastal Program LUP currently states (on page 101) that Ponto's Planning Area F: carries a Non-Residential Reserve (NRR) General Plan designation. Carlsbad's Existing Local Coastal Program Land Use Plan states: "Planning Area F carries a Non-Residential Reserve (NRR) General Plan designation. Planning Area F is an "unplanned" area ..." and requires that: "... **As part of any future planning effort, the City and Developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park) on the west side of the railroad.**" CA Coastal Commission actions, Carlsbad Public Records Requests 2017-260, 261, and 262, and 11/20/19 City Planner statements confirm the City never fully communicated to Carlsbad Citizens the existence of this LCP requirement nor did the City comply with the requirements. Of deep concern is that the City is now (as several times in the past) still not honestly disclosing to citizens and implementing this Existing LCP requirement as a true and authentic 'planning effort'. The lack of open public disclosure and apparent fear of true public workshops and Public Comment about the Existing Planning Area F LCP requirements are troubling. The point of a 'planning effort' is to openly and publically present data, publically discuss and explore possibilities/opportunities, and help build consensus on the best planning options. Citizens are concerned the city has already made up its mind and there is no real "planning effort" in the proposed Draft LCP Amendment process, just a brief Staff Report and at the end provide citizens 3-minutes to comment on the proposal. This is not the proper way to treat the last remaining significant vacant land in South Carlsbad that will forever determine the Coastal Recreation environment for generations of Carlsbad and California citizens and visitors to come.

The following data/images show how Ponto is in the center of the 6-mile (west of I-5 and Railroad corridor) regional Coastal Park gap. Ponto is the last remaining vacant and currently "unplanned" Coastal land that is available to address this regional Coastal Park Gap.

How Ponto Serves Region cont.

- **Relieves Coastal Park congestion** in North Carlsbad, Encinitas and Solana Beach
- Area currently needs Coastal Park as seen by:
 - Ponto Beach parking congestion
 - current trespass use of Planning Area F as a Park
- **6.6 acre portion of Planning Area F** addresses SW Quad City Park deficit



How Ponto Serves Region cont.

- A Ponto Park helps address 2050 and beyond Regional Population and Visitor Growth demands for Coastal Parks
- A Ponto Park provides the lowest-cost coastal access and recreation opportunities for CA citizens and visitors



How Ponto Serves Region cont.

- Vital park and open space amenity for Visitor serving businesses and accommodations
- 6.6 acre unique City Coastal Park venue to stage special events: Runs, bike rides, triathlons, sports, coastal festivals, etc.



How Ponto Serves Region cont.

- Critical Park space for So. Carlsbad State Beach Campground
- Provides a big training and staging space for Junior lifeguards
- Dog walk trail

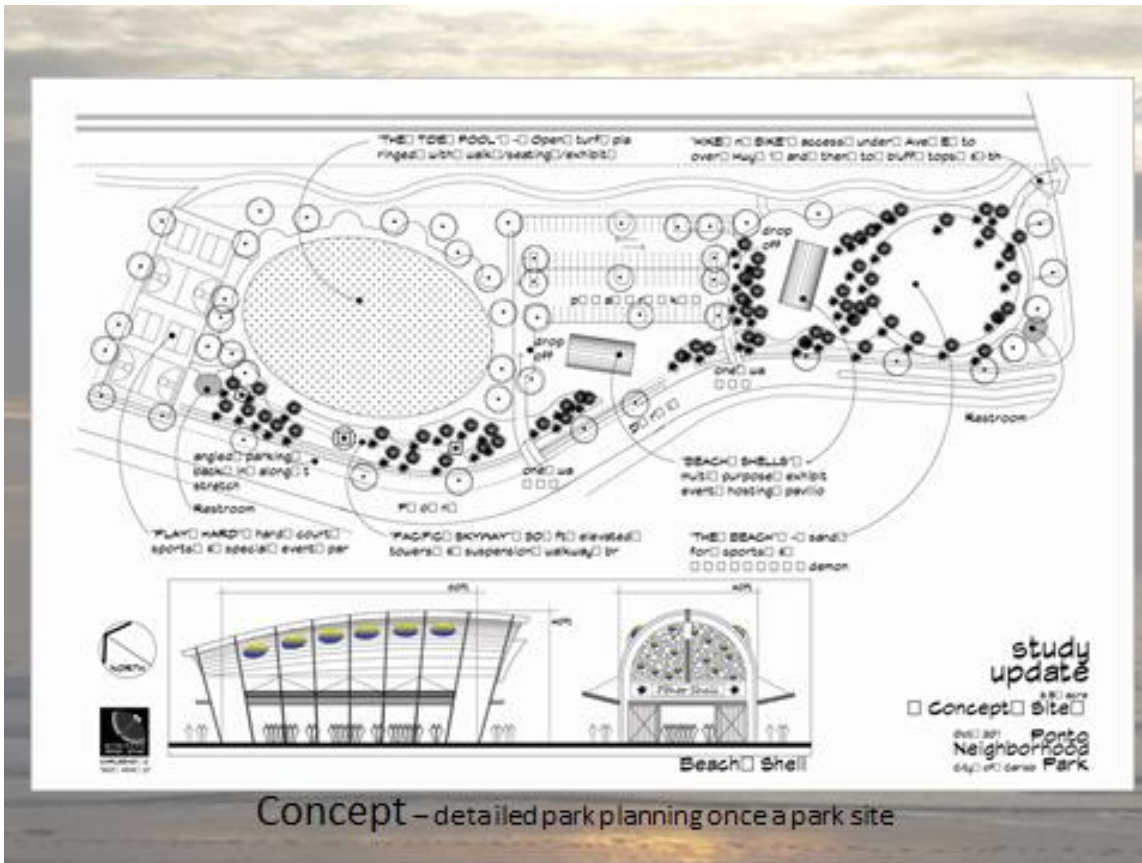


Ponto Coastal Park Concept

- A concept – but shows potential recreational opportunities
- Provides **vital parkland support for beach & open play fields**
- Concept plan a gift from San Pacifico Community Association



One possible Concept image of a potential Ponto Coastal Park at Planning Area F is illustrated below. The potential for a Ponto Coastal Park is real. The speculative land investment fund (Lone Star Fund #5 USA L.P. and Bermuda L.P.) that currently owns Planning Area F is selling the property, and is available for the City of Carlsbad to acquire to address the documented demand/need for a City Park and City Park inequity at Ponto and in Coastal South Carlsbad. A Ponto Beachfront Park 501c3 is working to acquire donations to help purchase the site for a Park. These situations and opportunities should be publicly discussed as part of the City Staff's proposed Local Coastal Program Land Use Plan Amendment.



Concept – detailed park planning once a park site

6. Projected increases in California, San Diego County and Carlsbad population and visitor growth increases the demand for High-Priority-Coastal Recreation land use:
 - a. Increasing Citizen demand for Coastal Recreational land needs to be addressed with increased Coastal Recreation land:

San Diego County Citizen Population - Source: SANDAG Preliminary 2050 Regional Growth Forecast

1980	1,861,846
1990	2,498,016
2000	2,813,833
2010	3,095,313
2020	3,535,000 = 46,500 Citizens per mile of San Diego County coastline
2030	3,870,000
2040	4,163,688
2050	4,384,867 = 57,700 Citizens per mile of San Diego County coastline

2020 to 2050 = 24% increase in San Diego County population.

Citizen Population will continue beyond 2050. Carlsbad may plan for 'Buildout' in 2050, but what is San Diego County's 'Buildout'? There is a common-sense need to increase the amount of Coastal Recreation Land Use in the Proposed LCP Amendment to the Land Use Plan for this growing population. If we do not increase our supply of Coastal Recreational Resources for these increased demands our Coastal Recreation Resources will become more overcrowded, deteriorated and ultimately diminish the Coastal Recreation quality of life for Citizens of Carlsbad and California. Ponto sits in the middle of an existing 6-mile regional Coastal Park Gap (no Coastal Park west of Interstate 5) and there is No Coastal Park in all of South Carlsbad to address the Coastal Recreation needs of the 64,000 South Carlsbad Citizens.

- b. Increasing Visitor demand for Coastal Recreational land needs to be addressed with increased Coastal Recreation land:

Yearly Visitors to San Diego County – source: *San Diego Tourism Authority; San Diego Travel Forecast, Dec, 2017*

2016	34,900,000
2017	34,900,000
2018	35,300,000
2019	35,900,000
2020	36,500,000 = average 100,000 visitors per day, or 2.83% of County's Population per day, or 1,316 Visitors/coastal mile/day in 2020
2021	37,100,000
2022	37,700,000

This is growth at about a 1.6% per year increase in visitors. Projecting this Visitor growth rate from 2020 to 2050 results in a 61% or 22,265,000 increase in Visitors in 2050 to:

2050	58,765,000 = average 161,000 visitors per day, or 3.67% of the County's projected 2050 Population per day, or 2,120 Visitors/coastal mile/day in 2050.
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The number of Visitors is likely to increase beyond the year 2050. There is a common-sense need to increase the amount of Coastal Recreation Land Use in the Proposed LCP Amendment to the Land Use Plan for these projected 2050 61% increase, and beyond 2050, increases in Visitor demand for Coastal Recreational Resources. Increasing Coastal Recreation land is a vital and critically supporting Land Use and vital amenity for California's, the San Diego Region's and Carlsbad's Visitor Serving Industry. Ponto sits in the middle of an existing 6-mile regional Coastal Park Gap (no Coastal Park west of Interstate 5). There are thousands of hotel rooms in South Carlsbad that have NO Coastal Park to go to in South Carlsbad. This needs correcting as both a Coastal Act and also a City economic sustainability imperative.

- c. We request that the as part of the public's review, the City Staff proposed Draft LCP Amendment to the Land Use Plan clearly document if and/or how future forever 'Buildout' City, Regional and Statewide population and visitor population demand for Coastal Recreation and City Coastal Parks are adequately provided for both in amount and locational distribution in the Carlsbad proposed Amendment of the LCP Land Use Plan.
7. Carlsbad's Draft Local Coastal Program Land Use Plan Amendment says it plans to a year 2050 buildout of the Coastal Zone. The Draft Local Coastal Program Land Use Plan Amendment then is the last opportunity to create a Coastal Land Use Plan to provide "High-Priority" Coastal Recreation Land Use, and will forever impact future generations of California, San Diego County, and Carlsbad Citizens and Visitors:
- a. The Draft LCPA indicates in 2008 only 9% of All Carlsbad was vacant land. Less is vacant now in 2019. Carlsbad's Coastal Zone is 37% of the City, so vacant unconstrained land suitable for providing Coastal Recreation is likely only 3-4%. The prior request for a full documentation of the remaining vacant Coastal lands will provide a better understanding needed to begin to make the final 'buildout' Coastal Land Use Plan for Carlsbad. The Draft LCPA does not indicate the amount and locations of currently vacant unconstrained Coastal Land in Carlsbad. This final limited vacant land resource should be clearly documented and mapped in the DLCPA as it represents the real focus of the DLCPA – the Coastal Plan for these remaingn undeveloped

lands. These last remaining vacant lands should be primarily used to provide for and equitably distribute “High-Priority” Coastal Recreation Land Uses consistent with CCA Sections:

- i. Section 30212.5 “... Wherever appropriate and feasible, public facilities, including parking areas or facilities, **shall be distributed throughout an area so as to mitigate against the impacts, social and otherwise, of overcrowding or overuse by the public of any single area.**”;
- ii. Section 30213 “... **Lower cost visitor and recreational facilities shall be protected, encouraged, and, where feasible, provided. Developments providing public recreational opportunities are preferred. ...**”;
- iii. Section 30222 “**The use of private lands suitable for visitor-serving commercial recreational facilities designed to enhance public opportunities for coastal recreation shall have priority over private residential, general industrial, or general commercial development,** but not over agriculture or coastal-dependent industry.”
- iv. Section 30223 “**Upland areas necessary to support coastal recreational uses shall be reserved for such uses, where feasible**” ,
- v. Section 30251 ... The location and amount of new development should maintain and enhance public access to the coast by ... 6) assuring that the recreational needs of new residents will not overload nearby coastal recreation areas by **correlating the amount of development with local park acquisition** and development plans with the provision of onsite recreational facilities to serve the new development”

Adopted City Park Service Area and Park Equity maps discussed earlier document the proposed Draft LCP Amendment’s inconstancy with the above CCA Policy Sections. The locations and small amounts remaining vacant Coastal lands provide the last opportunities to correct the inconsistencies of City proposed Draft “buildout” LCP Land Use Plan Amendment with these Coastal Act Policies.

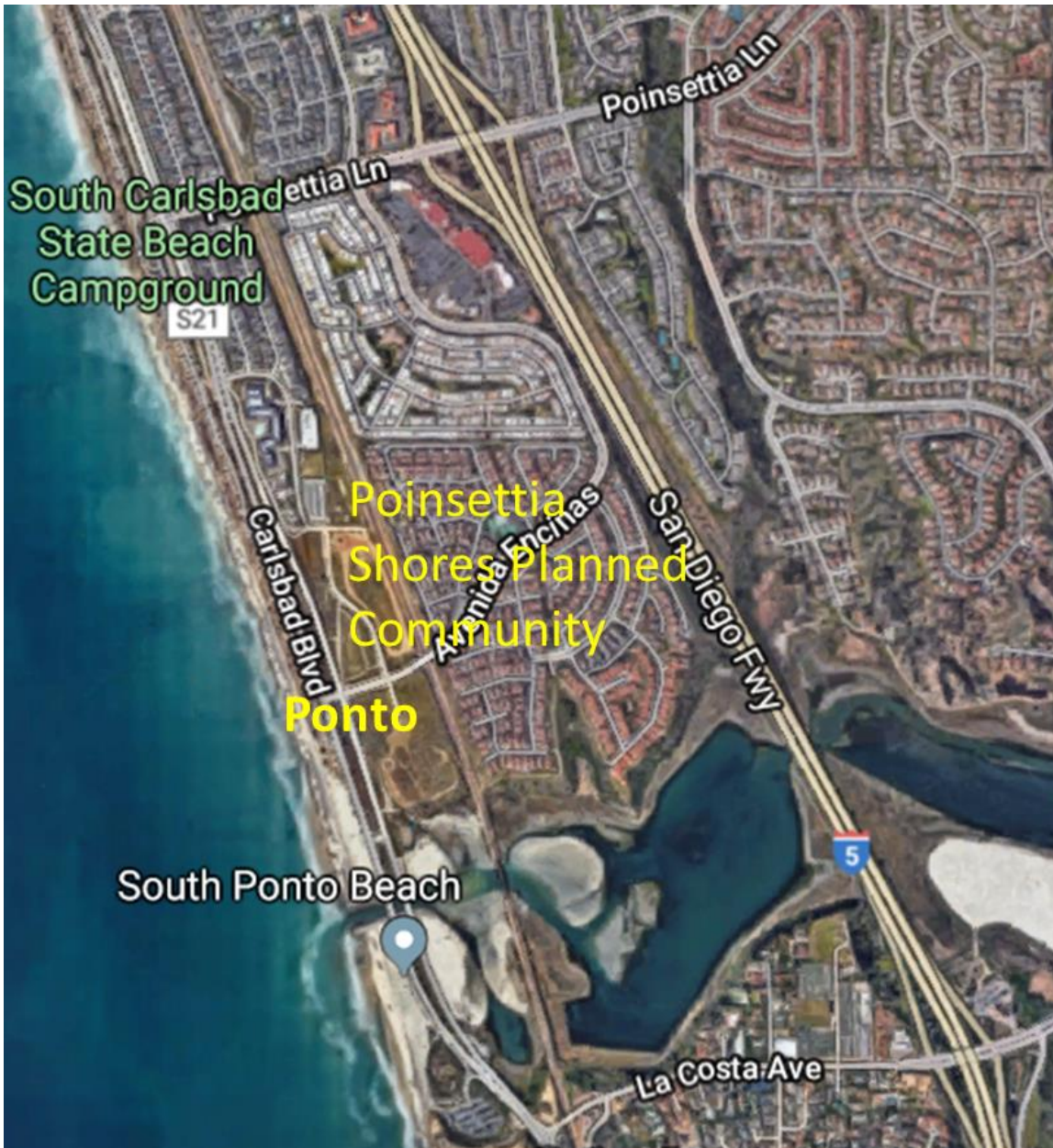
Currently and since 1996 there has been LCP LUP Policy/regulations for Ponto Planning Area F that require consideration of a “Public Park” prior to changing the existing “unplanned Non-residential Reserve” Land Use designation. A map and data base of vacant developable Coastal land should be provided as part of the Draft LCPA and the Draft LCPA. This map and data base should document the projected/planned loss of Coastal land use due to Sea Level Rise. Draft LCPA projects Sea Level Rise will eliminate several beaches and High-Priority Coastal Land Uses like Coastal Lagoon Trails and the Campground.

- b. The LCP Land Use Plan should plan and reserve the very limited vacant developable Coastal land for the long-term ‘Buildout’ needs of “High-Priority” Coastal Recreation Land Use. Vacant developable Coastal land is too scarce to be squandered for “low-priority” uses. Sea Level Rise will reduce “High-Priority” Coastal Uses. So how vacant developable Upland area should be preserved for “High-Priority” Coastal Uses is a key requirement to be fully documented and discussed in the Draft LCPA. If not one of two things will eventually happen 1) any new Coastal Park land will require very expensive purchase and demolition of buildings or public facilities to create any new Coastal Park land to meet existing and growing demand; or 2) Coastal Recreation will be hemmed-in by “low-priority” uses and thus force Coastal Recreation to decrease and become increasingly concentrated and overcrowded in its current locations; and thus will promote the eventual deterioration of our current Coastal Recreation resources. A plan that fails to fix Coastal Park deficits and then increase Coastal Parks in pace with increased population/visitor demand is a plan that can only result in degradation. How the Draft LCPA documents and addresses the land use planning of the last small portions of vacant developable Coastal land is critical for the future and future generations.

8. Citizens of South Carlsbad are concerned about the City's multiple prior flawed Ponto planning processes or 'mistakes' the City has made yet is basing the City Staff's proposed Draft LCP LUP. The concerns being the City is not openly and honestly communicating information to citizens and the public, and not allowing a reasonable and appropriate community-based planning process to address the documented Park, Coastal Recreation and unconstrained open space needs in South Carlsbad. One of these groups of citizens has created a www.peopleforponto.com website to try to research and compile information and hopefully provide a better means for citizens to understand facts and then express their concerns/desires to the City of Carlsbad (City) and CA Coastal Commission (CCC). Over 2,000 emails have sent to the City and CCC regarding Coastal Land Use Planning Issues at Ponto. The San Pacifico Planned Community (i.e. San Pacifico Community Association) has also, since 2015, sent numerous emailed letters to the City and CCC noting the significant concerns about changes in Coastal planning the City is proposing for our Planned Community.

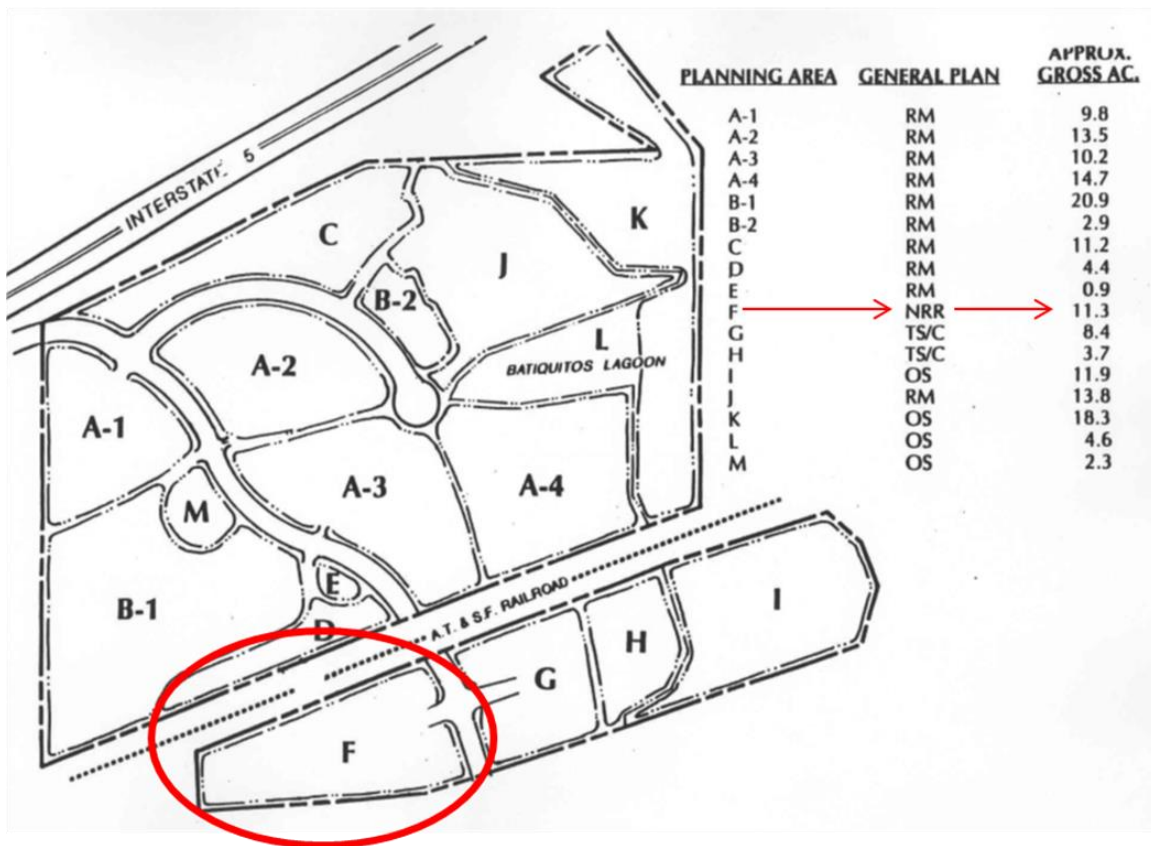
Repeatedly over 90% of surveyed citizens (results emailed prior to both the City and CCC) have expressed the vital need and desire for a Coastal Park at Ponto to serve the current and future Coastal Recreation needs for all both Ponto and South Carlsbad and for larger regional and State Coastal Recreational needs. This desire is supported by data, CA Coastal Act Policy, and also Carlsbad's Community Vision – the foundation for the City's General Plan. Ponto is the last remaining vacant Coastal area available to provide for those needs in South Carlsbad and for a regional 6-mile stretch of coastline. Citizens have expressed deep concern about the City's flawed prior Coastal planning efforts for Coastal Recreation at Ponto, including two repeated LCP Amendment "mistakes" (Ponto Beachfront Village Vision Plan in 2010 and General Plan Update in 2015) when the City twice failed to publicly disclose/discuss and then follow the Existing LCP requirements at Ponto – specifically for Planning Area F. People for Ponto had to use multiple Carlsbad Public Records Requests in 2017 to find these "mistakes". CCC Staff was helpful in both confirming the City "mistakes" and communicating back to the City. As citizens we are still unclear as to how/why these two repeated "mistakes" happened. There is citizen concern that the City is again repeating these two prior "mistakes" by not at the beginning of the Public Comment Period clearly and publicly disclosing the Planning Area F LCP requirements to citizens as part of the current LCP Amendment process, and also by not implementing the existing LCP requirement PRIOR to proposing an Amended Coastal Land Use Plan for Ponto. The City in its proposed LCP Amendment process is putting-the-cart-before-the-horse with respect to honest and open consideration, documentation and public discussion of the need for high-priority Coastal Recreation land use required of Planning Area F at Ponto. The City is also not clearly letting all Carlsbad citizens know about the Existing LCP requirements for Ponto's Planning Area F so they can be informed to reasonably participate in public review and comment regarding amending that LCP requirement, and the need for Coastal Recreation land uses in South Carlsbad. Since 2017 there has been repeated citizen requests to the City (copies were provided to the CCC) to fix these multiple fundamental/foundational flaws by in the City's prior Coastal Recreation and Public Parks and Open Space at planning, and the currently Proposed Draft LCP Land Use Plan Amendment. Since 2017 there have also been repeated citizen requests to the City to provide a truly open, honest, inclusive community-based planning process and workshops with the accurate and honest information, prior to forming a proposed Draft LCP Land Use Plan Amendment. As citizens we believe we can constructively work with the City and CCC towards a consensus or viable options on these important Coastal Recreation issues if the City allows and encourages such an open, honest and inclusive process. We request the City respond to the requests submitted to the City since 2017, and again request such a process from the City before any LCP Amendment is first considered by the Planning Commission and City Council. Such a requested process benefits all.

9. Why the Draft LCPA Land Use Plan for Ponto should provide for the current and future Coastal Park and Recreation needs for South Carlsbad, the San Diego Region and California.
- Ponto, is one of last remaining vacant and undeveloped Coastal lands in North County
 - Ponto is the last remaining undeveloped Coastal land in South Carlsbad
 - Ponto has the last unplanned Planning Area of the Existing Poinsettia Shores Planned Community & Local Coastal Program that can be planned for high-priority Coastal Recreation land use. This Existing LCP requires Planning Area F be considered for a “Public Park”.
 - Following is a map of the Ponto area in South Carlsbad:



Following is the LCP Land Use map from the Existing Poinsettia Shores Master Plan & Local Coastal Program adopted in 1996. This is the Land Use map that the City is proposing to change in the proposed LCP Amendment to the Land Use Plan. As the Existing LCP Land Use map shows most all the land is ‘low-priority’ residential use at an RM Residential medium density, a small portion is ‘high-priority’ Visitor Serving TC/C Tourist Commercial. Most all the Open Space is constrained and undevelopable land (the steep CSS habitat bluffs above Batiquitos Lagoon) or water

(the lagoon water). This land/water is owned by the State of California, like the inner lagoon east of I-5. Only Planning Area M at 2.3 acres is unconstrained Open Space and it provides a small private internal recreation facility for the approximately 450 homes and 1,000 people in the Planned Community. This small recreation area is a City requirement for 'planned developments' to off-set loss open space from planned development impacts on housing quality. Planned developments can propose designs that reduce normal setback and open space areas – they bunch together buildings to increase development – such as the smaller lot sizes, and extensive use of “zero-setbacks” to reduce typical lot sizes that occurs at Poinsettia Shores. A private recreation facility in any of the City’s planned developments is never considered a replacement for required City Parks. Planned Developments, like unplanned developments, are required to dedicate Park land to the City, or pay a Park In-Lieu fee to the City so the City provide the developer’s obligation to provide City Park acreage to address the population increase of their proposed planned development. For Poinsettia Shores’ population the City’s minimum City Park Standard would require developers set aside 3 acres of City Park land for local park needs. For the larger Ponto area population about 6.6 acres of City Park Land is required. The Existing LCP reserves Planning Area F as an unplanned “Non-residential Reserve” Land Use until the Public Park needs for Ponto are considered and documented. Only then can the NRR land use be changed.



10. Developers have overbuilt in the Ponto area of the Coastal Zone. The City of Carlsbad has under questionable circumstances is currently choosing to 'exempted' Ponto developers from providing the minimum amount of unconstrained Open Space according to the City’s developer required Open Space Public Facilities Standard. The legality of these confusing circumstances is subject to a lawsuit against the City. However the City’s computerize mapping system has documented that the Ponto area of the Coastal Zone is missing about 30-acres of Unconstrained Open Space that can be used to fulfill the City’s Open Space Performance Standard that states that 15% of unconstrained and developable land must be preserved by developers as Open Space. Following is a

summary of data from the City data regarding the missing Open Space at Ponto (Local Facility Management Plan Zone 9, LFMP Zone 9) in the Coastal Zone pursuant to the City's Open Space Performance Standard. If it is desirable People for Ponto can provide the City GIS map and parcel-by-parcel data base on which the following summary is based:

City of Carlsbad GIS data calculations of Open Space at Ponto area of Coastal Zone:

472 Acres = Total land in LFMP Zone 9 [Ponto area] per City of Carlsbad GIS data

(197 Acres) = Constrained land/water/infrastructure that is excluded from the City's Open Space Standard

275 Acres = Unconstrained land in LFMP Zone 9 (Ponto) subject to the City's Open Space Standard

X 15% = Minimum unconstrained Open Space requirement per the City Open Space Standard

41 Acres = Minimum unconstrained Open Space required in LFMP Zone 9

(11 Acres) = Actual unconstrained Open Space provided & mapped by City in LFMP Zone 9

30 Acres = Missing unconstrained Open Space needed in LFMP Zone 9 [Ponto area of Coastal Zone] to meet the City's minimum GMP Open Space Standard. 73% of the required Open Space Standard is missing.

Thus the Ponto area of the Coastal Zone appears overdeveloped with 30 additional acres of "low-priority" residential land uses due to developers' non-compliance to the City's Open Space Public Facility Performance Standard's Minimum developer required Open Space requirement. As noted a citizens group has a pending lawsuit with the City over the City's current 'exempting' Ponto and future developers from meeting the Open Space Standard.

11. The prior pre-1996 LCP for Ponto – the Batiqitos Lagoon Educational Park Master Plan & LCP (BLEP MP/LCP) had significant Open Space and recreational areas. These significant Open Space and Recreational areas were removed with BLEP MP/LCP's replacement in 1996 by the currently existing Poinsettia Shores Master & LCP (PSMP/LCP) and its City Zoning and LCP LUP requirements that reserved Planning Area F with the current "Non-residential Reserve" Land Use designation. Since the BLEP MP/LCP it appears developers and the City of Carlsbad have worked to remove "High-Priority" Coastal land uses (i.e. Coastal Recreation and Park uses) out of the Ponto area and replaced them with more "low-priority" residential and general commercial land uses. For example:
 - a. Planning Area F used to be designated "Visitor Serving Commercial" as part of the original 1980's BLEP MP/LCP for Ponto.
 - b. In 1996 the BLEP MP LCP was changed by developer application to the now current PSMP LCP, and the LCP LUP designation changed from "Visitor Serving Commercial" to "Non-Residential Reserve" with the requirement to study and document the need for "High-Priority" Coastal Recreation (i.e. Public Park) and/or Low-cost visitor accommodations prior to any change to Planning Area F's "Non-residential Reserve" LCP land use.
 - c. In 2005 the City started to try to change Planning Area F to low-priority residential and general commercial land use in the City's Ponto Beachfront Village Vision Plan (PBVVP). At this time the City made its first documented Coastal 'planning mistake' by not disclosing to the public the existence of Planning Area F's LCP requirements and then also not following those LCP requirements. The City's planning process seemed focused on addressing developer's land use desires, and increasing land use intensity to boost "Tax-increment financing" as the City had established a Redevelopment Project Area at Ponto. A short time after the State of CA dissolved Redevelopment Agencies due in part to such abuses by cities. The CCC formally rejected the PBVVP in 2010, citing the City's failure to follow the LCP requirements for Planning Area F.
 - d. Five years later in 2015 the City again adopted a proposed General Plan Update to again change Planning Area F to low-priority residential and general commercial land use. The General Plan Update cited the City's PBVVP that was in fact rejected by the CCC only a few years before. The City again repeated their PBVVP's

Coastal land use ‘planning mistake’ by again not disclosing to the public the existence of Planning Area F’s LCP requirements and then not following those LCP requirements. It is unclear why the City did this only 5-years after the CCC specifically rejected the Ponto Beachfront Village Vision Plan for those same reasons.

- e. In 2017 citizens found and then confirmed these Ponto Coastal ‘planning mistakes’ by the City through multiple official Carlsbad Public Records Requests and CCC Staff confirmation. The CCC readily identified the mistakes, but the City’s 2019 proposed Draft LCP Land Use Plan and planning process still has yet fully disclose these prior Coastal ‘planning mistakes’ to ALL citizens of Carlsbad - the failure to disclose and follow the Planning Area F LCP LUP and City Zoning requirements. Full City disclosure is needed now to try to correct many years of City misrepresentation to citizens on LCP required Coastal land Use planning at Ponto. It is needed now so the public is aware at the start of the Public Comment Period. In 2017 citizens began asking the City fix the City’s over 12-years of misinformation and planning mistakes by ‘restarting’ Coastal land use planning at Ponto with an open and honest community-based Coastal planning process. These citizens’ requests have been rejected.
- f. In 2019 the City Staff proposed citywide Draft LCP land Use Plan Amendment that again proposed to change Planning Area F to “low-priority” residential and general commercial land use, without first disclosing the Planning Area F LCP requirements with corresponding analysis of the Need for Coastal Recreation (i.e. Public Park) and/or low-cost visitor accommodations at Planning Area F and providing that Documented analysis for public review/Consideration/comment. This seems like another 3rd repeat of the prior two Coastal planning mistakes by the City. In 2019, again citizens asked for a reset and a true community-based process for the last remaining significant vacant Coastal lands – including Ponto. Again the City rejected citizens’ requests.
- g. In 2020 thousands of public requests again asked, and are currently asking, for a reset and a true community-based process for the last remaining significant vacant Coastal lands – including Ponto. Again these requests are being rejected. Based on the significant citizen concern and the documented prior ‘planning mistakes’ at Ponto it appears reasonable and responsible for Ponto’s Planning Area F to either:
 - i. Retain its current Existing LCP LUP land Use of “Non-Residential Reserve” until such time as the City’s past Ponto Beachfront Village Vision Plan and General Plan Update planning mistakes and other issues subject to current planning lawsuits against the City are resolved with a true, honest and open community-based Coastal planning process asked for by citizens since 2017. Or
 - ii. Propose in the Draft LCP Land Use Plan Amendment to re-designated Planning Area F back to a Visitor Serving Commercial and Open Space (“i.e. Public Park”) to provide both “High-Priority” coastal uses v. low-priority residential/general commercial uses due to the documented Coastal Recreation and Low-cost visitor accommodation needs for both citizens and visitors at Ponto and South Carlsbad.

12. Questionable logic and inconsistency in proposed Draft land use map and policies: Chapter 2 Figure 2-2B & C on pages 2-19 & 20 proposes to Amend the existing LCP Land Use Plan Map, and policies LCP-2-P.19 and 20 on pages 2-27 to 2-29 propose Amendments to existing LCP policy and create a new added layer of policy referencing a Ponto/Southern Waterfront. The proposed Land Use Map and Policies serve to firmly plan for “low-priority” residential and general commercial land uses at Ponto with a clear regulatory Land Use Plan Map showing these land uses and by specific regulatory policy (LCP-2-20) that clearly requires (by using the words “shall”) these “low priority” uses. In contrast the “High-Priority” Coastal Recreation and Coastal Park land uses that would be designated as Open Space are not mapped at all in Figure 2-2B & C; and the proposed policy LCP-2-P.19 is both misleading and specifically does Not Require any “High-Priority” Coastal Recreation and Coastal Park land Use at Ponto and South Carlsbad. In fact page 2-22 specifically indicates two “may” criteria that would first need to occur

in the positive before any potential Coastal Recreation and Coastal Park Land could then theoretically even be possible. It is highly probable that it is already known by the City that the proposed relocation of Carlsbad Boulevard (Coast Highway) is not very feasible and not cost effective, and will not yield (due to environmental habitat constraints, narrowness of the roadway median, and other design constraints) any significant dimensions of land that could potentially be designated Open Space and realistically be used as a Park.

The blank outline map (Figure 2-2B & C) provides no mapped Open Space Land Use designation, other than for the currently existing State Campgrounds' low-cost visitor accommodations, so the proposed Land Use Plan Map is Not providing/mapping any new Open Space land use to address Coastal Recreation and Coastal Park needs. The Draft LCP Land Use Plan Amendment's proposed/projected/planned Sea Level Rise and associated coastal erosion appears to indicate that this "High-Priority" low-cost visitor accommodation (Campground) land use designated as Open Space will be reduced in the 'Buildout' condition due to coastal erosion. **So the Draft LCP Land Use Plan is actually planning for a Reduction in Open Space Land Use in South Carlsbad and Ponto.** Both the blank outline map and the proposed Land Use Map Figure 2-1 DO NOT clearly map and designate both South Carlsbad's Draft LCP Planned Loss of the Open Space Land Use and also any New or replacement unconstrained land as Open Space land use for Coastal Recreation and Coastal Park. This is an internal inconsistency in Land Use Mapping that should be corrected in two ways:

- 1) Showing on all the Land Use (Figure 2-1), Special Planning Area (Figure 2-2B & C), and other Draft LCP Maps the Draft LCP's planned loss of land area in those maps due to the Draft LCP's planned loss of land due to Sea Level Rise and Coastal Land Erosion. This is required to show how land use boundaries and Coastal Recourses are planned to change over time. or
- 2) Provide detailed Land Use Constraint Maps for the current Carlsbad Boulevard right-of-way that the City "may" or 'may not' choose (per the proposed "may" LCP-2-P.19 policy) use to explore to address the City's (Park Master Plan) documented Coastal Recreation and Coastal Park land use shortages in Coastal South Carlsbad and Ponto. Clearly showing the potential residual Unconstrained Land within a Carlsbad Boulevard relocation that have any potential possibility to add new Open Space Land Use Designations (for Coastal Recreation) is needed now to judge if the policy is even rational, or is it just a Trojan horse.

The proposed internal inconsistency in mapping and policy appears like a plan/policy 'shell game'. The proposed Land Use Plan Maps and Policies should be consistent and equality committed (mapped-shall v. unmapped-may) to a feasible and actual Plan. If not then there is No real Plan.

There is no Regulatory Policy requirement in LCP-2-P.19 to even require the City to work on the two "may" criteria. The City could choose to bury the entire Carlsbad Boulevard relocation concept and be totally consistent with Policy LCP-2-P.19 and the LCP. As such the language on 2-22, Figure 2-2C (and the proposed Land Use Map), and policy LCP-2-P.19 and 20 appear conspire to create a shell game or bait-and-switch game in that only "low-priority" residential and general commercial uses are guaranteed (by "shall" policy) winners, and "high-priority" Coastal Recreation and Coastal Park Land Uses are at best a non-committal 'long-shot' ("may" policy) that the city is specifically not providing a way to ever define, or commit to implement. The proposed Draft LCP Land Use Plan Coastal Recreation and Coastal Park statements for Ponto are just words on paper that are designed to have no force, no commitment, no defined outcome, and no defined requirement to even have an outcome regarding the documented "High-Priority" Coastal Recreation and Coastal Park needs at Ponto, Coastal South Carlsbad and the regional 6-mile Coastal Park gap centered around Ponto.

Policy LCP-2-P.19 falsely says it “promotes development of recreational use” but does not in fact do that. How is development of ‘recreational use promoted’ when the Use is both unmapped and no regulatory policy requirement and commitment (no “shall” statement) to ‘promote’ that Use is provided? Policy LCP-2-19.19 appears a misleading sham that does not ‘promote’ or require in any way “High-Priority” Coastal Recreation and Park Land Use at Ponto. There should be open and honest public workshops before the Draft LCP Amendment goes to its first public hearing to clearly define the major environmental constraints and cost estimates involving possible relocation of Carlsbad Boulevard and constructing needed beach access parking, and sufficient and safe sidewalks and bike paths along Carlsbad Boulevard; and then map the amount and dimensions of potential ‘excess land’ that maybe available for possible designation as Open Space in the City General Plan and Local Coastal Program. The City should not repeat the mistakes at the Carlsbad Municipal Golf Course (resulting in the most expensive to construct maniple course in the USA) by not defining and vetting the concept first. A preliminary review of City GIS data appears the amount, dimensions and locations of any potential ‘excess’ land maybe modest at best. However before the City proposes a ‘Buildout’ Coastal Land Use Plan this critical information should be clearly provided and considered. It is likely the City’s Carlsbad Boulevard relocation concept is unfeasible, inefficient, too costly, and yields too little actual useable ‘excess land’ to ever approach the Coastal Recreation and Coastal Park needs for South Carlsbad. This may already be known by the City, but it surely should be publicly disclosed and discussed in the DLPCA.

The proposed Coastal Land Use Plan to address Carlsbad’s, San Diego County’s and California’s High-Priority Coastal Recreation Land Use and Coastal Park needs should NOT be vague “may” policy that appears to be purposely designed/worded to not commit to actually providing any “High-Priority” Coastal Recreation and Coastal Park land uses on the map or in policy commitments. The Land Use Plan and Policy for High-Priority Coastal Recreation and Coastal Park Land Use should be definitive with triggered “shall” policy statements requiring and assuring that the ‘Forever’ “High-Priority” Coastal Recreation and Coastal Park needs are properly and timely addressed in the City’s proposed ‘Buildout’ Coastal Land Use Plan. This “shall” policy commitment should be clearly and consistently mapped to show the basic feasibility of the planned outcomes and the resulting actual Land that could feasibly implement the planned outcome.

Providing safe and sufficient sidewalks, bike paths, and public parking along Carlsbad Boulevard: Providing safe and sufficient sidewalks, bike paths, and public parking along Carlsbad Boulevard are Coastal Access and Completes Streets issues. South Carlsbad Boulevard now and has for decades been a highly used Incomplete Street that is out of compliance with the City’s minimum Street Standards for pedestrian and bike access and safety. The Coastal Access portion of the Draft Land Use Plan should strongly address the Complete Street requirements for South Carlsbad Boulevard. Those policy commitments should be reference in Policy LCP-2-P.19 and 20 as Carlsbad Boulevard in **South Carlsbad is the most Complete Street deficient portion of Carlsbad Boulevard**. Forever Coastal Access parking demand and the proposed LCP Amendment’s Land Use Plan to supply parking for those demands should also be addressed as part of the Coastal Access and Complete Streets issues for South Carlsbad Boulevard. If much needed Coastal Access Parking is provided on South Carlsbad Boulevard as part of a “maybe” implemented realignment, most of the “maybe” realignment land left after constraints are accommodated for and buffered will likely be consumed with these parking spaces and parking drive aisles/buffer area needed to separate high-speed vehicular traffic from parking, a buffered bike path, and a sufficiently wide pedestrian sidewalk or Coastal Path. After accommodating these much needed Complete Street facilitates there will likely be little if any sufficiently dimensioned land available for a Coastal Recreation and a Coastal Park. The needed Coastal Access and Complete Street facilities on South Carlsbad Boulevard are very much needed, but they are NOT a Coastal Park.

As mentioned the proposed Draft Coastal Land Use Plan's Maps and Policies are very specific in providing for the City's proposed LCP Land Use changes to 'low-priority' Residential and General Commercial' on Planning Area F (proposed to be renamed to Area 1 and 2). It is curious as to why the proposed Draft LCP Land Use Plan Amendment has no Land Use Map and minor vague unaccountable Land Use Policy concerning 'High-priority Coastal Recreation Land Use' at Ponto, while the very same time proposing very clear Land Use Mapping and detailed unambiguous "shall" land use policy requirements for 'low-priority' Residential and General Commercial land use at Ponto. Why is the City Not committing and requiring (in a Land Use Map and Land Use Policy) to much needed 'High-priority' Coastal Recreation and Coastal Park Land Use' needs at Ponto the same detail and commitment as the City is providing for "low-priority" uses? This is backwards and inappropriate. It is all the more inappropriate given the 'Buildout' Coastal Land Use Plan the City is proposing at Ponto. These issues and plan/policy commitments and non-commitments will be 'forever' and should be fully and publicly evaluated as previously requested, or the Existing LCP Land Use Plan of "Non-residential Reserve" for Planning Area F should remain unchanged and until the forever-buildout Coastal Recreation and Coastal Park issues can be clearly, honestly and properly considered and accountably planned for. This is vitally important and seems to speak to the very heart of the CA Coastal Act, its founding and enduring principles, and its policies to maximize Coastal Recreation. People for Ponto and we believe many others, when they are aware of the issues, think the City and CA Coastal Commission should be taking a long-term perspective and be more careful, thorough, thoughtful, inclusive, and in the considerations of the City's proposal/request to permanently convert the last vacant unplanned (Non-residential Reserve) Coastal land at Ponto to "low-priority" land uses and forever eliminate any Coastal Recreation and Coastal Park opportunities.

13. Public Coastal View protection: Avenida Encinas is the only inland public access road and pedestrian sidewalk to access the Coast at Ponto for one mile in each direction north and south. It is also hosts the regional Coastal Rail Trail in 3' wide bike lanes. There exist now phenomenal coastal ocean views for the public along Avenida Encinas from the rail corridor bridge to Carlsbad Boulevard. It is assumed these existing expansive public views to the ocean will be mostly eliminated with any building development seaward or the Rail corridor. This is understandable, but an accountable ('shall') Land Use Plan/Policy addition to proposed Policy LCP-2-P.20 should be provided for a reasonable Public Coastal View corridor along both sides of Avenida Encinas and at the intersection with Carlsbad Boulevard. Public Coastal view analysis, building height-setback standards along Avenida Encinas, and building placement and site design and landscaping criteria in policy LCP-2-P.20 could also considered to reasonably provide for some residual public coastal view preservation.

14. Illogical landscape setback reductions proposed along Carlsbad Boulevard, and Undefined landscape setback along the Lagoon Bluff Top and rail corridor in Policy LCP-2-P.20: Logically setbacks are used in planning to provide a buffering separation of incompatible land uses/activities/habitats. The intent of the setback separation being to protect adjacent uses/activities/habitats from incompatibility, nuisance or harassment by providing a sufficient distance/area (i.e. setback) between uses/activities/habitats and for required urban design aesthetics – almost always a buffering landscaping. Policy LCP-2-P.20. A.4 and C.3 says the required 40' landscape setback along Carlsbad Boulevard "maybe reduced due to site constraints or protection of environmental resources." The ability to reduce the setback is illogical in that setbacks are intended to protect environmental resources and provide a buffer for constraints. In the Carlsbad Boulevard right-of-way there is documented sensitive environmental habitat, along with being a busy roadway. How could reducing the protective 40' setback in anyway better protect that habitat or provide a better landscaped compatibility or visual aesthesis buffer along Carlsbad Boulevard? It is illogical. If anything the minimum 40' landscaped setback should likely be expanded near "environmental resources". Regarding reducing the minimum 40' landscape setback for "site constraints" there is no definition of what a "site constraint" is or why it (whatever it may be) justifies a reduction of the minimum landscaped setback.

Is endangered species habitat, or a hazardous geologic feature, or a slope, or on-site infrastructure considered a “site constraint”? There should be some explanation of what a “site constraint” is and is not, and once defined if it warrants a landscape setback reduction to enhance the buffering purpose of a landscape setback. Or will a reduction only allow bringing the defined constraint closer to the adjacent uses/activities/habitats that the landscape setback is designed to buffer. It is good planning practice to not only be clear in the use of terms; but also, if a proposed reduction in a minimum standard is allowed, to define reasonably clear criteria for that reduction/modification and provide appropriate defined mitigation to assume the intended performance objectives of the minimum landscape setback are achieved.

Policy LCP-2-P.20.C.4 is missing a critical Bluff-Top landscape setback. It seems impossible that the DLCPA is proposing no Bluff-Top setback from the lagoon bluffs and sensitive habitat. The Batiquitos Lagoon’s adjoining steep sensitive habitat slopes directly connect along the Bluff-top. Batiquitos Lagoon’s and adjoining steep sensitive habitat is a sensitive habitat that requires significant setbacks as a buffer from development impacts. Setbacks similar to those required for the San Pacifico area inland of the rail corridor, should be provided unless updated information about habitat sensitivity or community aesthetics requires different setback requirements.

Policy LCP-2-P.20 does not include a landscape setback standard adjacent to the rail corridor. This is a significant national transportation corridor, part of the 2nd busiest rail corridor in the USA. Train travel along this corridor is planned to increase greatly in the years to come. Now there is significant noise, Diesel engine pollution, and extensive ground vibration due to train travel along the rail corridor. Long freight trains which currently run mostly at night and weekends are particularly noisy and heavy, and create significant ground vibration (underground noise). These issues are best mitigated by landscape setbacks and other buffers/barriers. A minimum setback standard for sufficient landscaping for a visual buffer and also factoring appropriate noise and ground vibration standards for a buildout situation should be used to establish an appropriate landscape setback that should be provided along the rail corridor. Carlsbad’s landscape aesthetics along the rail corridor should be factored into how wide the setback should be and how landscaping should be provided. An example for the landscape aesthetic portion of the setback standard could be landscape design dimensions of the San Pacifico community on the inland side of the rail corridor. However, noise and vibrational impacts at San Pacifico are felt much further inland and appear to justify increased setbacks for those impacts.

FW: City Council reply to Citizens concerns and requests regarding Ponto development

Lance Schulte <meyers-schulte@sbcglobal.net>

Wed 1/29/2020 9:47 AM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

Cc: Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov <lisa.urbach@parks.ca.gov>; Kathleen@carlsbad.org <Kathleen@carlsbad.org>; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov <gbuhr@coastal.ca.gov>; cort.hitchens@coastal.ca.gov <cort.hitchens@coastal.ca.gov>; Erin.Praher@coastal.ca.gov <Erin.Praher@coastal.ca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com <info@peopleforponto.com>; Nika Richardson <richardson@waltersmanagement.com>; Chas Wick <chaswick@reagan.com>

 2 attachments (1 MB)

Concerns and Requests emailed to Carlsbad CC-PC-PC & CCC as of 3-22-18 - item 1 - Coastal South Carlsbad Park deficit.pdf; Carlsbad Parks & Rec Master Plan pp 87-88 with correction-notes.pdf;

Jenifer:

Please provide email confirmation of this email and attachments as public comments on the DLCPA for Ponto .

Thanks,

Lance

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]

Sent: Friday, April 6, 2018 10:00 AM

To: 'council@carlsbadca.gov'; 'mike.pacheco@carlsbadca.gov'; 'Don.Neu@carlsbadca.gov'; 'manager@carlsbadca.gov'; 'chris.hazeltine@carlsbadca.gov'; 'gbuhr@coastal.ca.gov'; 'Erin.Praher@coastal.ca.gov'; 'debbie.fountain@carlsbadca.gov'; 'Celia Brewer'

Cc: 'Jim Nardi'; 'WILLIAM VAN CLEVE'; 'Avril van Zyl'; 'Tony Ruffolo'; 'Chas Wick'; 'jeanscamp@yahoo.com'; 'sebbiessixpack@att.net'; 'Lee Leibenson'; 'Gail Norman'; 'John Gama'; 'Harry Peacock'; 'Patti Travis'; 'colinrobertsonrealestate@gmail.com'; 'Farhad Sharifi'; 'Jim Burke'; 'Stacy King'

Subject: RE: City Council reply to Citizens concerns and requests regarding Ponto development

Importance: High

Dear Carlsbad City Council, Planning and Parks Commissions and City Staff:

We request that the attached files also be included in the public record for any City discussion on adjusting/amending the:

- City's Growth Management Program facilities standards,
- Growth Management Ordinance CMC 21.90,
- Citywide Facilities Improvement Plan and/or
- Local facilities Management Plan for Zone 9.

We have updated the Carlsbad Parks and Rec Master Plan exhibits to include an additional image showing the wider/longer Regional Coastal Park Gap which surrounds the Coastal Park void in Coastal South Carlsbad, and the many inland homes/population without a Coastal Park. We kindly request advance notification on any staff reports or meetings on the above as we would like to most effectively participate in public review and input. We are also available and happy to meet with you to discuss these attached issues in advance of consideration of any of the above. If we could receive a confirmation reply it would be most appreciated. Thank you for your consideration.

We sincerely care about the quality of life in our City and neighborhoods.

Sincerely,

Lance Schulte

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]
Sent: Tuesday, March 6, 2018 9:14 AM
To: council@carlsbadca.gov; mike.pacheco@carlsbadca.gov; Don.Neu@carlsbadca.gov; manager@carlsbadca.gov; chris.hazeltine@carlsbadca.gov; gbuhr@coastal.ca.gov; Erin.Prahler@coastal.ca.gov; debbie.fountain@carlsbadca.gov; Celia Brewer
Cc: 'Jim Nardi'; 'WILLIAM VAN CLEVE'; 'Avril van Zyl'; 'Tony Ruffolo'; 'Chas Wick'; jeanscamp@yahoo.com; sebbiessixpack@att.net; 'Lance Schulte'; 'Lee Leibenson'; 'Gail Norman'; 'John Gama'; Harry Peacock; 'Patti Travis'; colinrobertsonrealestate@gmail.com; Farhad Sharifi; Jim Burke; 'Stacy King'
Subject: City Council reply to Citizens concerns and requests regarding Ponto development
Importance: High

Dear City Council, Planning and Parks Commissions:

The attached file includes 4 emails to you regarding Ponto development issues and requests that relate to our community concerns to Develop Ponto Right. One email was sent August 31, 2017 and three were sent December 5, 2017. As yet we have not received a reply to the requests within the emails. We respectfully request a reply soon to these 4 emails as we wish to inform our Community.

Also attached are 2 pages from the City's Park and Recreation Department Master Plan that graphically illustrate some of the Coastal Park inequalities/deficits in South Carlsbad that also impact Coastal North Carlsbad and Encinitas. Please note the Veteran's Park location mapping error on p 87, which we hope can be corrected – a response to correct this mapping would be appreciated.

It is important that we all work to Develop Ponto right as the last remaining significant vacant Coastal land to establish the long-term buildout Coastal environment for South Carlsbad and North San Diego County.

Thank you for your consideration.

Sincerely,

Lance Schulte
San Pacifico Community Association – Ponto Development Review Committee

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

Concerns and requests emailed to the Carlsbad City Council, Planning and Parks Commissions; and California Coastal Commission

Item #1 – City Park Standard in SW and South Carlsbad & Planning Area F requirement to consider a Ponto Coastal Park; and General Plan justification to support a request that the City Council provide a Ponto Coastal Park

Emailed on 8/31/17, and 3/6/18 to: Carlsbad City Council council@carlsbadca.gov

Carlsbad Parks & Recreation Commission at mike.pacheco@carlsbadca.gov

Carlsbad Planning Commission at Don.Neu@carlsbadca.gov

Kevin Crawford, City Manager at manager@carlsbadca.gov

Chris Hazeltine, Parks & Recreation, City of Carlsbad chris.hazeltine@carlsbadca.gov

Don Neu, Planning, City of Carlsbad Don.Neu@carlsbadca.gov

Subject: City Park Standard in Southwest and South Carlsbad

Dear Carlsbad City Council:

The San Pacifico Community Association (SPCA) represents over 450 homes (around 1,000 Citizens) in the Southwest Quadrant/Park District of Carlsbad, and is the primary component and stakeholder of the Poinsettia Shores Planned Community (Poinsettia Shores Master Plan and Local Coastal Program). SPCA supported the residents in creating the Ponto Beachfront Development Review Committee (PBDRC) to:

- Provide information to all San Pacifico residents (and surrounding neighborhoods) on the developments. (See www.PontoLocals.com)
- Obtain and consolidate constructive feedback from the residents. Give this feedback to the residents, developers and City so that we can have productive/timely input into the projects and their designs.
- Act as a strong, unified voice and with the support of our residents in upcoming Planning, Council and Coastal Commission meetings.

Since PBDRC has been formed there has been a growing participation and concurrence from other Carlsbad areas and groups on the consensus PBDRC has consolidated.

PBDRC and the SPCA are pleased that the City has taken action to fix a timeline defect in the Growth Management Program related to meeting a City Park standard. However there is another truly once in a lifetime opportunity to improve how the City Park standard is proposed to be met in Ponto and coastal South Carlsbad that we would like to request of the City Council. This opportunity stems from the fact that Ponto is the only vacant coastal land in South Carlsbad and is currently being evaluated for low-priority housing and other types of development. Should it be developed in this way, there will never be another opportunity to have a meaningful park in coastal Southwest Carlsbad west of Interstate 5. The request is to work with Pontolocals to provide a comprehensive and open process for citizens of the City [primarily Southwest and Southeast Carlsbad Citizens] to discuss and define possible better approaches to implement a coastal park in Southwest that can serve all of South Carlsbad. We recently had a community meeting attended by approximately 200 people and this letter reflects some of the near unanimous (90%+) concerns from that meeting. We believe these concerns are also likely to be reflective of many others living in South Carlsbad, and also in North Carlsbad.

The City Park Standard is “3.0 acres of Community Park or Special Use Area per 1,000 population **within the Park District**”. So for every 1,000 Citizens in a Park District, such as the coastal Southwest Quadrant Park District, there is to be 3 acres of City Park to meet the standard. The rationale for such a location specific standard is that parks should be distributed so as to be reasonably accessible by all citizens. It is also important to have reasonable and safe park access via walking and biking, not just by motor vehicles. The staff report on correcting the timeline defect in the Park Standard stated that correcting the timeline to correct the park quadrant deficits is “... specifically relevant to the southwest and southeast quadrants. As stated in the report a need for more park acreage in those two quadrants was identified four years ago (during FY 2012-13).” A 6.6 acre park deficit within the Southwest quadrant was identified in the Growth Management Monitoring Report for FY 2014-15. However the report indicates that “Based on the Fiscal Year 2015-16 Capital Improvement Program list of projects, Veteran’s Memorial Park (91.5 acres, with 22.9 acres applied to each quadrant) is proposed to be constructed prior to buildout.” Under this proposal the future Veteran’s Park, that is located in the Northwest Park District and located many miles away from the coastal Southwest and Southeast Quadrants and Park Districts, would be used to meet the population and citizen demand for Parks for citizens within the coastal Southwest and Southeast Quadrant’s Park Districts. We know there is an outstanding opportunity for the City to do a great thing for the community and to add tremendous value to the quality of life by augmenting, enhancing, and/or adjusting planned park supply to better serve citizens and the City; and be more consistent with the General Plan and core values of the Growth Management Plan.

The fundamental intent of creating four Park Districts (one for each quadrant) and managing and matching demand and supply of City Parks into smaller geographical areas (quadrant park districts) is to make the supply of City Parks reasonably accessible to their demand and more equitably distributed for citizens. Equitable distribution of City Park facilities is the right thing to do and has many citizen and city benefits:

- Children and elderly can more easily walk and bike to City Parks when they are close by and within a safe walking and bicycling distance with properly designed access pathways;
- Park supply created so far away from park demand creates the need to drive in a car to access the park, thus increasing vehicle miles traveled (VMT). Depending on locations this also limits park access for citizens without cars or unable to drive;
- When city parks are accessible to their demand by walking/bicycling then less city park land is needed to park cars. Citizens get more actual useable park space for each acre of park land;
- When city parks are close to their demand busy families can quickly get to them after their workday which allows more park time for families during busy weekends;
- Nearby city parks create a stronger sense of stewardship for the “neighborhoods” park and city parks in general. Citizens watch out and care for their nearby park;
- Nearby city parks that are equitably distributed and based on surrounding neighborhood demand serve to strengthen neighborhood quality and property values by providing park amenities close by. It is both a good neighborhood and economic development strategy to assure park demand and supply are locationally matched; and
- Fundamentally it is the right thing to do to place park demand and supply in close proximity to each other and promote and equitable distribution public facility demand and supply.

In coastal Southwest Carlsbad and South Carlsbad we have some glaring gaps in demand and supply of city parks. For instance:

The Carlsbad General Plan Open Space, Conservation and Recreation Element, Figure 4-3 Parks: Shows no existing or planned coastal parks or special use areas west of Interstate 5 for all of South Carlsbad. In North Carlsbad there are 10, parks and special use areas west of Interstate 5 and on or close to the beach (9 of these are existing parks and 1 is a future park). This seems a clear and inherently unfair distribution of coastal park facilities. This unfair distribution severely reduces critical access to coastal park open space near the beach for South Carlsbad Citizens (half the City and over 26,000 homes, and over 64,000 citizens).

This unserved demand for city park space in coastal South Carlsbad is evidenced by the dangerous use of the Carlsbad Boulevard [old highway 101] road shoulder and bike lanes and campground road for recreational purposes, parking demand and the frequent unauthorized recreational use of Ponto vacant land. People are using whatever land they can for needed recreational use. South Carlsbad Citizens in Aviara, La Costa, Rancho Carrillo, Bressi Ranch, La Costa Valley and all the other South Carlsbad inland neighborhoods have no coastal South Carlsbad City Beach Park areas to access the coast. Their only option is to drive significant distances (with increase VMT and greenhouse gas emissions) crosstown to access city beach parks in the North, or travel to Encinitas. This forces increased VMT and greenhouse gas emissions which is counter to both State and General Plan goals. Citizens in South Carlsbad only have a State Beach pay parking lot and a retreating primarily steep cobble beach as their "local" beach. The non-beach portion of the South Carlsbad State Beach campground is a road and lodging facility for primarily out-of-town visitors that are near this beach. It is not a city park. The Campground is not designed to serve the park needs of Carlsbad citizens, but is a great place primarily for visitors to affordably pay to spend nights camping near the beach. The lack of any park facilities at the campground is evidenced by the frequent use of the campground driveway (a significant area of the campground) by children and adults as a play area.

There is an added benefit in that adding a coastal South Carlsbad Ponto Beach Park would help alleviate growing overcrowding, and increased traffic and parking congestion at North Carlsbad's coastal parks.

Citizens west of Interstate 5 in South Carlsbad have very limited access to a city park. Depending on the neighborhood one lives in, access our nearest park [Poinsettia Park] is between a 2 to 4 mile trip. Residents must cross Interstate 5 using one of only two crossings in the space of over 3 miles. These crossings are on major multi-lane, higher speed roadways (Poinsettia Lane or Palomar Airport Road). The route is not the most safe or direct, and it forces one to drive in a vehicle to access a park which increases VMT. Park access for children, the elderly, and those walking dogs west of Interstate 5 in South Carlsbad is severely restricted or effectively eliminated.

Coastal Southwest and all of South Carlsbad have not met their quadrant's Park area standard since 2012 (per the City's Growth Management Program). A specific comprehensive and open discussion with the Southwest and all if South Carlsbad citizens on how that deficient should be resolved should occur. The current City solution to meet local park needs of coastal Southwest and South Carlsbad with a paper allocation of park acreage in the Northwest part of the City that is many miles away does not seem right. It seems inconsistent with the core values and Vision of our City.

From Carlsbad General Plan Community Vision:

"...the Carlsbad Community Vision, which is the foundation for this plan." This is the foundation for the General Plan.

“...In the future, ... social connections will be enhanced through ... more public gathering places, family-friendly activities, and open spaces within walking distance of people’s homes ...”

“The community is proud of the exceptional amount of open space in the city, and envisions a future of continued City commitment to open space protection and strategic acquisitions to further the city’s open space system.”

“Parks, Fields, and Facilities for All Ages: The network of parks and recreation facilities will be improved to meet the community’s active lifestyle needs. Such improvements may include the strategic addition of more parks, ... New facilities will be located to maximize use and access by all neighborhoods, tailored to the needs of local populations, and designed with all ages in mind.”

“Beach Uses and Improvements: The beach is an important outdoor recreational resource, and protecting and enhancing access to the beach and the quality of the beach experience is a top community priority.”

“... Access to the beach and the quality of the beach experience will be improved through new compatible and supportive uses on or in close proximity to the beach, which may include ... a park ...”

“Tailored Tourism Strategy: Tourism is an important component of the city’s economy today, and it remains an attractive economic sector for the future since it emphasizes the very resources that make the city attractive to existing residents—the ocean and beach ...”

“Easy and convenient pedestrian connections will be available from every neighborhood to help children get safely to schools and parks.”

From General Plan Land Use Element:

“Beach Access and Activity: ...the community expressed an overwhelming preference for an active waterfront development strategy, which provides opportunities for activities and uses to be more integrated with the ocean. ... Access to the beach will be enhanced through ... open space, parking, and amenities ...”

General Plan Land Use Policy: “2-G.20 Develop an active ocean waterfront, with new growth accommodated west of Interstate 5, to enable residents and visitors to enjoy more opportunities for ... recreating along the coastline. Develop public gathering places and recreational opportunities along the coastal corridor.”

The City’s Park and Recreation Master Plan includes many areas of direction that strongly support a coastal park west of interstate 5 in South Carlsbad. Many of the most important park facilities and program needs identified in the City’s Park and Recreation Master Plan could be most efficiently addressed with a coastal park in the Ponto area. There are also significant and unique opportunities to create both public/private and public/public partnerships that would not only help reduce City recreation costs but also expand and create unique and special recreational program opportunities currently identified in the City’s Park and Recreation Master Plan.

A Ponto city coastal park also implements a major General Plan policy which calls for an active waterfront and creates solutions to long standing Local Coastal Program policy and State Parks

Campground issues. There are very unique and special land use compatibility opportunities and synergy from a coastal city park in south Carlsbad and Ponto area that are inline and implement high priorities identified in the City's Park and Recreation Master Plan.

In summary, Carlsbad has a once in a generation opportunity to create very special coastal South Carlsbad Ponto Beach Park in South Carlsbad. This opportunity will be true to our Carlsbad Community Vision and General Plan and the heart and soul of our Growth Management Plan's standard of matching park demand with park supply within a particular park district. We believe this request benefits not only coastal Southwest Carlsbad and South Carlsbad but all of Carlsbad and is more consistent with the City General Plan, Growth Management Program, and Parks Master Plan and will result in a better, more valued and more sustainable City.

We are a key Stakeholder in Ponto and the Poinsettia Shores Maser Plan and Local Coastal Program. We have been hearing similar concerns from other Carlsbad citizens about coastal beach park access and request that the City Council seize this opportunity to work with us to establish a comprehensive and open community discussion about the strategic acquisition of a coastal South Carlsbad Ponto Beach Park for South Carlsbad citizens and businesses. We also request before a solution to the 2012 Southwest quadrant park standard deficit is created we have an open citizen discussion with the Citizens of coastal Southwest Carlsbad on how that solution can better address the park demand created in the Southwest Park District with a better park supply created within that District. Like our City Park Standard says: "3.0 acres of Community Park or Special Use Area per 1,000 population **within the Park District**". We request that a coastal City Park West of Interstate 5 be developed in South Carlsbad to be fair and equitable and to meet the needs of South Carlsbad for a coastal City Park to serve all the Citizens of South Carlsbad. This can take advantage of special land use synergies to help promote public/private collaboration, create added property and transit occupancy tax revenues for the City by creating a valuable and synergistic amenity [where none now exists] for over half the City and over 26,000 homes, along with providing support to our City's visitor serving businesses and activities. It is the right and smart thing to do.

The San Pacifico Community Association and PBDR as key Stakeholders in Ponto wish to be a key participant any proposed City or CCC actions regarding these subjects, and would like to meet with you to see how we can discuss and advance this for the benefit of South Carlsbad Citizens. As we are citizen volunteers we sincerely appreciate advance notification to allow for preparation and coordination with our work lives and to communicate back to our members and other South Carlsbad Citizens. We wish to be notified in advance of any proposed actions related to the issues in thus letter. The San Pacifico Community Association contact information is:

San Pacifico Community Association and PBDR
c/o Walters Management, Lee Leibenson
9665 Chesapeake Drive, Suite 300
San Diego, CA 92123
lleibenson@waltersmanagement.com

The Ponto Beachfront Development Review Committee conducted the research cited in this letter. Along with general communications, please contact the following if you have technical questions regarding this letter. Key Committee contact information is:
jeanscamp@yahoo.com
sebbiessixpack@att.net;

Concerns and requests submitted to Carlsbad City Council et. al.

meyers-schulte@sbcglobal.net

Thank you for your consideration.

San Pacifico Community Association Board of Directors:

Mr. Jim Nardi jtnardi1@msn.com

Mr. Bill Van Cleve billvancleve@prodigy.net

Mr. Adriaan van Zyl Vanzyl.aakc@live.com

Mr. Tony Ruffolo tonyruffolo616@gmail.com

Mr. Chas Wick chaswick@reagan.com

cc:

Board of Directors

California Coastal Commission at Erin.Prahler@coastal.ca.gov and gbuhr@coastal.ca.gov

4.13.1 COMMUNITY PARKS



4.13.2 SPECIAL USE AREAS



There is no Coastal Park to serve South Carlsbad Citizens-Visitors-Businesses. There are 10 Coastal Parks in North Carlsbad. The lack of Coastal Parks in South Carlsbad seems both unfair to South Carlsbad Citizens-Visitors-Businesses; and is unfair to North Carlsbad by forcing congestion into North Carlsbad & Encinitas/Solana Beach where there are Coastal Parks.

How Ponto Serves Region



- **A Ponto Coastal Park fills a critical 6 mile gap of coastline without a Coastal Park - 8.6% of SD County coastline**
- **A Ponto Coastal Park Serves over 26,000 homes & 64,000 citizens just in South Carlsbad without a Coastal Park**
- **Serves many more people outside Carlsbad**

FW: Thank you for 10-26-17 City Staff meeting on Ponto Beach Park - apparent Error on p. 87 of Park Master Plan - official records request

Lance Schulte <meyers-schulte@sbcglobal.net>

Wed 1/29/2020 8:29 AM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

Cc: Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov <lisa.urbach@parks.ca.gov>; Kathleen@carlsbad.org <Kathleen@carlsbad.org>; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov <gbuhr@coastal.ca.gov>; cort.hitchens@coastal.ca.gov <cort.hitchens@coastal.ca.gov>; Erin.Prahler@coastal.ca.gov <Erin.Prahler@coastal.ca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com <info@peopleforponto.com>

 2 attachments (19 MB)

Parks and Recreation Department Master Plan p 87 - Community Park service area Error - Vetrans Park location (Final 03.11.15).pdf; Parks and Recreation Department Master Plan p 88 - SUA Service Area (Final 03.11.15).pdf;

Jenifer:

Please provide email confirmation that this email string will be part of public comments on the staff proposed Draft LCP Land Use Plan Amendment.

Since 2017, when citizens found out and confirmed the multiple 'planning mistakes' by the City at Ponto, there have been many discussions/communications with City Staff, and presentations/communications to the Carlsbad City Council and Planning and Parks Commissions that are directly relevant to the Staff proposed DLCPA. These communications to the City since 2017 should be a part of the official public comment record as they directly relate to the Existing LCP, Coastal Recreation (i.e. Public Park), and Staff's proposed Land Use changes at Ponto.

Thanks,
Lance

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]

Sent: Thursday, December 7, 2017 12:06 PM

To: chris.hazeltine@carlsbadca.gov; Don Neu (Don.Neu@carlsbadca.gov); Jason Geldert (Jason.Geldert@carlsbadca.gov); corey.funk@carlsbadca.gov; 'council@carlsbadca.gov'; 'mike.pacheco@carlsbadca.gov'; 'manager@carlsbadca.gov'

Cc: Jean Camp (jeanscamp@yahoo.com); 'Harry & Bobbi Peacock'; 'Patti Travis'; 'jtnardi1@msn.com'; 'Lee Leibenson'; 'gbuhr@coastal.ca.gov'; 'Erin.Prahler@coastal.ca.gov'; 'WILLIAM VAN CLEVE'; 'Avril van Zyl'; 'Tony Ruffolo'; 'Chas Wick'; 'jeanscamp@yahoo.com'; 'sebbiessixpack@att.net'; 'Gail Norman'; 'Johngama99@gmail.com'; 'Lee Leibenson'

Subject: RE: Thank you for 10-26-17 City Staff meeting on Ponto Beach Park - apparent Error on p. 87 of Park Master Plan - official records request

Importance: High

Chris:

Happy Holidays. I had not heard back from you on the following, so wanted to let you know we can wait to discuss after the Holidays.

I also wanted to let you know that it appears page 87 on the City Parks Master Plan has an error. The location of the Future Veterans Park is incorrectly located. Page 87 shows the center of the Future Veterans Park on Palomar

Airport Road, not about 1-mile north on Faraday. Thus page 87 shows an incorrect "as the crow flies" service area for the future Veterans Park (see attached).

Also attached is page 88 from the City's Parks Master Plan that is the service area for City Park Special Use Areas. Page 88 shows like other service area maps in the City Park Master Plan, a relative lack of City Park resources in South Coastal Carlsbad and west of Interstate 5. These lack of City Park facilities in South Coastal Carlsbad are part of our consensus Community desire for a City Ponto Beach Park on a 6.5 acre portion of Planning Area F in the Poinsettia Shores Master Plan and Local Coastal Program. Community desires and along with some supporting City policy justification was presented to the City Council Planning and Parks Commissions and City and Coastal Commission staffs in our 8/31/17 email letter. We would like to have a positive Community Based Planning Discussion and Process to address the issues and Community desires. There are related City Local Coastal Program requirements for Planning Area F to require consideration and documentation of the need for a Public Park. We respectfully request verification that this email and the 8/31/17 email also be included in the official record for the Shopoff (Planning Area F) applications to change planning documents and their development permit applications on file with the City, and include in the City's Local Coastal Program application to the California Coastal Commission, and the City's planning process to address the current 6.6 acre City Park deficit in Southwest Carlsbad, and other public facility issues in our area.

You and Don, indicated we should be contacting the City Council on these issues, so we have in this email. Our San Pacifico Community consensus is for a City Ponto Beach Park and thinks it is the Right Thing to Do. We look forward to a Community Based Process to define a City Ponto Beach Park and address the Citywide Coastal and SW Quadrant Park issues. Thanks Chris, and Jason and Don for making this part of the public records. Hopefully our we can all talk after the holidays.

Kindest regards and wishing you the very best this holiday season,

Lance Schulte
Ponto Development Committee

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]
Sent: Wednesday, November 29, 2017 6:44 AM
To: chris.hazeltine@carlsbadca.gov; Don Neu (Don.Neu@carlsbadca.gov); Jason Geldert (Jason.Geldert@carlsbadca.gov); corey.funk@carlsbadca.gov
Cc: Jean Camp (jeanscamp@yahoo.com); 'Harry & Bobbi Peacock'; 'Patti Travis'; 'jtnardi1@msn.com'; 'Lee Leibenson'
Subject: RE: Thank you for 10-26-17 City Staff meeting on Ponto Beach Park

Chris:

Don, Corey and I had an opportunity to meet in follow-up and talk a bit about the some, but not all, the planning concerns. Don is considering some of the issues raised, and we hope to hear back from him. At the meeting with Don and Corey I asked about the Community's City Ponto Beach Park issues, primarily expressed in our 8/31/17 emailed letter to you, the Parks and Planning Commissions, City Council and Coastal Commission Staff. Don mentioned you are the City Staff person 'on-point' for the Parks issues and also for the opportunity for the City to receive a citizen donation to help fund the City Ponto Beach Park.

Is it possible to meet with you to discuss the status of the City's processing of the Community's SW Quadrant and Coastal South Carlsbad Park issues raised in the 8/31/17 letter, how our Community can advance those issues beyond 'talking to City Council', any information needs to have to supplement the 8/31/17 letter, and also how a potential Citizen donation to the City to help fund the City Ponto Beach Park can be considered by the City?

Please let us know as our Community wants to be involved in the City process to address the SW Quadrant Park solution, and advance a City Ponto Beach Park.

Thanks; and happy holidays,
Lance

From: Lance Schulte [<mailto:meyers-schulte@sbcglobal.net>]
Sent: Sunday, October 29, 2017 10:52 PM
To: chris.hazeltine@carlsbadca.gov; Don Neu (Don.Neu@carlsbadca.gov); Jason Geldert (Jason.Geldert@carlsbadca.gov)
Cc: Jean Camp (jeanscamp@yahoo.com); 'Harry & Bobbi Peacock'; 'Patti Travis'; 'meyers-schulte@sbcglobal.net'; 'jtnardi1@msn.com'; 'Lee Leibenson'
Subject: Thank you for 10-26-17 City Staff meeting on Ponto Beach Park

Chris, Don, and Jason:

Thank you for our meeting Thursday Oct 26th. It was beneficial and we welcome the opportunity to get together again when it is appropriate.

One item missed was the discussion for the potential for a private multi-million dollar gift to the City to help create the Ponto Beach Park. Since we did not hear from you a City desire to have a discussion on the City working towards obtaining and developing a Ponto Beach Park, we did not want to discuss the gift opportunity yesterday. However please know that the opportunity for the City to receive a multi-million dollar gift for Ponto Beach Park development is very possible. If the City is interested in discussing this gift opportunity please let us know.

For confirmation, the advice/options you provided us in proposing a Ponto Beach Park and correcting some of the planning flaws and errors where to 1st talk with the landowner about purchase, and then 2nd bring the Park and Open space issues to City Council to act and then direct staff accordingly. The 1st advice/option of talking to the Landowner is inappropriate while Shopoff, the developer, has an active Option for the land - so we will not speak to the land owner at this time. We have communicated months ago a win-win opportunity to Shopoff should they wish to work on a Park option with us and to-date they have refused our offers.

Our Understanding from our meeting is that there is no City Staff desire to address the planning errors and issues raised at our meeting. If this is incorrect, please let us know.

Thanks again for our meeting.

Lance

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.



March 2015

Parks & Recreation Department Master Plan



Acknowledgements

City of Carlsbad Council Members

Mayor Matt Hall
Mayor Pro Tem Keith Blackburn
Council Member Mark Packard
Council Member Lorraine Wood
Council Member Michael Schumacher

City of Carlsbad Parks & Recreation Commission

Chair Matt Simons
Jason Hansen
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Roy Meenes
Diane Proulx
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City of Carlsbad Senior Commission

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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 PLAN GOALS AND OBJECTIVES

Based on the initial discussions and expectations of city staff, the following are the key goals and objectives that served as guiding principles throughout the planning process.

- To identify needs based on current gaps and future trends
- To develop priorities based on community values of Carlsbad residents
- To provide a guide for balanced program, facility and amenity offerings
- To develop measurable strategies to achieve goals and recommendations
- To focus on an operationally sustainable approach for Carlsbad

1.2 COMMUNITY INPUT

From Feb. 19-20, 2013, the PROS team conducted 10 interviews, seven focus groups and stakeholder meetings, and two public forums. The feedback received is crucial in understanding the community's opinions on parks, facility and program needs, and establishing the vision for the future.

1.2.1 STRENGTHS

- Variety of affordable program offerings for all ages
- Number of parks and quality maintenance of parks and facilities
- Level of appreciation for staff was very high

1.2.2 OPPORTUNITIES FOR IMPROVEMENT

- Engage and unite members of the community
- Interpret and preserve the rich history of the City of Carlsbad
- Parks and facility needs
 - Revenue generating and operationally sustainable facilities
 - More multipurpose, multigenerational recreational facilities
 - More gym space and additional sports fields
 - Outdoor adventure park
- Programming for active adults and seniors, outdoor programs, educational programs, and nontraditional programming is important
- Partnerships with local schools, healthcare industry, corporations, and nonprofit organizations should be pursued. A greater focus must be placed on aligning marketing resources with key action items and metrics to get those individuals most likely to use the department's services to be aware of them

1.2.3 MOST IMPORTANT THINGS

- Updated action plan that provides clear direction for the future and takes into consideration demographic needs and is adaptable to changing trends
- Develop indoor multipurpose, multigenerational community recreation spaces
- Add more sports fields and gym space
- Develop more places like Leo Carrillo Ranch and the community gardens

- Focus on staff training and development

1.3 SURVEY RESULTS

1.3.1 METHODOLOGY

A statistically reliable survey was designed and distributed to 1,600 households throughout the City of Carlsbad. The survey was developed in conjunction with city staff and was administered in April-May 2013 by a combination of mail and phone. The goal to obtain 325 completed surveys was accomplished, with 386 surveys having been completed. The results of the random sample of 386 households have a 95 percent level of confidence with a margin of error of at least +/- 5.4 percent.

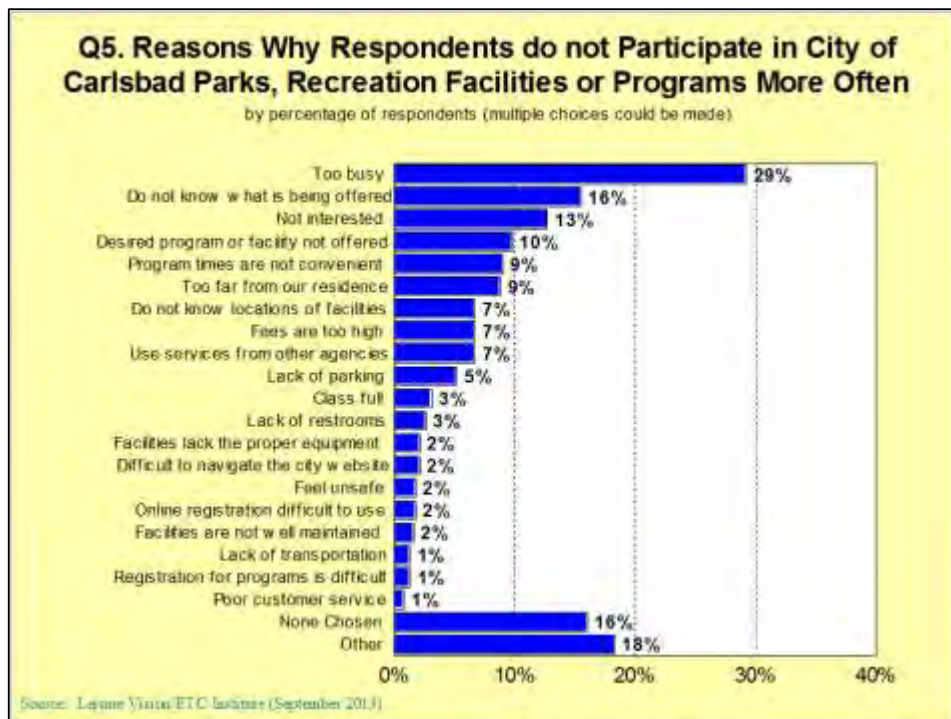


1.3.2 KEY FINDINGS

- Visitation to parks, facilities and sports fields is at or slightly higher than average at 86 percent (national average 80 percent-85 percent).
 - From those who have visited city parks & recreation facilities, the frequency of visitation is high (65 percent of users have visited at least once a month).
- Recreation program and activity participation is above average at 38 percent (national average is 30 percent).
 - Recreation programs and activities were rated high in program quality (88 percent rated the overall quality of the programs/activities as either excellent or above average – only

one percent rated them poor). These percentages reflect best practice numbers nationwide.

- Most frequently mentioned service providers for indoor and outdoor recreation and sports activities are private clubs (36 percent), school programs/activities (30 percent), HOA facilities (24 percent) and private youth sports leagues (22 percent).
- Facilities and amenities with the highest percentage of unmet need (50 percent or more) include: adventure facility (83 percent), BMX park (78 percent), Amphitheater (77 percent), and teen center (74 percent).
- Most important facilities to those surveyed were family picnic areas (29 percent), playground equipment (22 percent), outdoor swimming pools (22 percent), and off leash dog parks (20 percent). It should also be noted that respondents selected youth multipurpose fields at the highest percentage as their first choice as the most important park/facility to their household.
- Programs with the highest percentage of unmet need (50 percent or more) include: dog training (83 percent), culinary arts (83 percent), unstructured indoor play (76 percent), and outdoor skills/adventure programs (75 percent).
- The survey results indicate that aquatics (25 percent), adult fitness and wellness (24 percent), city sponsored special events (19 percent) and culinary arts (16 percent) were the most important programs to those that responded. It should also be noted that aquatics had the highest percentage of respondents select it as their first choice as the most important program to their household.
- The reasons preventing the highest percentage of households from using city parks, facilities and programs more often are: “too busy” (29 percent), “do not know what is being offered” (16 percent), and “not interested” (13 percent).



- Based on responses of “supportive” or “very supportive”, survey results indicate the most important parks & recreation facilities the city could improve or expand on are family picnic areas (67 percent), playground equipment (65 percent), outdoor swimming pools (63 percent), youth multipurpose fields (63 percent), and adult multipurpose fields (59 percent).
- Seventy-eight percent of households are very satisfied (21 percent), satisfied (34 percent), or somewhat satisfied (23 percent) with the overall value they receive from city offerings. Only six percent of households are either somewhat dissatisfied or dissatisfied. These are above average numbers when compared with national averages.



1.4 COMMUNITY PROFILE

The demographic analysis utilizes data obtained from San Diego Association of Governments (SANDAG) and Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in 2013, and reflects the actual numbers as reported in the 2000 and 2010 Census and estimates for 2012 and 2017 as obtained by ESRI. The City of Carlsbad geographic boundary was utilized as the demographic analysis boundary. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

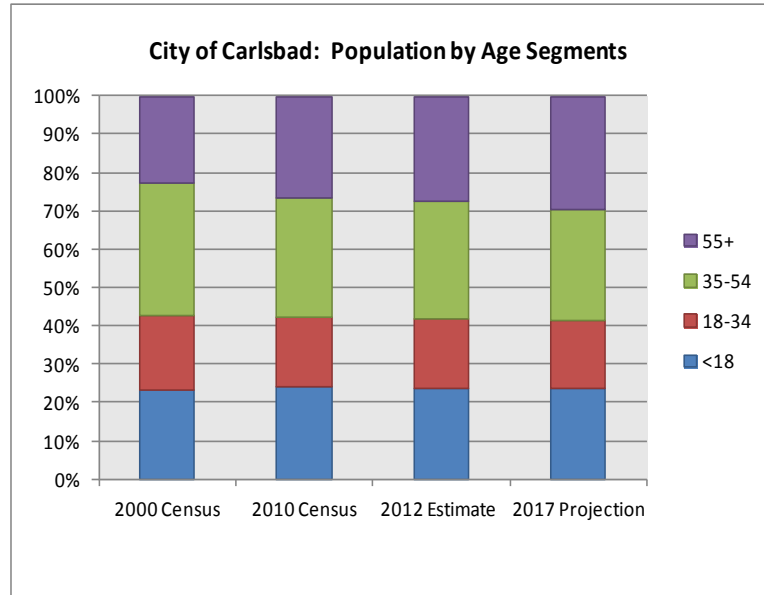


1.4.1 TOTAL POPULATION

The City of Carlsbad has experienced rapid growth in recent years. From 2000 to 2010, the city's total population experienced a sizeable increase of 34.6 percent, and is expected to continue to grow over the next five years. Based on predictions through 2018, the city is expected to have approximately 118,241 residents living within 44,087 households.

1.4.2 AGE SEGMENT

Overall, the city's population age segments exhibits a consistent age distribution over time. Currently the largest segment by population is the 35-54 with 30.6 percent and the smallest is the 18-34 population with 18.2 percent which indicates a large range of variation between all the age groups. In the next five years, the 55+ segment will grow to comprise nearly 30 percent of the total population, making it the single largest age segment by 2017. Based on the 2010 census figures, the median age was 40.5 years.



1.4.3 HOUSEHOLDS AND INCOME

Income characteristics certainly exhibit growth trends. The median household income was \$65,172 in 2000 and is projected to continually increase to \$102,211 by 2017. The per capita income is also projected to increase from \$34,863 in 2000 to \$51,661 by 2017.

Based on the 2012 estimate, the median household income in the City of Carlsbad is \$94,436, and its per capita income is \$44,732. Carlsbad's comparative income characteristics are significantly higher than the state and national income averages.

1.5 SITE/FACILITY ASSESSMENT

The PROS team visited 39 park & recreation sites that included the following:

- Aviara Community Park
- Aviara Oaks School Fields (via joint use agreement)
- Buena Vista Elementary Access Path (via joint use agreement)
- Buena Vista Elementary Field (via joint use agreement)
- Buena Vista Lagoon Observation Area
- Cadencia Park
- Calavera Hills Community Park
- Calavera Hills Trailhead
- Cannon Park
- Car Country Park
- Carlsbad High School Tennis Courts (via joint use agreement)
- Chase Field
- El Fuerte Park (via joint use agreement)
- Harding Community Center
- Harold Smerdu Community Garden
- Hidden Canyon Community Park

- Holiday Park
- Hosp Grove Park
- Hosp Grove Rotary Trailhead
- Hosp Grove Wickham Way Trailhead
- Jefferson Elementary Field (via joint use agreement)
- La Costa Canyon Park
- La Costa Heights School Fields (via joint use agreement)
- Laguna Riviera Park
- Leo Carrillo Ranch Historic Park
- Magee House and Park
- Magnolia Elementary Field (via joint use agreement)
- Maxton Brown Park
- Monroe Street Pool
- Oak Park
- Ocean Street Sculpture Park
- Pine Avenue Park
- Pio Pico Park
- Poinsettia Community Park
- Senior Center
- Skate Park
- Stagecoach Community Park
- Valley Middle School Fields (via joint use agreement)
- Zone 5 Park

During each site visit, the PROS team made observations regarding park access, the site’s visual and aesthetic appeal as well as safety and maintenance standards.

1.5.1 STRENGTHS

- Variety of park experiences throughout city park system
- General park maintenance
- Clean and safe parks
- Abundance of amenities
- High levels of use
- Some parks have synthetic turf that allows for heavier use
- Overall consistent city branding and signs

1.5.2 OPPORTUNITIES FOR IMPROVEMENT

- Some sites lack concrete or asphalt walks and fail to meet disabled access requirements (Pio Pico Park, Community Garden, Hosp Grove Park, Buena Vista Elementary Fields, Jefferson Elementary Field, Oak Park, Zone 5 Park, Hosp Grove Rotary Trailhead, El Fuerte Park, and La Costa Heights School Fields)
- Many school field sites lack adequate number of trash cans, benches, drinking fountains, tables, and parking



1.6 PROGRAM ASSESSMENT

The PROS team worked with staff to prepare the program assessment matrix. Staff selected core program areas which were assessed through using the PROS program matrix templates provided to the staff. PROS' analysis is based on data provided by staff, staff discussions, community input, demographics, and trends nationwide.

The areas assessed include:

- Youth sports
- Aquatic programs
- Camps
- Fitness
- Historical
- 50+
- Adult sports
- Triathlon
- Rentals
- Special events
- Specialty (early childhood, music, crafts, science math, various art mediums, and teen programming)
- Swim lessons
- Preschool

1.6.1 STRENGTHS

- Good diversity in types of program offerings and special events
- High participation numbers in most program areas
- High quality program offerings throughout
- Good value for money for program offerings
- Successful use of volunteers for several programs
- Wide variety of program promotions and customer feedback mechanisms utilized

1.6.2 OPPORTUNITIES FOR IMPROVEMENT

- Program lifecycles, with limited programs in the introduction stage, show a limited innovation pipeline for new programs
- Age segments served by existing programming not aligned with community demographics (i.e. too many programs focused on youth in comparison to aging community demographics)
- Limited earned income generated from existing programs and events
- Program classifications currently favors a higher level of city contribution
- Institute additional performance metrics and standards that include tracking customer retention rates, marketing return on investment for individual mediums, etc.

1.7 FACILITY/AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the facility/amenity and program priority rankings is to provide an ordered list of facility/amenity needs and recreation program needs for the community served by the department. This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked Carlsbad residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained through community input and demographics and trends. This scoring system considers the following:

- Community survey
 - Unmet needs for facilities and recreation programs
 - Importance ranking for facilities
- Consultant evaluation
 - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends, facility and program assessment, levels of service and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results
- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

The combined total of the weighted scores is the total score based on which the facility/amenity and program priority is determined.



1.7.1 FACILITY/AMENITY PRIORITY RANKINGS

The top five facility and amenity priorities as determined by the community were family picnic areas, outdoor swimming pools, botanical or ornamental gardens, community gardens, and off leash dog parks.

Carlsbad Facility/Amenity Priority Rankings	
	Overall Ranking
Family picnic areas - covered and uncovered	1
Outdoor swimming pools	2
Botanical or ornamental gardens	3
Community gardens	4
Off leash dog parks	5
Amphitheater	6
Playground Equipment	7
Dining / retail	8
Senior center (age 50+)	9
Youth multi purpose fields	10
Multigenerational community center	11
Disc golf course	12
Adult multi purpose fields	13
Adventure facility (rock wall, ropes course)	14
Tennis courts	15
Conference / trade shows / training centers	16
Concessions	17
Skateboard parks	18
Teen center	19
Arena / speed soccer	20
Outdoor basketball courts	21
Synthetic turf fields	22
Outdoor pickleball courts	23
BMX park	24
Radio controlled aircraft fields	25

1.7.2 PROGRAM PRIORITY RANKINGS

The top five program priorities as determined by the community were adult fitness and wellness programs, culinary arts programs, aquatics programming, adult sports programs, and cultural arts programs.

Carlsbad Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

1.8 STRATEGIC ACTION PLAN



In keeping with changing times and the City of Carlsbad’s progressive march towards being a world class city, parks & recreation staff along with PROS Consulting thought it would be appropriate to update the department’s vision and mission and align them with the city’s goals. The leadership staff and the PROS team collaborated to update the vision and mission that will guide future action.

These were developed by keeping staff and community values first and foremost in mind and then building the key goals to help ensure accountability and performance measurement.

1.8.1 VISION

To strengthen community connectivity through world class offerings and exceptional customer service.

1.8.2 MISSION STATEMENT

To promote community health and wellness while building a culture that embraces change and continuous improvement.

1.8.3 ORGANIZATIONAL VALUES

The City of Carlsbad has established core organizational values that are embraced by every department. The strategies and tactics recommended to guide the plan’s implementation are driven by these organizational values and future planning initiatives will all ensure alignment with these values as well.

These organizational values are:

Values	What It Entails
Character	We conduct ourselves with integrity, openness, courage and professionalism, driven by a calling to serve others.
Innovation	We are thoughtful, resourceful and creative in our quest for continuous improvement, always looking for better, faster ways to get things done.
Stewardship	We responsibly manage the public resources Stewardship entrusted to us.
Excellence	We hold ourselves to the highest standards because our community deserves the best.
Empowerment	We help people achieve their personal best by creating an environment where they feel trusted, valued and inspired.
Communication	We communicate openly and directly. Promoting engagement and collaboration makes our organization better and our community stronger.

1.8.4 KEY GOALS

The key goals established by the Department are:

- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- Train and empower staff to deliver world class offerings and exceptional customer service
- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

1.8.5 SWOT ANALYSIS

The PROS team in conjunction with the City staff conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify the internal and external factors that are favorable and unfavorable to achieve department objectives. This analysis leads to heightened levels of awareness about the market that an agency operates in and is the cornerstone of any successful Strategic Plan. The SWOT's primary objective is to help the Department develop a full awareness of all the factors, positive and negative, that may affect strategic planning and decision-making. Best practices indicate conducting a SWOT analysis annually at minimum and as frequently as quarterly, if needed.

The following SWOT matrix is meant to be a one page state-of-the-department overview and a strategic guiding tool for the agency.

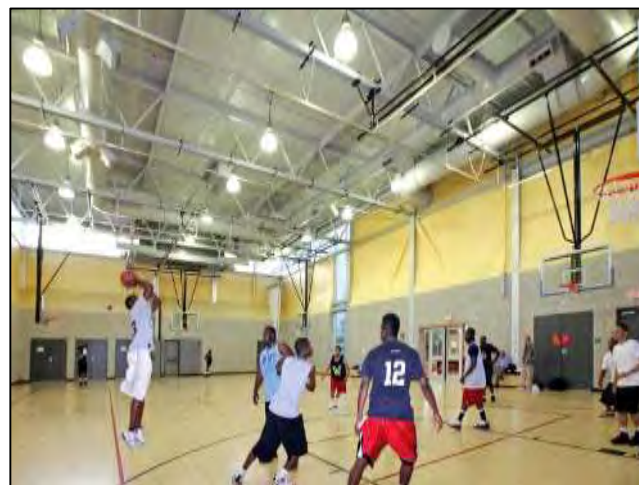
	Helpful to achieving the objective	Harmful to achieving the objective
Internal Origin	Strengths (Internal - You can control)	Weaknesses (Internal - You can control)
	Adequate level of resources - financial, facilities, etc. Political will and community desire to support parks & recreation Qualified / passionate / dedicated staff Financially stable organization High quality and well maintained parks and facilities Customer Service Good customer retention in many areas (aquatics / teens / dance / seniors /sports) Wide variety of offerings (programs and facilities) Specialized facilities Communications, marketing, graphics support is available IT support is available T.R.U.S.T / volunteer programs Focus on planning initiatives All around value Supporter for providing healthy lifestyles	Department doesn't tell our story well Department lacks a brand identity Are all things to everyone - broad focus Inconsistent interpretations of partnerships and user fee outcomes Community center design not as inviting and don't feel a sense of community (lobbies) Succession planning Inconsistent implementation of departmental policies and procedures (e.g. fee refunds) Tracking metrics - accountability could be improved Internal communication and understanding Staff cross-training / limited leadership training opportunities
External Origin	Opportunity (External - You may not be able to control)	Threats (You may not be able to control)
	Political and policy based support for creative thinking and innovation Outreach to diverse population segments Increase workforce diversity Location and abundance of natural resources / year-round programming Programming and facility trends - (e.g. bike park, community gardens, pickleball etc.) Many parks / facilities still being built - incorporate new ideas Diversity of interests and needs More public - partnerships (e.g. school districts / neighborhood communities / libraries/ cultural arts, etc.) Unused non primetime capacity in facilities Alternative funding sources (e.g. Foundation, volunteer groups / sponsorships / individual donations) Advocacy groups (Parks & Recreation Commission / Senior Commission, and Beach Preservation Committee) Technology - mobile apps / online registration / reservations could be improved Increasing population Health and wellness e.g. childhood obesity issues, aging population	External service providers Proliferation of gaming / in-house entertainment (Xbox, Playstation, Wii, etc.) Continually changing preferences and trends for public recreation Fluctuations in the economic environment limiting available resources Impact of negative perception of government High community expectations could become unsustainable Environmental concerns - climate, drought Loss of institutional knowledge through staff turnover / attrition

1.8.6 BIG IDEAS

The big ideas are driven by the philosophy that ***programs determine facility design***. In essence, the philosophy indicates that world class agencies identify true program needs and then develop spaces to optimally address those needs. Thus, **based on the program priority rankings** that consider community values, leadership’s vision and future trends, the following are the two big ideas for facility/spaces that Carlsbad may pursue to strengthen community connectivity and promote health and wellness.

Big Idea # 1: Multiuse, multigenerational community recreation center

These types of facilities could include a variety of multigenerational spaces covering the gamut of programming needs from fitness and wellness, culinary arts, before and after school programs, dance, senior programs, cultural arts and special events, etc. These types of programs also lend themselves well to partnership models with public, private or nonprofit providers for design, development and operation. These include a variety of amenities ranging from gyms and exercise rooms to fitness spaces for classes (yoga, tai chi) or specialized activities such as spinning, indoor walking biking tracks, arts and crafts classes or performing arts spaces, large rental spaces with cooking facilities to serve the rentals or for culinary classes etc. In a nutshell, they truly offer a multigenerational and multiuse experience.



Big Idea # 2: Outdoor Adventure Activity Park

Outdoor adventure facilities could include a variety of programming needs from fitness and wellness, adventure and environmental education programs, youth summer camps, and special events. These types of spaces could include options from mountain biking/dirt biking, rock or wall climbing, zip lines and canopy tours, interpretive education opportunities, ropes courses, outdoor events space or an amphitheater, mud or artificial obstacle courses, etc.

With a community that loves and appreciates outdoor recreation and a large corporate presence seeking outdoor teambuilding activities, this type of facility could serve a wide variety of individual and group outdoor recreation needs in the community while potentially becoming a regional and national destination. This type of facility also lends itself well to partnership models with public, private or nonprofit providers for design, development and operation.



1.8.7 KEY ACTION ITEMS

A component of the needs assessment work scope was to identify system wide community needs and vision. The PROS team recognizes the existence of individual future master planned facilities but believes in best practice principles that suggest individual facilities should be analyzed via a feasibility study for each future master planned site. For example, should the center court and pro shop be constructed at Poinsettia Park per the master plan? The data derived from this report does not focus on that level of specificity and the community's articulated needs for tennis were limited to more outdoor courts not a center court or a pro shop. Thus, a feasibility study should be conducted to determine if the previously determined uses are still relevant and needed or to identify other more current potential uses.

Further, park master plans call for the development of three additional approximately 20,000 sq. ft. community centers similar to Stagecoach Park and Calavera Hills Community Park. The data derived from the report does support and identify the need for additional indoor recreation space. However, today's best practices tell us that one large multigenerational recreation facility (built based on gaps identified through equity mapping) is a more financially and operationally sustainable as well as partnership friendly approach.

Based on these findings we recommend completion of a feasibility study on the two big ideas before proceeding with implementing any individual master plans.

The following strategic action matrix is developed with a short-term, midterm and an ongoing timeframe in mind. Each of these include:

1. The key goals from this report they address
2. The citywide organizational value(s) they align with
3. An estimated capital cost outlay to implement it
4. The lead division responsible for implementing that goal
5. Update on the current status of that action item
6. Key performance metrics to ensure accountability

The detailed strategic action matrix with the goals, values, capital cost outlay, division responsibility, current status update and key performance metrics is provided in section six.

1.8.7.1 SHORT TERM ACTION ITEMS (0-3 YEARS)

- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an indoor, multipurpose, multigenerational community center. If feasible, commence development within the said timeframe
 - **Performance Metrics** - Feasibility study and business plan presented to Council; If found feasible, undertake next steps for design/development
 - **Status Update** - In progress - 2015 completion
- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park
 - **Performance Metrics** - Feasibility study and business plan presented to Council

- **Status Update** - 2016 completion
- **Action Item:** Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment
 - **Performance Metrics** - Council approval by Dec. 2014
 - **Status Update** - completed in 2014
- **Action Item:** Modify two existing tennis courts in well served areas to accommodate outdoor pickleball courts as determined by the equity mapping
 - **Performance Metrics** - Identify location and present concept plan for Council consideration
 - **Status Update** - Council direction in Dec. 2014 to investigate dedicated location for pickleball courts - in progress
- **Action Item:** Design and develop the entryway to Calavera Hills Community Park
 - **Performance Metrics** - Complete construction drawings and present to Council for funding consideration
 - **Status Update** - Design in progress - 2015 development completion
- **Action Item:** Complete the development of one additional community garden at Calavera Hills Community Park
 - **Performance Metrics** - Opened community garden in 2014
 - **Status Update** - Completed 2014
- **Action Item:** Establish a department specific sponsorship policy to reflect new goals and vision
 - **Performance Metrics** - Establish policy and obtain Council approval
 - **Status Update** - Completed as part of 2014 Council Policy adoption
- **Action Item:** Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas
 - **Performance Metrics** - Update department wide model by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution
 - **Performance Metrics** – Train department wide staff by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities
 - **Performance Metrics** – Communicate costs to all entities by 2016

- **Status Update** - In progress at Alga Norte Community Park: 2016 completion department wide
- **Action Item:** Develop strategies to increase awareness and participation rates of program offerings
 - **Performance Metrics** – Annual review of strategies
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Develop a customer service manual and training program for full and part time staff
 - **Performance Metrics** – Annual review of manual and ongoing staff training
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining
 - **Performance Metrics** – Annual review and changes, as appropriate
 - **Status Update** - Commenced 2014: ongoing

1.8.7.2 MIDTERM ACTION ITEMS (4-5 YEARS)

- **Action Item:** If found feasible, commence development of an outdoor adventure activity park
 - **Performance Metrics** – If found feasible, undertake next steps for design / development
 - **Status Update** – To be determined after feasibility study
- **Action Item:** Create a plan to identify an additional dog park
 - **Performance Metrics** – Identify location for an additional dog park by 2017
 - **Status Update** - Completed as part of Council approved Poinsettia Community Park master plan update in 2014
- **Action Item:** Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system
 - **Performance Metrics** – Complete Trails Master Plan Update by December 2017
 - **Status Update** – Trails master plan out for stakeholder review - March 2015
- **Action Item:** Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad
 - **Performance Metrics** – Complete needs Assessment / master plan update by Dec. 2018
 - **Status Update** - 2018 completion

1.8.7.3 ONGOING ACTION ITEMS

- **Action Item:** Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community
 - **Performance Metrics** - Ongoing evaluation and expansion, as appropriate
 - **Status Update** - General Plan Update 2015 completion; park, facility, program and special event expansion ongoing
- **Action Item:** Continue transformation of organizational culture and pricing strategies based on updated service classification
 - **Performance Metrics** - Annual evaluation of service classification matrix and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations
 - **Performance Metrics** - Ongoing evaluation of service delivery standards and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)
 - **Performance Metrics** - Ongoing evaluation of performance metrics and update, as appropriate
 - **Status Update** - Developed additional performance measurements consistent with the City wide team; ongoing
- **Action Item:** Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities
 - **Performance Metrics** - Ongoing evaluation of marketing performance measures and update, as appropriate
 - **Status Update** – Ongoing
- **Action Item:** Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage
 - **Performance Metrics** - Annual lifecycle matrix review and update, as appropriate
 - **Status Update** - Ongoing

- **Action Item:** Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities
 - **Performance Metrics** - Ongoing evaluation of Alga Norte business model and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.
 - **Performance Metrics** - Annual review of program trends and modify offerings, as appropriate
 - **Status Update** - California State University (San Marcos) enrichment program analysis project completed 2014; ongoing
- **Action Item:** Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.
 - **Performance Metrics** - Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
 - **Status Update** – Ongoing

1.9 NEXT STEPS

The key to the successful implementation of the tasks in the Strategic Action Matrix lies in ongoing monitoring, evaluation and updates. It is important that the department conduct annual updates to the implementation plan to ensure they are on track to achieve the performance metrics outlined in the matrix. Additionally, sharing updates on progress internally and externally will ensure continued focus within the internal stakeholders and sustained buy-in from the external stakeholders to ensure the plan's long term success.

1.10 CONCLUSION

In summary, the department has done an excellent job in providing high quality parks and recreation offerings and meeting the community's expectations for world class experiences. This needs assessment and action plan outlines a community values driven approach that is realistic but ambitious. Success will require a partnership driven approach and a willingness to continue embracing an entrepreneurial mindset, all while keeping the community and its values in mind.

The five year plan provides staff with short term, midterm and ongoing recommendations for day to day operational tactics as well as two signature "ideas" that usher in an even higher level of customer experience and reinforce Carlsbad's place as a world class city that drives connectivity and enhances quality of life for its current and future residents.



CHAPTER TWO - COMMUNITY INPUT

There has been extensive public input and participation as part of this *Parks & Recreation Needs Assessment and Comprehensive Action Plan* process from Feb. to June 2013. PROS Consulting conducted 20 focus groups of residents and departmental staff, interviews with key stakeholders and community leaders and two open public meetings over a two day period. This interaction with over 200 individuals played an important part in establishing priorities for the future improvement and direction of management and planning for the department. In addition to the leadership interviews, focus groups, and community meetings, the public input process included a statistically reliable community needs assessment survey of residents.

2.1 INPUT OPPORTUNITIES

The qualitative data collected included multiple leadership interviews, focus groups and community meetings. A summary of the public input received is provided below.

Note: The findings listed below are solely the opinion of the individual attendees at these meetings and may not reflect the overall community, staff or the consultant's opinion.



- Stakeholder group interviews and focus groups were conducted to be representative, but not exhaustive of interests affecting parks & recreation in the City of Carlsbad. These sessions included:
 - Administration and leadership
 - Stakeholders
 - Users and non-users of the parks & recreation system
 - Parks, recreation, sports and trail user groups
 - Business and community leaders
 - Staff
- An online survey was conducted using www.surveymonkey.com

The quantitative input included the following:

- A community wide mail survey was conducted by Leisure Vision/ETC Institute and mailed to 1,600 Carlsbad residents. Data was gathered from users and non-users to help establish priorities for the future development and improvements of parks & recreation facilities in the City of Carlsbad. More than 325 surveys were completed by residents. The results of the random sample of 386 households have a 95 percent level of confidence with a margin of error of at least +/-5.4 percent.

2.2 GENERAL FINDINGS

2.2.1 STRENGTHS

Focus group responses indicate a high level of satisfaction among department stakeholders. Most of those people interviewed agree that the core strength of the department lies in its programming. The Parks & Recreation Department offers a wide variety of quality, multigenerational programs. These programs are considered to be affordable and provide a high level of return value for the user. Furthermore, the department communicates the program offerings effectively, with a solid marketing mix that incorporates traditional mediums combined with newer, more technologically advanced methods, such as online and social media.

Staff is a key departmental strength. Employees of the department are considered professional, knowledgeable, and friendly. Staff exhibits strong customer service skills, and users of the system perceive them as an asset to the department due to their willingness to listen and their ability to adapt to the needs of the community. Partnerships with entities such as Housing and Neighborhood Services, Library & Cultural Arts, and the area school districts are another strongpoint of the department. Collaborations with various partners have allowed the department to reach out to a broader audience and provide a more quality experience for users. Interview results depict the department as well structured, operating on sound business principles.

Results from stakeholder interviews identify the parks and facilities as strength of the department. Many consider the parks and facilities to be well maintained and aesthetically pleasing. The community garden, Leo Carrillo Ranch Historic Park, and Poinsettia Park are among the most well received parks within the system. The Leo Carrillo Ranch has been cited by many as having great events that incorporate revenue enhancing mechanisms which could be further developed and expanded throughout other parks and facilities within the system. There are also high hopes for the current construction of Alga Norte Park, and many interviewees believe the park will be a future gem of the city park system.

2.2.2 OPPORTUNITIES

Focus group interview results suggest there are many opportunities for the department to improve the quality of life for area residents by engaging the local communities in and around the City of Carlsbad. The department has the unique ability to bring a variety of individuals together as a community, and should play an important role in unifying the community through community based special events and offerings that aim to introduce and educate residents on the various cultures that are present in the city.

The department must also play a vital role in educating the community on the cultural and natural history of the City of Carlsbad, and take initiatives in preserving the rich history of the area for many generations to come.

Interviewees feel there needs to be a concentrated effort on improving the existing marketing plan for the department. Many residents are not informed about the types of park and facilities, as well as departmental offerings. A better approach in reaching out to the users of the system will increase awareness and produce higher levels of involvement.

Strong opportunities also exist in improving the quality and quantity of parks and facilities within the city. Interview responses indicate a need for more youth athletic fields overall and additional gym space and multigenerational indoor recreation space. In addition to adding new sites and further developing existing ones, the department could better meet the demand for more athletic fields and gym space by collaborating with schools and other organizations with recreational facilities to improve space utilization through joint use agreements. Also, the department needs to develop a better scheduling process for field allocations that are fair and provide equal opportunity for all users. Interviewees suggest that there is also a need to diversify the facilities in the system and develop more multiuse, multigenerational facilities. Existing facility designs are considered plain, and the general public would like to see more creativity and ingenuity in future developments. Focus groups indicate opportunities in continuing to improve existing facilities at Pine Park and Poinsettia Park. Desired amenities among residents include dog parks, more community gardens, skate parks, disc golf, and pickleball courts.

Interview responses also point to program offerings as an area of opportunity. Current programming is considered outdated, and many suggest an expanded curriculum with a wider variety of programs could improve participation and overall satisfaction for user of the system. A thorough evaluation of current programming paired with the desired needs and demographic characteristics will be crucial in developing programming that adequately serves the local population. There is a strong need for more programs for active adults and seniors. Interviewees also recommend more nontraditional, innovative programming, such as outdoor recreation, adventure programming, and environmental education.

Other existing opportunities involve partnerships, revenues, and sources of funding. Many of the focus group responses expressed a desire for the Parks & Recreation Department to develop new partnerships, and strengthen any existing ones. Teaming up with organizations such as the YMCA and Boys and Girls Club could alleviate the shortage of ball fields and gym space through joint use agreements. More partnerships with the healthcare industry could be valuable in promoting a healthier, active lifestyle for system users. The parks & recreation department is also lacking corporate partnerships, which could be a strong source of funding through sponsorships and naming rights to departmental programs, facilities, and parks. The department could also benefit from exploring more nontraditional sources of funding, such as grant writing, sponsorships, naming rights, crowd funding, etc.

2.2.3 ONE THING

Responses from interviews reveal that the most common desired outcome is for the plan to be well thought out and for it to set the department in the right direction moving into the future. The updated plan must identify community needs and the changing population trends. Proper planning should maximize resources and tackle the department’s current inability to keep up with demand for field space. The department needs to be on the cutting edge and identify innovative practices from other successful departments outside of the city in order to stay relevant with users of the system.

Department stakeholders also agree that the system must be financially sustainable. Through this process, the department needs to explore new and existing partnerships to create more sources of funding, which would limit the need for outsourcing in the future. The plan should also play an important role in developing staff to enhance customer service throughout the department. The plan must establish optimal staffing levels and create a more effective workforce by incorporating a successful training program that provides strong principles and allows more potential for employees through improved communication and cross training.

Interviewees expressed a strong need to address the amount and types of facilities in the system. This process should identify what facilities need to be built, and how to improve existing ones. There is a demand for more multiuse, multigenerational facilities throughout the city. Many feel that the active adults and seniors are underserved by existing amenities and facilities, and this process should aim to satisfy the demand. Others feel there should be more community gardens spread across the city, and that there is an opportunity to introduce community gardens to a younger audience. Based on interview responses, other amenities and facilities of interest include a world class aquatic facility, pickleball courts, BMX park, disc golf, and horseshoe pits.



2.3 SURVEY RESULTS

2.3.1 OVERVIEW OF THE METHODOLOGY

Leisure Vision conducted a parks & recreation needs assessment survey on behalf of the City of Carlsbad that was completed in June 2013. The purpose of the survey was to help determine park & recreation priorities for the community. The survey was designed to obtain statistically reliable results from households throughout the City of Carlsbad. The survey was administered by a combination of mail and phone. The survey results are meant to provide a statistically reliable look into the community's attitude and perceptions with respect to parks & recreation wants and needs **at a specific point in time**. These attitude and perceptions extend to facility and programs, willingness to support undertaking certain actions to grow and enhance the system and even preferred means of communication.

Leisure Vision worked extensively with city staff, as well members of the PROS Consulting project team, in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

A seven page survey was mailed to 1600 households throughout the city. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message reminder encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision representatives began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

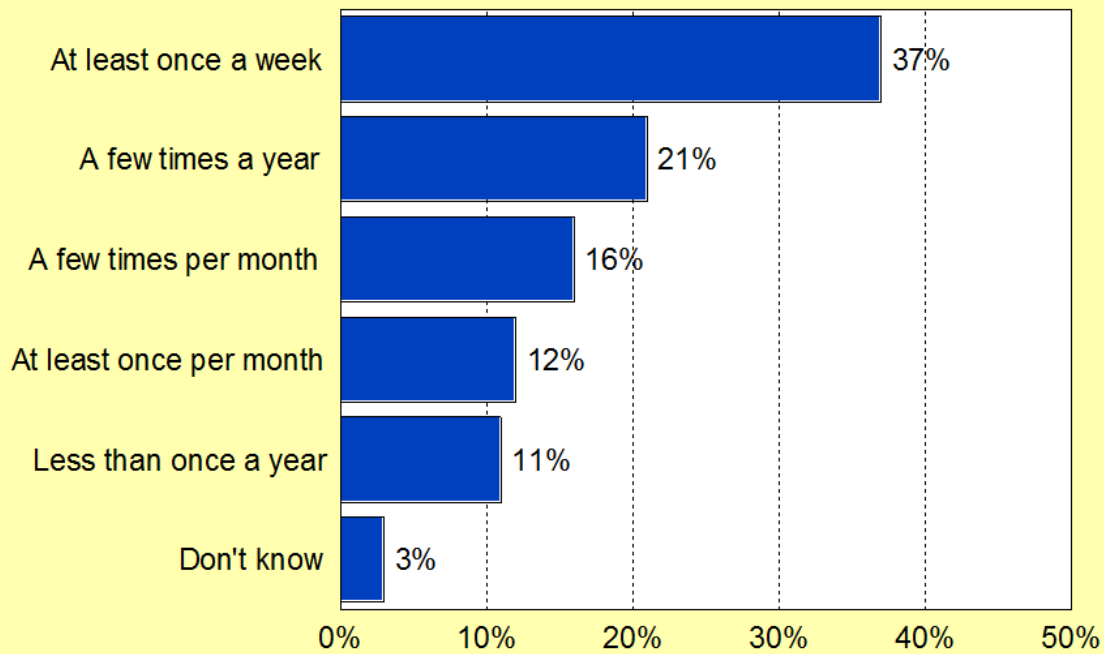
The goal was to obtain a total of at least 325 completed surveys. This goal was far exceeded, with a total of 386 surveys having been completed. The level of confidence is 95 percent with a margin of error of +/- 5.4 percent. The following pages summarize major survey findings.

2.3.2 VISITATION OF CARLSBAD PARKS, FACILITIES, OR SPORTS FIELDS

Thirty-seven percent of respondents stated that they visited parks, recreation facilities or sports fields at least once a week over the past 12 months. Twenty-one percent of respondents stated that they visited the parks, facilities and fields a few times this past year. Sixteen percent of respondents stated that they visited the City of Carlsbad parks, recreation facilities and sports fields a few times per month.

Q1. How Often Respondents Visited Parks, Recreation Facilities or Sports Fields in the City of Carlsbad Over the Past 12 Months

by percentage of respondents



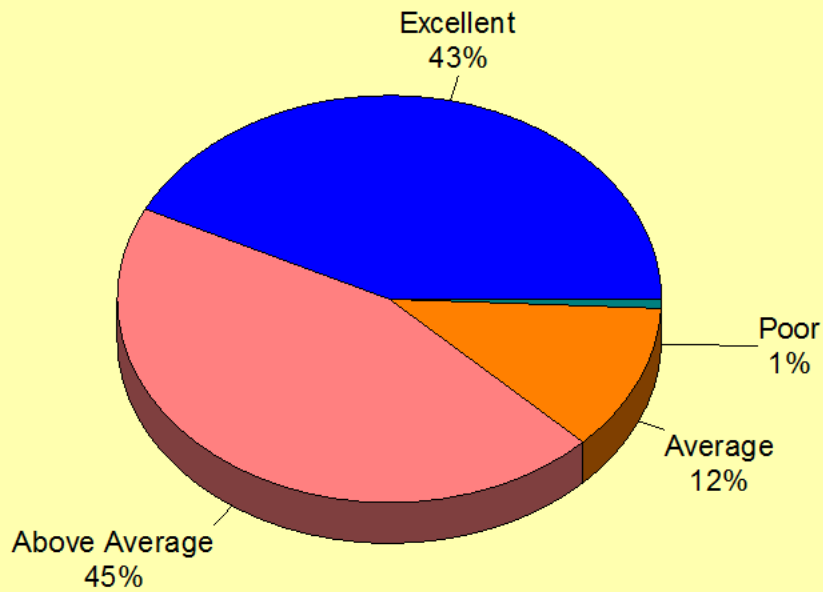
Source: Leisure Vision/ETC Institute (September 2013)

2.3.3 RATE OF QUALITY OF PROGRAMS OFFERED BY CITY OF CARLSBAD PARKS & RECREATION DEPARTMENT

Thirty-seven percent of respondents participated in programs over the past 12 months. Of those 37 percent of respondents who participated in programs, 43 percent rated the overall quality as being “excellent” and 45 percent rated them as being “above average”.

Q3. How Would You Rate the Overall Quality of Programs Your Household Has Participated in Over the Past 12 Months?

by percentage of respondents



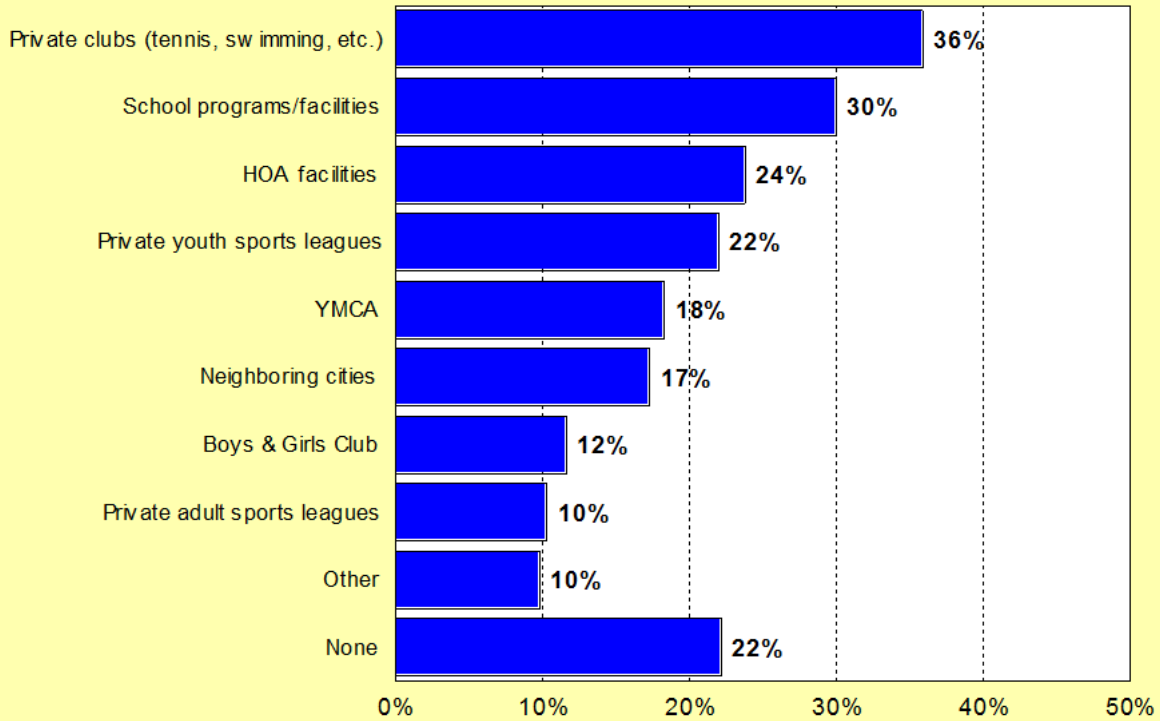
Source: Leisure Vision/ETC Institute (September 2013)

2.3.4 ORGANIZATIONS USED FOR INDOOR AND OUTDOOR RECREATION AND SPORTS ACTIVITIES

Thirty-six percent of respondents used private clubs for their indoor or outdoor recreation or sports activities over the past 12 months. Other organizations respondents used for indoor and outdoor recreation and sports activities include: school programs 30 percent, homeowners’ association facilities 24 percent, and private youth sports leagues 22 percent.

Q4. Organizations That Respondents Have Used for Indoor and Outdoor Recreation and Sports Activities During the Past 12 Months

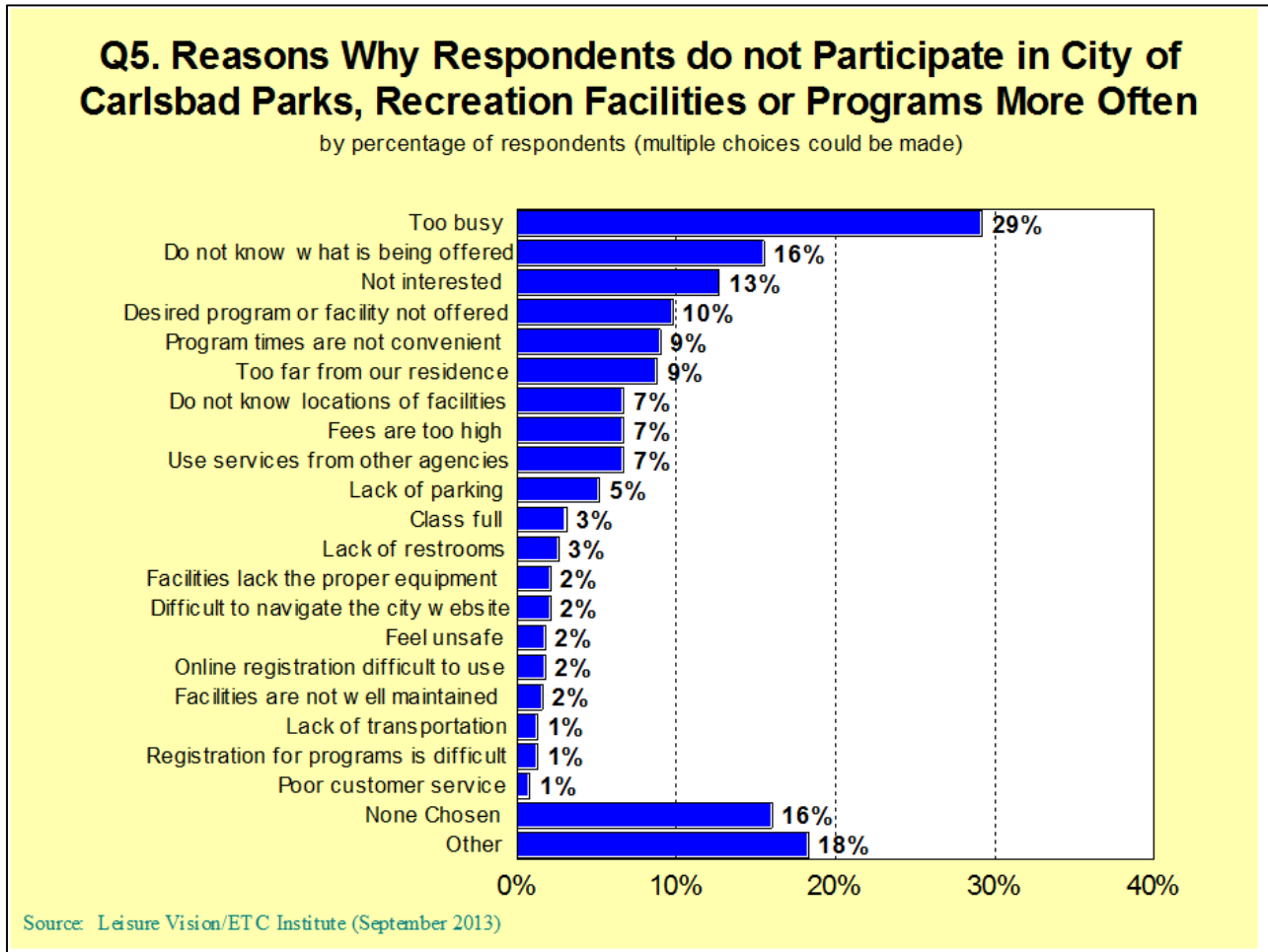
by percentage of respondents (excluding “none chosen”)



Source: Leisure Vision/ETC Institute (September 2013)

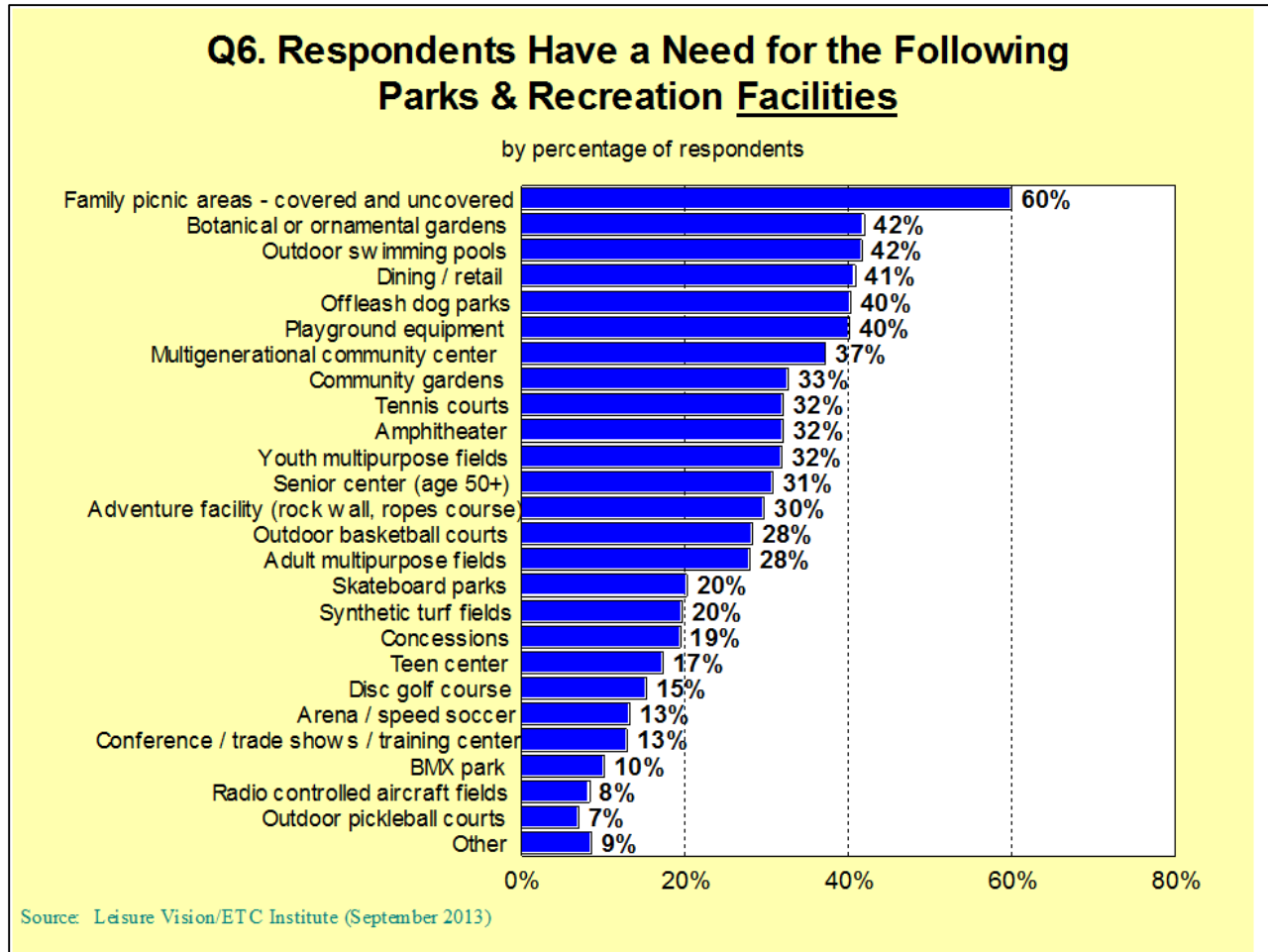
2.3.5 REASONS PREVENTING THE USE OF PARKS, FACILITIES OR PROGRAMS MORE OFTEN

Twenty-nine percent of respondents stated that they do not participate in City of Carlsbad parks, recreation facilities or programs more often because they are too busy. Sixteen percent of respondents do not participate because they do not know what is being offered. Thirteen percent of respondents are simply not interested.



2.3.6 NEED FOR PARKS & RECREATION FACILITIES IN CARLSBAD

Sixty percent of respondents indicated they have a need for family picnic areas, both covered and uncovered. Forty-two percent of respondents have a need for botanical or ornament gardens. Other needs include: outdoor swimming pools 42 percent, dining/retail 41 percent, off leash dog parks 40 percent and playground equipment 40 percent.

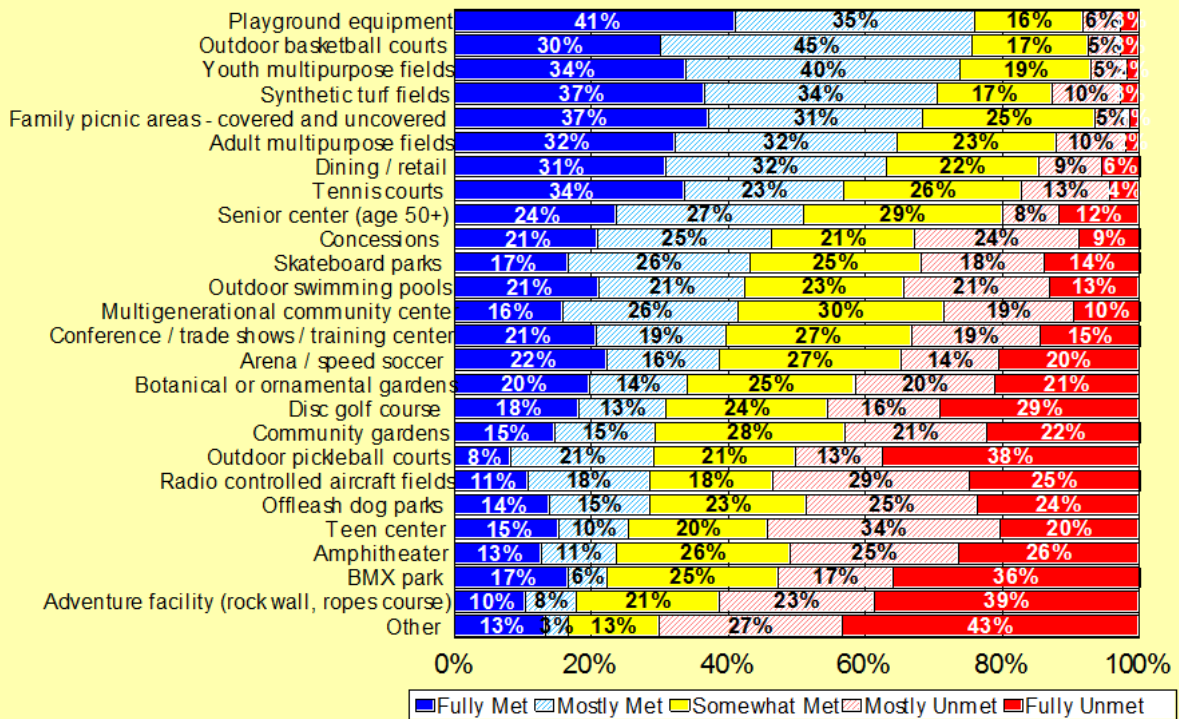


2.3.7 HOW WELL PARKS & RECREATION FACILITIES MEET NEEDS

Seventy-six percent of respondents who have a need for playground equipment is either “fully met” 41 percent or “mostly met” 35 percent. Similar met needs include: outdoor basketball courts 75 percent, youth multipurpose fields 74 percent and synthetic turf fields 71 percent.

Q6a. How Well City of Carlsbad Parks & Recreation Department Facilities Meet the Needs of Respondent Households

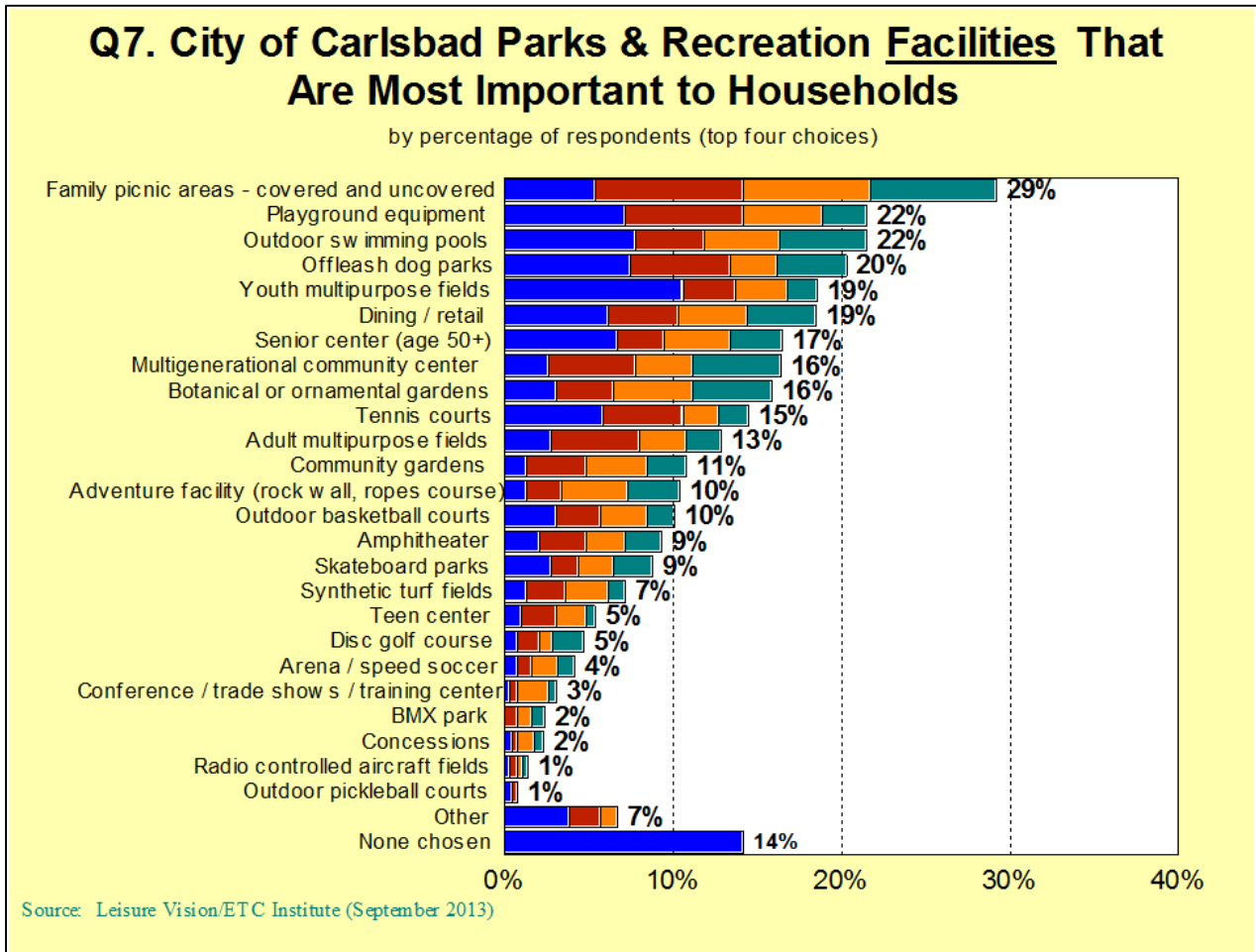
by percentage of respondents (w ith a need for facilities)



Source: Leisure Vision/ETC Institute (September 2013)

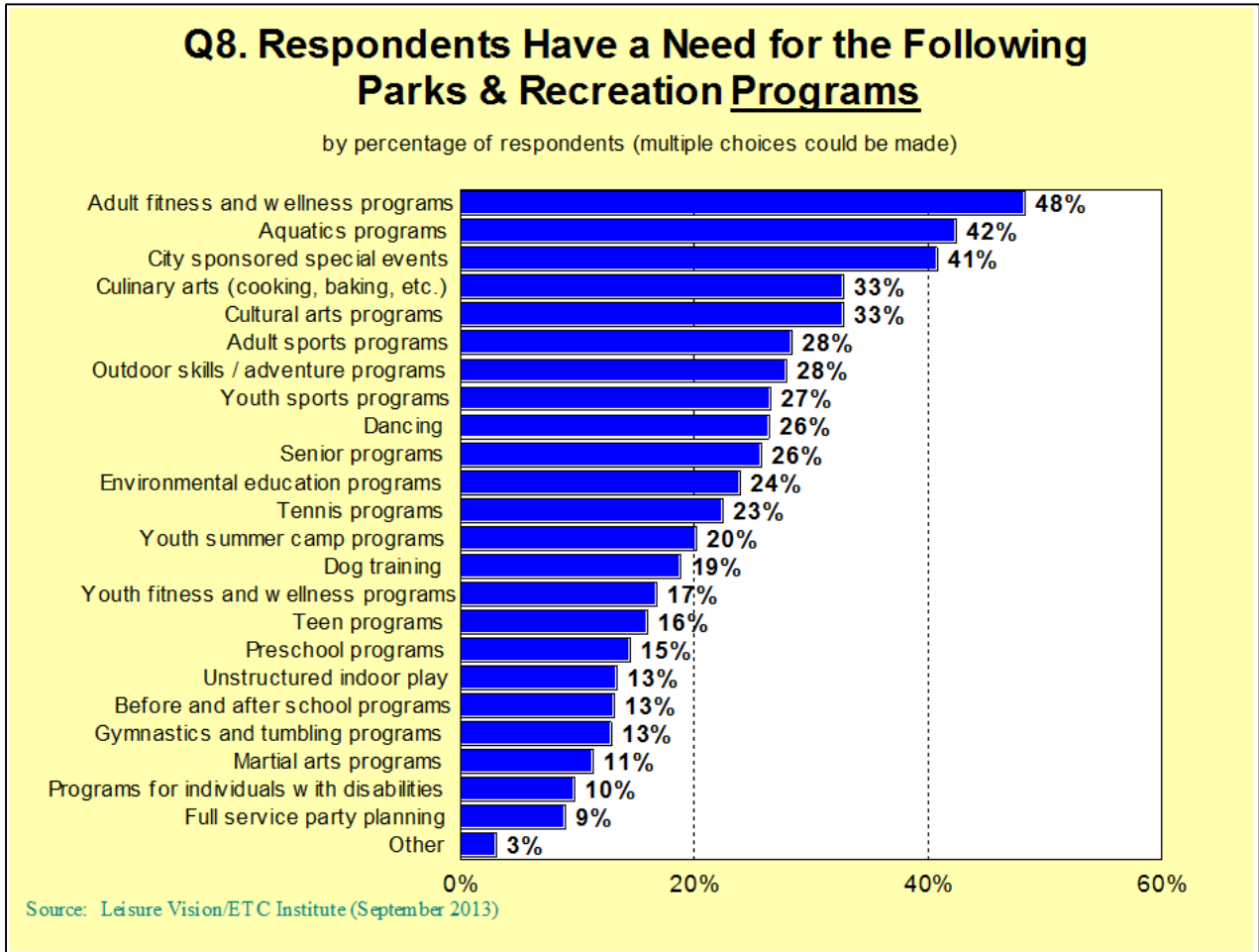
2.3.8 MOST IMPORTANT PARKS & RECREATION FACILITIES

Based on the sum of respondents' top four choices, the most important facility to households is family picnic areas, both covered and uncovered 29 percent. Other important facilities to households include: playground equipment 22 percent, outdoor swimming pools 22 percent, and off leash dog parks 20 percent.



2.3.9 NEED FOR PARKS & RECREATION PROGRAMS IN CARLSBAD

Forty-eight percent of respondents have a need for adult fitness and wellness programs. Forty-two percent of respondents have a need for aquatics programs. Forty-one percent of respondents have a need for city sponsored special events.

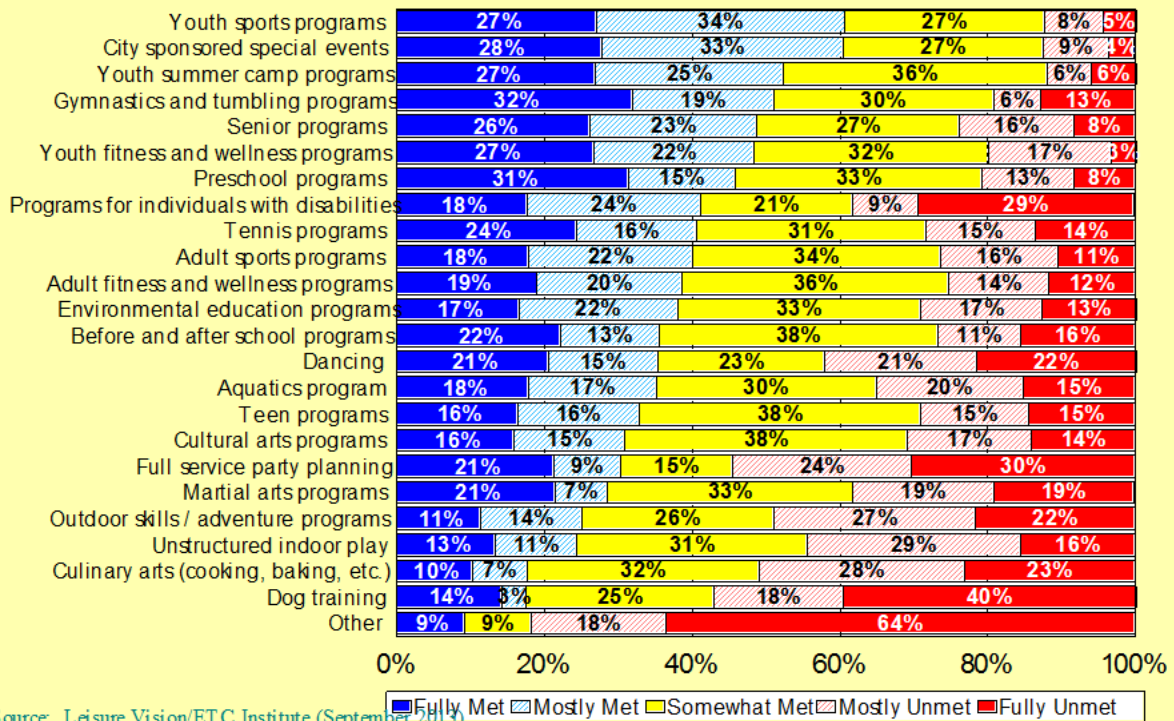


2.3.10 HOW WELL RECREATION PROGRAMS MEET NEEDS

Sixty-one percent of respondents with a need for youth sports programs is either being “fully met” 27 percent or “mostly met” 34 percent. Similar met needs include: city sponsored special events 61 percent, youth summer camp programs 52 percent and gymnastics and tumbling programs 51 percent.

Q8a. How Well Parks & Recreation Programs Offered by the City of Carlsbad Meet the Needs of Respondent Households

by percentage of respondents (with a need for facilities)



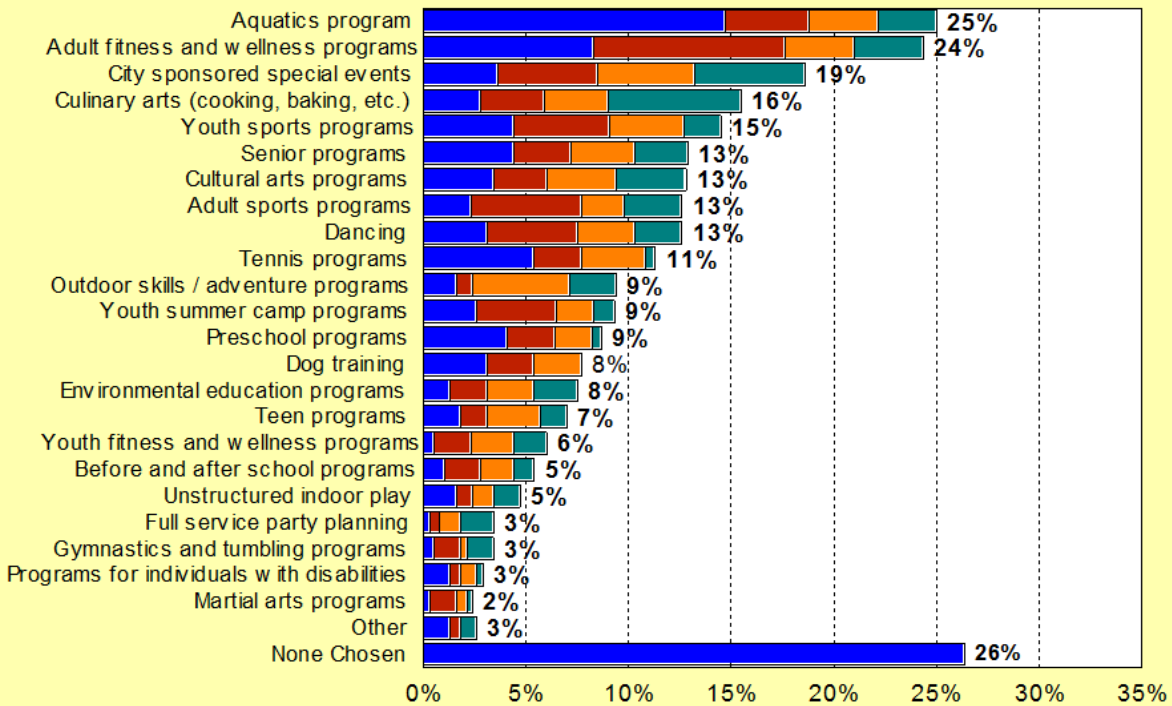
Source: Leisure Vision/ETC Institute (September 2013)

2.3.11 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of respondents' top four choices, the most important program that is offered by the department is the aquatics program, 25 percent. Other important programs to respondent households include: adult fitness and wellness programs 24 percent, and city sponsored special events 19 percent.

Q9. Programs Offered by the City of Carlsbad Parks & Recreation Department That Are Most Important to Respondent Households

by percentage of respondents (top four choices)



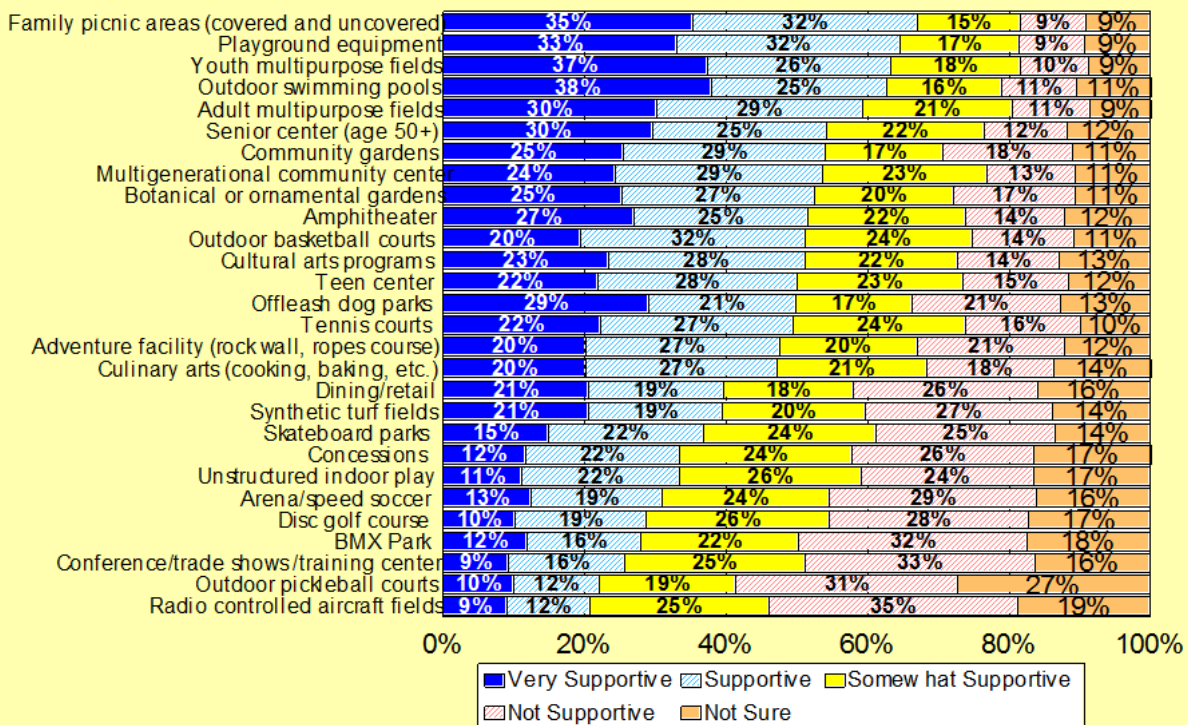
Source: Leisure Vision/ETC Institute (September 2013)

2.3.12 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Sixty-seven percent of respondents are either “very supportive,” or “supportive,” 35 percent for the department to improve and expand family picnic areas (covered and uncovered). Similar support from respondents to improve and expand parks & recreation facilities include: playground equipment 65 percent, youth multipurpose fields 63 percent, and outdoor swimming pools 63 percent.

Q10. Level of Support Respondents Give to Improve and Expand Parks & Recreation Facilities

by percentage of respondents (excluding "don't know " responses)



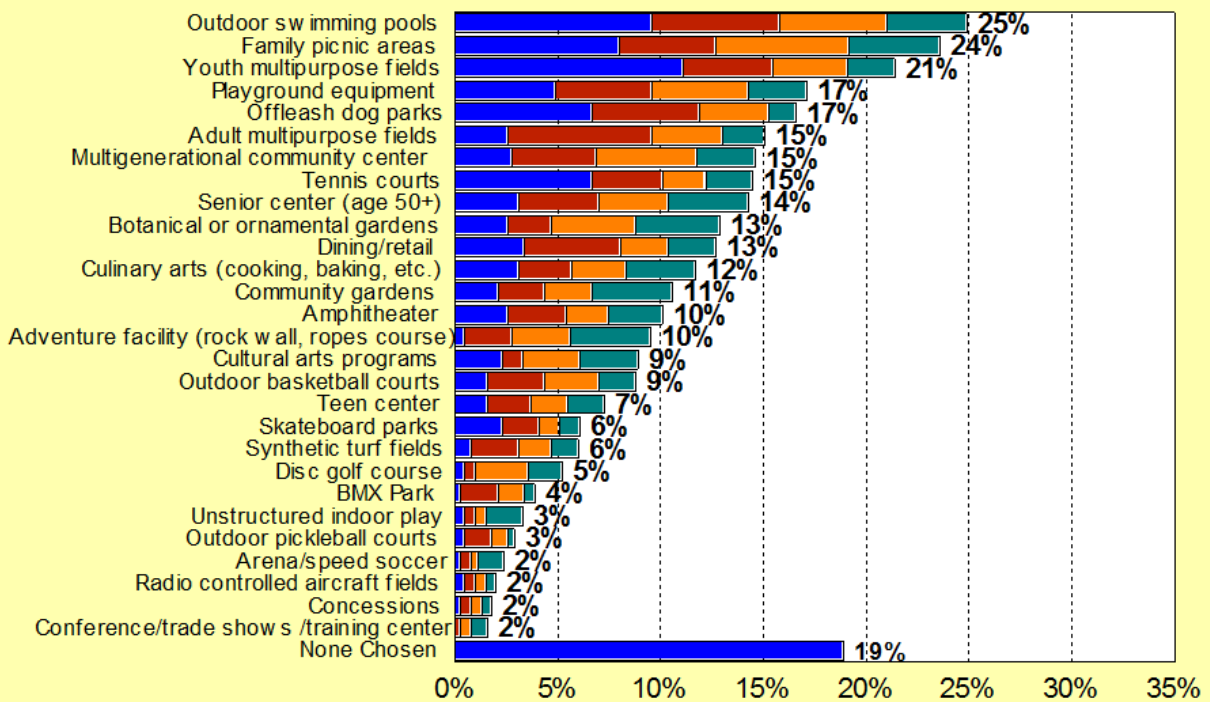
Source: Leisure Vision/ETC Institute (September 2013)

2.3.13 MOST IMPORTANT ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Based on the sum of respondents' top four choices, the most important action that the department could take is with outdoor swimming pools (25 percent). Other important actions that the city could take include: family picnic areas 24 percent, youth multipurpose fields 21 percent, playground equipment 17 percent, and off leash dog parks 17 percent.

Q11. Actions That Are Most Important to Respondent Households

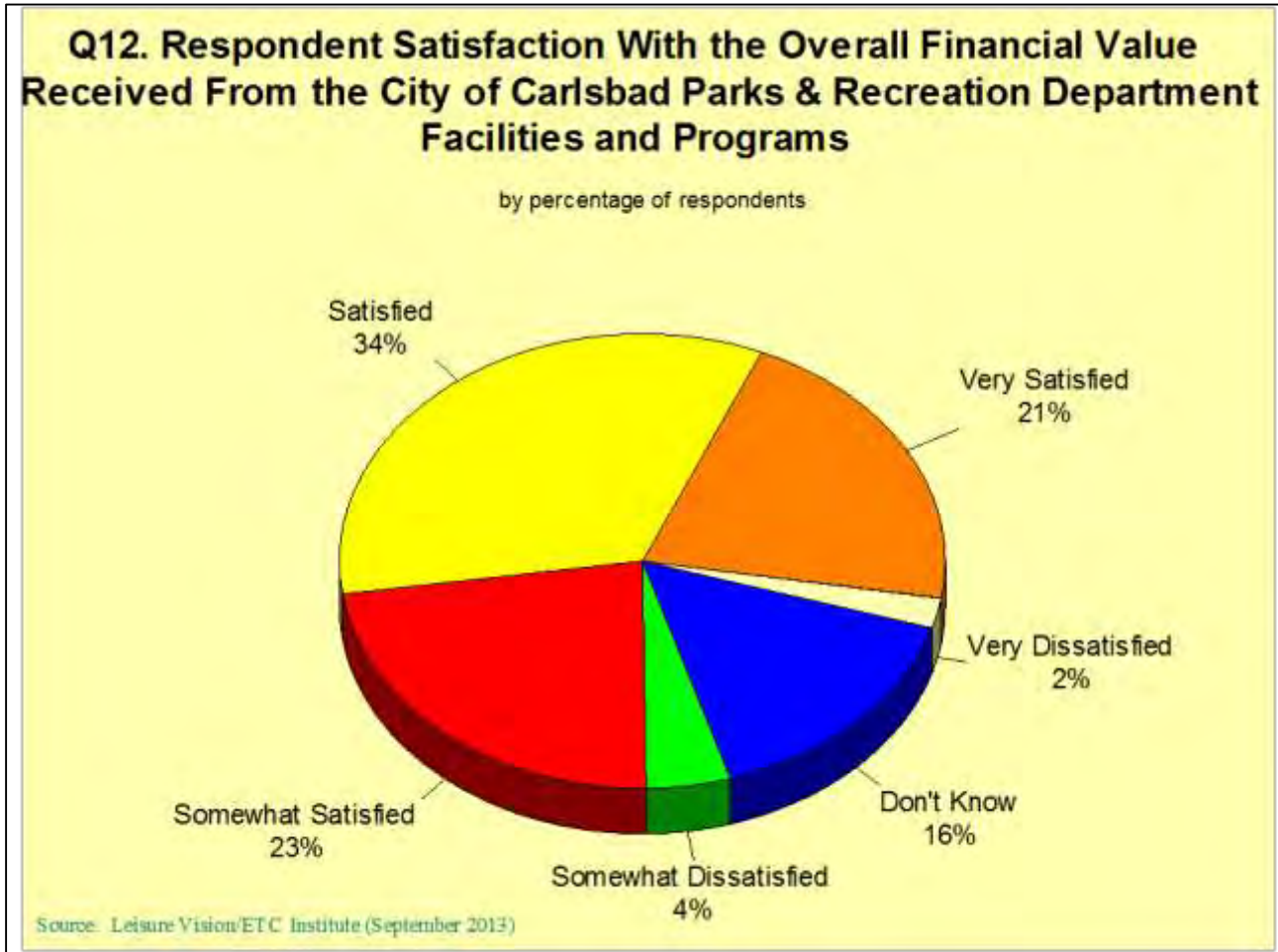
by percentage of respondents (based on top four choices)



Source: Leisure Vision/ETC Institute (September 2013)

2.3.14 LEVEL OF SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM CITY RECREATION FACILITIES AND PROGRAMS

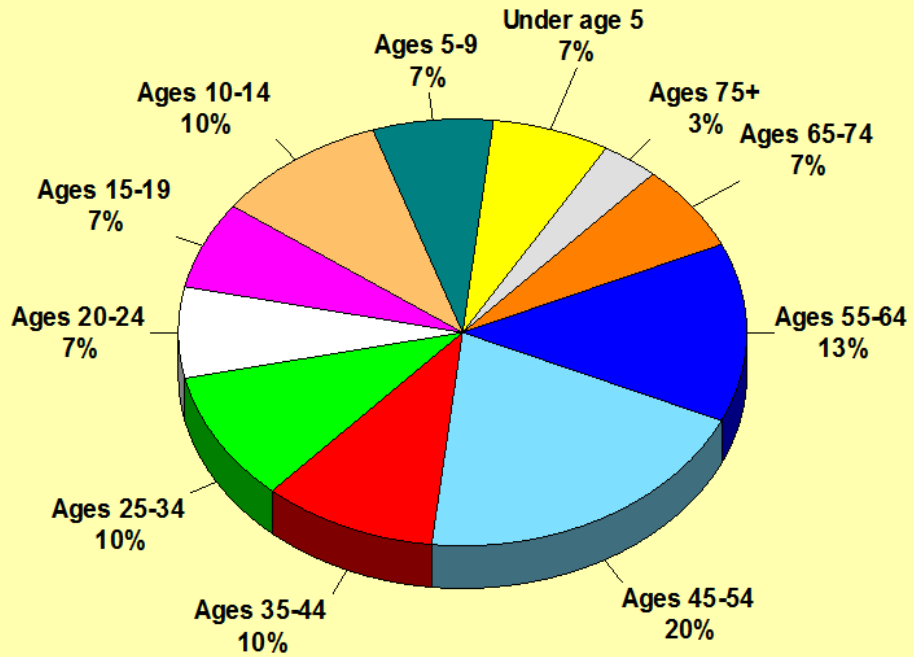
Thirty-four percent of respondents were “satisfied” with the overall financial value they receive from the department. Twenty-three percent of respondents stated that they were “somewhat satisfied” with the overall financial value, and 21 percent of respondents stated that they were “very satisfied” with the overall financial value they receive from the department.



2.3.15 DEMOGRAPHICS

Q13. Demographics: Ages of People in Household

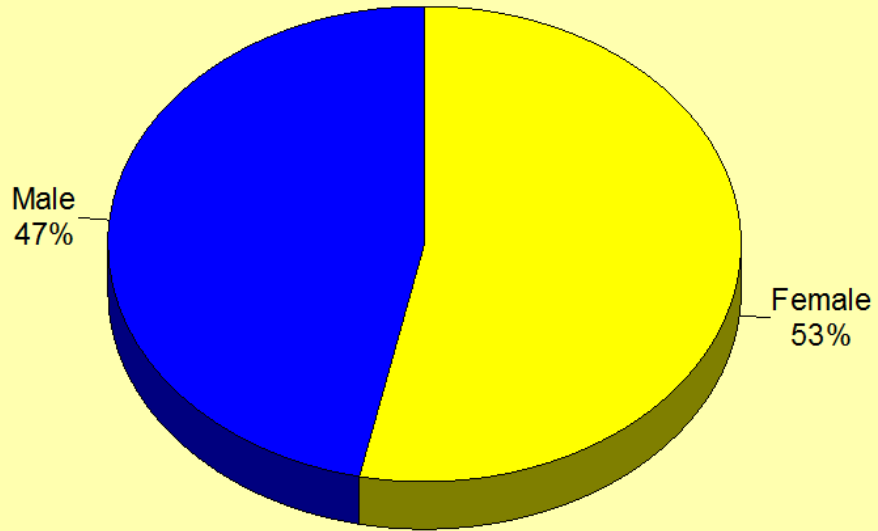
by percentage of (household occupants)



Source: Leisure Vision/ETC Institute (September 2013)

Q14. Demographics: Gender

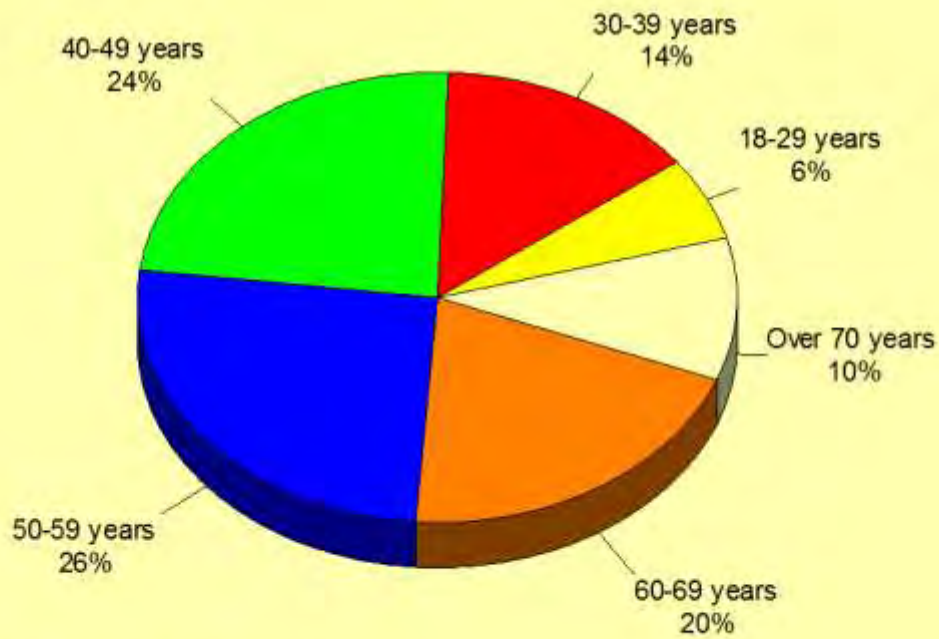
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q15. Demographics: Age of Respondents

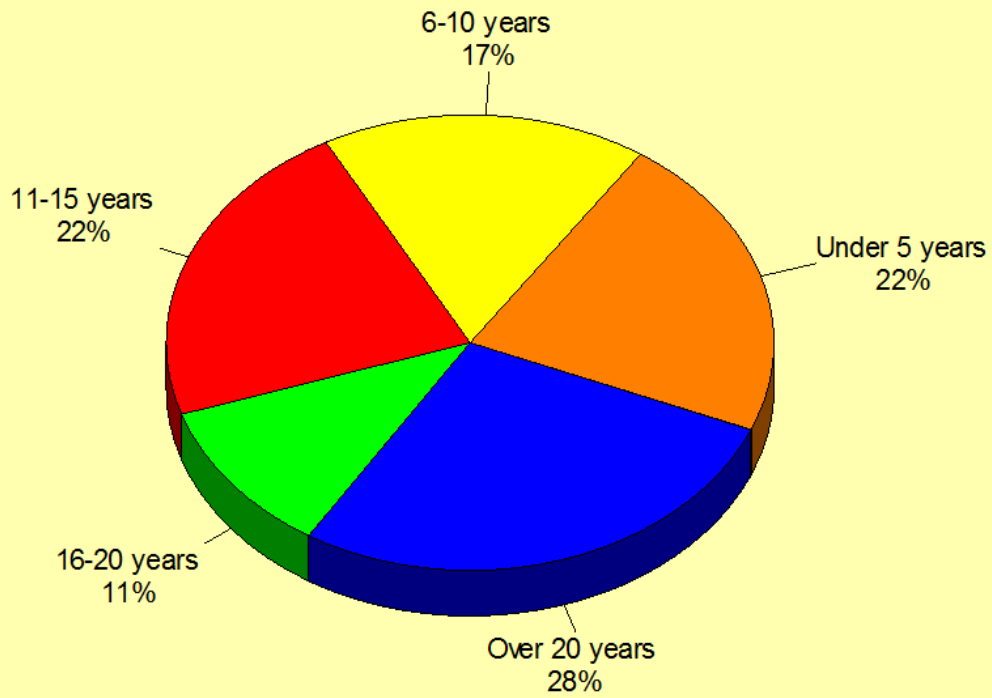
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q16. Demographics: Number of Years Lived in the City of Carlsbad

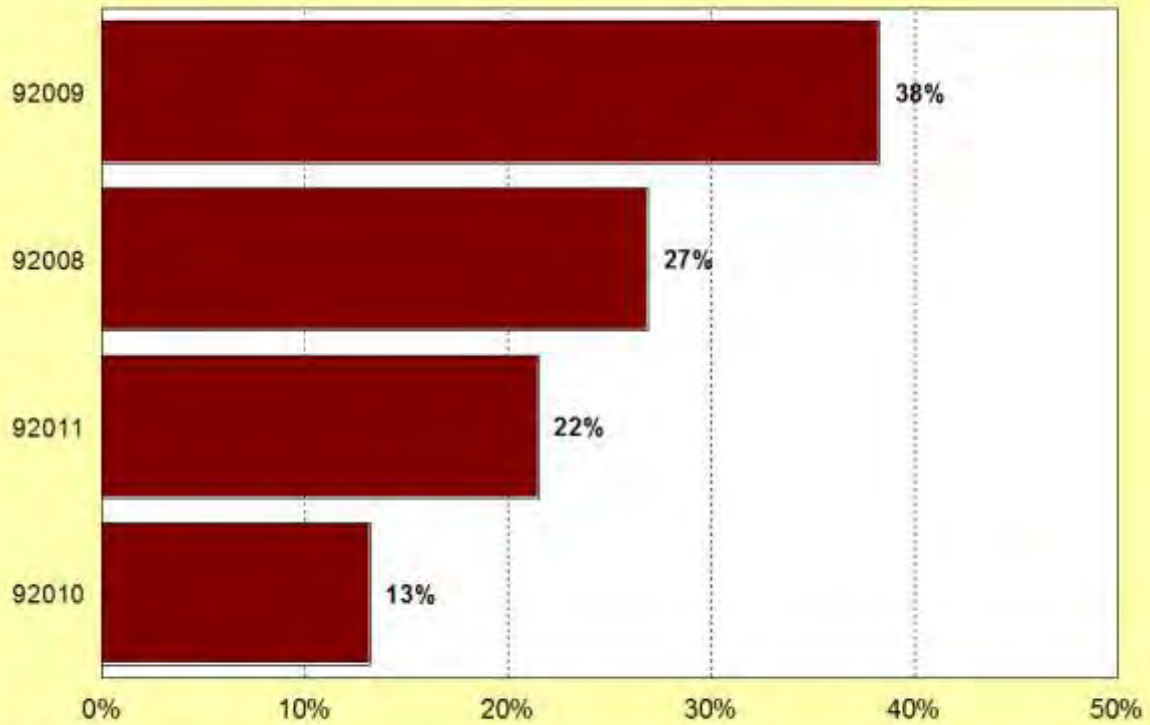
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q17. Demographics: Respondents Zip Codes

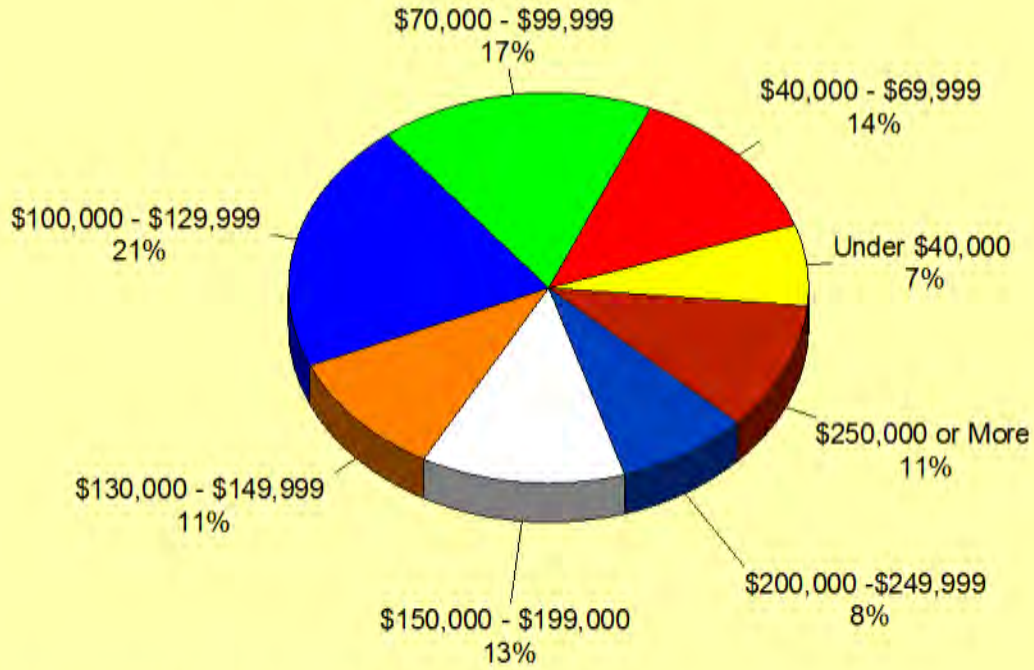
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (September 2013)

Q18. Demographics: Household Income

by percentage of respondents (w ithout "not provided")



Source: Leisure Vision/ET C Institute (September 2013)



CHAPTER THREE - COMMUNITY PROFILE

The demographic analysis provides an understanding of the population within the City of Carlsbad. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns; unforeseen circumstances during or after the time of the projections could have a significant bearing on the reliability of the final projections.

3.1 DEMOGRAPHIC OVERVIEW

The total population of the City of Carlsbad substantially increased approximately 34.6 percent from 78,247 in 2000 to 105,328 in 2010. The current estimated population for 2013 is 106,895 and it is projected to grow to 118,241 in 2018.

According to the U.S. Census reports, the total number of households in the target area grew by a staggering 31.2 percent, from 31,521 in 2000 to 41,345 in 2010. The City is estimated to have 42,082 households in 2012, and is expected to grow to 44,087 households by 2018.

The target area's median household income (\$94,436) and per capita income (\$44,732) are well above both California state and national averages.

Based on the 2010 Census, the population of the City of Carlsbad is older (40.5 years) than the median age of the U.S. (37.2 years). Projections show that by 2017 the target area will continue to slowly age, with the 55+ group being the only age segment experiencing a growing trend, representing nearly 30 percent of the total population.

The gender balance of the city's residents is slightly skewed towards females (50.9 percent), which represent 54,636 of the estimated 2012 population.

The estimated 2013 population of the service area is mostly White alone (82.12 percent). The Asian category is estimated to represent 7.32 percent of the current population, and has the most significant representation among minorities within the city. From 2000 to 2010, the City of Carlsbad's racial composition was relatively unchanged, with the White alone category decreasing from 86.55 percent to 82.79 percent, and the Asian group increasing from 4.24 percent to 7.08 percent. Future projections show that by 2017 the city will remain limited in its diversity, and continue to be predominately White alone (80.96 percent), with the Asian category representing 8.09 percent of the total population. People of Hispanic ethnicity comprise a significant portion of the population, representing 13.96 percent of the current 2012 estimate and expected to grow to 15.78 percent of the total population by 2017.

3.1.1 METHODOLOGY

A variety of demographic data for the analysis was obtained from the San Diego Association of Governments (SANDAG), U.S. Census Bureau, and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2013 and reflects actual numbers as reported in the 2000 and 2010 Censuses, and estimates for 2013 and 2018 as obtained from the City of Carlsbad were based on the Planning Department’s projections. The geographic boundary of the City of Carlsbad was utilized as the demographic analysis boundary shown in **Figure 1**.



Figure 1-City of Carlsbad Boundaries

3.1.2 RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race



3.2 CITY OF CARLSBAD POPULACE

3.2.1 POPULATION

The City of Carlsbad has undergone rapid growth in recent years. From 2000 to 2010, the city’s total population experienced a sizeable increase of 34.6 percent or a growth rate of nearly 3.5 percent. This is well above national growth averages which were just over one percent annually. Projecting ahead, the City of Carlsbad is expected to continue to grow over the next five years. Based on predictions through 2018, the city is expected to have approximately 118,241 residents living within 44,087 households.

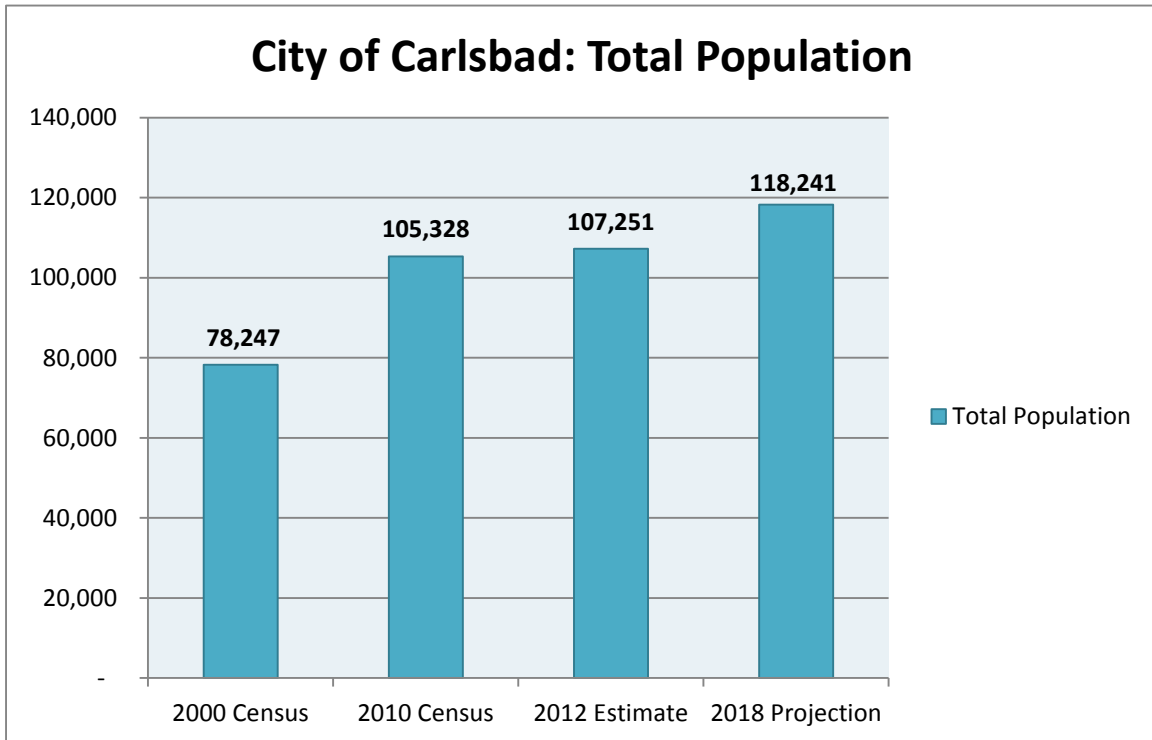


Figure 2 - Total Population

3.2.2 AGE SEGMENT

Evaluating the distribution by age segments, the City of Carlsbad is somewhat balanced between youth, young adult, family, and senior populations. In 2010, the highest segment by population is the 35-54 age group representing 31.3 percent, and the lowest is the 18-34 segment which constitutes 18 percent of the population.

The overall composition of the population for the City of Carlsbad is projected to gradually age. The Census results from 2000 and 2010 show decreases in the 18-34 (from 19.5 percent to 18 percent) and 35-54 (from 34.5 percent to 31.3 percent) populations, while the <18 group recognized a minimal increase from 23.3 percent to 24.1 percent. In the 10 year period between Censuses, the largest shift was in the 55+ segment, which jumped from 22.6 percent in 2000 to 26.6 percent in 2010. Projections for 2017 show that each age segment, except the 55+ group, will experience small decreases in size as compared to the population as a whole. The 55+ segment is expected to gradually grow to be the largest age segment representing approximately 29.7 percent of the population by 2017. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group.

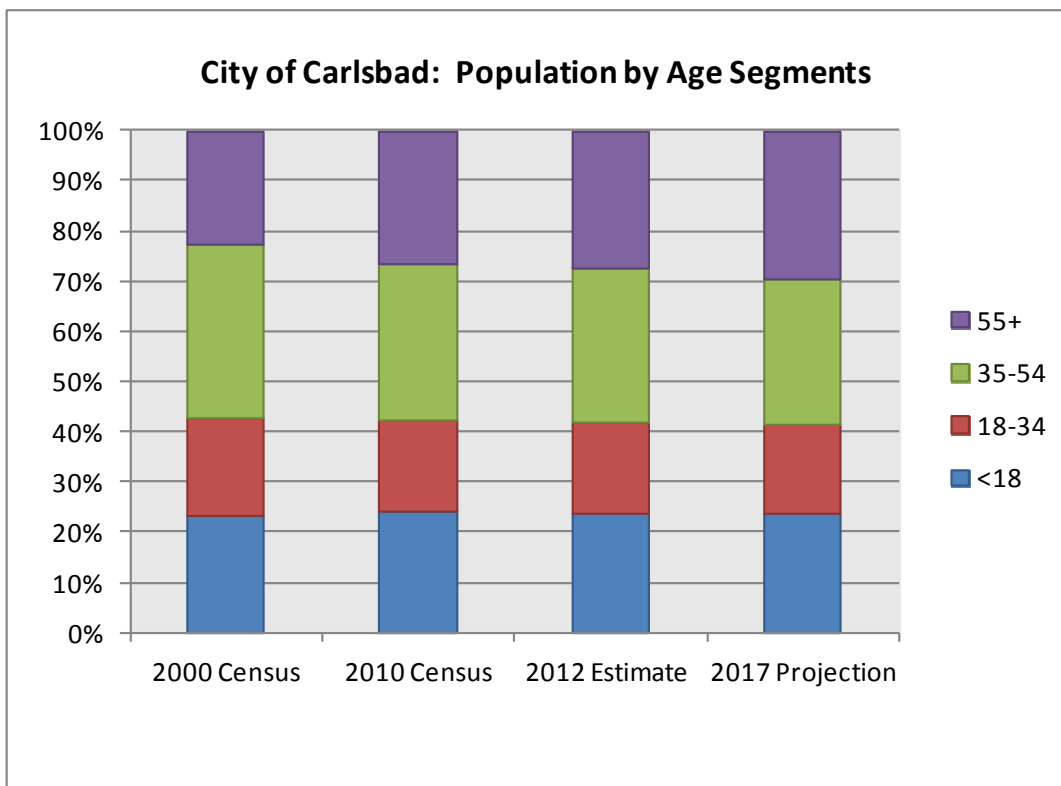


Figure 3-Population Age by Segments

3.2.3 RACE AND ETHNICITY

In analyzing race and ethnicity, the City of Carlsbad is very limited in diversity. The 2012 estimate shows that the majority of the population falls into the White only (82.12 percent) category. The Asian group is the minority with the most notable representation within the City of Carlsbad, comprising 7.32 percent of current population based on 2012 estimates.

In the time between Censuses of 2000 and 2010, the City of Carlsbad recognized little diversification as the White Only category reduced slightly from 86.55 percent to 82.79 percent, while the Asian minority grew from 4.24 percent to 7.08 percent. The Hispanic ethnic distinction exhibits notable growth, representing 13.96 percent of the population in 2012 and expected to grow to 15.78 percent of the total population by 2017.

Predictions for 2017 expect the City of Carlsbad to remain predominately White alone (80.96 percent), while the Asian (8.09 percent) and Hispanic (15.78 percent) populations will continue to slowly grow. (Figure 4 and Figure 5.)

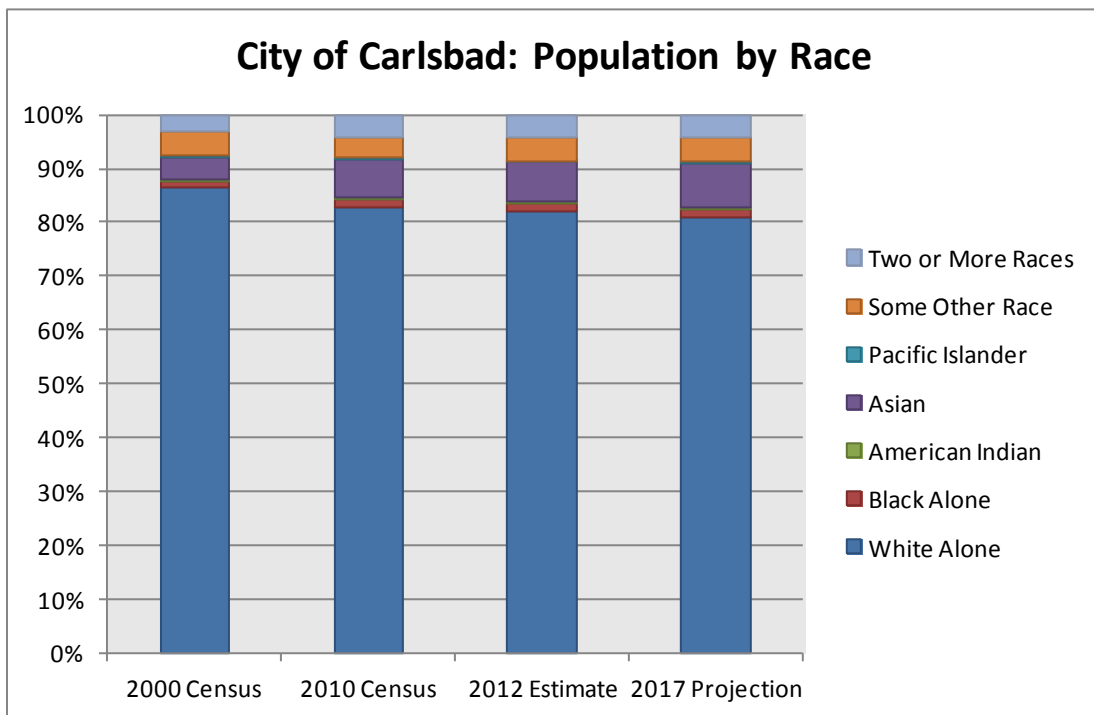


Figure 4-Population by Race

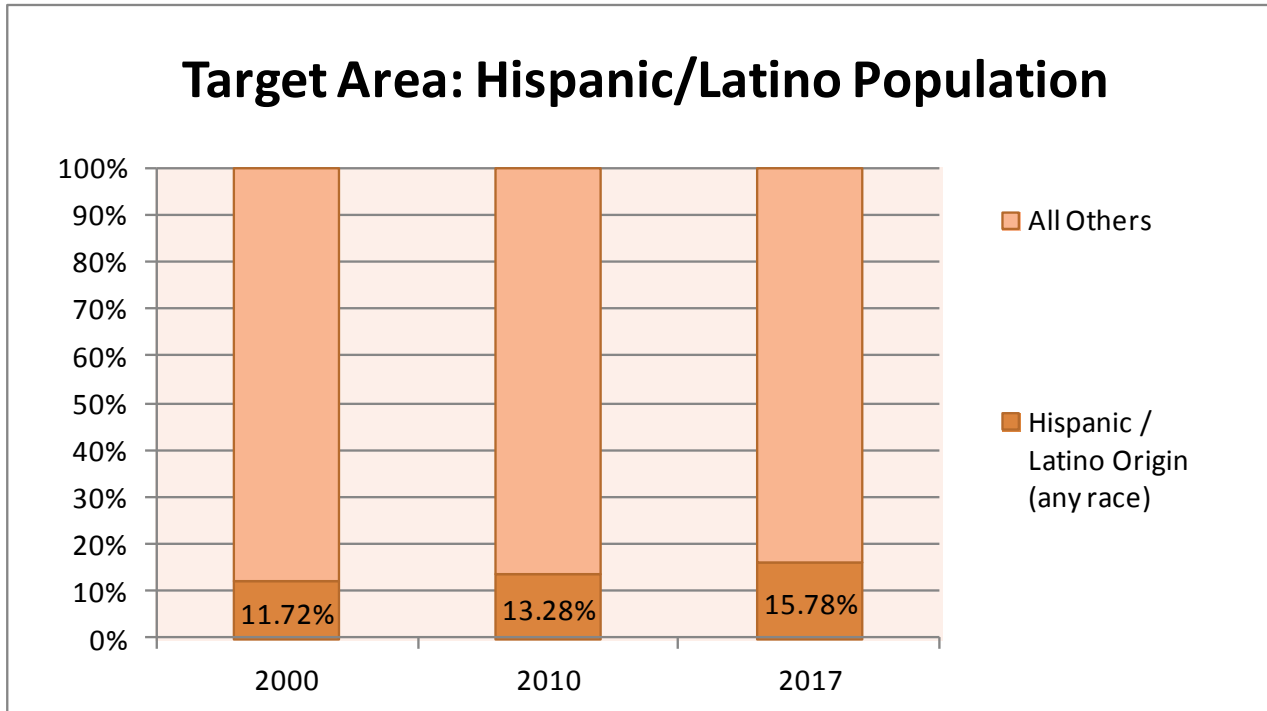


Figure 5- Hispanic/Latino Population

3.2.3.1 PARTICIPATION TRENDS BY RACE/ETHNICITY

Utilizing the ethnicity study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

The **White alone** population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the White alone populace has an affinity for outdoor nontraditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multipurpose fields are integral in the communal pastime shared by many Hispanics.

The **Black alone** population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family

and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The **Asian population** a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities.



3.2.4 HOUSEHOLDS AND INCOME

The City of Carlsbad’s income characteristics demonstrate rapid growth trends. The median household income was \$65,172 in 2000 and \$94,436 in 2012. It is projected to grow to \$102,211 by 2017. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income is also projected to increase from \$34,863 in 2000 and \$44,732 in 2012 to \$51,661 by 2017 (Figure 6).

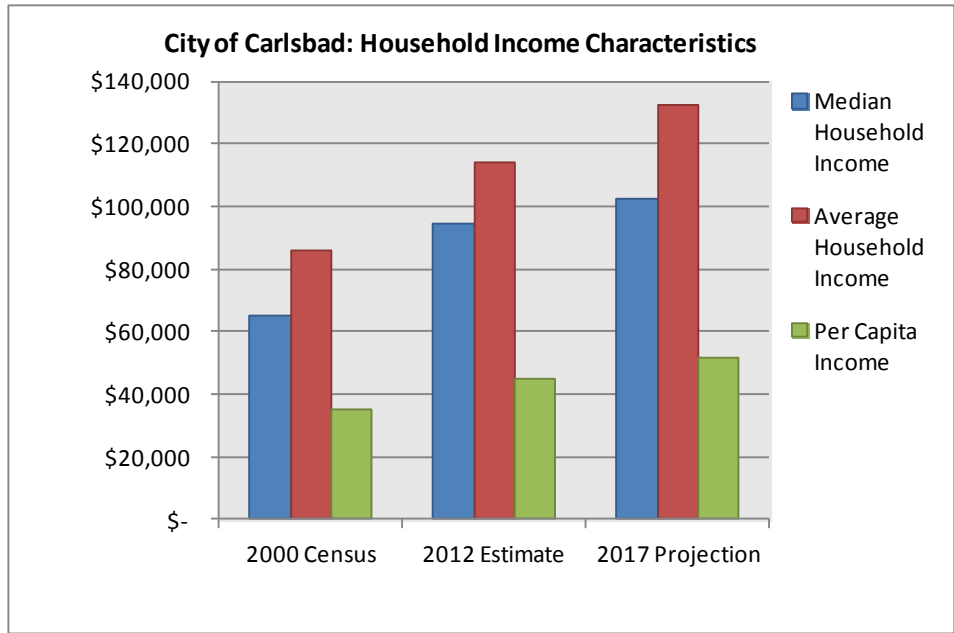


Figure 6- Household Income Characteristics

As seen in Figure 7, The City of Carlsbad’s median household income (\$94,436) is significantly higher than the state (\$61,632) and national (\$52,762) averages. The City’s Per Capita Income (\$44,732) is also much higher than state (\$29,634) and national (\$27,915) averages. This household income over and above the state and national averages indicate the presence of disposable income and greater price elasticity.

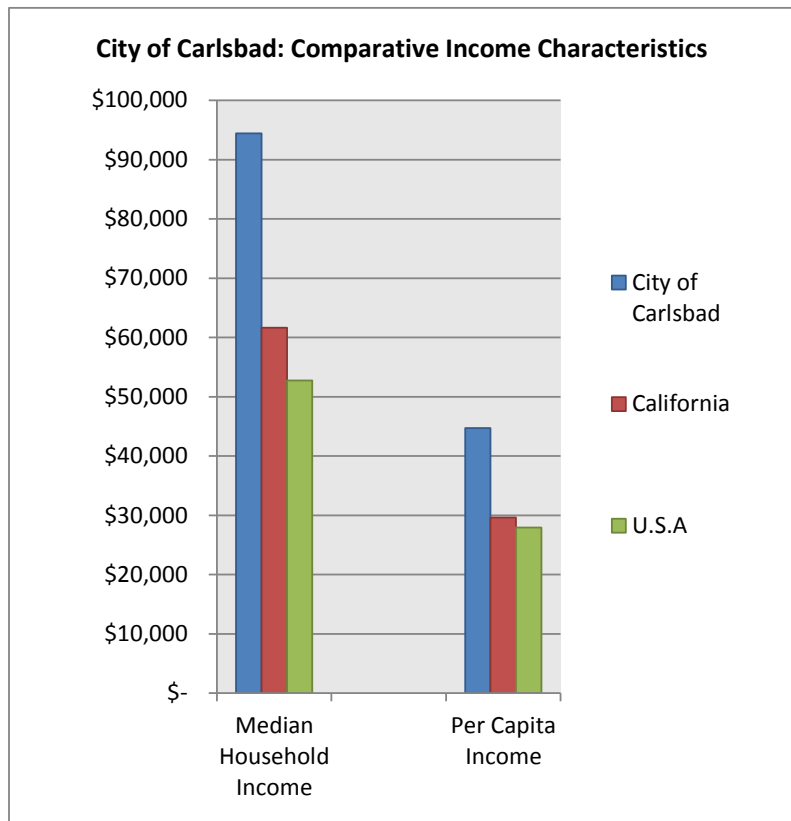


Figure 7-Comparative Income Characteristics

CHAPTER FOUR - INVENTORY ANALYSIS OF PARKS, FACILITIES, AND PROGRAMS

4.1 CARLSBAD PARK SYSTEM ASSESSMENT

In general, all of the parks are very well used. The level of maintenance was good, especially considering how heavily the parks are used. Alga Norte Park is currently under construction and is scheduled to open in late December 2013.

The park design varies from park to park, but the sites generally are in very good condition and have a substantial amount of amenities. The majority of the parks have concrete walkways that appear to satisfy disabled access requirements. Walkways are an essential part of developed parks because they provide routes that all visitors can use for walking or to reach specific amenities. Moreover, they are the principal means by which visitors who are physically disabled can access the park's features and enjoy the benefits that other non-disabled visitors can. There are some sites that do not have concrete or asphalt walks and thus do not appear to meet these requirements. If improvements are made to these sites, ADA access routes should be established as part of the design improvements.

These sites include city parks Pio Pico Park, Community Garden, Hosp Grove Park, Oak Park, Zone 5 Park, Hosp Grove Rotary Trailhead, El Fuerte Park and Carlsbad Unified School District sites La Costa Heights School Fields, Buena Vista Elementary Fields and Jefferson Elementary Field. It should be noted that the District facilities are not city properties.

All of the park sites appear to have an adequate amount of trash cans, benches, drinking fountains and tables for the types of use anticipated at the site. The school field sites have the least amount and in most cases none of these types of amenities (*trash cans, benches, drinking fountains, and tables*) as shown in the park inventory matrix.

The sports fields all appeared to be in good to average condition with typical worn areas based on the level of play. Some of the sports fields feature synthetic turf installed to allow for heavier use.

About half of the sites have onsite parking and the amount of spaces seems to be adequate for the site uses. The other sites have street parking. It should be noted that the school fields have limited onsite parking.

The sites **with** onsite parking include:

- Magee House and Park
- Holiday Park
- Carlsbad Senior Center
- Community Garden
- Monroe Street Pool
- Ocean Street Sculpture Park
- Pine Avenue Park, Hosp Grove Park
- Magnolia Elementary Field
- Hosp Grove Wickham Way Trailhead
- Hosp Grove Rotary & Hosp Way Trailhead
- Lagoon Observation Area
- Calavera Hills Trailhead
- Calavera Hills Community Park

- Hidden Canyon Community Park
- Carlsbad Skate Park
- Aviara Community Park
- Poinsettia Community Park
- Alga Norte Park
- Stagecoach Community Park
- Leo Carrillo Ranch Historic Park
- La Costa Canyon Park

The sites with **no** onsite parking include:

- Maxton Brown Park
- Chase Field
- Laguna Riviera Park
- Car Country Park
- Pio Pico Park
- Harding Community Center
- Carlsbad High School Tennis Courts
- Buena Vista Elementary Access Path
- Buena Vista Elementary Field
- Jefferson Elementary Field
- Oak Park
- Cannon Park
- Zone 5 Park (dirt parking lot)
- Valley Middle School Fields
- Aviara Oaks School Fields
- El Fuerte Park
- La Costa Heights School Fields
- Cadencia Park

Regulatory and informational signs at the parks are adequate with all sites having a sign identifying the park name and onsite signs provide the necessary information for the park users.

Irrigation appears to be in good condition for the all of the park sites. Some minor brown areas were noted, but nothing substantial.

Individual pictures of Carlsbad's facilities inventory can be found in the appendix.

4.2 RECREATION PROGRAM ASSESSMENT

PROS Consulting conducted an assessment of the Carlsbad Parks & Recreation Department's program offerings and other special events. The aim of the assessment is to identify core program areas, gaps and overlaps in services as well as system wide issues such as customer feedback, performance measures and marketing that is vital to the success of the department's program growth.

The PROS team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Community wide statistically reliable survey
- Community input from focus groups and public workshops
- Website review

Parks & recreation staff selected the core programs / facilities to be evaluated and entered the data into the program assessment matrix provided by PROS.

The following are the areas chosen for evaluation based on staff and PROS team input:

- Youth sports
- Aquatic programs
- Camps
- Fitness
- Historical
- 50+
- Adult sports
- Triathlon
- Rentals
- Special events
- Specialty (early childhood, music, crafts, science math, various art mediums, and teen programming)
- Swim lessons
- Preschool

4.3 PROGRAM ASSESSMENT AND OVERVIEW

Overall summary of findings from the program assessment process include:

4.3.1 STRENGTHS

- Good diversity in types of program offerings and special events
- High participation numbers in most program areas
- High quality program offerings throughout
- Good value for money for program offerings
- Successful use of volunteers for several programs
- Wide variety of program promotions and customer feedback mechanisms utilized

4.3.2 OPPORTUNITIES FOR IMPROVEMENT

- Program lifecycles, with limited programs in the introduction stage, show a limited innovation pipeline for new programs
- Age segments served by existing programming not aligned with community demographics (i.e. too many programs focused on youth in comparison to aging community demographics)
- Limited earned income generated from existing programs and events
- Program classifications currently favors a higher level of city contribution
- Institute additional performance metrics and standards that include tracking customer retention rates, marketing return on investment for individual mediums etc.

4.4 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis completed by staff members. The listing of programs is included in the chart on the following page. This assessment was not based on quantitative data, but based on staff's knowledge of their program areas. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare.

The following list shows the percentage distribution of the various lifecycle categories of the department's recreation programs:

- Introduction stage (new program; modest participation) = five percent
- Take off stage (rapid participation growth) = 13 percent
- Growth stage (moderate, but consistent participation growth) = 34 percent
- Mature stage (slow participation growth) = 36 percent
- Saturation stage (minimal to no participation growth; extreme competition) = 10 percent
- Decline stage (declining participation) = three percent

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The PROS team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the program lifecycle table.

The lifecycles depict a largely encouraging trend with some areas of opportunity. Fifty-two percent of all programs are in the introduction to growth stage while only three percent of all programs are in the decline stage, which is very encouraging as it shows room for the programs to grow and also demonstrates that programs offered are largely aligned with community needs.

4.4.1 RECOMMENDATIONS

The PROS team recommends that parks & recreation staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the mature to decline stage while ensuring an increased number of programs in the introduction stage. It is recommended that programs from mature to decline should be 40 percent or less of the total program mix.

It is recommended that the recreation team implement an annual program lifecycle audit to identify programs that are stagnating or slowing down. The assessment may identify whether those programs should continue in their current state or be repositioned in order to further drive participation. A performance metric can be established to have at least 10 percent of programs annually in the introduction stage and less than 10 percent of all programs in the saturated to decline stages.

The city could also conduct a regional program and partnership innovation summit with neighboring agencies such as Encinitas, San Marcos, etc. The objective would be to identify new and upcoming program trends, avoid program duplication and partner together in order to maximize available space.

Stage in Program Lifecycle					
Introduction	Take-Off	Growth	Mature	Saturated	Decline
Adventure Sport Camps	Extreme Sport Camps	Traditional Camps	Performing Arts Camps	Masters	Triathlon
Fitness Room	Cooking Camps	Enrichment Adventure Camps	Science & Exploration Camps	Lane rentals (programmed)	Teen Scene
Music	Drop in activities	Art Camps	PeeWee Camps	Science	
Cooking	Jr. Guard Prep	Kidz Camps	CIT	Math	
	Summer Youth	Explorer Camps	Free Dance Classes for Seniors	Parent/Infant	
	Basketball League	Youth & Adult Beg Dance	Education	Parent/Tot	
	Friday Night Hoops	Youth & Adult Int Dance	Volunteer projects	Pre-School Aquatics	
	Field Rentals	Youth & Adult Adv Dance	Preservation	Learn To Swim	
	Picnic Rentals	Martial Arts	Movie Nights		
	Open Space Rentals	Aerobics	Home meal program		
		Yoga	Adult 50+ enrichment		
		Self guided tours	Congregate lunch program		
		Guided tours	Transportation program		
		Archives (artifact and memorabilia collection)	Social gatherings		
		Interpretation	Mens Soccer League		
		Docent program	Adult Softball League		
		Junior Lifeguarding	Mens Basketball League		
		Lane rentals (unprorammed)	Sport Tournaments		
		Employment and pre-employment 'Safety Training	Wellness Expo		
		Fall Youth Basketball	Pee Wee Soccer		
		League	Indoor Meeting Room Rentals		
		Gymnasium Rentals	Weddings and events		
		Wild West Fest	EGGstravaganza		
		Crafts	Snores & S'mores		
		Art	Family Movie Night		
		LITE	Holiday at the Rancho		
		TIA	Early Childhood		
			Parent Toddler		
			Preschool		
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation
Source: Client (This was developed prior to Alga Norte opening in 2013)					

4.5 AGE SEGMENT DISTRIBUTION

In addition to the lifecycle analysis, staff also assessed age segment distribution of programs.

Despite the demographics heavily skewed towards an aging population, the balance of age segment distribution is still skewed towards the youth. Based on the program list provided by the staff, 50 percent of all programming is geared towards ages 18 and below even though that age segment comprises a much smaller percentage (23 percent) of Carlsbad's current population. It is typical nation-wide for agencies to focus heavily on youth and families while often under serving active adults, seniors and the middle-aged.



The department does have a number of programs including a Senior Center for the 55+ population as well but as the population ages it would be appropriate for the staff to view the age segment distributions on an annual basis to ensure continued rebalancing among underserved categories.

Also, if possible, given the differences in how the active adults (55+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. The department could evaluate further splitting program offerings into 55–74 and 75+ program segments.

4.6 CORE PROGRAMS

The PROS team believes that the department should continue evaluating its core programs and ensure alignment with the values of the community and future trends. This assists in creating a sense of focus around specific program areas of greatest importance to the community. It does not mean that non-core programs are not important – it simply allows the city and the staff to establish priorities.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (more than 4-5 years)
- Offered 3-4 sessions per year
- Wide demographic appeal
- Includes five percent or more of recreation budget gross expense
- Includes a tiered level of skill development
- Requires full time staff to manage the program
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed to support the program



4.7 PROGRAM PRIORITY RANKINGS

The purpose of the program priority rankings is to provide a prioritized list of recreation program needs for the community served by the department.

This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained from community input and demographics and trends.

A weighted scoring system was used to determine the priorities for recreation programs. For instance as noted below, a weighted value of three for the unmet desires means that out of a total of 100 percent, unmet needs make up 30 percent of the total score. Similarly, importance ranking also makes up 30 percent, while consultant evaluation makes up 40 percent of the total score, thus totaling 100 percent.

This scoring system considers the following:

- Statistically reliable community survey
 - Unmet needs– this is used as a factor from the total number of households mentioning whether they have a need for a program and the extent to which their need for recreation programs has been met. Survey participants were asked to identify this for 23 recreation programs.
 - Importance ranking– this is used as a factor from the importance allocated to a program by the community. Each respondent was asked to identify the top four most important recreation programs.
- Consultant evaluation
 - Factor derived from the consultant’s evaluation of program priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results.

- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: high priority (top third), medium priority (middle third) and low priority (bottom third).

The combined total of the weighted scores for community unmet needs, community importance, and consultant evaluation is the total score based on which the facility/amenity and program priority is determined. As seen below, adult fitness and wellness programs, culinary arts (cooking, baking, etc.), adult sports programs, cultural arts programs and city sponsored community special events are the top five highest program priorities in Carlsbad.

Carlsbad Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

4.8 SPONSORS, PARTNERS AND VOLUNTEERS

4.8.1 SPONSORS AND PARTNERS

There is a growing focus on developing earned income streams through citywide sponsor and partner support. In order to truly sell the potential benefits of partnering with the department, there is a need to develop a customized sponsorship brochure and a proposal for tiered sponsorship levels keeping in mind the large corporate presence in the Carlsbad area as well.



By detailing the event calendar, participation metrics and user demographics, the department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor's target market and choose the right fit for them. These metrics will also help the department evaluate its return on investment (ROI) for sponsorships and partnerships for various events. Additional recommendations include publishing these metrics on the website and to promote them aggressively.

Sponsor Recognition - Recognizing all existing or past sponsors for their support would strengthen working relationships with sponsors. The brochure's imagining could provide illustrations of promotions that may have occurred or could be done to demonstrate sponsorship positioning. The images should also focus on conveying an emotional appeal to potential sponsors.

Tiered Sponsorship Levels - It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit.

Package Offerings - It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship.

Providing sample packaging options that tie in some signature special events (Holiday at the Rancho, EGGstravaganza Spring Festival) with some of the smaller events (Dinner and a Movie) would ensure that the staff up sells events that may not be sold otherwise, while the partners receive more value for their investment.



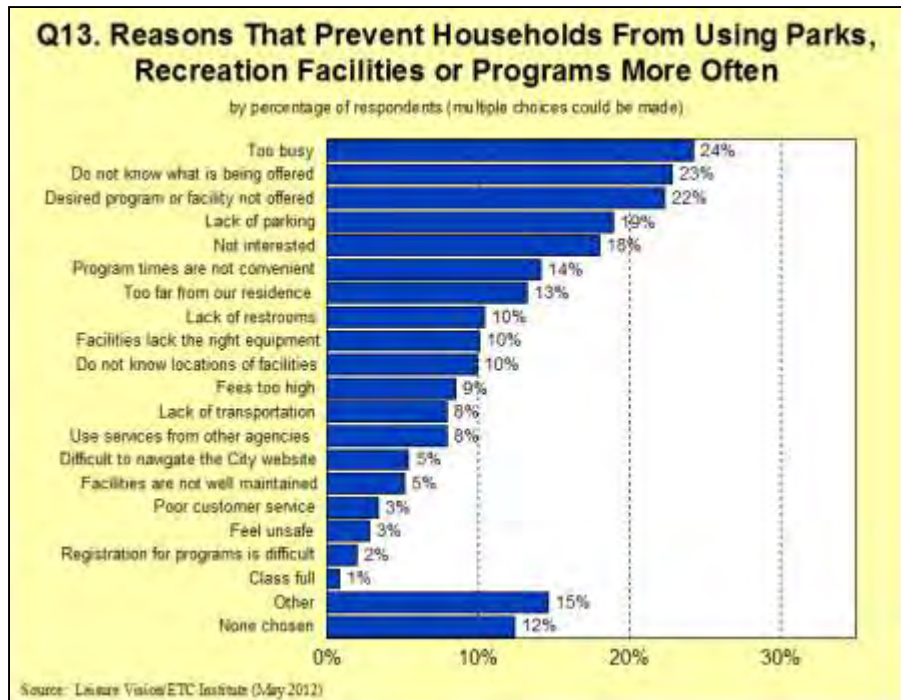
4.9 CUSTOMER FEEDBACK

Outstanding customer service is at the root of the success of any organization. A true community service organization prides itself on identifying its customers’ preferences and acting accordingly to help fulfill their needs. In order to do this, an ongoing and department wide feedback mechanism is of vital importance and the city’s willingness to undertake an extensive customer service training initiative for its staff is a big step in the right direction.

Methods	Currently Used
Pre-program evaluation	No
Post-program evaluation	Yes
User Surveys	Yes
Lost Customer Surveys	No
Focus Groups	Yes (needs assessment)
Statistically Valid Survey	Yes (needs assessment)
Website	Yes
Online survey (eg. Surveymonkey.com, Wufoo)	Yes
In-park or on-site surveys ("caught in the act")	Yes
Crow dsourcing Peak Democracy, Chaordix, Mind Mixer etc.)	No

4.10 MARKETING AND PROMOTIONS

This section reviews the department’s marketing and promotions as gleaned from the program worksheets and discussions with staff as well as the survey responses. As can be seen in the survey response, respondents chose “I don’t know what is being offered” as the second biggest reason preventing them from using parks, recreation facilities or programs more often. While PROS has been impressed with the variety and quality of the marketing and communications initiatives undertaken by the city, the survey responses indicate



that target audience marketing and promotions is an area of improvement and one that can have a positive impact on increasing participation and revenue for the department.

As stated in the program assessment worksheets provided by staff, most programs are promoted via multiple channels including the community services guide (print and online), website, flyers, brochures, direct mail, email blasts, special events, social media, news releases, cross promotions with other organizations etc. The staff also states that these channels are very effective and recommends continuing with all of them.

Marketing Return on Investment

Given the limited marketing dollars and staff time available, the department should continue to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the multiple marketing mediums used. A greater emphasis needs to be placed on developing department goals and metrics against which marketing initiatives can be measured.

Technology/Website

PROS and city staff recommend enhancing use of technology via the city website, developing a smart phone enabled site, an application and using short message service (SMS) marketing as other avenues to promote outreach.

Some specific recommendations include:

- Provide opportunities for donations or crowd funding through the website
 - See www.hhpz.org for Donate Now
 - www.kickstarter.org / www.indiegogo.com / www.razoo.com for Crowd funding options including printing program guides or developing marketing material
- Maximize the website’s revenue generating capabilities
 - Add a retail link for users to purchase merchandise online.
 - Evaluate using Google AdSense to allow for placements of relevant ads on the website (more information on Google AdSense is provided later in this report).
- Add a Google Translate functionality on the site to allow the diverse user base translate pages into a language of choice
- Develop a mobile version of the website and also develop a smart-phone application listing facilities and parks based on global positioning system (GPS) locations, programs, rentals, online registration links, contact info, hours of operations, etc.



Social Media

The city currently does a good job utilizing a wide variety of social media including Facebook, Twitter, YouTube, Flickr and Pinterest.

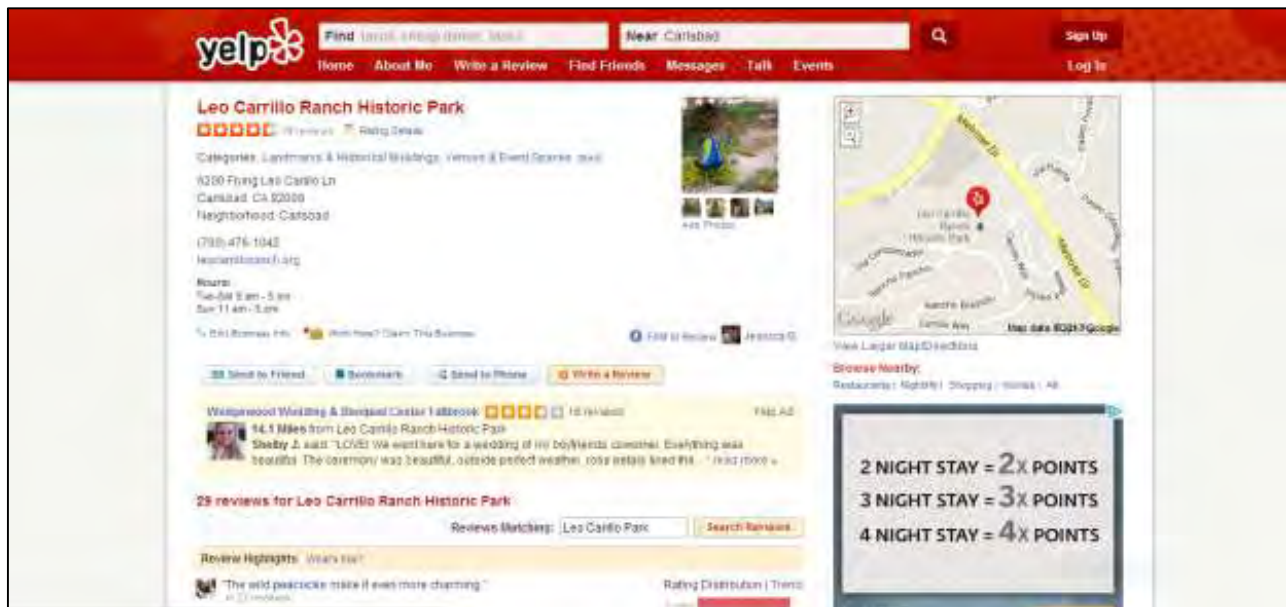
Some other suggestions to evaluate would be:

Google+, is the closest competitor to Facebook in terms of overall user adaption, brand awareness and scale of complementary services available to make it a viable social network.

Instagram, is a photo sharing website that is becoming increasingly popular especially with the younger audience. It's acquisition by Facebook also ensures effective integration with the larger social network that one possesses and could be a viable social network for Carlsbad to venture into. Additionally, current usage trends show that Instagram is becoming the 'new Facebook' for teens and youth who tend to gravitate to new media and technology.



Lastly, the following is a list of potential sources and online mediums that the city's offerings are presently on or could be used for the future. It is understood that this is not an all-inclusive list and that city and department staff should continue to keep up with trends and technologies as they emerge.



Type	URL	Description and Use for PRNS
App	http://www.arlingtontx.gov/app/ http://www.thealaskaapp.com/	Develop a smartphone and tablet app highlighting City offerings such as the one developed by Arlington or Alaska.
Wikipedia	www.wikipedia.com	Among Top 10 most visited websites in the world. List all parks, facilities, events and monitor links on it constantly
Online Reviews	www.yelp.com	List all parks, facilities, events on it. Seek, monitor and respond to reviews such as the one above for Leo Carrillo Ranch Historic Park
	www.tripadvisor.com	Highlight local attractions and things to do in Carlsbad; monitor and respond to reviews
Video	www.vine.com	7 second video clips for rentals/events etc.
	www.youtube.com	Large videos, dedicated YouTube channel highlighting events, facilities, parks etc.
Deals	www.groupon.com www.livingsocial.com www.savelocal.com	Deals and promotions to access various Carlsbad offerings
Pay-per-click ads	adwords.google.com	Pay-per-click ads based on select key words for targeted outreach locally and regionally or by language through Google
	https://www.facebook.com/advertising	Pay-per-click ads based on select key words, interests, groups, affiliations for targeted outreach locally and regionally or by language through Facebook
Check-Ins	www.foursquare.com	Foursquare Check-in letting people know they are at a Carlsbad facility/park
	https://www.facebook.com/about/location	Facebook Places letting people know they are at a Carlsbad facility/park

4.11 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2012 study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include, walking, bowling, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, can be enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Participation during the last year datum was available (2011), reported over 112 million Americans had walked recreationally at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with more than 24 million people reportedly participating in 2011. Team sports that experienced significant growth in participation are lacrosse, rugby, ultimate Frisbee, gymnastics, ice hockey, and beach volleyball – all of which have experienced double digit growth over the last five years. Most recently, gymnastics, ultimate Frisbee and lacrosse were the only team sports that underwent growth from 2010 to 2011. Ultimately, the greatest growth of participation in recreational activities has occurred in activities that have low barriers to entry, can be undertaken within close proximity to home, and can be completed in a limited amount of time.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2012 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February 2012 from more than 38,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

4.11.1 NATIONAL TRENDS ANALYSIS

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional "bat and ball" sports with more than 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game.

As seen in Figure 8, since 2007, lacrosse and other niche sports like rugby have seen strong growth. Based on survey findings, lacrosse is experiencing continued growth over the last five years (41.9 percent). From 2007-2011 rugby has grown 37.8 percent overall, but it did see a decrease from 2010-2011 of 9.2 percent. Other sports with notable growth in participation over the last five years were ultimate Frisbee (20.6 percent), gymnastics (18.6 percent), ice hockey (15.8 percent) and beach volleyball (14.8 percent). From 2010 to 2011, the only team sports that underwent growth were gymnastics (9.2 percent), ultimate Frisbee (6.5 percent) and lacrosse (5.5 percent).

National Participatory Trends; by Activity - General Sports	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Baseball	16,058	15,539	14,429	14,198	13,561	-4.5%	-6.0%	-12.7%	-15.5%
Basketball	25,961	26,108	25,131	25,156	24,790	-1.5%	-1.4%	-5.0%	-4.5%
Cheerleading	3,279	3,192	3,070	3,134	3,049	-2.7%	-0.7%	-4.5%	-7.0%
Football, Flag	N/A	7,310	6,932	6,660	6,325	-5.0%	-8.8%	-13.5%	N/A
Football, Tackle	7,939	7,816	7,243	6,850	6,448	-5.9%	-11.0%	-17.5%	-18.8%
Football, Touch	N/A	10,493	9,726	8,663	7,684	-11.3%	-21.0%	-26.8%	N/A
Gymnastics	4,066	3,975	3,952	4,418	4,824	9.2%	22.1%	21.4%	18.6%
Ice Hockey	1,840	1,871	2,018	2,140	2,131	-0.4%	5.6%	13.9%	15.8%
Lacrosse	1,058	1,092	1,162	1,423	1,501	5.5%	29.2%	37.5%	41.9%
Racquetball	4,229	4,611	4,784	4,603	4,357	-5.3%	-8.9%	-5.5%	3.0%
Rugby	617	654	720	940	850	-9.6%	18.1%	30.0%	37.8%
Soccer (Indoor)	4,237	4,487	4,825	4,920	4,631	-5.9%	-4.0%	3.2%	9.3%
Soccer (Outdoor)	13,708	13,996	13,957	13,883	13,667	-1.6%	-2.1%	-2.4%	-0.3%
Softball (Fast Pitch)	2,345	2,331	2,476	2,513	2,400	-4.5%	-3.1%	3.0%	2.3%
Softball (Slow Pitch)	9,485	9,660	9,180	8,477	7,809	-7.9%	-14.9%	-19.2%	-17.7%
Tennis	16,940	17,749	18,546	18,719	17,772	-5.1%	-4.2%	0.1%	4.9%
Track and Field	4,691	4,604	4,480	4,383	4,341	-1.0%	-3.1%	-5.7%	-7.5%
Ultimate Frisbee	4,038	4,459	4,636	4,571	4,868	6.5%	5.0%	9.2%	20.6%
Volleyball (Court)	6,986	7,588	7,737	7,315	6,662	-8.9%	-13.9%	-12.2%	-4.6%
Volleyball (Sand/Beach)	3,878	4,025	4,324	4,752	4,451	-6.3%	2.9%	10.6%	14.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)					

Figure 8-National Sports Participatory Trends

Traditional youth “powerhouse” sports, including outdoor soccer and baseball, have both experienced declines in participation over the study period; however, the sheer number of participants (13.7 million and 13.6 million, respectively) demands the continued support of these sports.

The growth in youth team sports is now being driven by America’s 13 and 14 year olds, these are the peak ages of sports participation for children. Nearly 70 percent of children (age 6-17) in the U.S. are playing team sports and three out of four teenagers are now playing at least one team sport according to the SGMA annual participation study on team sports — U.S. Trends in Team Sports (2011 edition).

According to the SFIA, only three team sports have had moderate increases in participation since 2010. They are gymnastics (up 9.2 percent), ultimate Frisbee (up 6.5 percent), and lacrosse (up 5.5 percent). Four traditionally mainstream team sports experienced single-digit declines in overall participation across the United States: tackle football (down 5.9 percent), baseball (down 4.5 percent), outdoor soccer (up 2.8 percent), and basketball (down 1.5 percent).

4.11.1.1 AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Participation rates in swimming have remained steady over the years, although as with most recreational activities, participatory rates have dipped slightly. However, recreational swimming is the absolute leader in multigenerational appeal with nearly 17 million estimated participants per year (Figure 9).

National Participatory Trends; by Activity	2000	2007	2008	2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
Aquatic Exercise	9,303	9,757	9,267	8,662	9,231	6.6%	-0.4%	-5.4%	-0.8%
Swimming (Fitness/Competition)	16,144	18,368	19,041	17,443	17,145	-1.7%	-10.0%	-6.7%	6.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)		

Figure 9- Aquatic Participatory Trends

Aquatic exercise has paved the way for a low impact form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.



4.11.1.2 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions. The most popular fitness activity by far is fitness walking, which had over 112 million participants in 2011. Other leading fitness activities based on number of participants include treadmill (over 53 million participants), running/jogging (over 50 million participants), and hand free weights (nearly 47 million participants). From 2007-2011, the activities that are growing most rapidly are high impact aerobics (increased by 39.6 percent), group stationary cycling (increased 38.4 percent), and the elliptical motion trainer (increased 26.1 percent). Yoga, running/jogging, step aerobics, and low impact aerobics have also seen significant growth in recent years (Figure 10).

National Participatory Trends; by Activity - General Fitness	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Aerobics (High Impact)	11,287	11,780	12,771	14,567	15,755	8.2%	23.4%	33.7%	39.6%
Aerobics (Low Impact)	22,397	23,283	24,927	26,431	25,950	-1.8%	4.1%	11.5%	15.9%
Aerobics (Step)	8,528	9,423	10,551	11,034	10,273	-6.9%	-2.6%	9.0%	20.5%
Elliptical Motion Trainer	23,586	24,435	25,903	27,319	29,734	8.8%	14.8%	21.7%	26.1%
Fitness Walking	108,740	110,204	110,882	112,082	112,715	0.6%	1.7%	2.3%	3.7%
Free Weights (Barbells)	25,499	25,821	26,595	27,194	27,056	-0.5%	1.7%	4.8%	6.1%
Free Weights (Dumbells)	32,371	33,381	35,068	36,566	36,470	-0.3%	4.0%	9.3%	12.66%
Free Weights (Hand Weights)	43,821	43,409	44,466	45,928	46,944	2.2%	5.6%	8.1%	7.13%
Pilates Training	9,192	9,039	8,770	8,404	8,507	1.2%	-3.0%	-5.9%	-7.5%
Running/Jogging	41,064	41,097	42,511	46,650	50,061	7.3%	17.8%	21.8%	21.9%
Stair Climbing, Machine	13,521	13,863	13,653	13,269	13,409	1.1%	-1.8%	-3.3%	-0.83%
Stationary Cycling (Group)	6,314	6,504	6,762	7,854	8,738	11.3%	29.2%	34.3%	38.4%
Stationary Cycling (Recumbent)	10,818	11,104	11,299	11,459	11,933	4.1%	5.6%	7.5%	10.3%
Stationary Cycling (Upright)	24,531	24,918	24,916	24,578	24,409	-0.7%	-2.0%	-2.0%	-0.5%
Tai Chi	N/A	3,424	3,315	3,193	2,975	-6.8%	-10.3%	-13.1%	N/A
Treadmill	50,073	49,722	50,395	52,275	53,260	1.9%	5.7%	7.1%	6.4%
Weight/Resistant Machines	39,290	38,844	39,075	39,185	39,548	0.9%	1.2%	1.8%	0.66%
Yoga	N/A	17,758	18,934	20,998	22,107	5.3%	16.8%	24.5%	N/A

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 10 - General Fitness National Participatory Trend

4.11.1.3 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. The most popular activities in the general recreation category include road bicycling (nearly 40 million participants), freshwater fishing (nearly 39 million participants), day hiking (over 33 million participants), and golf (over 25 million participants). From 2007-2011, general recreation activities that have seen the most rapid growth are adventure racing (increased by 72.21 percent), recreational kayaking (increased by 44.91 percent), white water kayaking (increased by 40.35 percent), and trail running (increased by 27.44 percent). In-line roller skating and skateboarding have seen a substantial drop in participation, decreasing by 31.1 percent and 25.04 percent respectively from 2007-2011 (Figure 11).

National Participatory Trends; by Activity - General Recreation	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Adventure Racing	698	809	1,005	1,214	1,202	-0.99%	19.60%	48.58%	72.21%
Archery	5,950	6,180	6,368	6,323	6,471	2.34%	1.62%	4.71%	8.76%
Bicycling (Mountain)	6,892	7,242	7,367	7,152	6,989	-2.28%	-5.13%	-3.49%	1.41%
Bicycling (Road)	38,940	38,527	39,127	39,730	39,834	0.26%	1.81%	3.39%	2.30%
Bicycling-BMX	1,887	1,896	1,858	2,090	1,958	-6.32%	5.38%	3.27%	3.76%
Canoeing	9,797	9,866	9,997	10,306	10,170	-1.32%	1.73%	3.08%	3.81%
Climbing (Sport/Indoor/Boulder)	4,514	4,642	4,541	4,542	4,445	-2.14%	-2.11%	-4.24%	-1.53%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,175	2,062	2,017	1,904	-5.60%	-7.66%	-12.46%	-7.66%
Fishing (Fly)	5,756	5,849	5,755	5,523	5,581	1.05%	-3.02%	-4.58%	-3.04%
Fishing (Freshwater)	43,859	42,095	40,646	39,911	38,864	-2.62%	-4.38%	-7.68%	-11.39%
Fishing (Saltwater)	14,437	14,121	13,054	12,056	11,896	-1.33%	-8.87%	-15.76%	-17.60%
Golf	29,528	28,571	27,103	26,122	25,682	-1.68%	-5.24%	-10.11%	-13.02%
Hiking (Day)	29,965	31,238	32,542	32,534	33,494	2.95%	2.93%	7.22%	11.78%
Horseback Riding	12,098	11,457	10,286	9,782	9,335	-4.57%	-9.25%	-18.52%	-22.84%
Kayaking (Recreational)	5,070	5,655	6,226	6,339	7,347	15.90%	18.01%	29.92%	44.91%
Kayaking (White Water)	1,207	1,225	1,306	1,606	1,694	5.48%	29.71%	38.29%	40.35%
Roller Skating, In-Line	10,814	10,211	8,942	8,128	7,451	-8.33%	-16.67%	-27.03%	-31.10%
Sailing	3,786	4,006	4,284	4,106	3,797	-7.53%	-11.37%	-5.22%	0.29%
Skateboarding	8,429	8,118	7,580	7,080	6,318	-10.76%	-16.65%	-22.17%	-25.04%
Trail Running	4,216	4,537	4,845	4,985	5,373	7.78%	10.90%	18.43%	27.44%
Wakeboarding	3,521	3,532	3,561	3,611	3,517	-2.60%	-1.24%	-0.42%	-0.11%
Water Skiing	5,918	5,756	5,228	4,849	4,626	-4.60%	-11.51%	-19.63%	-21.83%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 11- General Recreation National Participatory Trends

4.11.2 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the City of Carlsbad. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. National average. The National average is 100 therefore numbers below 100 would represent a lower than average participation rate and numbers above 100 would represent higher than average participation rate. The city is compared to the national average in four (4) categories – general sports by activity, fitness by activity, outdoor activity, and money spent on miscellaneous recreation. The City of Carlsbad shows high market potential index numbers for all categories.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within the City of Carlsbad. Cells highlighted in yellow indicate the top three scoring activities based on the purchasing preferences of residents.

4.11.2.1 GENERAL SPORTS MARKET POTENTIAL

Participatory Trends; by Activity - General Sports	City of Carlsbad (MPI)
Participated in Baseball	98
Participated in Basketball	98
Participated in Football	86
Participated in Golf	126
Participated in Soccer	126
Participated in Softball	106
Participated in Tennis	147
Participated in Volleyball	98

4.11.2.2 FITNESS MARKET POTENTIAL

Participatory Trends; by Activity - Fitness	City of Carlsbad (MPI)
Participated in Aerobics	133
Jogging/ Running	147
Participated in Martial Arts	107
Participated in Pilates	139
Participated in Swimming	130
Participated in Walking for Exercise	127
Participated in Weight Lifting	141
Participated in Yoga	162

4.11.2.3 OUTDOOR ACTIVITY MARKET POTENTIAL

Participatory Trends; by Activity - Outdoor Activity	City of Carlsbad (MPI)
Participated in Archery	62
Participated in Backpacking/Hiking	144
Participated in Bicycling (mountain)	135
Participated in Bicycling (road)	134
Participated in Boating (power)	104
Participated in Canoeing/Kayaking	130
Participated in Fishing (fresh water)	74
Participated in Fishing (salt water)	107
Participated in Horseback Riding	105

4.11.2.4 MONEY SPENT ON MISCELLANEOUS RECREATION

Participatory Trends; by Activity - Money Spent on Miscellaneous Recreation	City of Carlsbad (MPI)
Spent on High End Sports/Recreation Equipment <\$250	97
Spent on High End Sports/Recreation Equipment >\$250	123
Attend sports event: baseball game	129
Attend sports event: basketball game (college)	109
Attend sports event: basketball game (pro)	120
Attend sports event: football game (college)	105
Attend sports event: football-Monday night game (pro)	97
Attend sports event: football-weekend game (pro)	117
Attend sports event: golf tournament	113
Attend sports event: ice hockey game	117
Attend sports event: soccer game	111
Attend sports event: tennis match	117
Visited a theme park in last 12 months	118
Visited Disney World (FL)/12 mo: Magic Kingdom	111
Visited any Sea World in last 12 months	117
Visited any Six Flags in last 12 months	112
Went to zoo in last 12 months	117



4.12 PARK AND FACILITY LEVEL OF SERVICE STANDARDS

Level of service standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Level of service standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: recreation activity participation rates reported by the Sporting Goods Manufacturers Association as it applies to activities that occur in the United States and the Carlsbad area, community and stakeholder input, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized to the City of Carlsbad (Figure 12).

These standards should be viewed as a guide to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the Carlsbad residents, gaps and surpluses in park and facility/amenity types are revealed. These recommendations are mindful of upcoming park and facility amenities (such as Alga Norte Park opening in Dec. 2013) and are aligned with the city's Growth Management Plan to ensure alignment with future population growth as well as anticipated build out in the next few years.

Overall, the department does have some areas of deficit in levels of service as compared with recommended standards and the growing population. The action plan items recommended in this plan would, if implemented, go a long way in addressing most, if not all, the unmet needs of the community in the years to come.





PARKS:					2013 Inventory - Developed Facilities			2013 Facility Standards			2018 Facility Standards		
Park Type	City of Carlsbad Park Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Developed Park Land	292.00	2.73	acres per	1,000					Acre(s)			Acre(s)	
Undeveloped Park Land	152.00	1.42	acres per	1,000					Acre(s)			Acre(s)	
Total Park Acres	444.00	4.15	acres per	1,000	3.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
OUTDOOR AMENITIES:													
Playgrounds	32	1.00	site per	3,361	1.00	site per	3,000	Need Exists	4	Sites(s)	Need Exists	5	Sites(s)
Dog Parks	1	1.00	site per	106,895	1.00	site per	40,000	Need Exists	2	Sites(s)	Need Exists	1	Sites(s)
Multi-purpose Diamond Fields (Youth)	9	1.00	field per	11,877	1.00	field per	7,500	Need Exists	5	Field(s)	Meets Standard	-	Field(s)
Multi-purpose Diamond Fields (Adult)	15	1.00	field per	7,174	1.00	field per	6,000	Need Exists	3	Field(s)	Meets Standard	0	Field(s)
Multi-purpose Rectangular Fields (Youth)	24	1.00	field per	4,399	1.00	field per	5,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Multi-purpose Rectangular Fields (Adult)	12	1.00	field per	9,176	1.00	field per	6,000	Need Exists	6	Field(s)	Need Exists	8	Field(s)
Basketball Courts (Half and Full)	39	1.00	court per	2,755	1.00	court per	4,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Tennis Courts	44	1.00	court per	2,429	1.00	court per	2,500	Meets Standard	-	Court(s)	Need Exists	3	Court(s)
Skate Park	3	1.00	site per	35,632	1.00	site per	50,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Outdoor Pools	1	1.00	site per	106,895	1.00	site per	50,000	Need Exists	1	Site(s)	Meets Standard	-	Site(s)
Indoor Facilities (Square Feet)	95,192.00	0.89	SF per	person	1.50	SF per	person	Need Exists	65,151	Square Feet	Need Exists	82,170	Square Feet
2013 Estimated Population		106,895											
2018 Estimated Population		118,241											
Notes:													
Developed park land includes special use areas and community parks													
There are no recommended service levels for undeveloped park land													
Undeveloped park land includes Alga Norte Community Park, Veterans, Robertson Ranch, Zone 5, and Cannon Lake													
Facilities (square feet) include Calavera Hills Community Center, Stagecoach Community Center, Harding Community Center, Senior Center, Magee House, and Leo Carrillo Ranch Historic Park													

Figure 12 - Park and Facility Level of Service Standards

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4.13 GEO-CODING AND SERVICE AREA MAPPING

Service area maps (equity maps) and standards assist staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the City of Carlsbad service area and how effective the service is as it compares to the demographic densities.

In addition, looking at guidelines with reference to population enables the city to assess gaps in services, where there are gaps or overlaps with respect to a specific facility or amenity. This allows the city and the department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area.

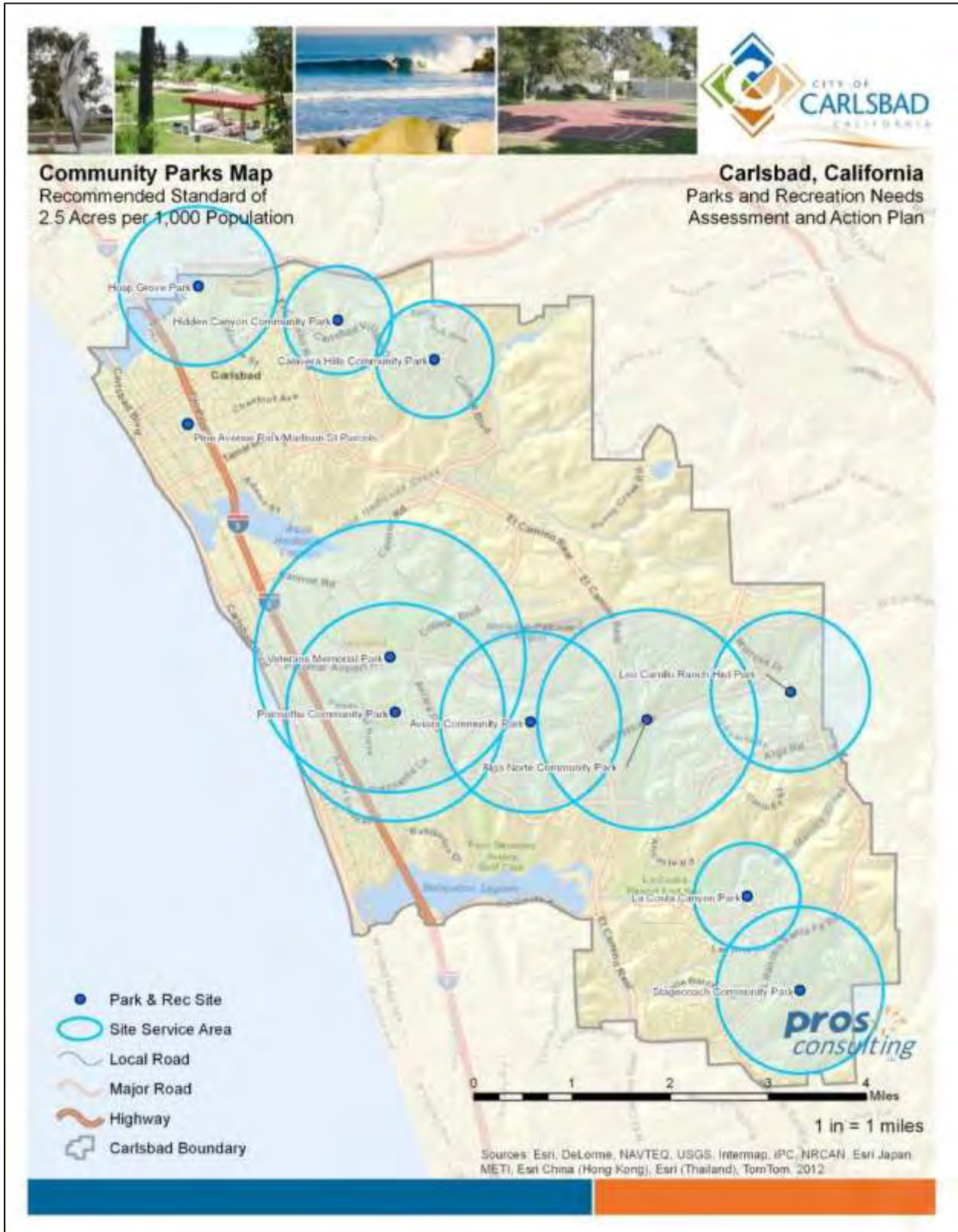
The service area maps that were developed for each of the following major assets:

- Basketball courts
- Community parks
- Special Use areas
- Playgrounds
- Skate parks
- Dog parks
- Indoor facilities
- Outdoor pools
- Tennis courts
- Diamond fields - adult
- Diamond fields - youth
- Rectangular fields - adult
- Rectangular fields - youth

The source for the population used for standard development is the 2013 estimated population and projected 2018 population as reported by Environmental Systems Research Institute, Inc. (ESRI) as well as the City of Carlsbad's estimates based on the Growth Management Plan (GMP). Estimated population for 2013 is 106,895; 2018 population is projected at 118,241.

The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity while the ring extends out to how far that amenity serves the population based on the number of amenities at that location, the levels of service standards established and the density of population in that place.

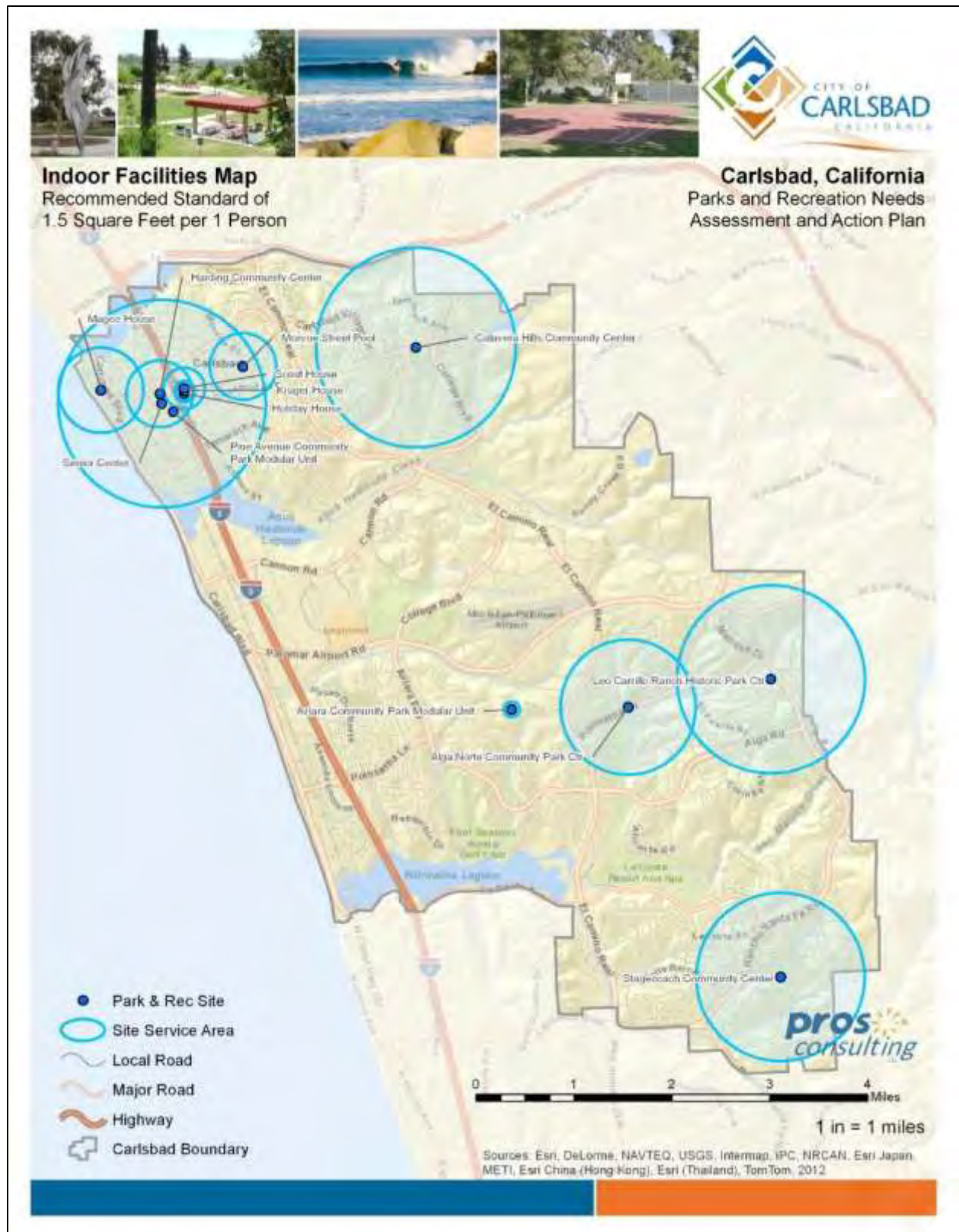
4.13.1 COMMUNITY PARKS



4.13.2 SPECIAL USE AREAS



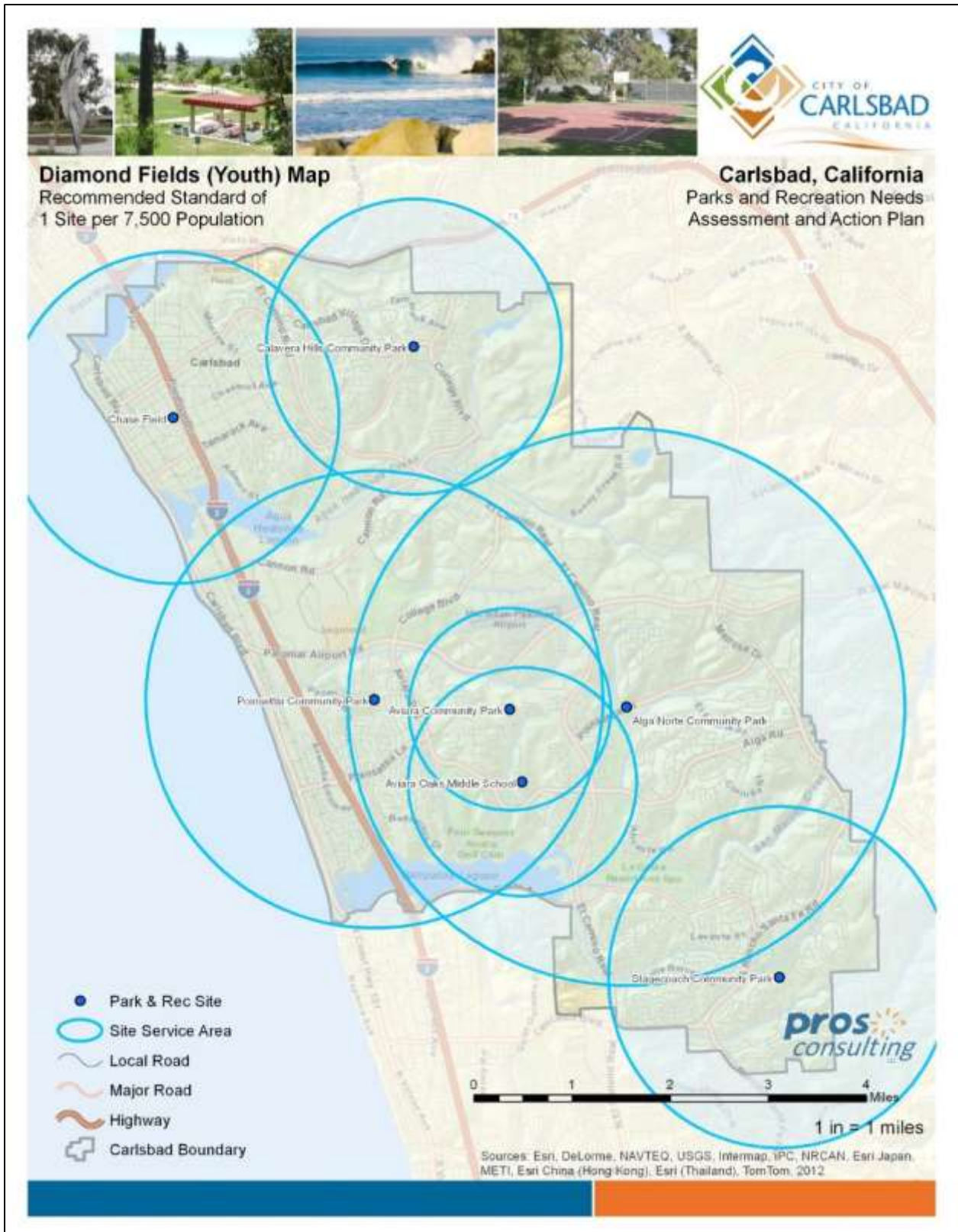
4.13.3 INDOOR FACILITIES



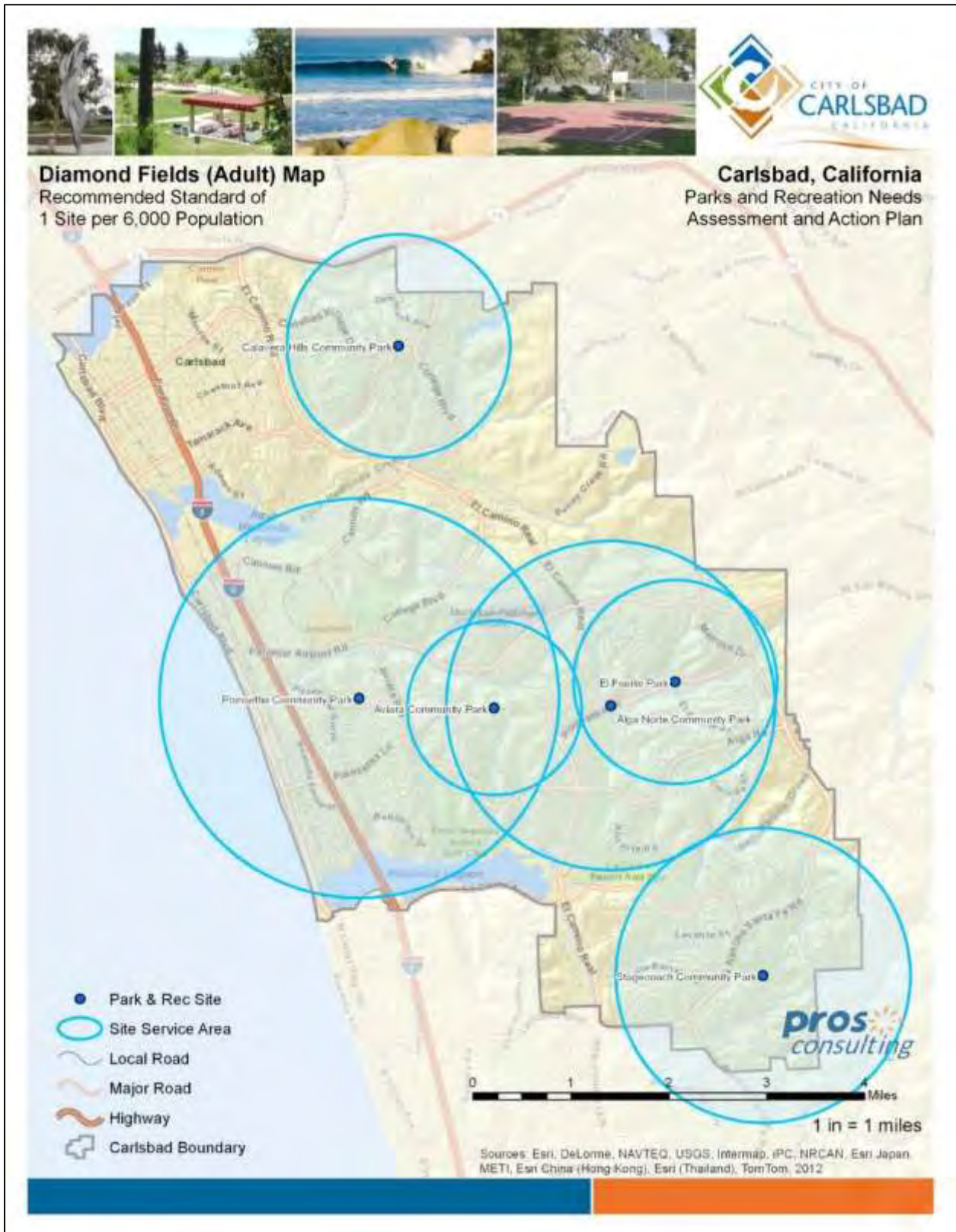
4.13.4 OUTDOOR POOLS



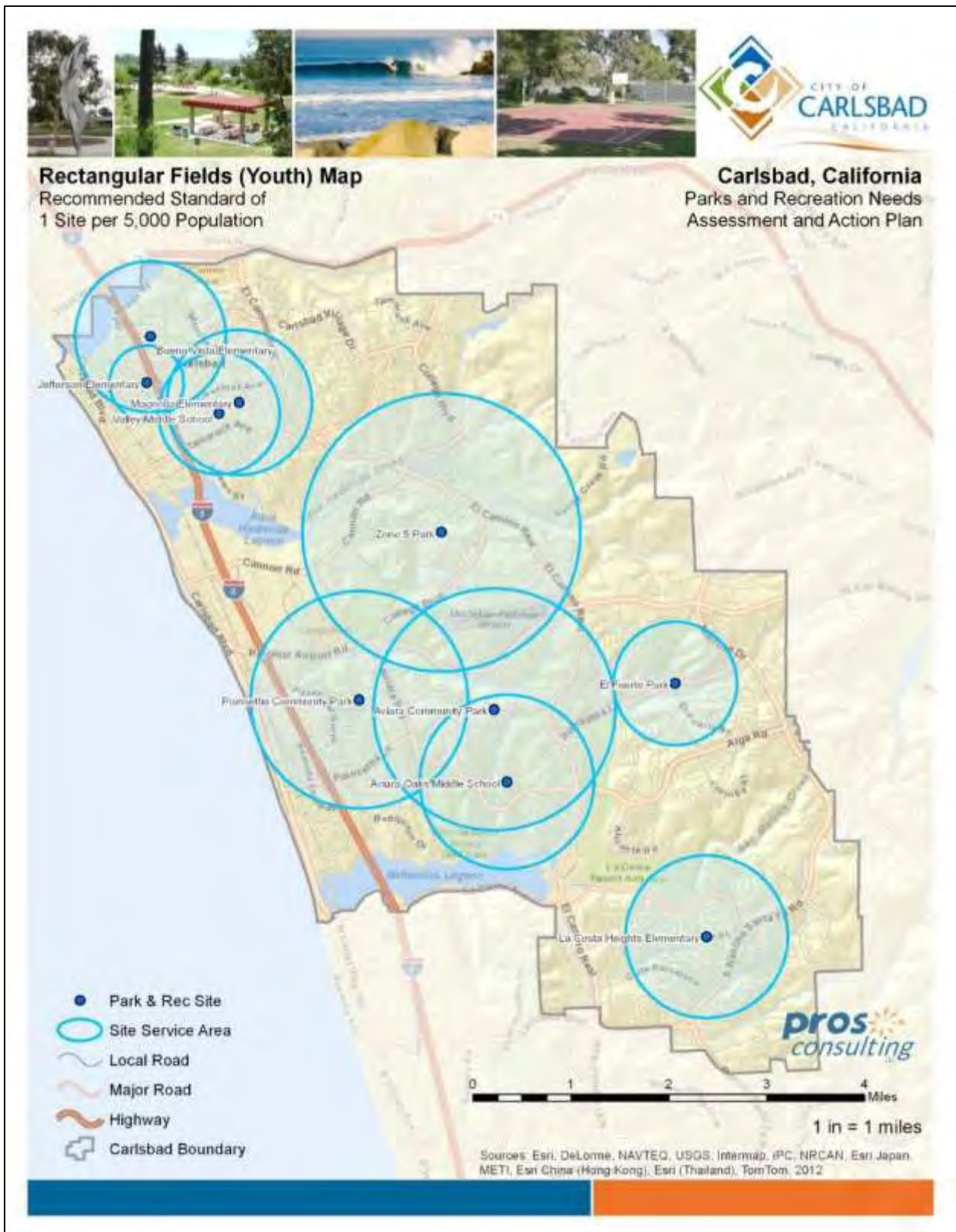
4.13.5 DIAMOND FIELDS YOUTH



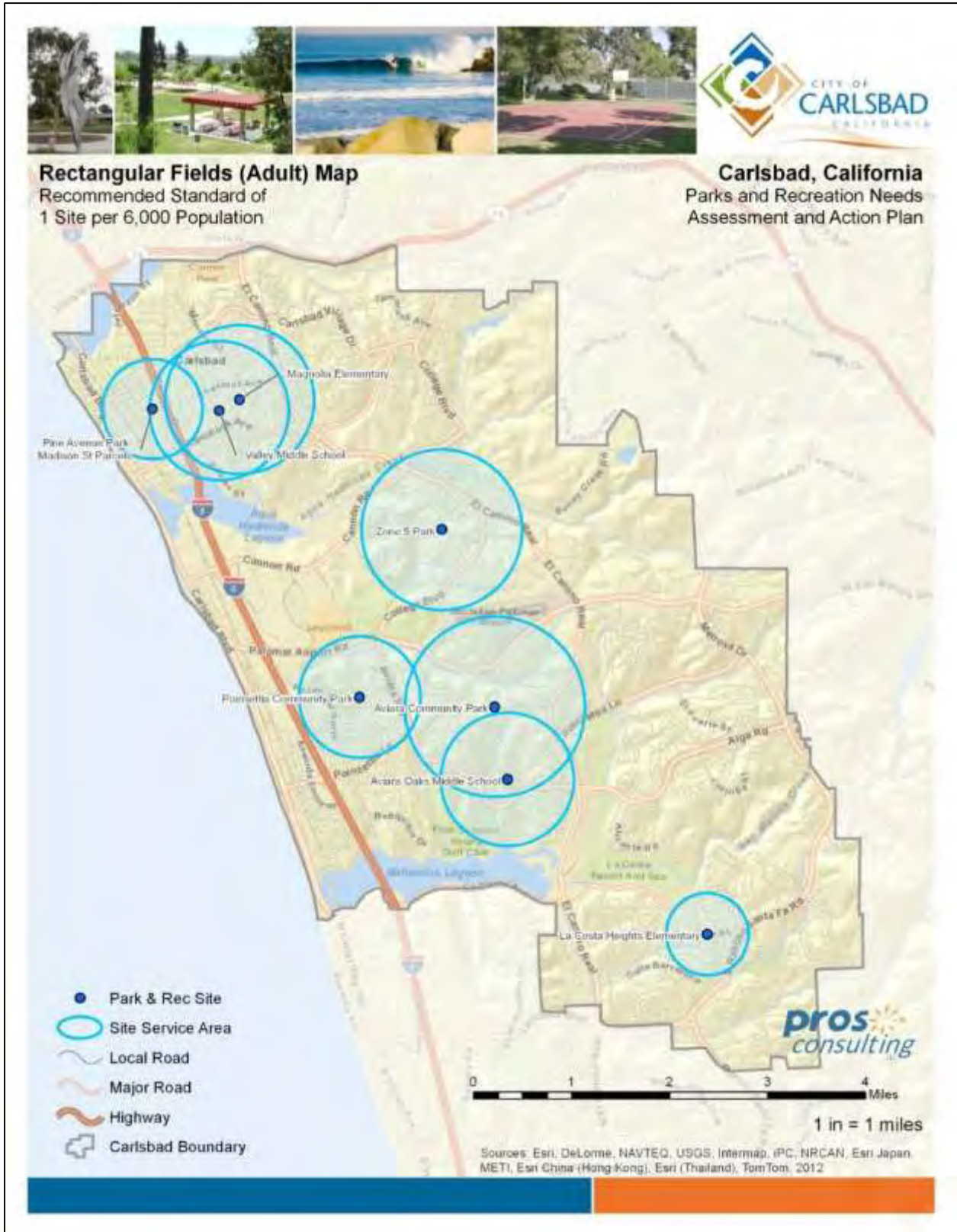
4.13.6 DIAMOND FIELDS ADULT



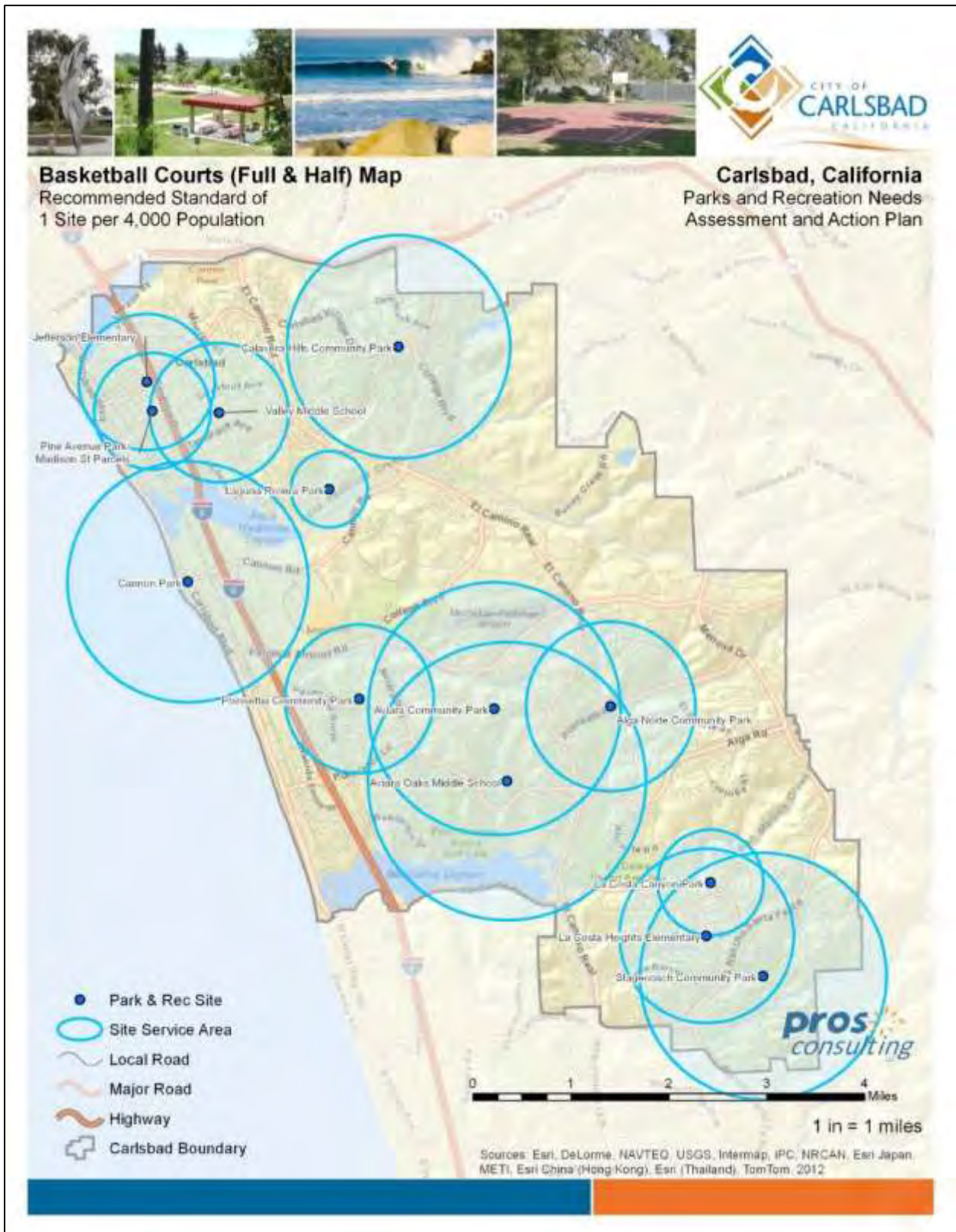
4.13.7 RECTANGULAR FIELDS YOUTH



4.13.8 RECTANGULAR FIELDS ADULT



4.13.9 BASKETBALL COURTS



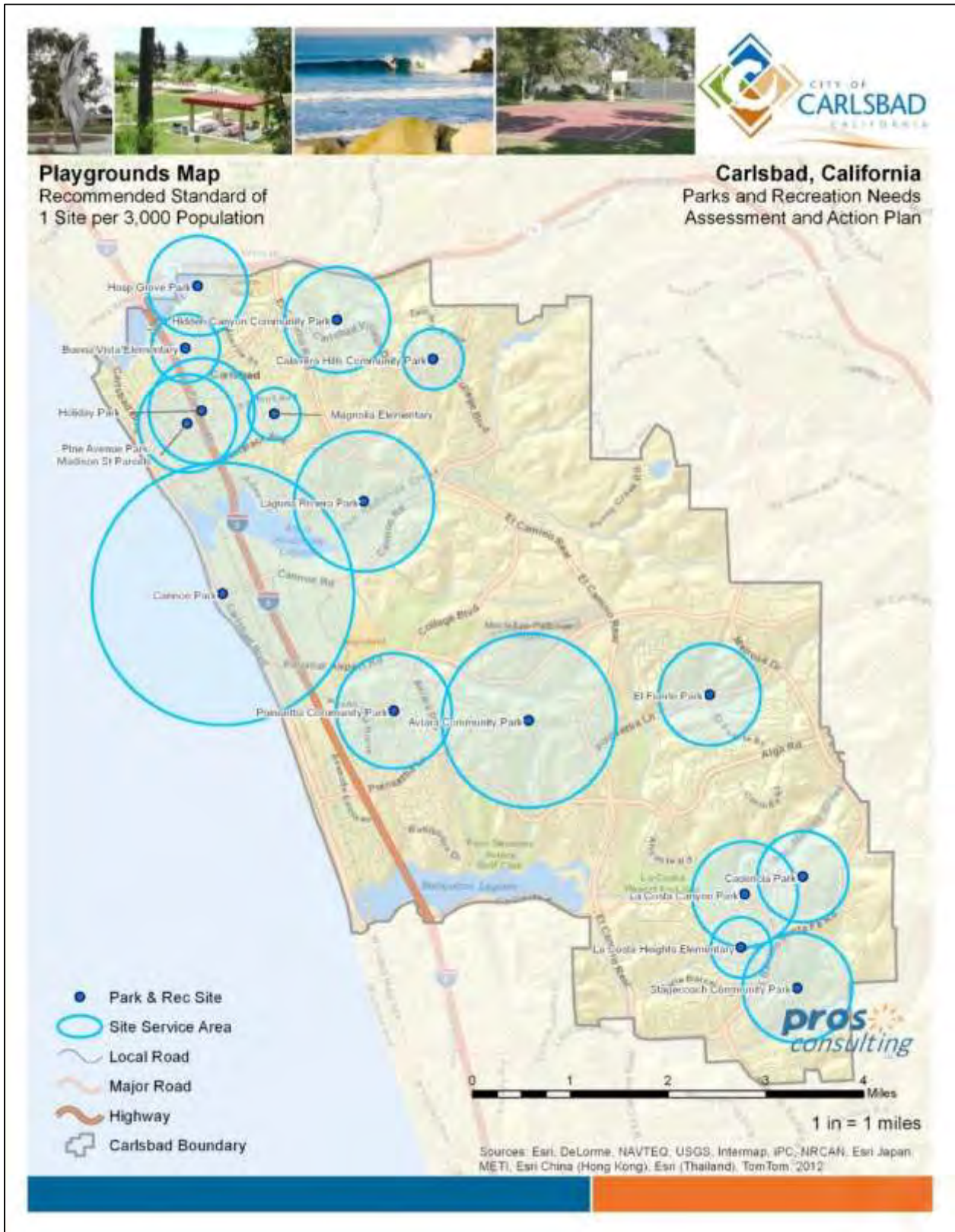
4.13.10 TENNIS COURTS



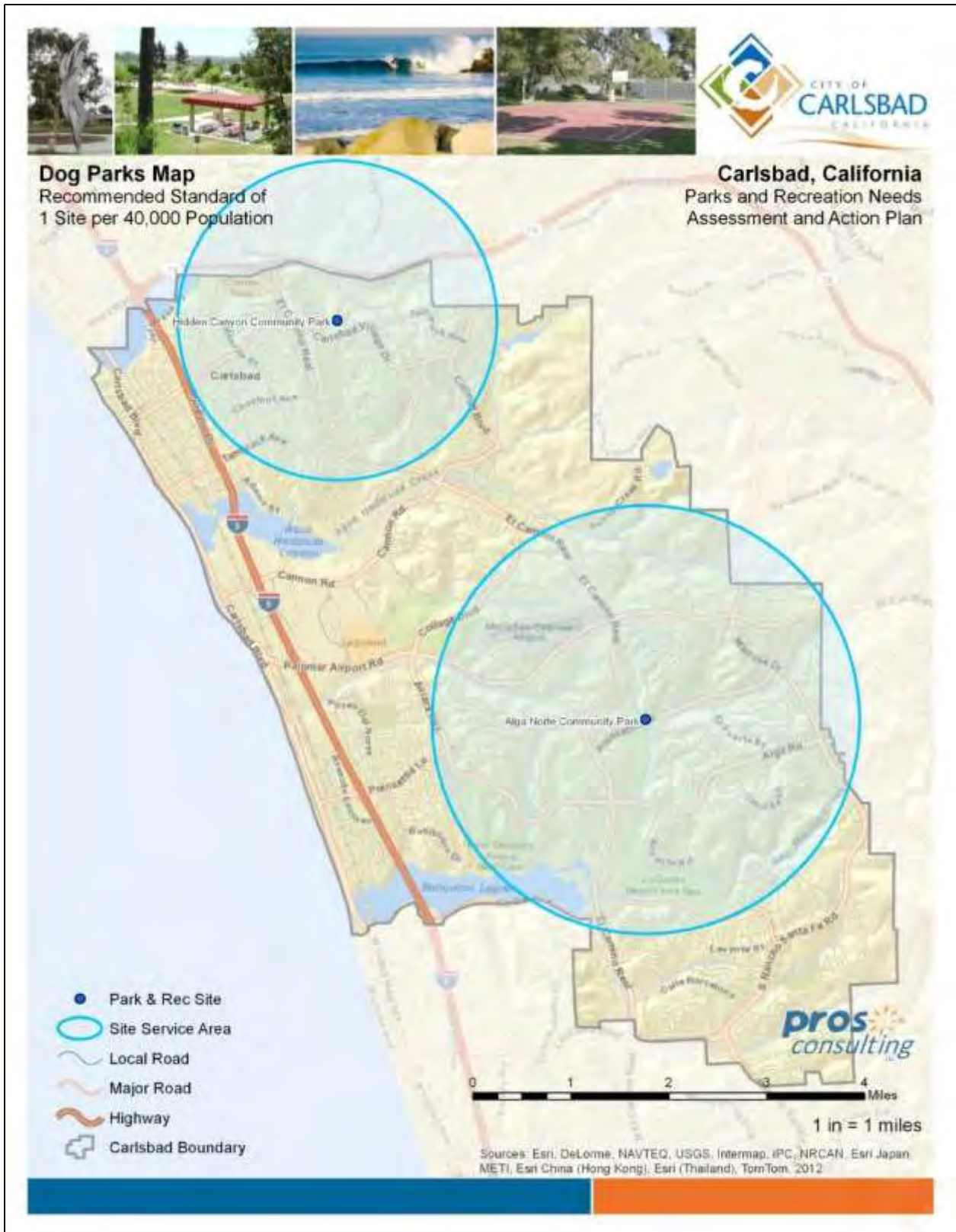
4.13.11 SKATE PARKS



4.13.12 PLAYGROUNDS



4.13.13 DOG PARKS





4.14 FACILITY/AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the facility/amenity and program priority rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the department.

This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained from community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks & recreation facilities/amenities and recreation programs. For instance as noted below, a weighted value of three for the unmet desires means that out of a total of 100 percent, unmet needs make up 30 percent of the total score. Similarly, importance ranking also makes up 30 percent, while consultant evaluation makes up 40 percent of the total score, thus totaling 100 percent.

This scoring system considers the following:

- Statistically reliable community survey
 - Unmet needs for facilities and recreation programs – this is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 25 different facilities/amenities and 23 recreation programs.
 - Importance ranking for facilities – this is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant evaluation
 - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results.
- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: high priority (top third), medium priority (middle third) and low priority (bottom third).

The combined total of the weighted scores for community unmet needs, community importance, and consultant evaluation is the total score based on which the facility/amenity and program priority is determined.

As seen below, family picnics areas – covered and uncovered, outdoor swimming pools, botanical or ornamental gardens, community gardens and amphitheater are the top five highest facility/amenity priorities in Carlsbad.

Carlsbad Facility/Amenity Priority Rankings	
	Overall Ranking
Family picnic areas - covered and uncovered	1
Outdoor swimming pools	2
Botanical or ornamental gardens	3
Community gardens	4
Off leash dog parks	5
Amphitheater	6
Playground Equipment	7
Dining / retail	8
Senior center (age 50+)	9
Youth multi purpose fields	10
Multigenerational community center	11
Disc golf course	12
Adult multi purpose fields	13
Adventure facility (rock wall, ropes course)	14
Tennis courts	15
Conference / trade shows / training centers	16
Concessions	17
Skateboard parks	18
Teen center	19
Arena / speed soccer	20
Outdoor basketball courts	21
Synthetic turf fields	22
Outdoor pickleball courts	23
BMX park	24
Radio controlled aircraft fields	25

As seen below, adult fitness and wellness programs, culinary arts (cooking, baking, etc.), adult sports programs, cultural arts programs and city sponsored community special events are the top five highest program priorities in Carlsbad.

Carlsbad Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

CHAPTER FIVE - INTERNAL ASSESSMENT

5.1 PROGRAM CLASSIFICATION DESCRIPTION

The service classification matrix below was developed by PROS Consulting in conjunction with department staff through an iterative work session process. It will serve as a guide for department staff to follow when classifying programs and for how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a “core essential public service,” “important public program”, and “value added program” will provide department and its stakeholders a better understanding of why and how to manage each program area as it applies to public value and private value. Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified.

Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public benefit and private benefit exists as they apply to each program area.

<i>Essential</i>	<i>Important</i>	<i>Value-Added</i>
Volunteers	Aquatics - Lane rentals (programmed)	Pee Wee Soccer
T.R.U.S.T Program	Rec. Swim	Junior Guard Prep
LITE - Teen Program	Learn to Swim Levels 5 & 6	Junior Guard
Guided Historic walking tours	Employment and pre-employment Safety Training	Advanced Youth and Adult Dance
Self guided exploration	Science & Exploration Camps	Martial Arts - Intermediate and Advanced
Historic Education / Interpretation	Adult Sports (Basketball, Soccer, Softball) Program	Dinner and a Movie
Site Preservation	Rentals: Non-profit users (with resident discount)	Social gatherings
Special Events	Rentals: Other (with resident discount)	Triathlon
Aquatics - All Pre-School Aquatics levels	Yoga	Rentals: Other
Aquatics - Learn to Swim Levels 1 through 4	Aerobics	Rentals: Non-profit
Aquatics - Parent/Tot	Traditional Sport Camps	Teen Scene
Senior - Home meal program	Summer and Fall Youth Basketball	Snores & S'mores
Senior - Congregate lunch program	Kidz Camps	Cooking
Senior - Transportation program	Explorer Camps	Teens in Action (Schools)
Senior - Adult 50+ enrichment	Cooking Camps	Extreme Sport Camps
Wellness Weekend (Wellness Special Event)	Parent/Infant	Adventure Sport Camps
Youth - Intro Health and wellness	Martial Arts Beginning	Enrichment Adventure Camps
Drop in activities	Youth and Adult Beginning Dance	Adult Sports (Softball) Tournaments
	Counselors in Training	Parent Toddler
	Fitness Room Senior 50+	Preschool
		Introductory Music
		Introductory Art
		PeeWee Camps
		Art Camps
		Friday Night Hoops
		Aquatics - Masters Swim Program
		Aquatics - Beginning Diving
		Performing Art Camps
		Intermediate Youth and Adult Dance
		Leo Carrillo - Movie Nights (film festival)
		Enrichment - Science
		Enrichment - Math
		Craft
<i>Part of the Mission / Serves majority of the Community / Highest Level of contribution offered</i>	<i>Important to the community / Serves the broad community / Some level of contribution offered</i>	<i>Enhanced Community Offering / Serves niche groups / Limited to no contribution</i>
MUST OFFER THIS	SHOULD OFFER THIS	WOULD BE NICE TO OFFER THIS

5.2 SERVICE CATEGORIES AND LEVELS OF PUBLIC BENEFIT

5.2.1 CORE ESSENTIAL PROGRAM

The cost for providing mission aligned services is solely or largely supported by general fund and tax contribution from the city. The level of benefit is the same to all users. These types of programs fall in the category of: **We must offer this**

- Core Essential Program examples:
 - Open public access to use a park, playground, trail or non-reservable picnic area or park space

5.2.2 IMPORTANT PROGRAM (SHOULD OFFER THIS)

Services identified as important and help support the organization's mission. The user receives a higher level of benefit than the general taxpayer but there is also a broader taxpayer benefit because the service provides a more livable community. Pricing for these services could include partial overhead pricing. Partial overhead pricing recovers all direct operating costs and/or a portion of fixed indirect costs. The portion of fixed costs not recovered by price represents the tax contribution.

These types of programs fall in the category of: **We Should offer this**

- Important Program Examples:
 - Senior computer classes, L.I.T.E. (Leadership in Training & Education) after school program, etc.

5.2.3 VALUE ADDED PROGRAM (WOULD BE NICE TO OFFER THIS)

This includes services that only individual users or visitors benefit from. Pricing of private services should, at a minimum, recover all direct costs associated with the service.

These types of programs fall in the category of: **It would be nice to offer this**

- Value Added Program examples:
 - Wedding rental at Leo Carrillo Ranch, Oriental Sumi-e painting classes, etc.



CHAPTER SIX - STRATEGIC ACTION PLAN

6.1 DEVELOP VISION, MISSION, & GOALS/OBJECTIVES

In keeping with changing times and the City of Carlsbad’s progressive march towards being a world class city, parks & recreation staff, along with PROS Consulting, thought it would be appropriate to update the department’s vision and mission to be aligned with the city’s goals. The leadership staff and the PROS team collaborated to update the vision and mission that will guide future action.

These were developed by keeping the community values first and foremost in mind and then building the key goals to help ensure accountability and performance measurement.

6.1.1 VISION

To strengthen community connectivity through world class offerings and exceptional customer service.

6.1.2 MISSION STATEMENT

To promote community health and wellness while building a culture that embraces change and continuous improvement.

6.1.3 ORGANIZATIONAL VALUES

The City of Carlsbad has established core organizational values that are embraced by every department. The strategies and tactics recommended to guide the plan’s implementation are driven by these organizational values and future planning initiatives will all ensure alignment with these values as well.

These organizational values are:

Values	What It Entails
Character	We conduct ourselves with integrity, openness, courage and professionalism, driven by a calling to serve others.
Innovation	We are thoughtful, resourceful and creative in our quest for continuous improvement, always looking for better, faster ways to get things done.
Stewardship	We responsibly manage the public resources Stewardship entrusted to us.
Excellence	We hold ourselves to the highest standards because our community deserves the best.
Empowerment	We help people achieve their personal best by creating an environment where they feel trusted, valued and inspired.
Communication	We communicate openly and directly. Promoting engagement and collaboration makes our organization better and our community stronger.

6.1.4 KEY GOALS

The key goals established by the Department are:

- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- Train and empower staff to deliver world class offerings and exceptional customer service

- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

6.1.5 SWOT ANALYSIS

The PROS team in conjunction with the City staff conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify the internal and external factors that are favorable and unfavorable to achieve department objectives. This analysis leads to heightened levels of awareness about the market that an agency operates in and is the cornerstone of any successful Strategic Plan. The SWOT's primary objective is to help the Department develop a full awareness of all the factors, positive and negative, that may affect strategic planning and decision-making. Best practices indicate conducting a SWOT analysis annually at minimum and as frequently as quarterly, if needed.

The following SWOT matrix is meant to be a one page state-of-the-department overview and a strategic guiding tool for the agency.

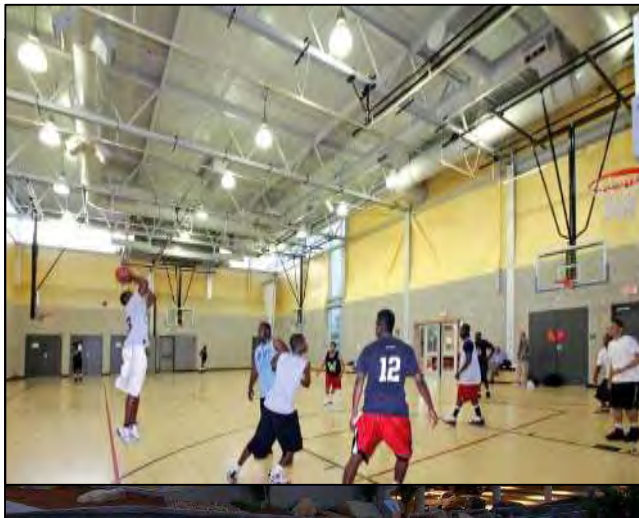
	Helpful to achieving the objective	Harmful to achieving the objective
Internal Origin	Strengths (Internal - You can control)	Weaknesses (Internal - You can control)
	Adequate level of resources - financial, facilities, etc. Political will and community desire to support parks & recreation Qualified / passionate / dedicated staff Financially stable organization High quality and well maintained parks and facilities Customer Service Good customer retention in many areas (aquatics / teens / dance / seniors /sports) Wide variety of offerings (programs and facilities) Specialized facilities Communications, marketing, graphics support is available IT support is available T.R.U.S.T / volunteer programs Focus on planning initiatives All around value Supporter for providing healthy lifestyles	Department doesn't tell our story well Department lacks a brand identity Are all things to everyone - broad focus Inconsistent interpretations of partnerships and user fee outcomes Community center design not as inviting and don't feel a sense of community (lobbies) Succession planning Inconsistent implementation of departmental policies and procedures (e.g. fee refunds) Tracking metrics - accountability could be improved Internal communication and understanding Staff cross-training / limited leadership training opportunities
External Origin	Opportunity (External - You may not be able to control)	Threats (You may not be able to control)
	Political and policy based support for creative thinking and innovation Outreach to diverse population segments Increase workforce diversity Location and abundance of natural resources / year-round programming Programming and facility trends - (e.g. bike park, community gardens, pickleball etc.) Many parks / facilities still being built - incorporate new ideas Diversity of interests and needs More public - partnerships (e.g. school districts / neighborhood communities / libraries/cultural arts, etc.) Unused non primetime capacity in facilities Alternative funding sources (e.g. Foundation, volunteer groups / sponsorships / individual donations) Advocacy groups (Parks & Recreation Commission / Senior Commission, and Beach Preservation Committee) Technology - mobile apps / online registration / reservations could be improved Increasing population Health and wellness e.g. childhood obesity issues, aging population	External service providers Proliferation of gaming / in-house entertainment (Xbox, Playstation, Wii, etc.) Continually changing preferences and trends for public recreation Fluctuations in the economic environment limiting available resources Impact of negative perception of government High community expectations could become unsustainable Environmental concerns - climate, drought Loss of institutional knowledge through staff turnover / attrition

6.1.6 BIG IDEAS

The big ideas are driven by the philosophy that *programs determine facility design*. In essence, the philosophy indicates that world class agencies identify true program needs and then develop spaces to optimally address those needs. Thus, **based on the program priority rankings** that consider community values, leadership's vision and future trends, the following are the two big ideas for facility/spaces that Carlsbad may pursue to strengthen community connectivity and promote health and wellness.

Big Idea # 1: Multiuse, Multigenerational Community Recreation Center

These types of facilities could include a variety of multigenerational spaces covering the gamut of programming needs from fitness and wellness, culinary arts, before and after school programs, dance, senior programs, cultural arts and special events etc. These types of programs also lend themselves well to partnership models with public, private or nonprofit providers for design, development, and operation. These include a variety of amenities ranging from gyms and exercise rooms to fitness spaces for classes (yoga, tai chi) or specialized activities such as spinning, indoor walking biking tracks, arts and crafts classes or performing arts spaces, large rental spaces with cooking facilities to serve the rentals or for culinary classes etc. In a nutshell, they truly offer a multigenerational and multiuse experience.



Big Idea # 2: Outdoor Adventure Activity Park

Outdoor adventure facilities could include a variety of programming needs from fitness and wellness, adventure and environmental education programs, youth summer camps, and special events. These types of spaces could include options from mountain biking/dirt biking, rock or wall climbing, zip lines and canopy tours, interpretive education opportunities, ropes courses, outdoor events space or an amphitheater, mud or artificial obstacle courses, etc.

With a community that loves and appreciates outdoor recreation and a large corporate presence seeking outdoor teambuilding activities, this type of facility could serve a wide variety of individual and group outdoor recreation needs in the community while potentially becoming a regional and national destination. This type of facility also lends itself well to partnership models with public, private or nonprofit providers for design, development and operation.



6.1.7 KEY ACTION ITEMS

A component of the needs assessment work scope was to identify system wide community needs and vision. The PROS team recognizes the existence of individual future master planned facilities but believes in best practice principles that suggest individual facilities should be analyzed via a feasibility study for each future master planned site. For example, should the center court and pro shop be constructed at Poinsettia Park per the master plan? The data derived from this report does not focus on that level of specificity and the community's articulated needs for tennis were limited to more outdoor courts not a center court or a pro shop. Thus, a feasibility study should be conducted to determine if the previously determined uses are still relevant and needed or to identify other more current potential uses.

Further, park master plans call for the development of three additional approximately 20,000 sq. ft. community centers similar to Stagecoach Park and Calavera Hills Community Park. The data derived from the report does support and identify the need for additional indoor recreation space. However, today's best practices tell us that one large multigenerational recreation facility (built based on gaps identified through equity mapping) is a more financially and operationally sustainable as well as partnership friendly approach.

Based on these findings we recommend completion of a feasibility study on the two big ideas before proceeding with implementing any individual master plans.

The following Strategic Action Matrix is developed with a Short-term, Mid-term and an On-going timeframe in mind. Each of these include:

1. The department goal(s) they address
2. The citywide organizational value(s) they align with
3. An estimated capital cost outlay to implement it
4. The lead division responsible for implementing that goal
5. Update on the current status of that action item
6. Key performance metrics to ensure accountability

The detailed strategic action matrix with the goals, values, capital cost outlay, division responsibility, current status update and key performance metrics is provided in the Appendix.

6.1.7.1 SHORT TERM ACTION ITEMS (0-3 YEARS)

- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an indoor, multipurpose, multigenerational community center. If feasible, commence development within the said timeframe
 - **Performance Metrics** - Feasibility study and business plan presented to Council; If found feasible, undertake next steps for design / development
 - **Status Update** - In progress - 2015 completion
- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park
 - **Performance Metrics** - Feasibility study and business plan presented to Council

- **Status Update** - 2016 completion
- **Action Item:** Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment
 - **Performance Metrics** - Council approval by Dec. 2014
 - **Status Update** - Completed in 2014
- **Action Item:** Modify two existing tennis courts in well served areas to accommodate outdoor pickleball courts as determined by the equity mapping
 - **Performance Metrics** - Identify location and present Concept Plan for Council consideration
 - **Status Update** - Council Direction in December 2014 to investigate dedicated location for pickleball courts - in progress
- **Action Item:** Design and develop the entryway to Calavera Hills Community Park
 - **Performance Metrics** - Complete construction drawings and present to Council for funding consideration
 - **Status Update** - Design in progress - 2015 development completion
- **Action Item:** Complete the development of one additional community garden at Calavera Hills Community Park
 - **Performance Metrics** - Opened community garden in 2014
 - **Status Update** - Completed 2014
- **Action Item:** Establish a department specific sponsorship policy to reflect new goals and vision
 - **Performance Metrics** - Establish policy and obtain Council approval
 - **Status Update** - Completed as part of 2014 Council Policy adoption
- **Action Item:** Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas
 - **Performance Metrics** - Update department wide model by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution
 - **Performance Metrics** – Train department wide staff by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities
 - **Performance Metrics** – Communicate costs to all entities by 2016

- **Status Update** - In progress at Alga Norte Community Park: 2016 completion department wide
- **Action Item:** Develop strategies to increase awareness and participation rates of program offerings
 - **Performance Metrics** – Annual review of strategies
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Develop a customer service manual and training program for full and part time staff
 - **Performance Metrics** – Annual review of manual and ongoing staff training
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining
 - **Performance Metrics** – Annual review and changes, as appropriate
 - **Status Update** - Commenced 2014: ongoing

6.1.7.2 MIDTERM ACTION ITEMS (4-5 YEARS)

- **Action Item:** If found feasible, commence development of an outdoor adventure activity park
 - **Performance Metrics** – If found feasible, undertake next steps for design / development
 - **Status Update** – To be determined after feasibility study
- **Action Item:** Create a plan to identify an additional dog park
 - **Performance Metrics** – Identify location for an additional dog park by 2017
 - **Status Update** - Completed as part of Council approved Poinsettia Community Park master plan update in 2014
- **Action Item:** Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system
 - **Performance Metrics** – Complete trails master plan update by December 2017
 - **Status Update** - Trails master plan out for stakeholder review - March 2015
- **Action Item:** Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad
 - **Performance Metrics** – Complete needs assessment / strategic master plan update by December 2018
 - **Status Update** - 2018 completion

6.1.7.3 ONGOING ACTION ITEMS

- **Action Item:** Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community
 - **Performance Metrics** - Ongoing evaluation and expansion, as appropriate
 - **Status Update** - General Plan update 2015 completion; park, facility, program and special event expansion ongoing
- **Action Item:** Continue transformation of organizational culture and pricing strategies based on updated service classification
 - **Performance Metrics** - Annual evaluation of service classification matrix and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations
 - **Performance Metrics** - Ongoing evaluation of service delivery standards and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)
 - **Performance Metrics** - Ongoing evaluation of performance metrics and update, as appropriate
 - **Status Update** - Developed additional performance measurements consistent with the citywide team; ongoing
- **Action Item:** Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities
 - **Performance Metrics** - Ongoing evaluation of marketing performance measures and update, as appropriate
 - **Status Update** – Ongoing
- **Action Item:** Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage
 - **Performance Metrics** - Annual lifecycle matrix review and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities

- **Performance Metrics** - Ongoing evaluation of Alga Norte business model and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.
 - **Performance Metrics** - Annual review of program trends and modify offerings, as appropriate
 - **Status Update** - California State University (San Marcos) Enrichment Program Analysis Project Completed 2014; ongoing
- **Action Item:** Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.
 - **Performance Metrics** - Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
 - **Status Update** – Ongoing

6.2 FUNDING AND REVENUE STRATEGIES



The purpose of developing funding and revenue strategies is to help staff prepare for the plan's implementation by identifying viable funding opportunities, including fees, charges, and partnerships, and to pursue and share examples from other agencies that may have been in a similar place.

In order to continue to build and maintain a great park system, the following are some of the funding sources that are available and used by many other public agencies throughout the United States.

New, sustainable funding sources are essential to implementing the needs assessment and action plan. The city has been good stewards of public dollars and has managed well with the revenues generated from taxes and user fees to support the system. The key for future growth is to diversify funding sources which will help support the development and sustenance of the initiatives recommended in this plan.

The sources listed below have been selected in conjunction with staff based on their viability and the desire to pursue them further. These are meant to serve as recommendations and guidelines and do not commit the city or the staff to pursue them.

6.2.1 EXTERNAL FUNDING

The following examples provide external funding opportunities to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively.

6.2.1.1 CORPORATE SPONSORSHIPS

This revenue funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events. Given the presence of a large corporate community, Carlsbad is primed to explore this source even further. As of Dec. 2013, the city is already in the process of developing a citywide sponsorship policy which can then be customized to the Parks & Recreation Department as well.

Additionally, with the development of Alga Norte Community Park and the potential for building signature destination facilities as recommended in this plan, the timing of this sponsorship is ideal. There are a number of agencies in California and nationwide that have done an excellent job in securing corporate sponsorships and assigning dedicated staff resources to it – Charleston County Parks and Recreation (<http://www.ccprc.com/index.aspx?NID=5>) as well as establishing frameworks for sustained sponsorship opportunities by providing packaged choices of offerings - City of Santa Barbara (http://www.santabarbaraca.gov/gov/depts/parksrec/recreation/sponsor_opportunities.asp).

6.2.1.2 PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a nonprofit and a public agency, or a private business and a public agency. Two or more partners could jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. This could be an avenue for existing facilities in and around the Carlsbad area, or for facilities potentially developed in the future e.g. the multipurpose, multigenerational community recreation center.

A relevant example includes the Muskingum Recreation Center being developed in Zanesville, Ohio which is a partnership between the Muskingum County Community Foundation (MCCF), the Muskingum Family Y (MFY), Genesis HealthCare System and Ohio University Zanesville (OUZ) (<http://www.muskingumrecreationcenter.org/>).

6.2.1.3 VOLUNTEERS

Volunteerism is an indirect revenue source that would help the department offset its operational cost as well as build greater advocacy for the system. The city provides online volunteer identification opportunities and it does have a committed group of volunteers who assist on a number of areas including trail maintenance, special events, sports coaches, Leo Carrillo Ranch Historic Park among others. Another source to consider would be utilizing www.volunteermatch.org that allows agencies to list their volunteer offerings and for interested individuals to be matched to that source.

Besides maintenance and program offerings, there are potential opportunities to utilize volunteers as a part of a knowledge workforce as well. The City of San José Parks, Recreation and Neighborhood Services has leveraged a very unique volunteer relationship by utilizing graduates from The Harvard Business School to identify potential sponsorship value of its inventory and craft a compelling message for potential sponsors – all on a pro-bono basis (http://www.hbsanc.org/cp_home.html?aid=1142). There could certainly be potential opportunities of this sort with any of the educational institutions including Mira Costa College, Palomar Community College, or University of California San Diego.

6.2.2 USER FEES

6.2.2.1 FEES/CHARGES

The department must continue to position its fees and charges to be market driven and based on the classifications for core essential, important and value added as determined in the plan. Starting with Alga Norte, there is an opportunity to establish a self-sustaining model driven by user fees and cost recovery goals for signature parks and recreation facilities, both current and planned.

6.2.2.2 TICKET SALES/ADMISSIONS

This revenue source is based on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. For signature facilities that are not membership revenue driven, such as an outdoor adventure park, ticket sales for base admission and fees for certain select add on activities could be utilized.

6.2.2.3 PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. The city receives either a set amount of money or a percentage of the gross service that is being provided. This is a fairly established practice nationwide and in California. The City of Malibu has issued special use permits to rent a picturesque park (Malibu Bluffs Park) to the National Football League for a promotional event.

6.2.2.4 RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities. Leo Carrillo Ranch Historic Park is a prime example of one that generates rental revenues from wedding and event reservations. For all permits and reservations, it would be beneficial to maximize the use of differential pricing strategies commonly employed by airlines, hotels and even public golf courses — vary prices based on weekday/weekend, prime time/non-prime time, holidays versus non-holidays, etc.

6.3 FRANCHISES AND LICENSES

6.3.1 CONCESSION MANAGEMENT

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The department could either contract for the service or receive a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses. There are many examples of this nationwide, be it for a single agency such as Chicago Park District (<http://www.parkconcessions.com/>) or for multi-park vendors such as Xanterra (<http://www.xanterra.com>) which specializes in operating hotels, restaurants and stores in several state parks and national parks within the United States. The key to success with private concession managers is to build in facility repair and maintenance responsibilities as a part of the concessionaire's overall role in managing the facility.

6.3.2 PRIVATE MANAGEMENT

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the agency. This is similar in some ways to how the concession management process is undertaken except here the private provider, e.g. a developer, is often also responsible for facility construction along with long term operations and maintenance support.

6.4 NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new constructions of facilities or parks as a way to pay for the development and, occasionally, costs associated with the project. A great example of this was in Lewisville, Texas where the city signed a 10 year naming rights deal with a local Toyota dealership for their signature community park which opened in 2009 and includes multiple sports fields, a dog park, skate park, walking and jogging trails, three lakes for irrigation etc. (<http://www.cityoflewisville.com/index.aspx?page=538>). This could potentially be a model that may have relevance for Alga Norte Community Park which has a similar set of broad and exciting amenity types that serve a wide audience.



CHAPTER SEVEN - CONCLUSION

In summary, the City of Carlsbad Parks & Recreation Department has done an excellent job in providing high quality parks and recreation offerings and meeting the community's expectations for world class experiences. This needs assessment and action plan outlines a community values driven approach that is realistic but ambitious. It will require a partnership driven approach and a willingness to continue embracing an entrepreneurial mindset, all while keeping the community and its values in mind.

The five year plan provides staff with short term, midterm and ongoing recommendations for day-to-day operational tactics as well as two signature "ideas" that usher in an even higher level of customer experience and reinforce Carlsbad's place as a world class city that drives connectivity and enhances quality of life for its current and future residents.





APPENDIX

CARLSBAD FACILITIES INVENTORY

MAXTON BROWN PARK



MAGEE HOUSE AND PARK



HOLIDAY PARK



CHASE FIELD



LAGUNA RIVIERA PARK



CAR COUNTRY PARK

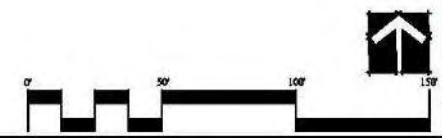


CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CAR COUNTRY PARK

LEGEND

SYMBOL	AMENITY	QTY
■	BENCH	
■	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	1
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
□	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	



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PIO PICO PARK



SENIOR CENTER



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

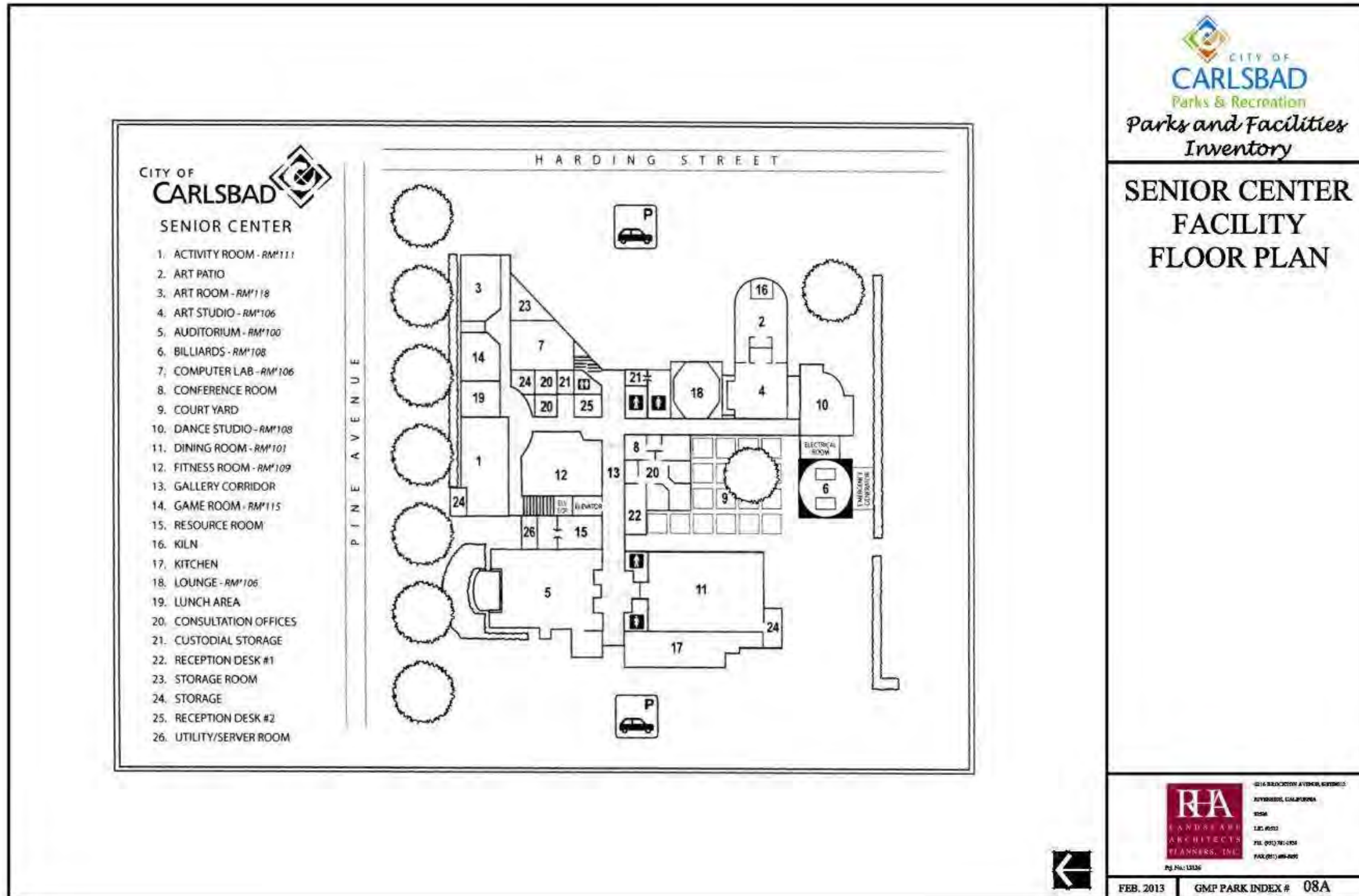
SENIOR CENTER

LEGEND

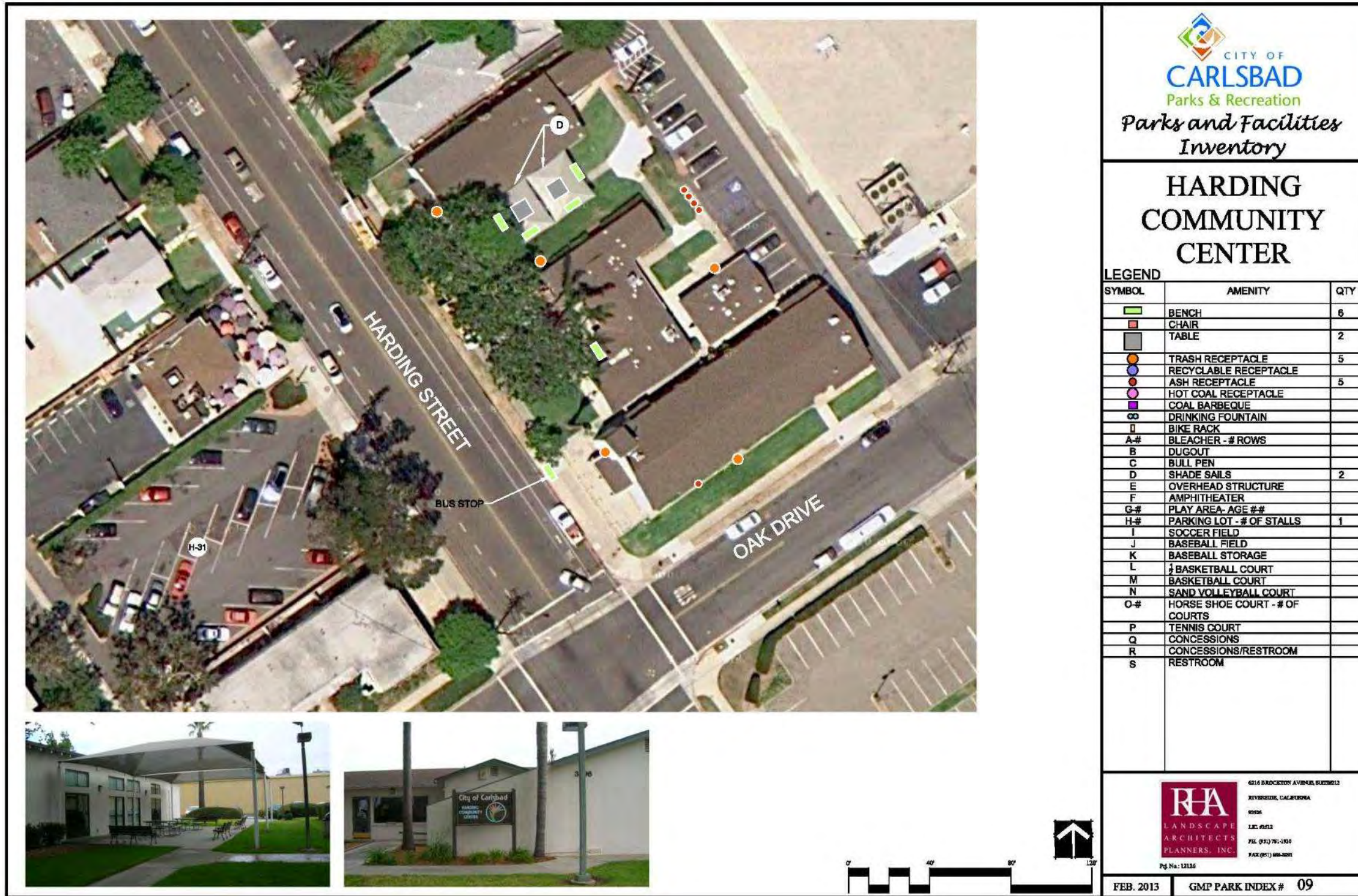
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[Red circle]	ASH RECEPTACLE	5
[Purple circle]	HOT COAL RECEPTACLE	
[Pink circle]	GAS BARBEQUE	1
[Blue circle]	DRINKING FOUNTAIN	
[Black circle]	BIKE RACK	8
[A-#]	BLEACHER - # ROWS	
[B]	DUGOUT	
[C]	BULL PEN	
[D]	SHADE SAILS	1
[E]	OVERHEAD STRUCTURE	
[F]	AMPHITHEATER	
[G-#]	PLAY AREA- AGE ##	
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[J]	BASEBALL FIELD	
[K]	BASEBALL STORAGE	
[L]	BASKETBALL COURT	
[M]	BASKETBALL COURT	
[N]	SAND VOLLEYBALL COURT	
[O-#]	HORSE SHOE COURT - # OF COURTS	
[P]	TENNIS COURT	
[Q]	CONCESSIONS	
[R]	CONCESSIONS/RESTROOM	
[S]	RESTROOM	
[T]	COMMUNITY BUILDING (SEE SENIOR CENTER ATTACHMENT)	

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 LANDSCAPE ARCHITECTS PLANNERS, INC.
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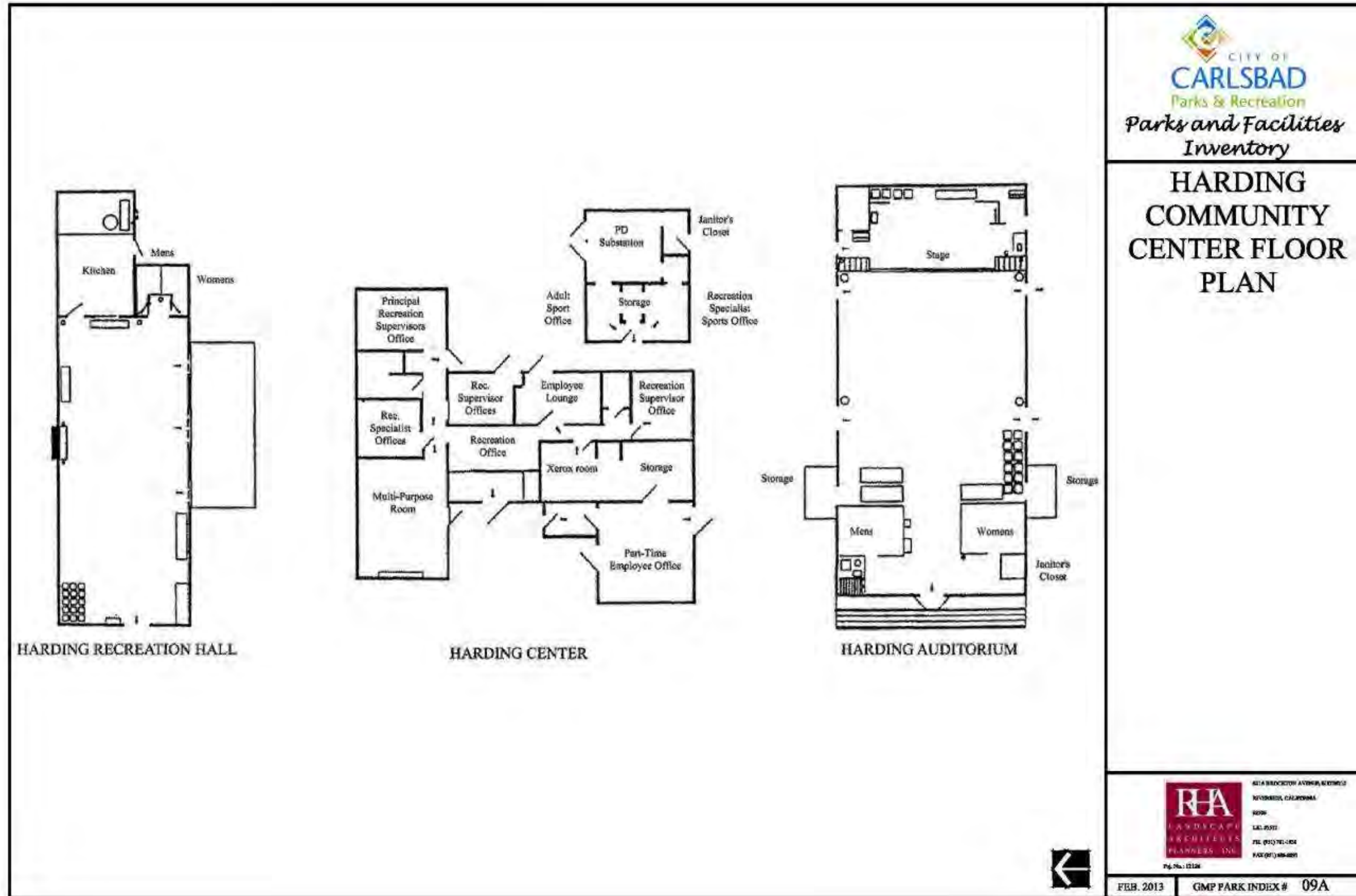
SENIOR CENTER FACILITY FLOOR PLAN



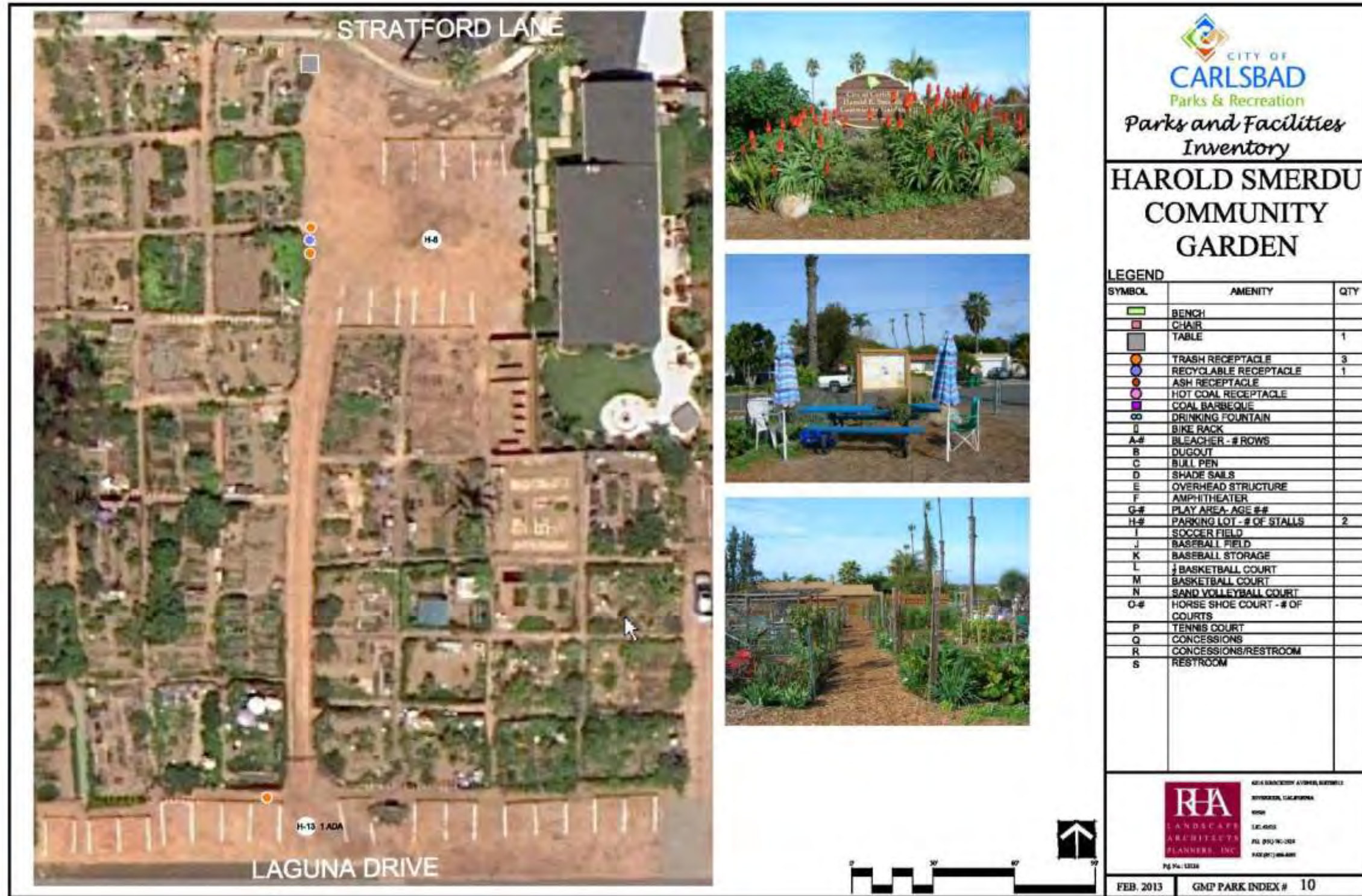
HARDING COMMUNITY CENTER



HARDING COMMUNITY CENTER FLOOR PLAN



HAROLD SMERDU COMMUNITY GARDEN



MONROE STREET POOL



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

MONROE STREET
POOL

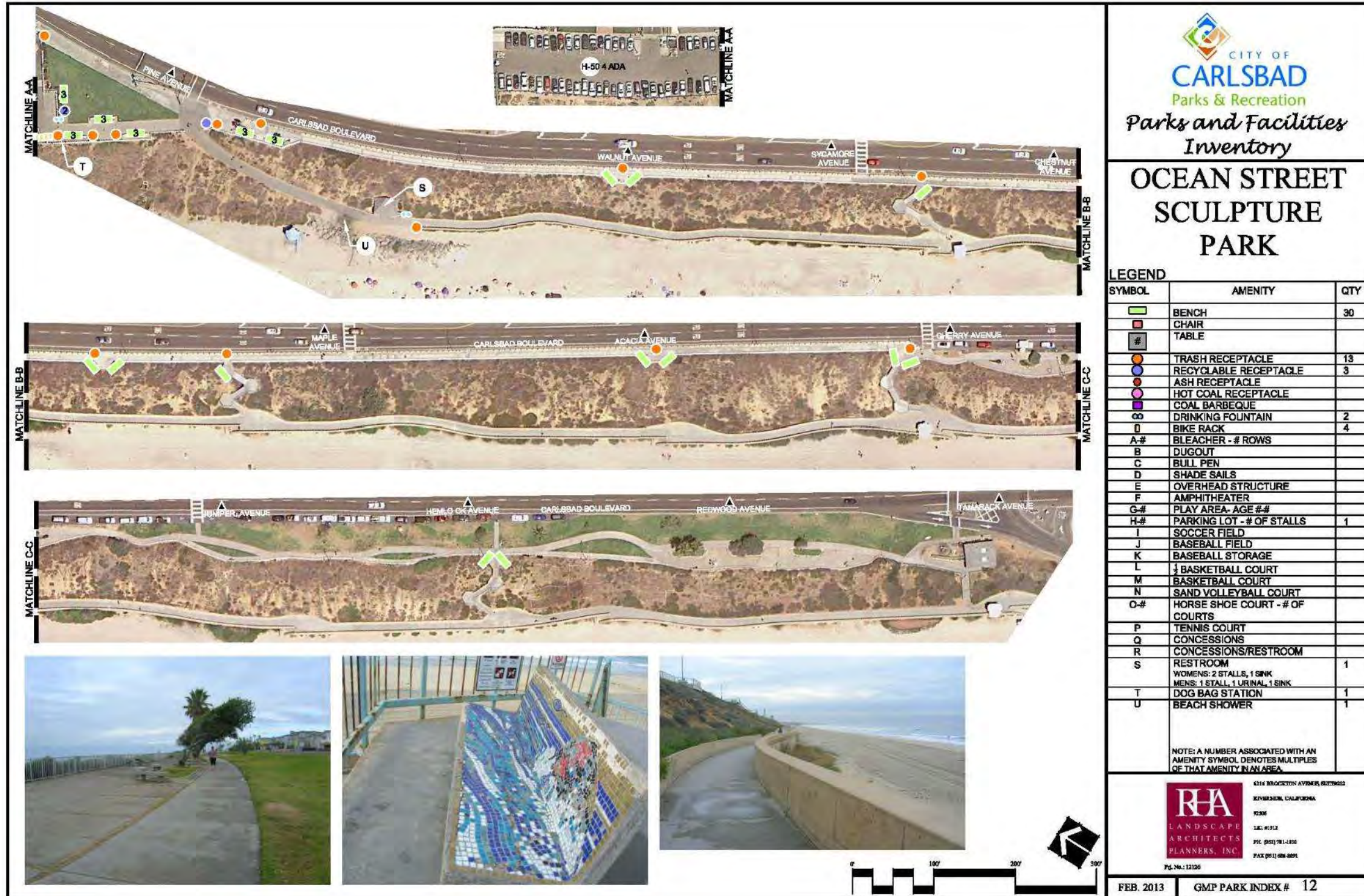
LEGEND

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■	CHAIR	4
■	TABLE	4
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●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	2
□	BIKE RACK (8 SPACE LOOP RACK)	1
A-#	BLEACHER - # ROWS	6
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	3
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	STORAGE	8
L	1/2 BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM (INSIDE BUILDING) WOMENS: 5 STALLS, 3 SINKS, 3 SHOWERS MENS: 2 STALL, 2 URINALS, 3 SINKS	1








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OCEAN STREET SCULPTURE PARK



CARLSBAD HIGH SCHOOL TENNIS COURTS




Parks and Facilities Inventory


CARLSBAD HIGH SCHOOL TENNIS COURTS

LEGEND

SYMBOL	AMENITY	QTY
	BENCH	18
	CHAIR	
	TABLE	
	TRASH RECEPTACLE	2
	RECYCLABLE RECEPTACLE	
	ASH RECEPTACLE	
	HOT COAL RECEPTACLE	
	COAL BARBEQUE	
	DRINKING FOUNTAIN	
	BIKE RACK	
	BLEACHER - # ROWS	
	DUGOUT	
	BULL PEN	
	SHADE SAILS	
	OVERHEAD STRUCTURE	
	AMPHITHEATER	
	PLAY AREA- AGE #	
	PARKING LOT - # OF STALLS	
	SOCCER FIELD	
	BASEBALL FIELD	
	BASEBALL STORAGE	
	BASKETBALL COURT	
	BASKETBALL COURT	
	SAND VOLLEYBALL COURT	
	HORSE SHOE COURT - # OF COURTS	
	TENNIS COURT (LIGHTED)	8
	CONCESSIONS	
	CONCESSIONS/RESTROOM	
	RESTROOM	



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0 30 60 90 120 150
FEB. 2013 GMP PARK INDEX # 13

PINE AVENUE PARK



HOSP GROVE PARK



BUENA VISTA ELEMENTARY ACCESS PATH



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

BUENA VISTA ELEMENTARY ACCESS PATH

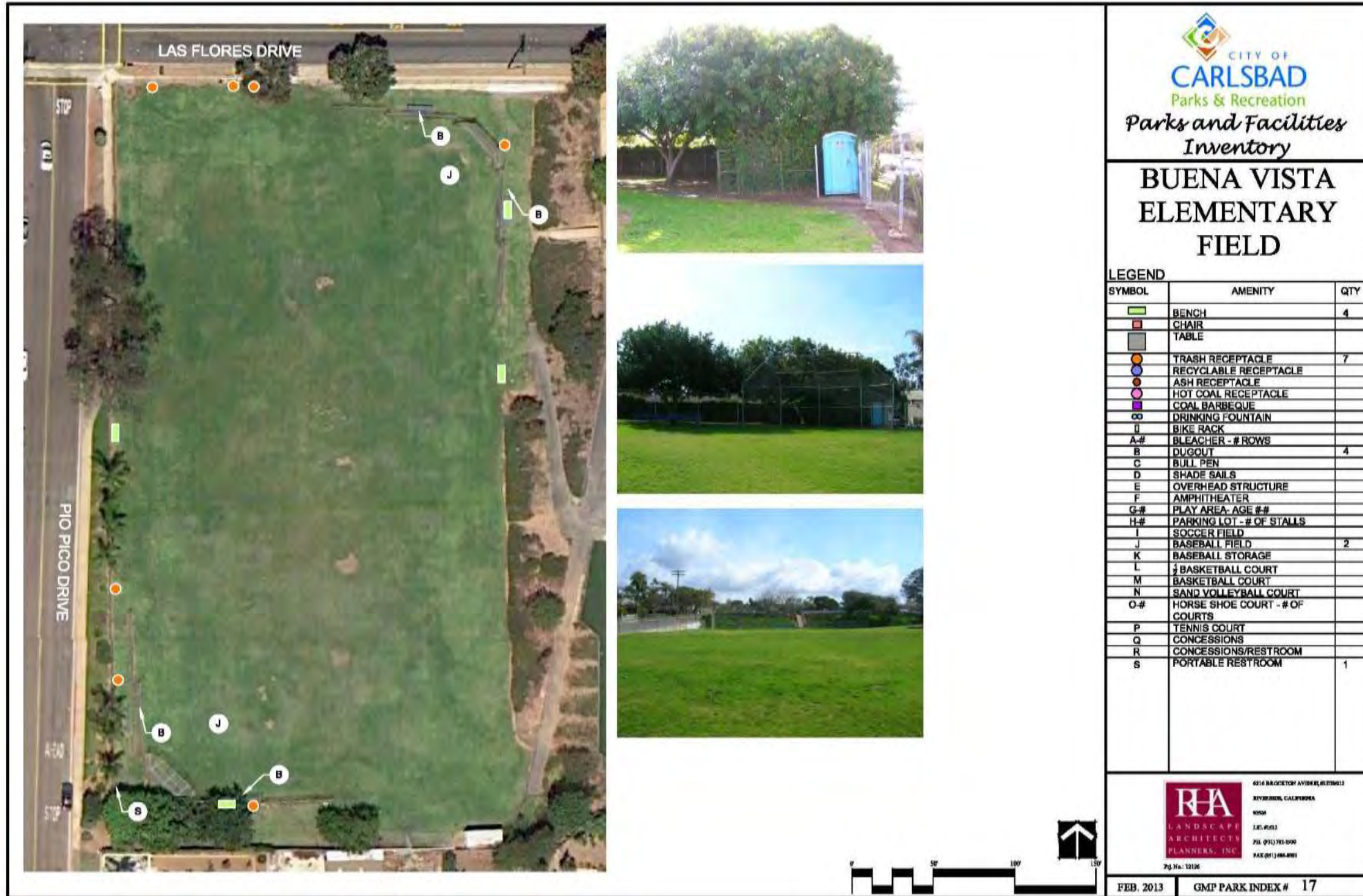
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■	CHAIR	
■	TABLE	
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●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
∩	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
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J	BASEBALL FIELD	
K	BASEBALL STORAGE	
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M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
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S	RESTROOM	



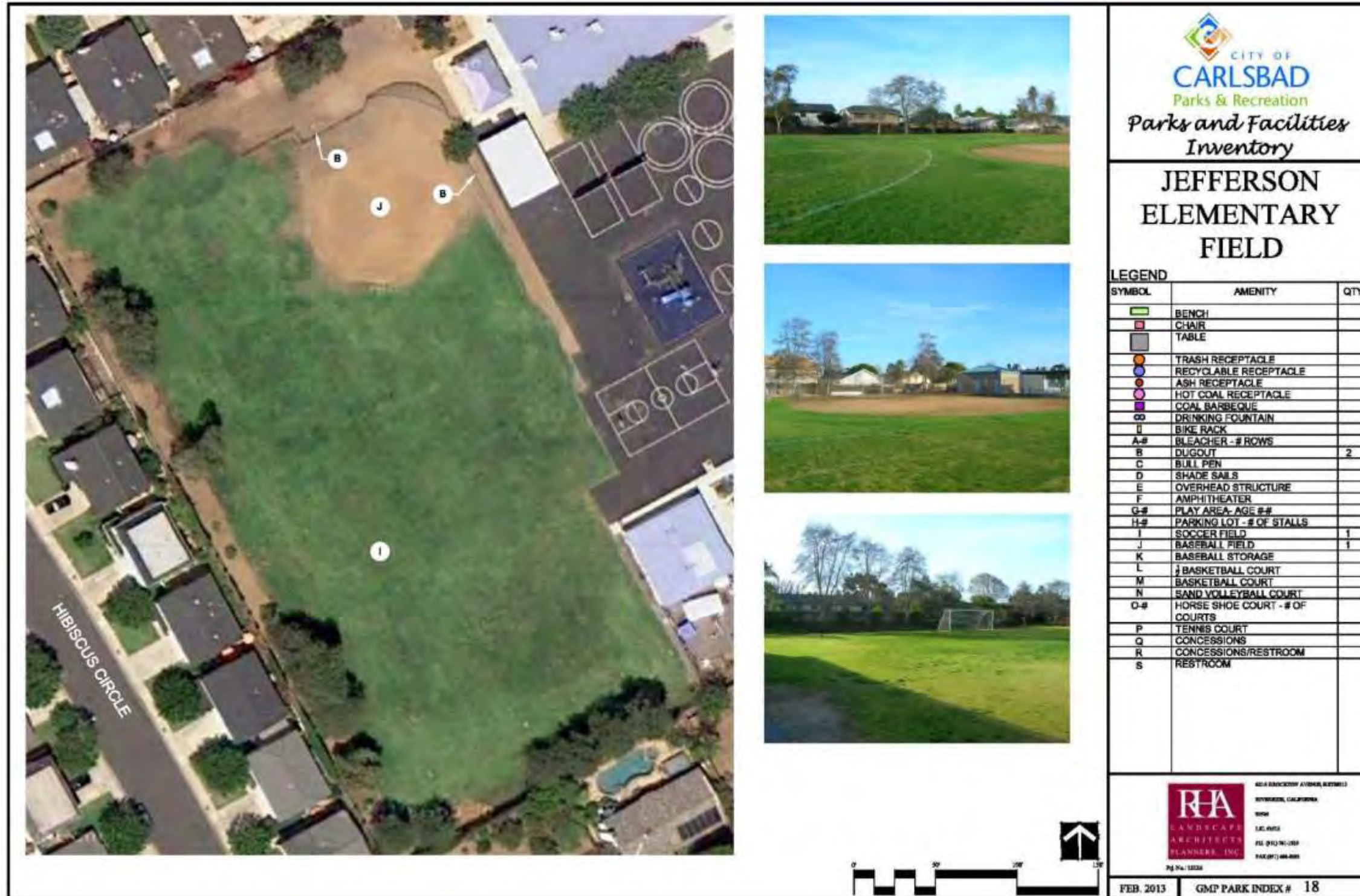
8214 BLOCKTON AVENUE, SUITE 210
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R&A LANDSCAPE ARCHITECTS PLANNERS, INC.
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FEB. 2013 GMP PARK INDEX # 16

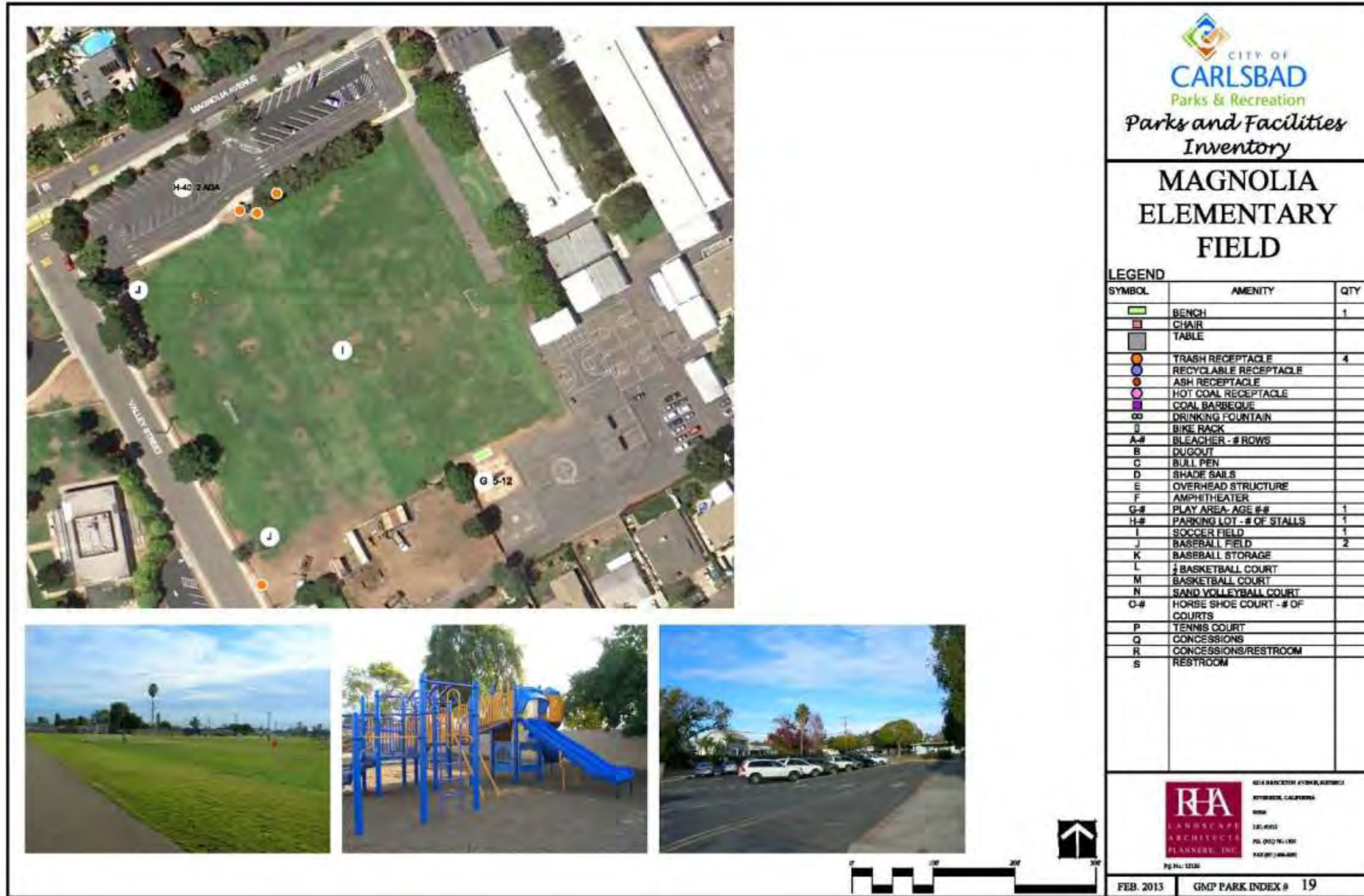
BUENA VISTA ELEMENTARY FIELD



JEFFERSON ELEMENTARY FIELD



MAGNOLIA ELEMENTARY FIELD



OAK PARK



CANNON PARK



ZONE 5 PARK



VALLEY MIDDLE SCHOOL FIELDS



HOSP GROVE WICKHAM WAY TRAILHEAD



CITY OF CARLSBAD
 Parks & Recreation
 Parks and Facilities
 Inventory

**HOSP GROVE
 WICKHAM WAY
 TRAILHEAD**

LEGEND

SYMBOL	AMENITY	QTY
[Green Box]	BENCH	
[Red Box]	CHAIR	
[Grey Box]	TABLE	
[Orange Circle]	TRASH RECEPTACLE	3
[Blue Circle]	RECYCLABLE RECEPTACLE	
[Red Circle]	ASH RECEPTACLE	
[Purple Circle]	HOT COAL RECEPTACLE	
[Pink Circle]	COAL BARBEQUE	
[Blue Circle]	DRINKING FOUNTAIN	
[Black Square]	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	3
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	
T	DOG WASTE STATION	1

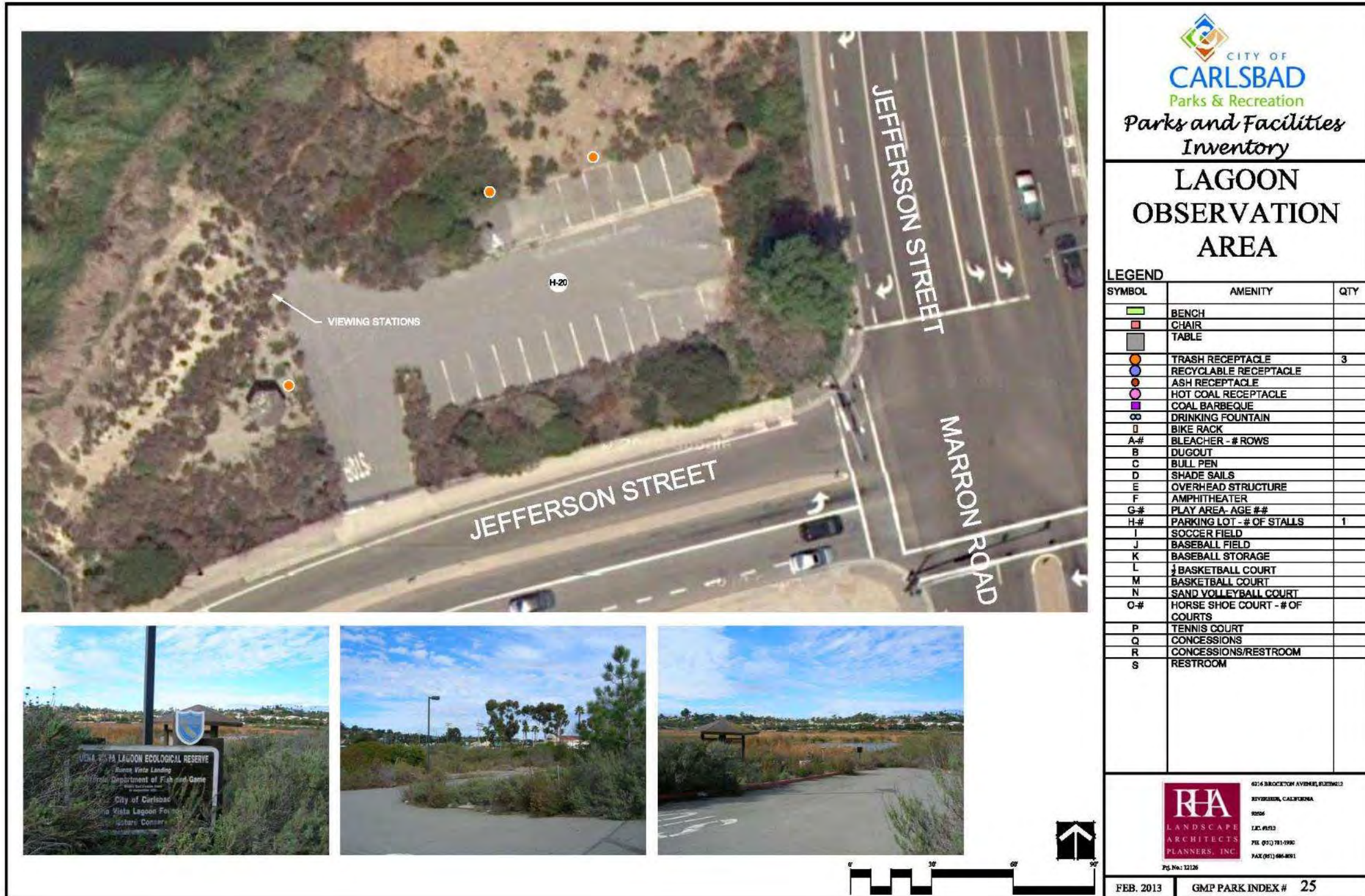
RPA
 LANDSCAPE ARCHITECTS PLANNERS, INC.
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 Proj. No.: 12126

FEB. 2013 GMP PARK INDEX # 24A

HOSP GROVE ROTARY TRAILHEAD



LAGOON OBSERVATION AREA



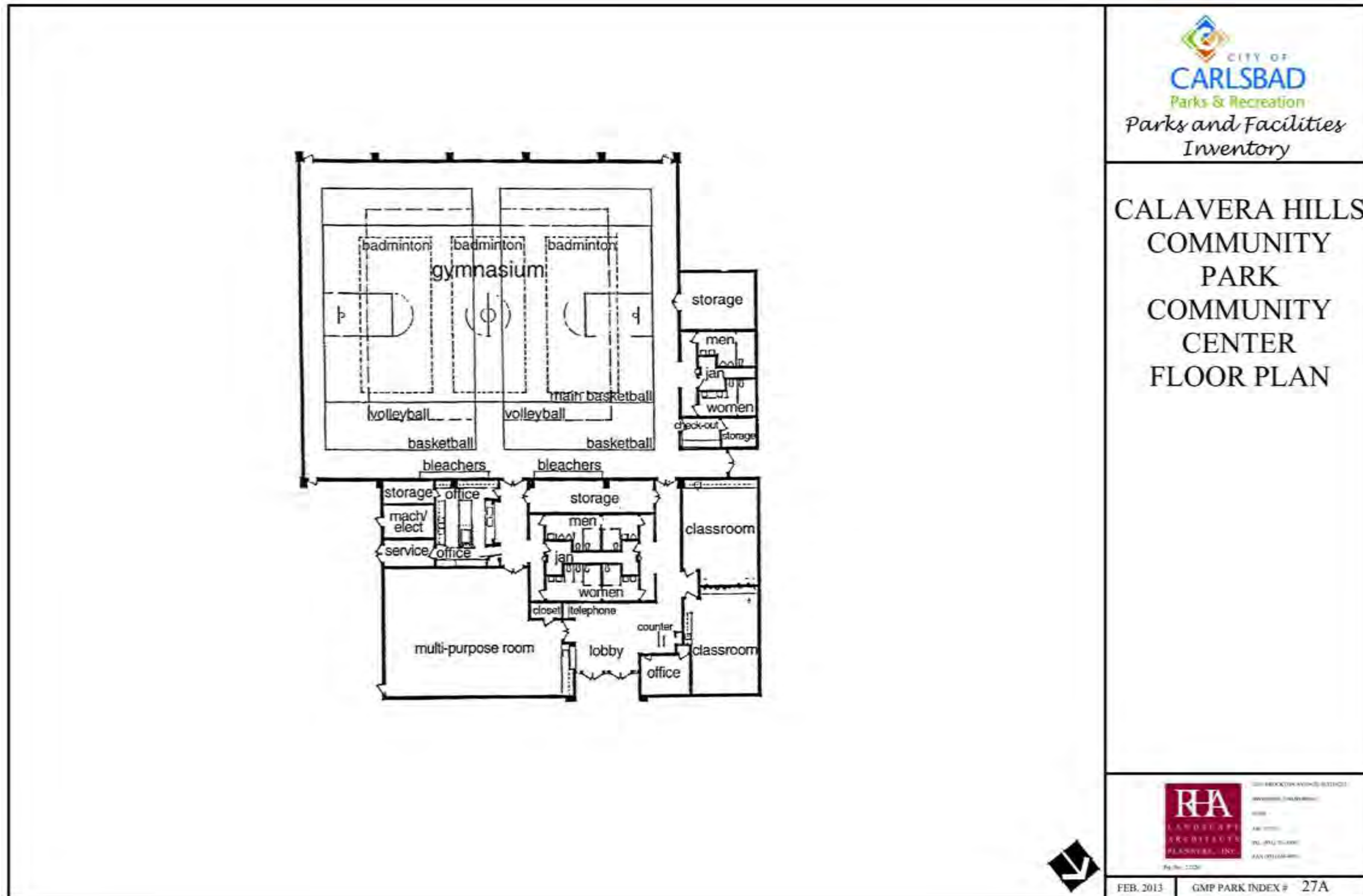
CALAVERA HILLS TRAILHEAD



CALAVERA HILLS COMMUNITY PARK



CALAVERA HILLS COMMUNITY PARK COMMUNITY CENTER FLOOR PLAN



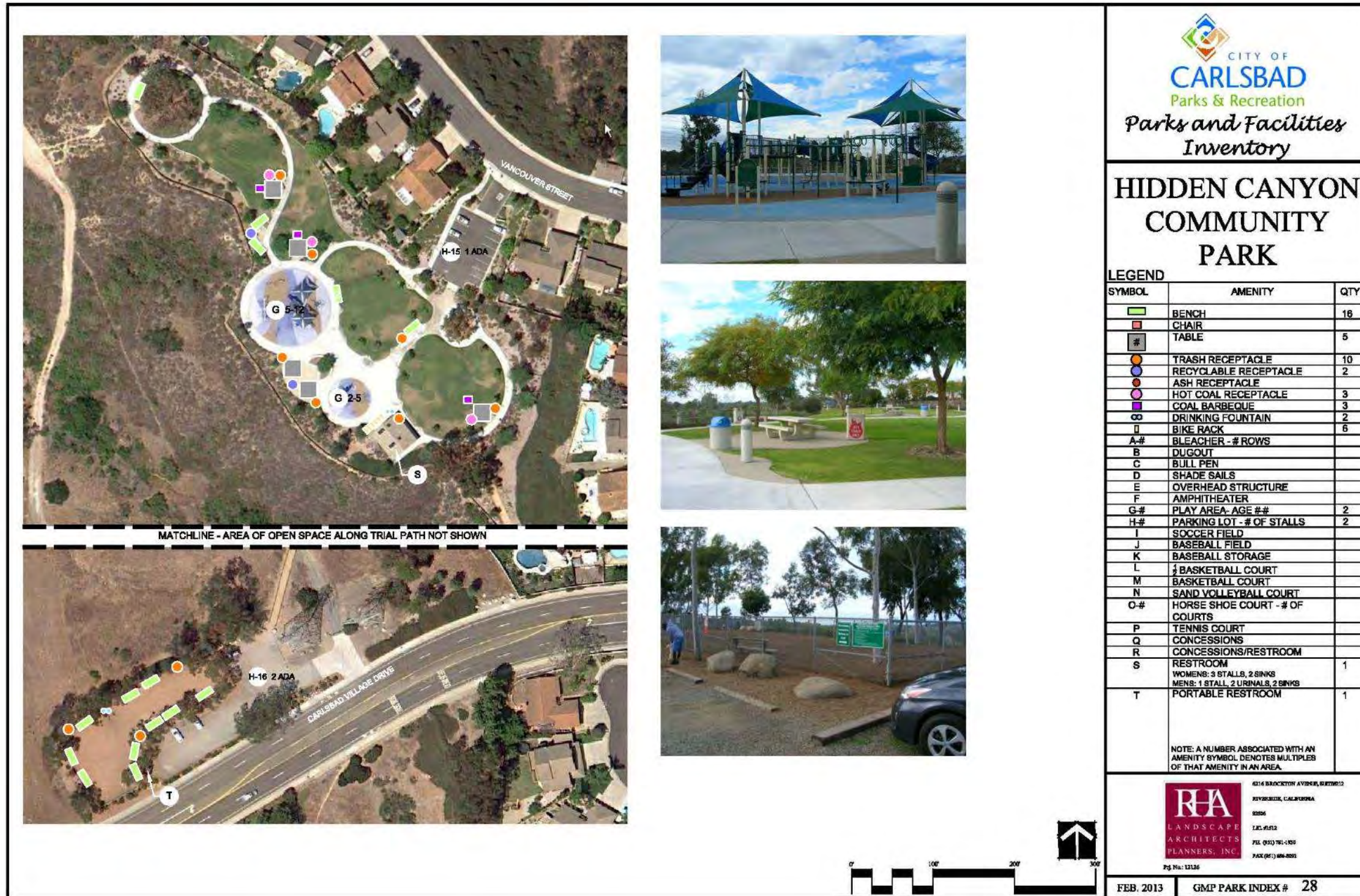
CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

CALAVERA HILLS
COMMUNITY
PARK
COMMUNITY
CENTER
FLOOR PLAN



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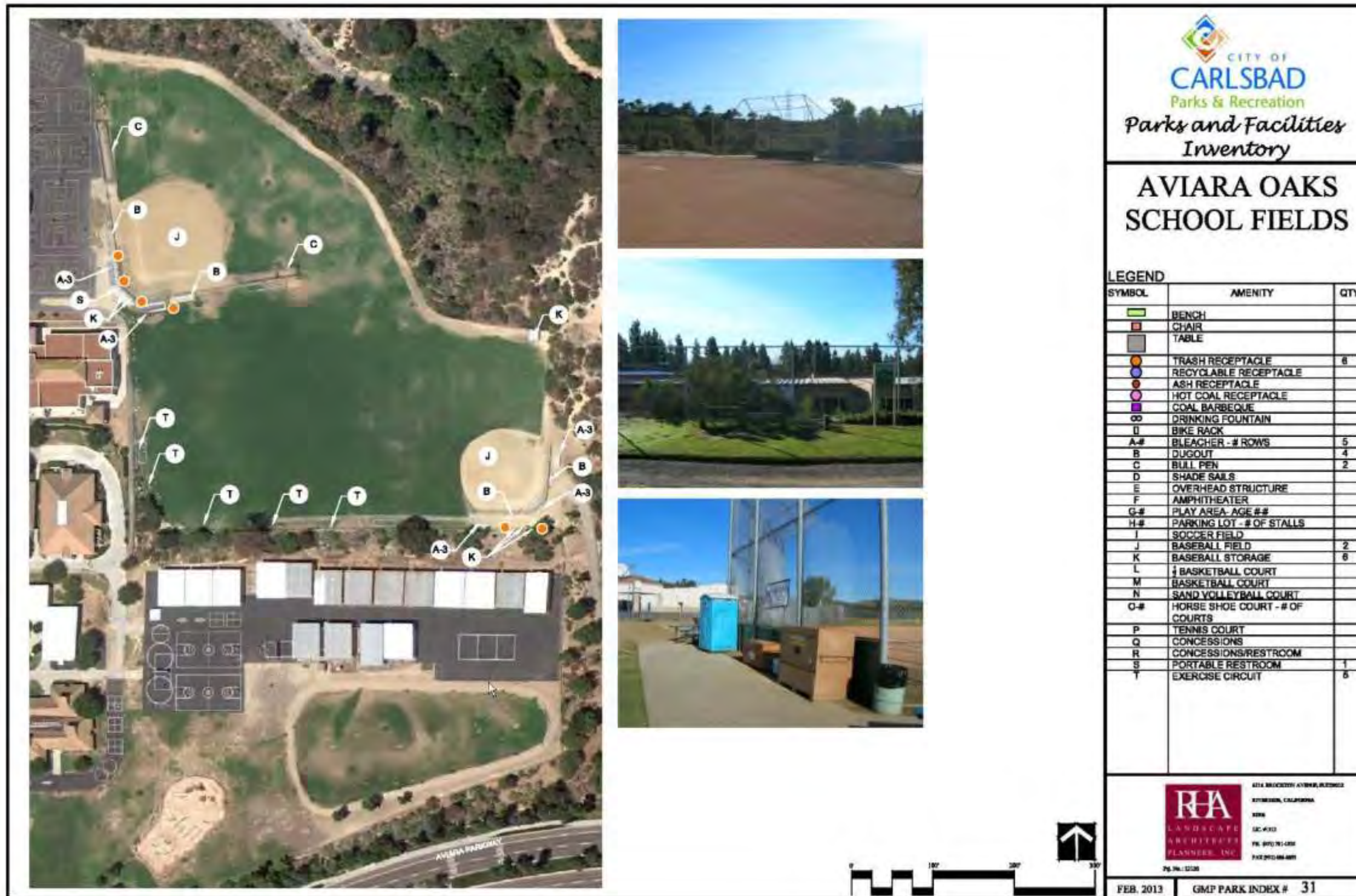
HIDDEN CANYON COMMUNITY PARK



SKATE PARK



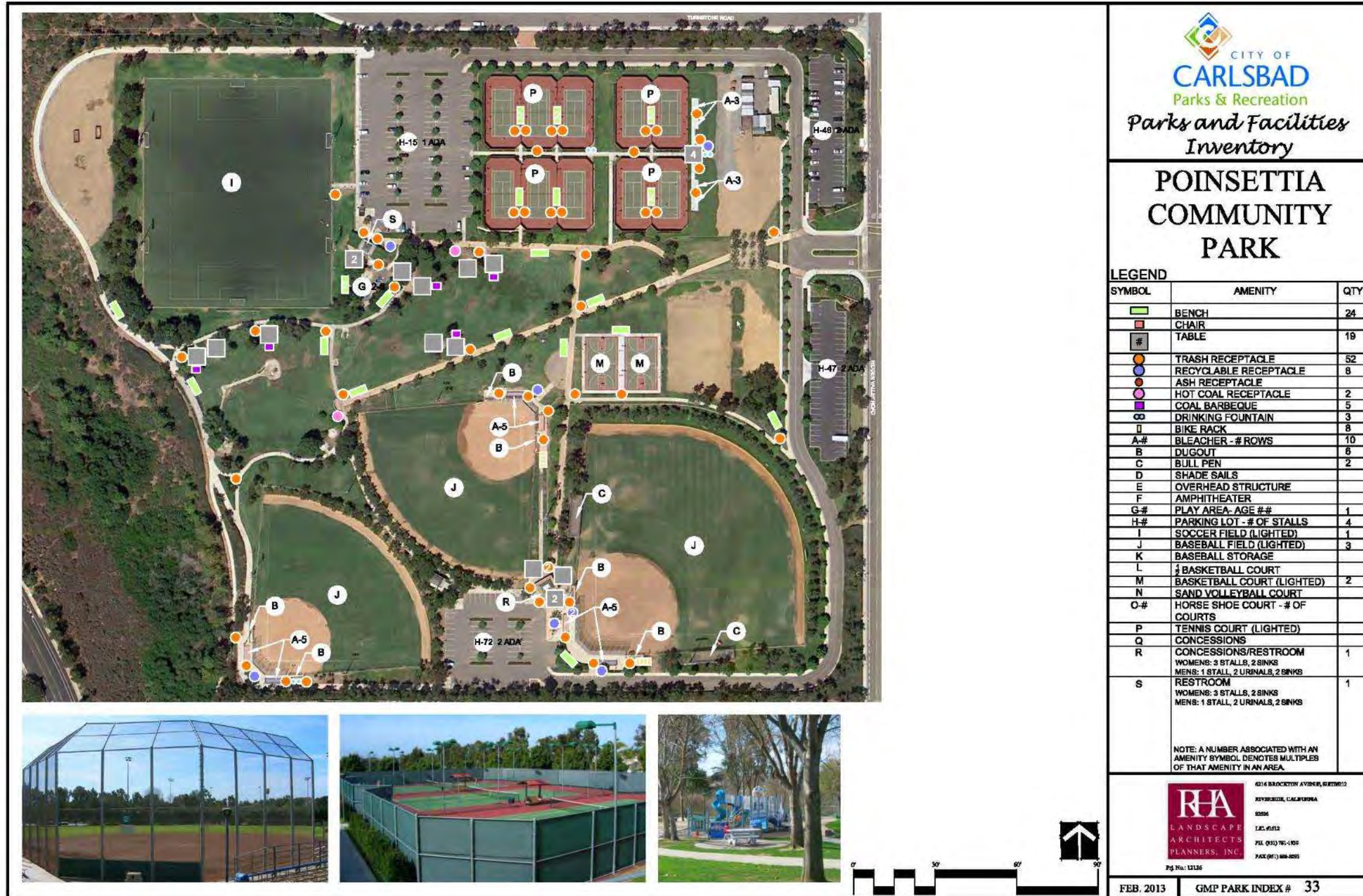
AVIARA OAKS SCHOOL FIELDS



AVIARA COMMUNITY PARK



POINSETTIA COMMUNITY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

POINSETTIA
COMMUNITY
PARK

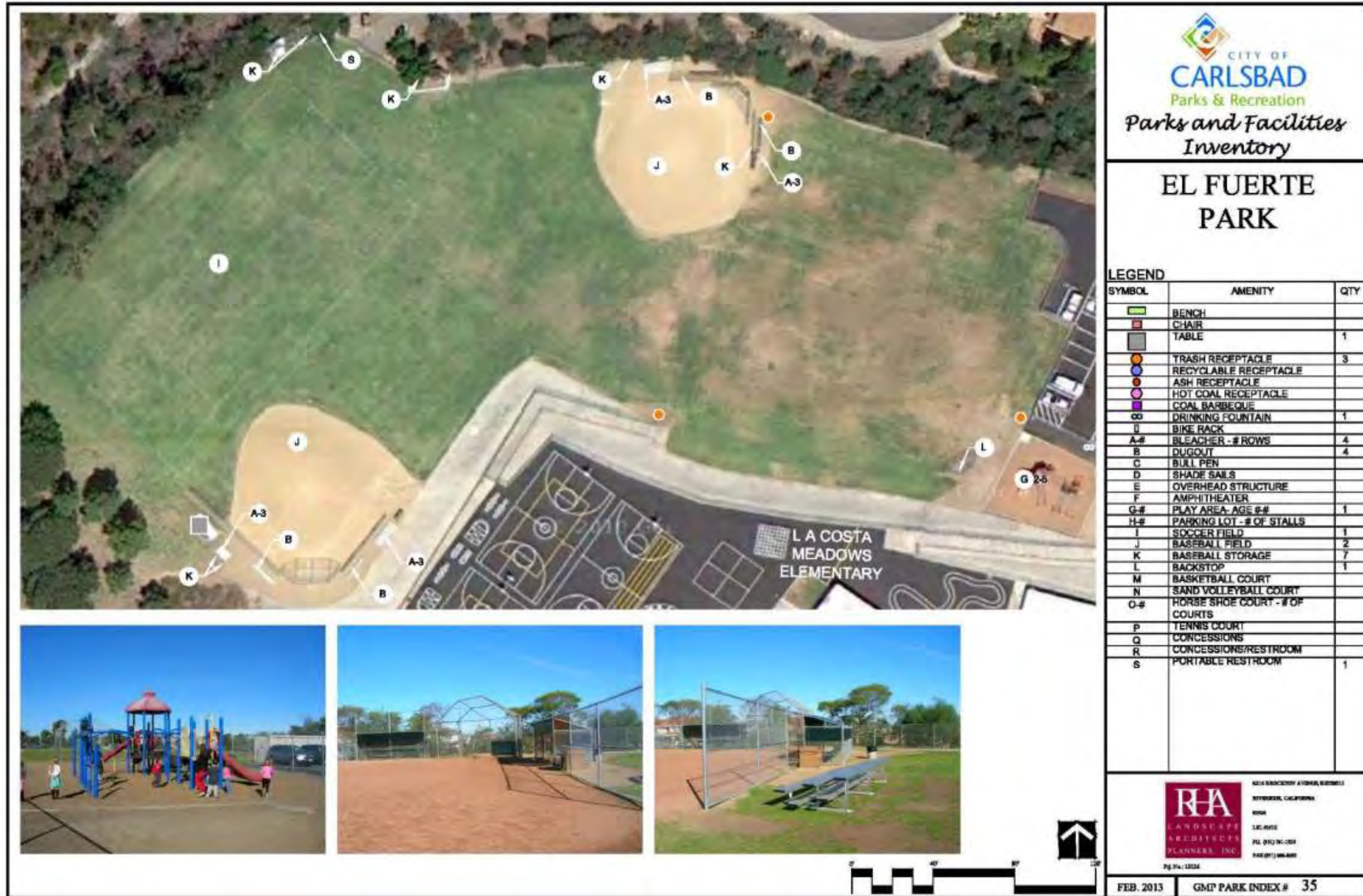
LEGEND

SYMBOL	AMENITY	QTY
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[Grey Square]	TABLE	19
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[Yellow Circle]	ASH RECEPTACLE	
[Pink Circle]	HOT COAL RECEPTACLE	2
[Purple Square]	COAL BARBEQUE	5
[Blue Circle]	DRINKING FOUNTAIN	3
[Black Square]	BIKE RACK	8
A-#	BLEACHER - # ROWS	10
B	DUGOUT	6
C	BULL PEN	2
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	1
H-#	PARKING LOT - # OF STALLS	4
I	SOCCER FIELD (LIGHTED)	1
J	BASEBALL FIELD (LIGHTED)	3
K	BASEBALL STORAGE	
L	1/2 BASKETBALL COURT	
M	BASKETBALL COURT (LIGHTED)	2
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT (LIGHTED)	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
S	RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1

NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.

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EL FUERTE PARK




LA COSTA HEIGHTS SCHOOL FIELDS



CADENCIA PARK







CADENCIA PARK

LEGEND

SYMBOL	AMENITY	QTY
[Green rectangle]	BENCH	
[Red square]	CHAIR	
[Grey square]	TABLE	1
[Orange circle]	TRASH RECEPTACLE	2
[Blue circle]	RECYCLABLE RECEPTACLE	1
[Red circle]	ASH RECEPTACLE	
[Purple circle]	HOT COAL RECEPTACLE	
[Pink circle]	COAL BARBEQUE	
[Infinity symbol]	DRINKING FOUNTAIN	1
[Bike rack symbol]	BIKE RACK	
[A-#]	BLEACHER - # ROWS	
[B]	DUGOUT	
[C]	BULL PEN	
[D]	SHADE SAILS	
[E]	OVERHEAD STRUCTURE	
[F]	AMPHITHEATER	
[G-#]	PLAY AREA- AGE #&#	1
[H-#]	PARKING LOT - # OF STALLS	
[I]	SOCCER FIELD	
[J]	BASEBALL BACKSTOP	1
[K]	BASEBALL STORAGE	
[L]	BASKETBALL COURT	
[M]	BASKETBALL COURT	
[N]	SAND VOLLEYBALL COURT	
[O-#]	HORSE SHOE COURT - # OF COURTS	
[P]	TENNIS COURT	
[Q]	CONCESSIONS	
[R]	CONCESSIONS/RESTROOM	
[S]	RESTROOM	



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FEB. 2013 GMP PARK INDEX # 37

STAGECOACH COMMUNITY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

STAGECOACH
COMMUNITY
PARK

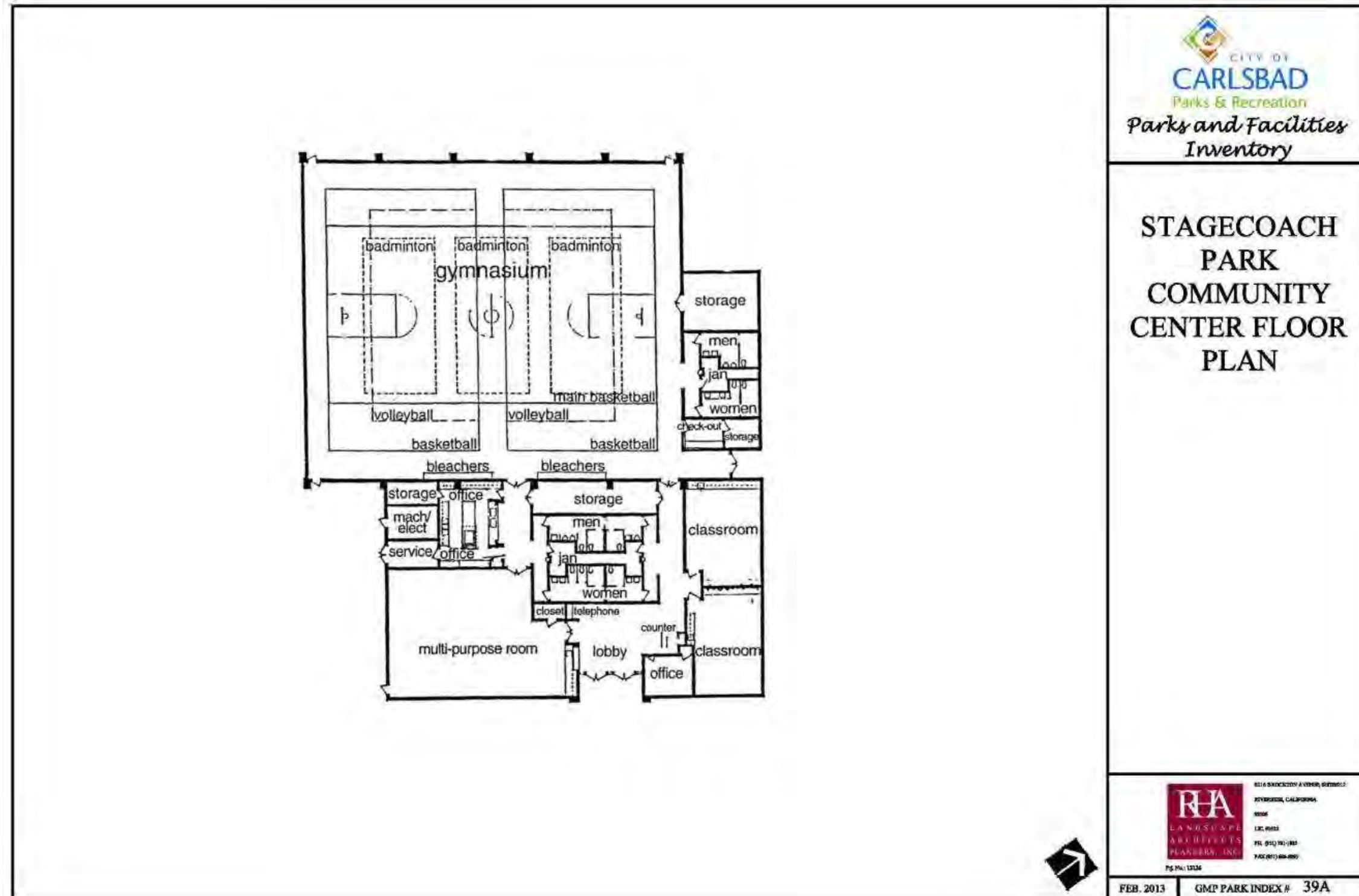
LEGEND

SYMBOL	AMENITY	QTY
[Green Rectangle]	BENCH	28
[Red Square]	CHAIR	
[Blue Square]	TABLE	28
[Orange Circle]	TRASH RECEPTACLE	41
[Blue Circle]	RECYCLABLE RECEPTACLE	9
[Red Circle]	ASH RECEPTACLE	
[Purple Circle]	HOT COAL RECEPTACLE	
[Green Circle]	COAL BARBEQUE	5
[Blue Circle]	DRINKING FOUNTAIN	4
[Orange Circle]	BIKE RACK	11
A-#	BLEACHER - # ROWS	6
B	DUGOUT	6
C	BULL PEN	2
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	3
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	2
H-#	PARKING LOT - # OF STALLS	3
I	SOCCER FIELD (LIGHTED)	3
J	BASEBALL FIELD (LIGHTED)	3
K	BASEBALL STORAGE	5
L	BASKETBALL COURT (LIGHTED)	4
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT (LIGHTED)	4
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
T	RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
U	COMMUNITY BUILDING (SEE ATTACHMENT) INCLUDES OVERLAPPING COURTS: 3 BADMINTON, 2 VOLLEYBALL, AND 3 BASKETBALL WITH BLEACHERS. NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

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STAGECOACH PARK COMMUNITY CENTER FLOOR PLAN



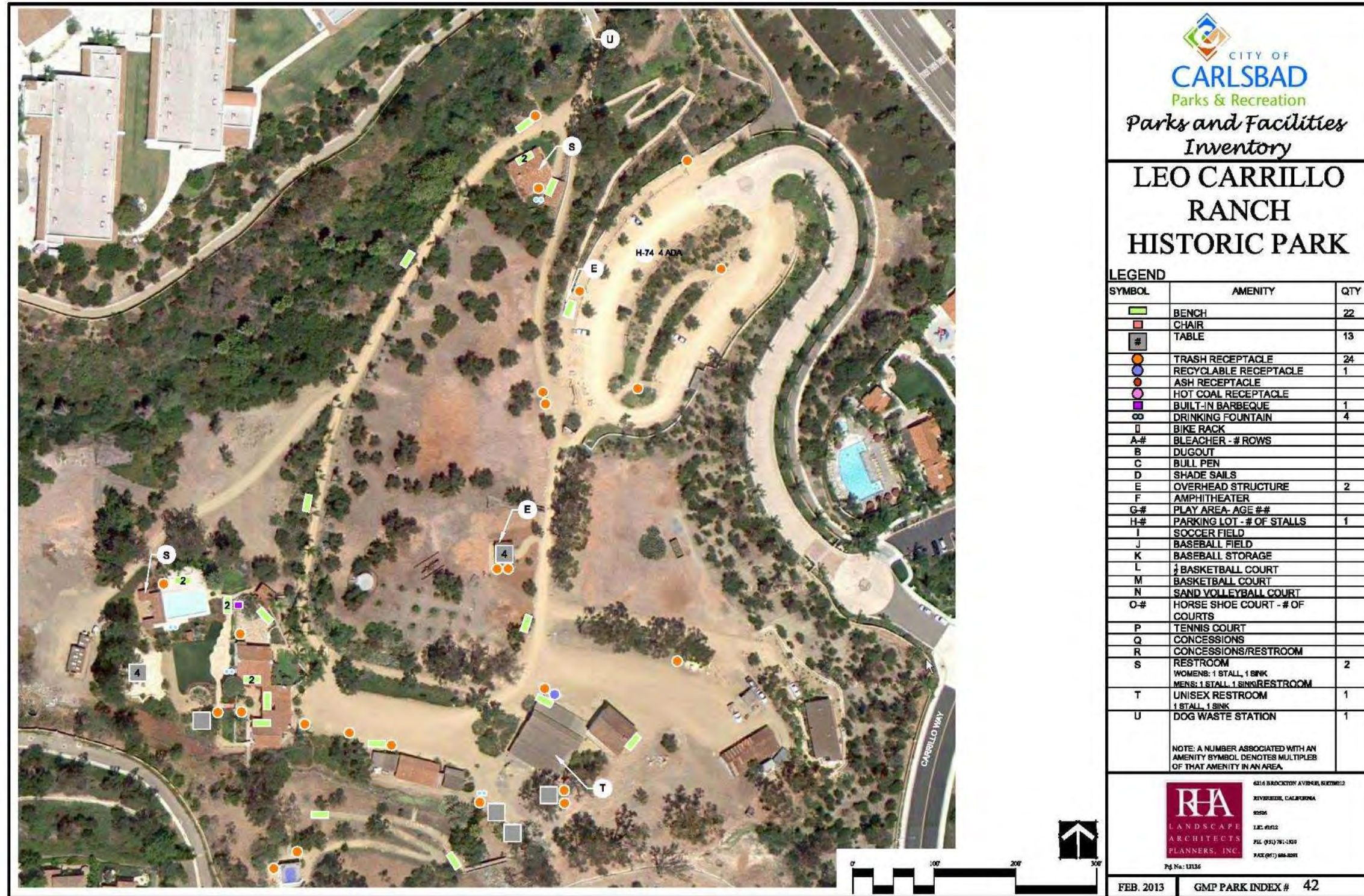
CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

STAGECOACH
PARK
COMMUNITY
CENTER FLOOR
PLAN

RA
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PG. 29A OF 1312A

FEB. 2013 GMP PARK INDEX # 39A

LEO CARRILLO RANCH HISTORIC PARK



LA COSTA CANYON PARK



CITY OF CARLSBAD
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LA COSTA
CANYON PARK

LEGEND

SYMBOL	AMENITY	QTY
[Green Line]	BENCH	8
[Red Square]	CHAIR	
[Grey Square]	TABLE	16
[Orange Circle]	TRASH RECEPTACLE	12
[Blue Circle]	RECYCLABLE RECEPTACLE	2
[Red Circle]	ASH RECEPTACLE	
[Purple Circle]	HOT COAL RECEPTACLE	
[Pink Circle]	COAL BARBEQUE	
[Blue Circle]	DRINKING FOUNTAIN	2
[Black Square]	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	1
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	1
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT (LIGHTED)	1
N	SAND VOLLEYBALL COURT (LIGHTED)	1
O-#	HORSE SHOE COURT - # OF COURTS	2
P	TENNIS COURT (LIGHTED)	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALL, 1 URINAL, 1 SINK	1

NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.

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STRATEGIC ACTION MATRIX – SHORT TERM, MID TERM AND ONGOING

Short-Term: 0 - 3 years						
Strategies / Tactics	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
Complete a feasibility study / business plan to evaluate the potential for programming, partnering and operational success for an indoor, multi-purpose, multi-generational community center. If feasible, commence development within the said time-frame.	1, 2, 5	\$90,000	P & R Admin	Innovation, Excellence, Empowerment, Communication	In Progress - 2015 Completion	Feasibility Study and Business Plan presented to Council; If found feasible, undertake next steps for design / development
Complete a feasibility study / business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park	1,2,5	\$90,000	P & R Admin	Innovation, Excellence, Empowerment, Communication	2016 Completion	Feasibility Study and Business Plan presented to Council
Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment	1,2,4,5	\$84,000	P & R Admin	Innovation, Excellence, Stewardship, Communication	Completed 2014	Council Approval by December 2014
Modify two existing tennis courts in well-served areas to accommodate Outdoor Pickleball Courts as determined by the Equity Mapping	1, 4	\$435,000	Parks	Excellence, Innovation	Council Direction in Dec 2014 to investigate dedicated location for Pickleball Courts - In Progress	Identify location and present Concept Plan for Council consideration
Design and develop the entryway to Calavera Hills Community Park	1, 4,5	\$550,000	Parks	Innovation, Stewardship, Excellence	Design In Progress - 2015 Development Completion	Complete construction drawings and present to Council for funding consideration
Complete the development of one additional Community Garden at Calavera Hills Community Park	1, 2, 4	\$80,000	Parks	Character, Stewardship, Innovation	Completed 2014	Open Community Garden in 2014
Establish a department specific sponsorship policy to reflect new goals and vision	2, 3, 5	\$0	City Admin	Innovation, Stewardship, Excellence, Empowerment	Completed as part of 2014 Council Policy adoption	Establish policy and obtain Council approval
Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas	2,3,5	TBD	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park	Update Department wide model by 2016
Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution	2,3,5	\$0	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park	Train Department wide staff by 2016
Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities	2,3,5	\$0	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park: 2016 Completion Department wide	Communicate costs to all entities by 2016
Develop strategies to increase awareness and participation rates of program offerings	1, 2, 3, 4,5	\$0	City Admin	Innovation, Stewardship, Empowerment, Communication	Commenced 2014: Ongoing	Annual review of strategies
Develop a customer service manual and training program for full and part time staff	2,3,5	TBD	City Admin	Character, Innovation, Empowerment, Communication	Commenced 2014: Ongoing	Annual review of manual and ongoing staff training
Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining	1, 2, 4, 5	\$0	Recreation	Character, Innovation, Excellence	Commenced 2014: Ongoing	Annual review and changes, as appropriate
		\$ 1,329,000				

Mid-Term: 4 - 5 years

Strategies	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
If found feasible, commence development of an outdoor adventure activity park	1, 2, 3, 4, 5	TBD	P & R Admin	Innovation, Excellence, Empowerment, Communication	TBD	If found feasible, undertake next steps for design / development
Create a plan to identify an additional dog park	1,4	\$0	P & R Admin	Innovation, Stewardship, Excellence	Completed as part of Council approved Poinsettia Community Park Master Plan Update in 2014	Identify location for an additional dog park by 2017
Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system	1, 4, 5	\$65,000	Parks	Stewardship, Excellence, Communication	In Progress - 2015 Completion	Complete Trails Master Plan Update by December 2017
Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad	1,2,3,4,5	\$100,000	P & R Admin	Innovation, Excellence, Communication	2018 Completion	Complete Needs Assessment / Strategic Master Plan Update by December 2018
		\$ 165,000				

On-Going

Strategies	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community	1, 4,5	TBD	P & R Admin	Innovation, Stewardship, Excellence, Empowerment, Communication	General Plan Update 2015 Completion;	Ongoing evaluation and expansion, as appropriate
Continue transformation of organizational culture and pricing strategies based on updated service classification	2,3,5,	\$0	P & R Admin	Innovation, Stewardship, Excellence, Empowerment	Ongoing	Annual evaluation of service classification matrix and update, as appropriate
Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations	1,2,3,5	\$0	Recreation	Innovation, Excellence, Empowerment	Ongoing	Ongoing evaluation of service delivery standards and update, as appropriate
Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)	1,2,3,5	\$0	P & R Admin	Innovation, Excellence, Empowerment, Communication	Developed additional Performance Measurements consistent with the City wide team; ongoing	Ongoing evaluation of performance metrics and update, as appropriate
Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities	1,2,3,5	\$0	City Admin	Innovation, Excellence, Empowerment, Communication	Ongoing	Ongoing evaluation of marketing performance measures and update, as appropriate
Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage	2,3,5	\$0	Recreation	Innovation, Excellence, Empowerment, Communication	Ongoing	Annual lifecycle matrix review and update, as appropriate
Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities	2,3,5	TBD	P & R Admin	Innovation, Excellence, Empowerment, Stewardship	Ongoing	Ongoing evaluation of Alga Norte business model and update, as appropriate
Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.	1,4,5	\$5,000	P & R Admin	Innovation, Excellence, Empowerment	California State University (San Marcos) Enrichment Program Analysis Project Completed 2014; Ongoing	Annual review of program trends and modify offerings, as appropriate
Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.	2,3,5	TBD	P & R Admin	Innovation, Excellence, Empowerment	Ongoing	Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
TOTAL Ongoing		\$ 5,000				



March 2015

Parks & Recreation Department Master Plan



Acknowledgements

City of Carlsbad Council Members

Mayor Matt Hall
Mayor Pro Tem Keith Blackburn
Council Member Mark Packard
Council Member Lorraine Wood
Council Member Michael Schumacher

City of Carlsbad Parks & Recreation Commission

Chair Matt Simons
Jason Hansen
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Roy Meenes
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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 PLAN GOALS AND OBJECTIVES

Based on the initial discussions and expectations of city staff, the following are the key goals and objectives that served as guiding principles throughout the planning process.

- To identify needs based on current gaps and future trends
- To develop priorities based on community values of Carlsbad residents
- To provide a guide for balanced program, facility and amenity offerings
- To develop measurable strategies to achieve goals and recommendations
- To focus on an operationally sustainable approach for Carlsbad

1.2 COMMUNITY INPUT

From Feb. 19-20, 2013, the PROS team conducted 10 interviews, seven focus groups and stakeholder meetings, and two public forums. The feedback received is crucial in understanding the community's opinions on parks, facility and program needs, and establishing the vision for the future.

1.2.1 STRENGTHS

- Variety of affordable program offerings for all ages
- Number of parks and quality maintenance of parks and facilities
- Level of appreciation for staff was very high

1.2.2 OPPORTUNITIES FOR IMPROVEMENT

- Engage and unite members of the community
- Interpret and preserve the rich history of the City of Carlsbad
- Parks and facility needs
 - Revenue generating and operationally sustainable facilities
 - More multipurpose, multigenerational recreational facilities
 - More gym space and additional sports fields
 - Outdoor adventure park
- Programming for active adults and seniors, outdoor programs, educational programs, and nontraditional programming is important
- Partnerships with local schools, healthcare industry, corporations, and nonprofit organizations should be pursued. A greater focus must be placed on aligning marketing resources with key action items and metrics to get those individuals most likely to use the department's services to be aware of them

1.2.3 MOST IMPORTANT THINGS

- Updated action plan that provides clear direction for the future and takes into consideration demographic needs and is adaptable to changing trends
- Develop indoor multipurpose, multigenerational community recreation spaces
- Add more sports fields and gym space
- Develop more places like Leo Carrillo Ranch and the community gardens

- Focus on staff training and development

1.3 SURVEY RESULTS

1.3.1 METHODOLOGY

A statistically reliable survey was designed and distributed to 1,600 households throughout the City of Carlsbad. The survey was developed in conjunction with city staff and was administered in April-May 2013 by a combination of mail and phone. The goal to obtain 325 completed surveys was accomplished, with 386 surveys having been completed. The results of the random sample of 386 households have a 95 percent level of confidence with a margin of error of at least +/- 5.4 percent.

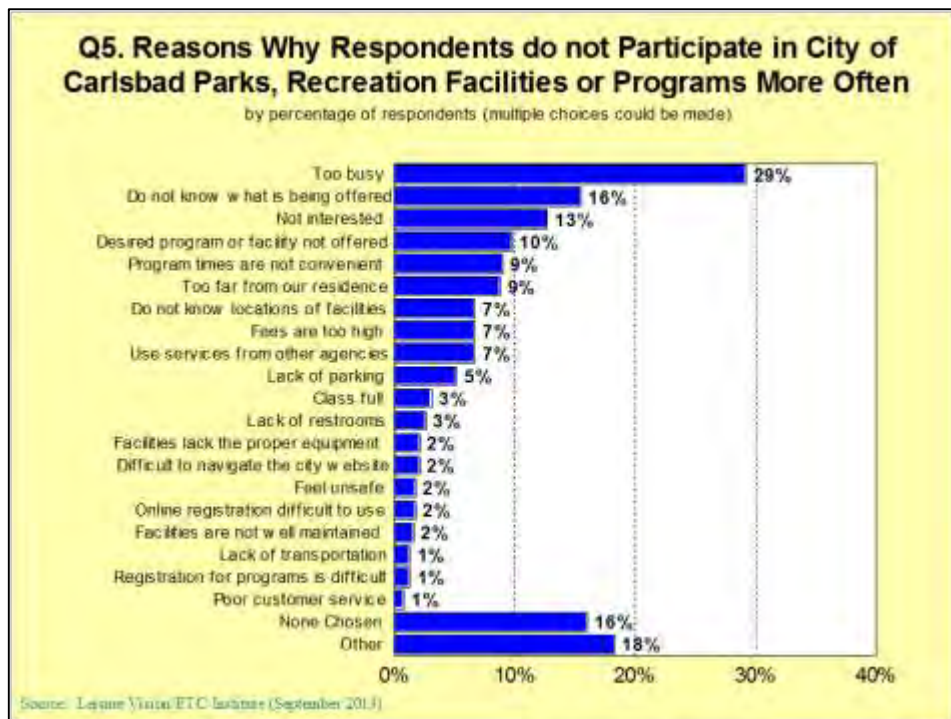


1.3.2 KEY FINDINGS

- Visitation to parks, facilities and sports fields is at or slightly higher than average at 86 percent (national average 80 percent-85 percent).
 - From those who have visited city parks & recreation facilities, the frequency of visitation is high (65 percent of users have visited at least once a month).
- Recreation program and activity participation is above average at 38 percent (national average is 30 percent).
 - Recreation programs and activities were rated high in program quality (88 percent rated the overall quality of the programs/activities as either excellent or above average – only

one percent rated them poor). These percentages reflect best practice numbers nationwide.

- Most frequently mentioned service providers for indoor and outdoor recreation and sports activities are private clubs (36 percent), school programs/activities (30 percent), HOA facilities (24 percent) and private youth sports leagues (22 percent).
- Facilities and amenities with the highest percentage of unmet need (50 percent or more) include: adventure facility (83 percent), BMX park (78 percent), Amphitheater (77 percent), and teen center (74 percent).
- Most important facilities to those surveyed were family picnic areas (29 percent), playground equipment (22 percent), outdoor swimming pools (22 percent), and off leash dog parks (20 percent). It should also be noted that respondents selected youth multipurpose fields at the highest percentage as their first choice as the most important park/facility to their household.
- Programs with the highest percentage of unmet need (50 percent or more) include: dog training (83 percent), culinary arts (83 percent), unstructured indoor play (76 percent), and outdoor skills/adventure programs (75 percent).
- The survey results indicate that aquatics (25 percent), adult fitness and wellness (24 percent), city sponsored special events (19 percent) and culinary arts (16 percent) were the most important programs to those that responded. It should also be noted that aquatics had the highest percentage of respondents select it as their first choice as the most important program to their household.
- The reasons preventing the highest percentage of households from using city parks, facilities and programs more often are: “too busy” (29 percent), “do not know what is being offered” (16 percent), and “not interested” (13 percent).



- Based on responses of “supportive” or “very supportive”, survey results indicate the most important parks & recreation facilities the city could improve or expand on are family picnic areas (67 percent), playground equipment (65 percent), outdoor swimming pools (63 percent), youth multipurpose fields (63 percent), and adult multipurpose fields (59 percent).
- Seventy-eight percent of households are very satisfied (21 percent), satisfied (34 percent), or somewhat satisfied (23 percent) with the overall value they receive from city offerings. Only six percent of households are either somewhat dissatisfied or dissatisfied. These are above average numbers when compared with national averages.



1.4 COMMUNITY PROFILE

The demographic analysis utilizes data obtained from San Diego Association of Governments (SANDAG) and Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in 2013, and reflects the actual numbers as reported in the 2000 and 2010 Census and estimates for 2012 and 2017 as obtained by ESRI. The City of Carlsbad geographic boundary was utilized as the demographic analysis boundary. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

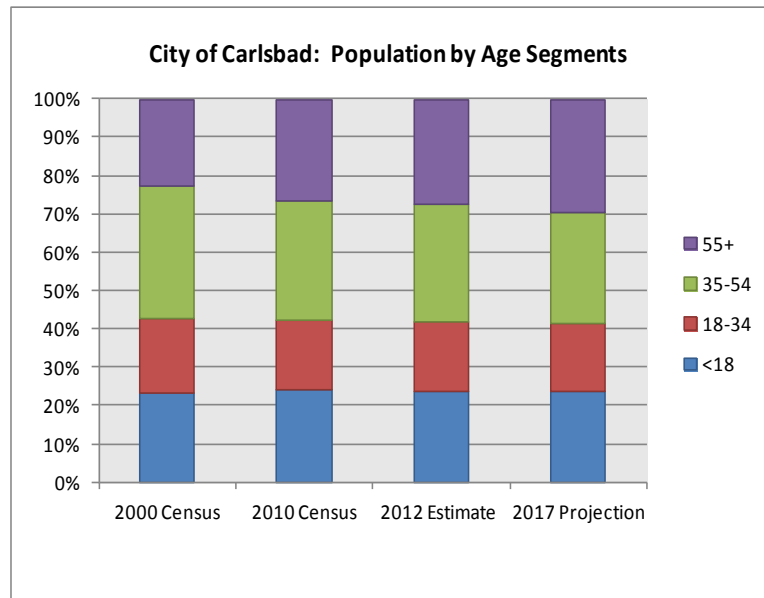


1.4.1 TOTAL POPULATION

The City of Carlsbad has experienced rapid growth in recent years. From 2000 to 2010, the city's total population experienced a sizeable increase of 34.6 percent, and is expected to continue to grow over the next five years. Based on predictions through 2018, the city is expected to have approximately 118,241 residents living within 44,087 households.

1.4.2 AGE SEGMENT

Overall, the city's population age segments exhibits a consistent age distribution over time. Currently the largest segment by population is the 35-54 with 30.6 percent and the smallest is the 18-34 population with 18.2 percent which indicates a large range of variation between all the age groups. In the next five years, the 55+ segment will grow to comprise nearly 30 percent of the total population, making it the single largest age segment by 2017. Based on the 2010 census figures, the median age was 40.5 years.



1.4.3 HOUSEHOLDS AND INCOME

Income characteristics certainly exhibit growth trends. The median household income was \$65,172 in 2000 and is projected to continually increase to \$102,211 by 2017. The per capita income is also projected to increase from \$34,863 in 2000 to \$51,661 by 2017.

Based on the 2012 estimate, the median household income in the City of Carlsbad is \$94,436, and its per capita income is \$44,732. Carlsbad's comparative income characteristics are significantly higher than the state and national income averages.

1.5 SITE/FACILITY ASSESSMENT

The PROS team visited 39 park & recreation sites that included the following:

- Aviara Community Park
- Aviara Oaks School Fields (via joint use agreement)
- Buena Vista Elementary Access Path (via joint use agreement)
- Buena Vista Elementary Field (via joint use agreement)
- Buena Vista Lagoon Observation Area
- Cadencia Park
- Calavera Hills Community Park
- Calavera Hills Trailhead
- Cannon Park
- Car Country Park
- Carlsbad High School Tennis Courts (via joint use agreement)
- Chase Field
- El Fuerte Park (via joint use agreement)
- Harding Community Center
- Harold Smerdu Community Garden
- Hidden Canyon Community Park

- Holiday Park
- Hosp Grove Park
- Hosp Grove Rotary Trailhead
- Hosp Grove Wickham Way Trailhead
- Jefferson Elementary Field (via joint use agreement)
- La Costa Canyon Park
- La Costa Heights School Fields (via joint use agreement)
- Laguna Riviera Park
- Leo Carrillo Ranch Historic Park
- Magee House and Park
- Magnolia Elementary Field (via joint use agreement)
- Maxton Brown Park
- Monroe Street Pool
- Oak Park
- Ocean Street Sculpture Park
- Pine Avenue Park
- Pio Pico Park
- Poinsettia Community Park
- Senior Center
- Skate Park
- Stagecoach Community Park
- Valley Middle School Fields (via joint use agreement)
- Zone 5 Park

During each site visit, the PROS team made observations regarding park access, the site's visual and aesthetic appeal as well as safety and maintenance standards.

1.5.1 STRENGTHS

- Variety of park experiences throughout city park system
- General park maintenance
- Clean and safe parks
- Abundance of amenities
- High levels of use
- Some parks have synthetic turf that allows for heavier use
- Overall consistent city branding and signs

1.5.2 OPPORTUNITIES FOR IMPROVEMENT

- Some sites lack concrete or asphalt walks and fail to meet disabled access requirements (Pio Pico Park, Community Garden, Hosp Grove Park, Buena Vista Elementary Fields, Jefferson Elementary Field, Oak Park, Zone 5 Park, Hosp Grove Rotary Trailhead, El Fuerte Park, and La Costa Heights School Fields)
- Many school field sites lack adequate number of trash cans, benches, drinking fountains, tables, and parking



1.6 PROGRAM ASSESSMENT

The PROS team worked with staff to prepare the program assessment matrix. Staff selected core program areas which were assessed through using the PROS program matrix templates provided to the staff. PROS' analysis is based on data provided by staff, staff discussions, community input, demographics, and trends nationwide.

The areas assessed include:

- Youth sports
- Aquatic programs
- Camps
- Fitness
- Historical
- 50+
- Adult sports
- Triathlon
- Rentals
- Special events
- Specialty (early childhood, music, crafts, science math, various art mediums, and teen programming)
- Swim lessons
- Preschool

1.6.1 STRENGTHS

- Good diversity in types of program offerings and special events
- High participation numbers in most program areas
- High quality program offerings throughout
- Good value for money for program offerings
- Successful use of volunteers for several programs
- Wide variety of program promotions and customer feedback mechanisms utilized

1.6.2 OPPORTUNITIES FOR IMPROVEMENT

- Program lifecycles, with limited programs in the introduction stage, show a limited innovation pipeline for new programs
- Age segments served by existing programming not aligned with community demographics (i.e. too many programs focused on youth in comparison to aging community demographics)
- Limited earned income generated from existing programs and events
- Program classifications currently favors a higher level of city contribution
- Institute additional performance metrics and standards that include tracking customer retention rates, marketing return on investment for individual mediums, etc.

1.7 FACILITY/AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the facility/amenity and program priority rankings is to provide an ordered list of facility/amenity needs and recreation program needs for the community served by the department. This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked Carlsbad residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained through community input and demographics and trends. This scoring system considers the following:

- Community survey
 - Unmet needs for facilities and recreation programs
 - Importance ranking for facilities
- Consultant evaluation
 - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends, facility and program assessment, levels of service and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results
- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

The combined total of the weighted scores is the total score based on which the facility/amenity and program priority is determined.



1.7.1 FACILITY/AMENITY PRIORITY RANKINGS

The top five facility and amenity priorities as determined by the community were family picnic areas, outdoor swimming pools, botanical or ornamental gardens, community gardens, and off leash dog parks.

Carlsbad	
Facility/Amenity Priority Rankings	
	Overall Ranking
Family picnic areas - covered and uncovered	1
Outdoor swimming pools	2
Botanical or ornamental gardens	3
Community gardens	4
Off leash dog parks	5
Amphitheater	6
Playground Equipment	7
Dining / retail	8
Senior center (age 50+)	9
Youth multi purpose fields	10
Multigenerational community center	11
Disc golf course	12
Adult multi purpose fields	13
Adventure facility (rock wall, ropes course)	14
Tennis courts	15
Conference / trade shows / training centers	16
Concessions	17
Skateboard parks	18
Teen center	19
Arena / speed soccer	20
Outdoor basketball courts	21
Synthetic turf fields	22
Outdoor pickleball courts	23
BMX park	24
Radio controlled aircraft fields	25

1.7.2 PROGRAM PRIORITY RANKINGS

The top five program priorities as determined by the community were adult fitness and wellness programs, culinary arts programs, aquatics programming, adult sports programs, and cultural arts programs.

Carlsbad Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

1.8 STRATEGIC ACTION PLAN



In keeping with changing times and the City of Carlsbad’s progressive march towards being a world class city, parks & recreation staff along with PROS Consulting thought it would be appropriate to update the department’s vision and mission and align them with the city’s goals. The leadership staff and the PROS team collaborated to update the vision and mission that will guide future action.

These were developed by keeping staff and community values first and foremost in mind and then building the key goals to help ensure accountability and performance measurement.

1.8.1 VISION

To strengthen community connectivity through world class offerings and exceptional customer service.

1.8.2 MISSION STATEMENT

To promote community health and wellness while building a culture that embraces change and continuous improvement.

1.8.3 ORGANIZATIONAL VALUES

The City of Carlsbad has established core organizational values that are embraced by every department. The strategies and tactics recommended to guide the plan’s implementation are driven by these organizational values and future planning initiatives will all ensure alignment with these values as well.

These organizational values are:

Values	What It Entails
Character	We conduct ourselves with integrity, openness, courage and professionalism, driven by a calling to serve others.
Innovation	We are thoughtful, resourceful and creative in our quest for continuous improvement, always looking for better, faster ways to get things done.
Stewardship	We responsibly manage the public resources Stewardship entrusted to us.
Excellence	We hold ourselves to the highest standards because our community deserves the best.
Empowerment	We help people achieve their personal best by creating an environment where they feel trusted, valued and inspired.
Communication	We communicate openly and directly. Promoting engagement and collaboration makes our organization better and our community stronger.

1.8.4 KEY GOALS

The key goals established by the Department are:

- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- Train and empower staff to deliver world class offerings and exceptional customer service
- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

1.8.5 SWOT ANALYSIS

The PROS team in conjunction with the City staff conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify the internal and external factors that are favorable and unfavorable to achieve department objectives. This analysis leads to heightened levels of awareness about the market that an agency operates in and is the cornerstone of any successful Strategic Plan. The SWOT's primary objective is to help the Department develop a full awareness of all the factors, positive and negative, that may affect strategic planning and decision-making. Best practices indicate conducting a SWOT analysis annually at minimum and as frequently as quarterly, if needed.

The following SWOT matrix is meant to be a one page state-of-the-department overview and a strategic guiding tool for the agency.

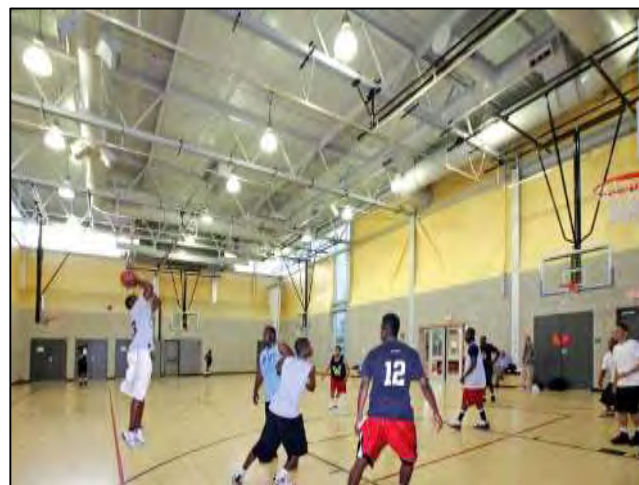
	Helpful to achieving the objective	Harmful to achieving the objective
Internal Origin	Strengths (Internal - You can control)	Weaknesses (Internal - You can control)
	Adequate level of resources - financial, facilities, etc. Political will and community desire to support parks & recreation Qualified / passionate / dedicated staff Financially stable organization High quality and well maintained parks and facilities Customer Service Good customer retention in many areas (aquatics / teens / dance / seniors /sports) Wide variety of offerings (programs and facilities) Specialized facilities Communications, marketing, graphics support is available IT support is available T.R.U.S.T / volunteer programs Focus on planning initiatives All around value Supporter for providing healthy lifestyles	Department doesn't tell our story well Department lacks a brand identity Are all things to everyone - broad focus Inconsistent interpretations of partnerships and user fee outcomes Community center design not as inviting and don't feel a sense of community (lobbies) Succession planning Inconsistent implementation of departmental policies and procedures (e.g. fee refunds) Tracking metrics - accountability could be improved Internal communication and understanding Staff cross-training / limited leadership training opportunities
External Origin	Opportunity (External - You may not be able to control)	Threats (You may not be able to control)
	Political and policy based support for creative thinking and innovation Outreach to diverse population segments Increase workforce diversity Location and abundance of natural resources / year-round programming Programming and facility trends - (e.g. bike park, community gardens, pickleball etc.) Many parks / facilities still being built - incorporate new ideas Diversity of interests and needs More public - partnerships (e.g. school districts / neighborhood communities / libraries/ cultural arts, etc.) Unused non primetime capacity in facilities Alternative funding sources (e.g. Foundation, volunteer groups / sponsorships / individual donations) Advocacy groups (Parks & Recreation Commission / Senior Commission, and Beach Preservation Committee) Technology - mobile apps / online registration / reservations could be improved Increasing population Health and wellness e.g. childhood obesity issues, aging population	External service providers Proliferation of gaming / in-house entertainment (Xbox, Playstation, Wii, etc.) Continually changing preferences and trends for public recreation Fluctuations in the economic environment limiting available resources Impact of negative perception of government High community expectations could become unsustainable Environmental concerns - climate, drought Loss of institutional knowledge through staff turnover / attrition

1.8.6 BIG IDEAS

The big ideas are driven by the philosophy that ***programs determine facility design***. In essence, the philosophy indicates that world class agencies identify true program needs and then develop spaces to optimally address those needs. Thus, **based on the program priority rankings** that consider community values, leadership’s vision and future trends, the following are the two big ideas for facility/spaces that Carlsbad may pursue to strengthen community connectivity and promote health and wellness.

Big Idea # 1: Multiuse, multigenerational community recreation center

These types of facilities could include a variety of multigenerational spaces covering the gamut of programming needs from fitness and wellness, culinary arts, before and after school programs, dance, senior programs, cultural arts and special events, etc. These types of programs also lend themselves well to partnership models with public, private or nonprofit providers for design, development and operation. These include a variety of amenities ranging from gyms and exercise rooms to fitness spaces for classes (yoga, tai chi) or specialized activities such as spinning, indoor walking biking tracks, arts and crafts classes or performing arts spaces, large rental spaces with cooking facilities to serve the rentals or for culinary classes etc. In a nutshell, they truly offer a multigenerational and multiuse experience.



Big Idea # 2: Outdoor Adventure Activity Park

Outdoor adventure facilities could include a variety of programming needs from fitness and wellness, adventure and environmental education programs, youth summer camps, and special events. These types of spaces could include options from mountain biking/dirt biking, rock or wall climbing, zip lines and canopy tours, interpretive education opportunities, ropes courses, outdoor events space or an amphitheater, mud or artificial obstacle courses, etc.

With a community that loves and appreciates outdoor recreation and a large corporate presence seeking outdoor teambuilding activities, this type of facility could serve a wide variety of individual and group outdoor recreation needs in the community while potentially becoming a regional and national destination. This type of facility also lends itself well to partnership models with public, private or nonprofit providers for design, development and operation.



1.8.7 KEY ACTION ITEMS

A component of the needs assessment work scope was to identify system wide community needs and vision. The PROS team recognizes the existence of individual future master planned facilities but believes in best practice principles that suggest individual facilities should be analyzed via a feasibility study for each future master planned site. For example, should the center court and pro shop be constructed at Poinsettia Park per the master plan? The data derived from this report does not focus on that level of specificity and the community's articulated needs for tennis were limited to more outdoor courts not a center court or a pro shop. Thus, a feasibility study should be conducted to determine if the previously determined uses are still relevant and needed or to identify other more current potential uses.

Further, park master plans call for the development of three additional approximately 20,000 sq. ft. community centers similar to Stagecoach Park and Calavera Hills Community Park. The data derived from the report does support and identify the need for additional indoor recreation space. However, today's best practices tell us that one large multigenerational recreation facility (built based on gaps identified through equity mapping) is a more financially and operationally sustainable as well as partnership friendly approach.

Based on these findings we recommend completion of a feasibility study on the two big ideas before proceeding with implementing any individual master plans.

The following strategic action matrix is developed with a short-term, midterm and an ongoing timeframe in mind. Each of these include:

1. The key goals from this report they address
2. The citywide organizational value(s) they align with
3. An estimated capital cost outlay to implement it
4. The lead division responsible for implementing that goal
5. Update on the current status of that action item
6. Key performance metrics to ensure accountability

The detailed strategic action matrix with the goals, values, capital cost outlay, division responsibility, current status update and key performance metrics is provided in section six.

1.8.7.1 SHORT TERM ACTION ITEMS (0-3 YEARS)

- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an indoor, multipurpose, multigenerational community center. If feasible, commence development within the said timeframe
 - **Performance Metrics** - Feasibility study and business plan presented to Council; If found feasible, undertake next steps for design/development
 - **Status Update** - In progress - 2015 completion
- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park
 - **Performance Metrics** - Feasibility study and business plan presented to Council

- **Status Update** - 2016 completion
- **Action Item:** Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment
 - **Performance Metrics** - Council approval by Dec. 2014
 - **Status Update** - completed in 2014
- **Action Item:** Modify two existing tennis courts in well served areas to accommodate outdoor pickleball courts as determined by the equity mapping
 - **Performance Metrics** - Identify location and present concept plan for Council consideration
 - **Status Update** - Council direction in Dec. 2014 to investigate dedicated location for pickleball courts - in progress
- **Action Item:** Design and develop the entryway to Calavera Hills Community Park
 - **Performance Metrics** - Complete construction drawings and present to Council for funding consideration
 - **Status Update** - Design in progress - 2015 development completion
- **Action Item:** Complete the development of one additional community garden at Calavera Hills Community Park
 - **Performance Metrics** - Opened community garden in 2014
 - **Status Update** - Completed 2014
- **Action Item:** Establish a department specific sponsorship policy to reflect new goals and vision
 - **Performance Metrics** - Establish policy and obtain Council approval
 - **Status Update** - Completed as part of 2014 Council Policy adoption
- **Action Item:** Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas
 - **Performance Metrics** - Update department wide model by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution
 - **Performance Metrics** – Train department wide staff by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities
 - **Performance Metrics** – Communicate costs to all entities by 2016

- **Status Update** - In progress at Alga Norte Community Park: 2016 completion department wide
- **Action Item:** Develop strategies to increase awareness and participation rates of program offerings
 - **Performance Metrics** – Annual review of strategies
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Develop a customer service manual and training program for full and part time staff
 - **Performance Metrics** – Annual review of manual and ongoing staff training
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining
 - **Performance Metrics** – Annual review and changes, as appropriate
 - **Status Update** - Commenced 2014: ongoing

1.8.7.2 MIDTERM ACTION ITEMS (4-5 YEARS)

- **Action Item:** If found feasible, commence development of an outdoor adventure activity park
 - **Performance Metrics** – If found feasible, undertake next steps for design / development
 - **Status Update** – To be determined after feasibility study
- **Action Item:** Create a plan to identify an additional dog park
 - **Performance Metrics** – Identify location for an additional dog park by 2017
 - **Status Update** - Completed as part of Council approved Poinsettia Community Park master plan update in 2014
- **Action Item:** Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system
 - **Performance Metrics** – Complete Trails Master Plan Update by December 2017
 - **Status Update** – Trails master plan out for stakeholder review - March 2015
- **Action Item:** Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad
 - **Performance Metrics** – Complete needs Assessment / master plan update by Dec. 2018
 - **Status Update** - 2018 completion

1.8.7.3 ONGOING ACTION ITEMS

- **Action Item:** Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community
 - **Performance Metrics** - Ongoing evaluation and expansion, as appropriate
 - **Status Update** - General Plan Update 2015 completion; park, facility, program and special event expansion ongoing
- **Action Item:** Continue transformation of organizational culture and pricing strategies based on updated service classification
 - **Performance Metrics** - Annual evaluation of service classification matrix and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations
 - **Performance Metrics** - Ongoing evaluation of service delivery standards and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)
 - **Performance Metrics** - Ongoing evaluation of performance metrics and update, as appropriate
 - **Status Update** - Developed additional performance measurements consistent with the City wide team; ongoing
- **Action Item:** Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities
 - **Performance Metrics** - Ongoing evaluation of marketing performance measures and update, as appropriate
 - **Status Update** – Ongoing
- **Action Item:** Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage
 - **Performance Metrics** - Annual lifecycle matrix review and update, as appropriate
 - **Status Update** - Ongoing

- **Action Item:** Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities
 - **Performance Metrics** - Ongoing evaluation of Alga Norte business model and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.
 - **Performance Metrics** - Annual review of program trends and modify offerings, as appropriate
 - **Status Update** - California State University (San Marcos) enrichment program analysis project completed 2014; ongoing
- **Action Item:** Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.
 - **Performance Metrics** - Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
 - **Status Update** – Ongoing

1.9 NEXT STEPS

The key to the successful implementation of the tasks in the Strategic Action Matrix lies in ongoing monitoring, evaluation and updates. It is important that the department conduct annual updates to the implementation plan to ensure they are on track to achieve the performance metrics outlined in the matrix. Additionally, sharing updates on progress internally and externally will ensure continued focus within the internal stakeholders and sustained buy-in from the external stakeholders to ensure the plan's long term success.

1.10 CONCLUSION

In summary, the department has done an excellent job in providing high quality parks and recreation offerings and meeting the community's expectations for world class experiences. This needs assessment and action plan outlines a community values driven approach that is realistic but ambitious. Success will require a partnership driven approach and a willingness to continue embracing an entrepreneurial mindset, all while keeping the community and its values in mind.

The five year plan provides staff with short term, midterm and ongoing recommendations for day to day operational tactics as well as two signature "ideas" that usher in an even higher level of customer experience and reinforce Carlsbad's place as a world class city that drives connectivity and enhances quality of life for its current and future residents.



CHAPTER TWO - COMMUNITY INPUT

There has been extensive public input and participation as part of this *Parks & Recreation Needs Assessment and Comprehensive Action Plan* process from Feb. to June 2013. PROS Consulting conducted 20 focus groups of residents and departmental staff, interviews with key stakeholders and community leaders and two open public meetings over a two day period. This interaction with over 200 individuals played an important part in establishing priorities for the future improvement and direction of management and planning for the department. In addition to the leadership interviews, focus groups, and community meetings, the public input process included a statistically reliable community needs assessment survey of residents.

2.1 INPUT OPPORTUNITIES

The qualitative data collected included multiple leadership interviews, focus groups and community meetings. A summary of the public input received is provided below.

Note: The findings listed below are solely the opinion of the individual attendees at these meetings and may not reflect the overall community, staff or the consultant's opinion.



- Stakeholder group interviews and focus groups were conducted to be representative, but not exhaustive of interests affecting parks & recreation in the City of Carlsbad. These sessions included:
 - Administration and leadership
 - Stakeholders
 - Users and non-users of the parks & recreation system
 - Parks, recreation, sports and trail user groups
 - Business and community leaders
 - Staff
- An online survey was conducted using www.surveymonkey.com

The quantitative input included the following:

- A community wide mail survey was conducted by Leisure Vision/ETC Institute and mailed to 1,600 Carlsbad residents. Data was gathered from users and non-users to help establish priorities for the future development and improvements of parks & recreation facilities in the City of Carlsbad. More than 325 surveys were completed by residents. The results of the random sample of 386 households have a 95 percent level of confidence with a margin of error of at least +/-5.4 percent.

2.2 GENERAL FINDINGS

2.2.1 STRENGTHS

Focus group responses indicate a high level of satisfaction among department stakeholders. Most of those people interviewed agree that the core strength of the department lies in its programming. The Parks & Recreation Department offers a wide variety of quality, multigenerational programs. These programs are considered to be affordable and provide a high level of return value for the user. Furthermore, the department communicates the program offerings effectively, with a solid marketing mix that incorporates traditional mediums combined with newer, more technologically advanced methods, such as online and social media.

Staff is a key departmental strength. Employees of the department are considered professional, knowledgeable, and friendly. Staff exhibits strong customer service skills, and users of the system perceive them as an asset to the department due to their willingness to listen and their ability to adapt to the needs of the community. Partnerships with entities such as Housing and Neighborhood Services, Library & Cultural Arts, and the area school districts are another strongpoint of the department. Collaborations with various partners have allowed the department to reach out to a broader audience and provide a more quality experience for users. Interview results depict the department as well structured, operating on sound business principles.

Results from stakeholder interviews identify the parks and facilities as strength of the department. Many consider the parks and facilities to be well maintained and aesthetically pleasing. The community garden, Leo Carrillo Ranch Historic Park, and Poinsettia Park are among the most well received parks within the system. The Leo Carrillo Ranch has been cited by many as having great events that incorporate revenue enhancing mechanisms which could be further developed and expanded throughout other parks and facilities within the system. There are also high hopes for the current construction of Alga Norte Park, and many interviewees believe the park will be a future gem of the city park system.

2.2.2 OPPORTUNITIES

Focus group interview results suggest there are many opportunities for the department to improve the quality of life for area residents by engaging the local communities in and around the City of Carlsbad. The department has the unique ability to bring a variety of individuals together as a community, and should play an important role in unifying the community through community based special events and offerings that aim to introduce and educate residents on the various cultures that are present in the city.

The department must also play a vital role in educating the community on the cultural and natural history of the City of Carlsbad, and take initiatives in preserving the rich history of the area for many generations to come.

Interviewees feel there needs to be a concentrated effort on improving the existing marketing plan for the department. Many residents are not informed about the types of park and facilities, as well as departmental offerings. A better approach in reaching out to the users of the system will increase awareness and produce higher levels of involvement.

Strong opportunities also exist in improving the quality and quantity of parks and facilities within the city. Interview responses indicate a need for more youth athletic fields overall and additional gym space and multigenerational indoor recreation space. In addition to adding new sites and further developing existing ones, the department could better meet the demand for more athletic fields and gym space by collaborating with schools and other organizations with recreational facilities to improve space utilization through joint use agreements. Also, the department needs to develop a better scheduling process for field allocations that are fair and provide equal opportunity for all users. Interviewees suggest that there is also a need to diversify the facilities in the system and develop more multiuse, multigenerational facilities. Existing facility designs are considered plain, and the general public would like to see more creativity and ingenuity in future developments. Focus groups indicate opportunities in continuing to improve existing facilities at Pine Park and Poinsettia Park. Desired amenities among residents include dog parks, more community gardens, skate parks, disc golf, and pickleball courts.

Interview responses also point to program offerings as an area of opportunity. Current programming is considered outdated, and many suggest an expanded curriculum with a wider variety of programs could improve participation and overall satisfaction for user of the system. A thorough evaluation of current programming paired with the desired needs and demographic characteristics will be crucial in developing programming that adequately serves the local population. There is a strong need for more programs for active adults and seniors. Interviewees also recommend more nontraditional, innovative programming, such as outdoor recreation, adventure programming, and environmental education.

Other existing opportunities involve partnerships, revenues, and sources of funding. Many of the focus group responses expressed a desire for the Parks & Recreation Department to develop new partnerships, and strengthen any existing ones. Teaming up with organizations such as the YMCA and Boys and Girls Club could alleviate the shortage of ball fields and gym space through joint use agreements. More partnerships with the healthcare industry could be valuable in promoting a healthier, active lifestyle for system users. The parks & recreation department is also lacking corporate partnerships, which could be a strong source of funding through sponsorships and naming rights to departmental programs, facilities, and parks. The department could also benefit from exploring more nontraditional sources of funding, such as grant writing, sponsorships, naming rights, crowd funding, etc.

2.2.3 ONE THING

Responses from interviews reveal that the most common desired outcome is for the plan to be well thought out and for it to set the department in the right direction moving into the future. The updated plan must identify community needs and the changing population trends. Proper planning should maximize resources and tackle the department’s current inability to keep up with demand for field space. The department needs to be on the cutting edge and identify innovative practices from other successful departments outside of the city in order to stay relevant with users of the system.

Department stakeholders also agree that the system must be financially sustainable. Through this process, the department needs to explore new and existing partnerships to create more sources of funding, which would limit the need for outsourcing in the future. The plan should also play an important role in developing staff to enhance customer service throughout the department. The plan must establish optimal staffing levels and create a more effective workforce by incorporating a successful training program that provides strong principles and allows more potential for employees through improved communication and cross training.

Interviewees expressed a strong need to address the amount and types of facilities in the system. This process should identify what facilities need to be built, and how to improve existing ones. There is a demand for more multiuse, multigenerational facilities throughout the city. Many feel that the active adults and seniors are underserved by existing amenities and facilities, and this process should aim to satisfy the demand. Others feel there should be more community gardens spread across the city, and that there is an opportunity to introduce community gardens to a younger audience. Based on interview responses, other amenities and facilities of interest include a world class aquatic facility, pickleball courts, BMX park, disc golf, and horseshoe pits.



2.3 SURVEY RESULTS

2.3.1 OVERVIEW OF THE METHODOLOGY

Leisure Vision conducted a parks & recreation needs assessment survey on behalf of the City of Carlsbad that was completed in June 2013. The purpose of the survey was to help determine park & recreation priorities for the community. The survey was designed to obtain statistically reliable results from households throughout the City of Carlsbad. The survey was administered by a combination of mail and phone. The survey results are meant to provide a statistically reliable look into the community's attitude and perceptions with respect to parks & recreation wants and needs **at a specific point in time**. These attitude and perceptions extend to facility and programs, willingness to support undertaking certain actions to grow and enhance the system and even preferred means of communication.

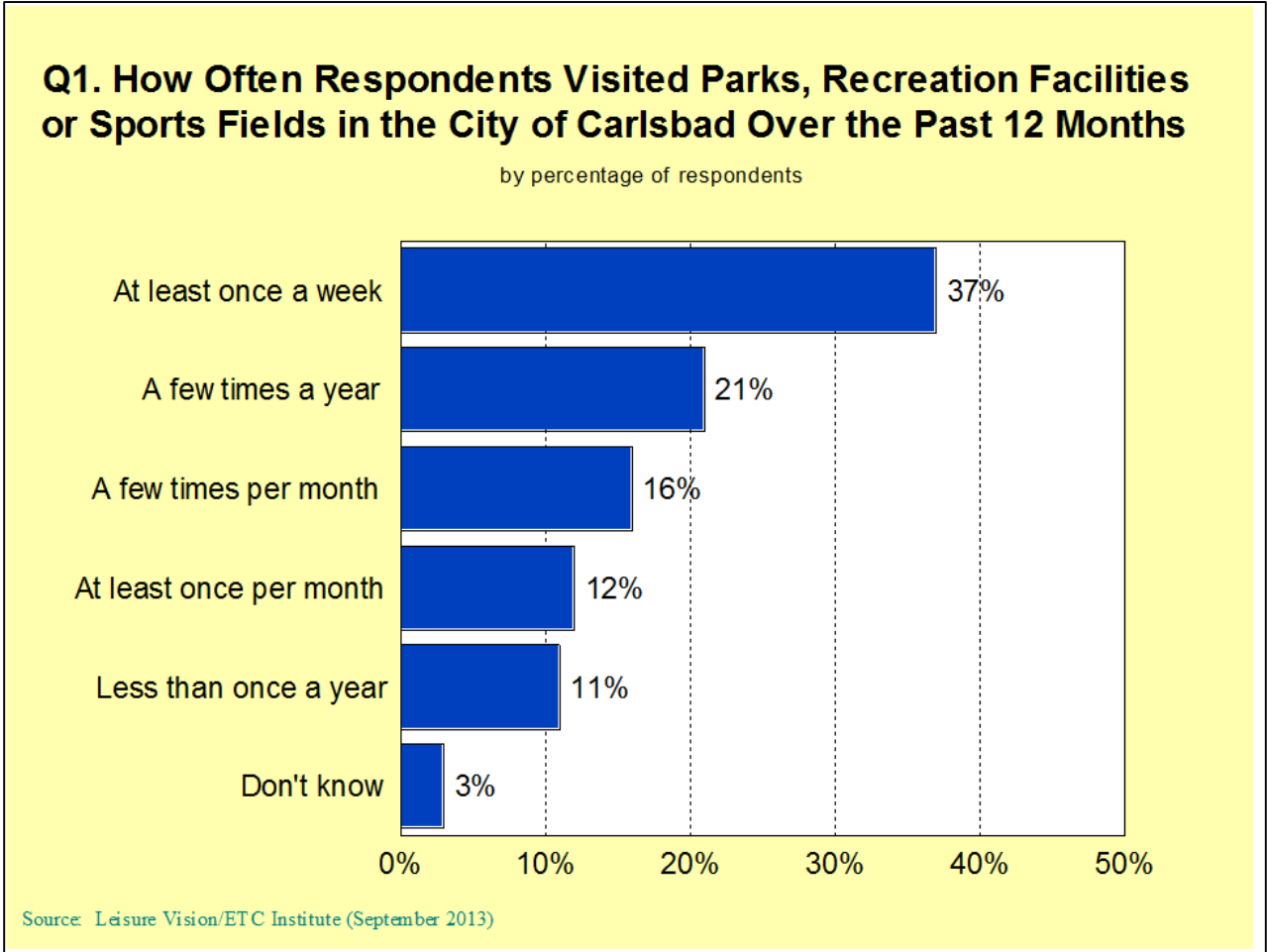
Leisure Vision worked extensively with city staff, as well members of the PROS Consulting project team, in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

A seven page survey was mailed to 1600 households throughout the city. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message reminder encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision representatives began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 325 completed surveys. This goal was far exceeded, with a total of 386 surveys having been completed. The level of confidence is 95 percent with a margin of error of +/- 5.4 percent. The following pages summarize major survey findings.

2.3.2 VISITATION OF CARLSBAD PARKS, FACILITIES, OR SPORTS FIELDS

Thirty-seven percent of respondents stated that they visited parks, recreation facilities or sports fields at least once a week over the past 12 months. Twenty-one percent of respondents stated that they visited the parks, facilities and fields a few times this past year. Sixteen percent of respondents stated that they visited the City of Carlsbad parks, recreation facilities and sports fields a few times per month.

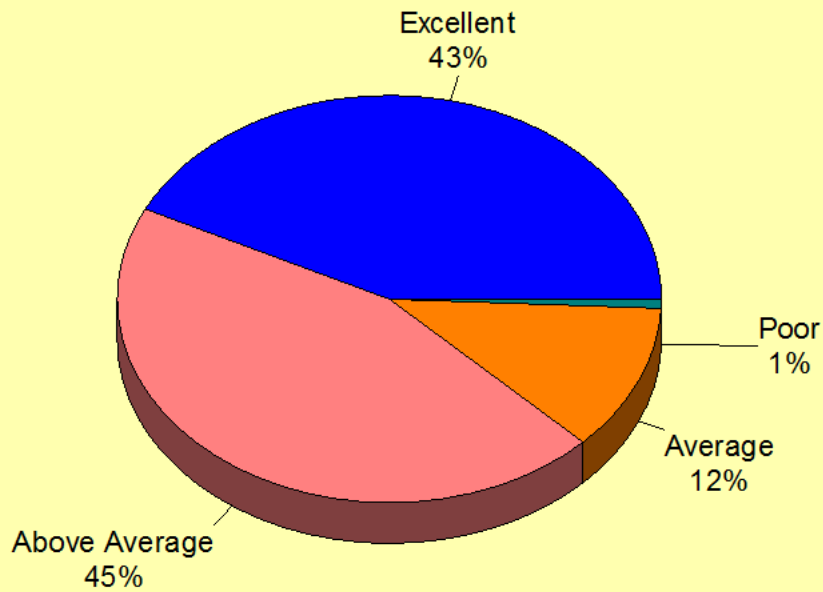


2.3.3 RATE OF QUALITY OF PROGRAMS OFFERED BY CITY OF CARLSBAD PARKS & RECREATION DEPARTMENT

Thirty-seven percent of respondents participated in programs over the past 12 months. Of those 37 percent of respondents who participated in programs, 43 percent rated the overall quality as being “excellent” and 45 percent rated them as being “above average”.

Q3. How Would You Rate the Overall Quality of Programs Your Household Has Participated in Over the Past 12 Months?

by percentage of respondents



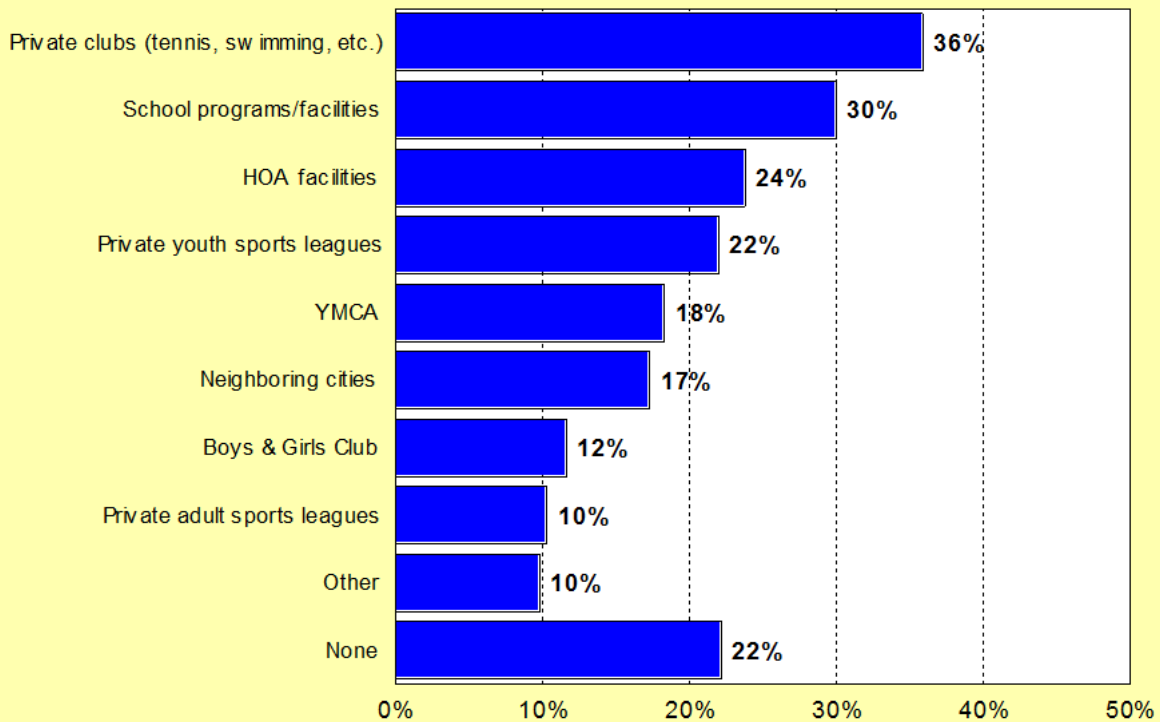
Source: Leisure Vision/ETC Institute (September 2013)

2.3.4 ORGANIZATIONS USED FOR INDOOR AND OUTDOOR RECREATION AND SPORTS ACTIVITIES

Thirty-six percent of respondents used private clubs for their indoor or outdoor recreation or sports activities over the past 12 months. Other organizations respondents used for indoor and outdoor recreation and sports activities include: school programs 30 percent, homeowners’ association facilities 24 percent, and private youth sports leagues 22 percent.

Q4. Organizations That Respondents Have Used for Indoor and Outdoor Recreation and Sports Activities During the Past 12 Months

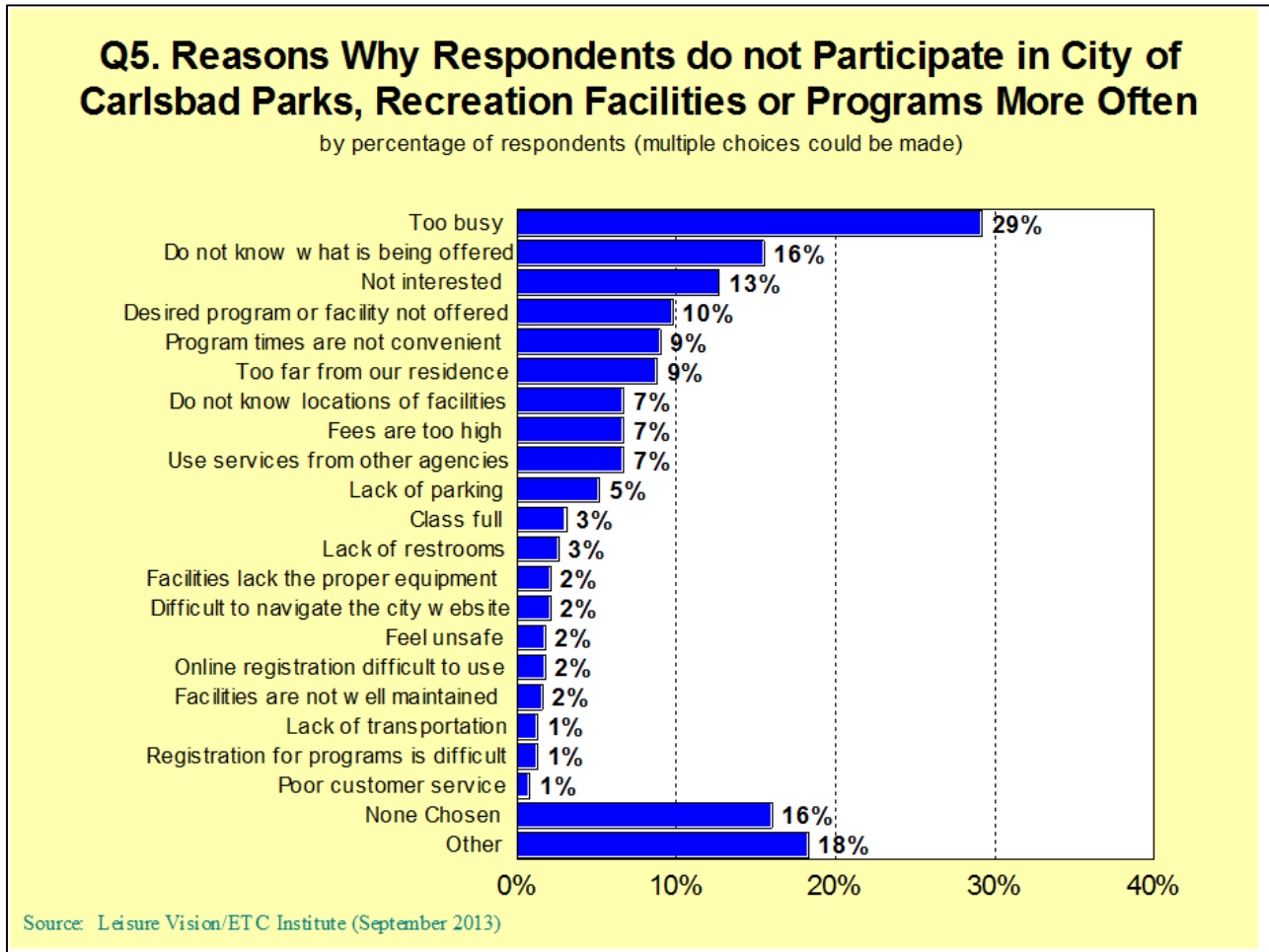
by percentage of respondents (excluding “none chosen”)



Source: Leisure Vision/ETC Institute (September 2013)

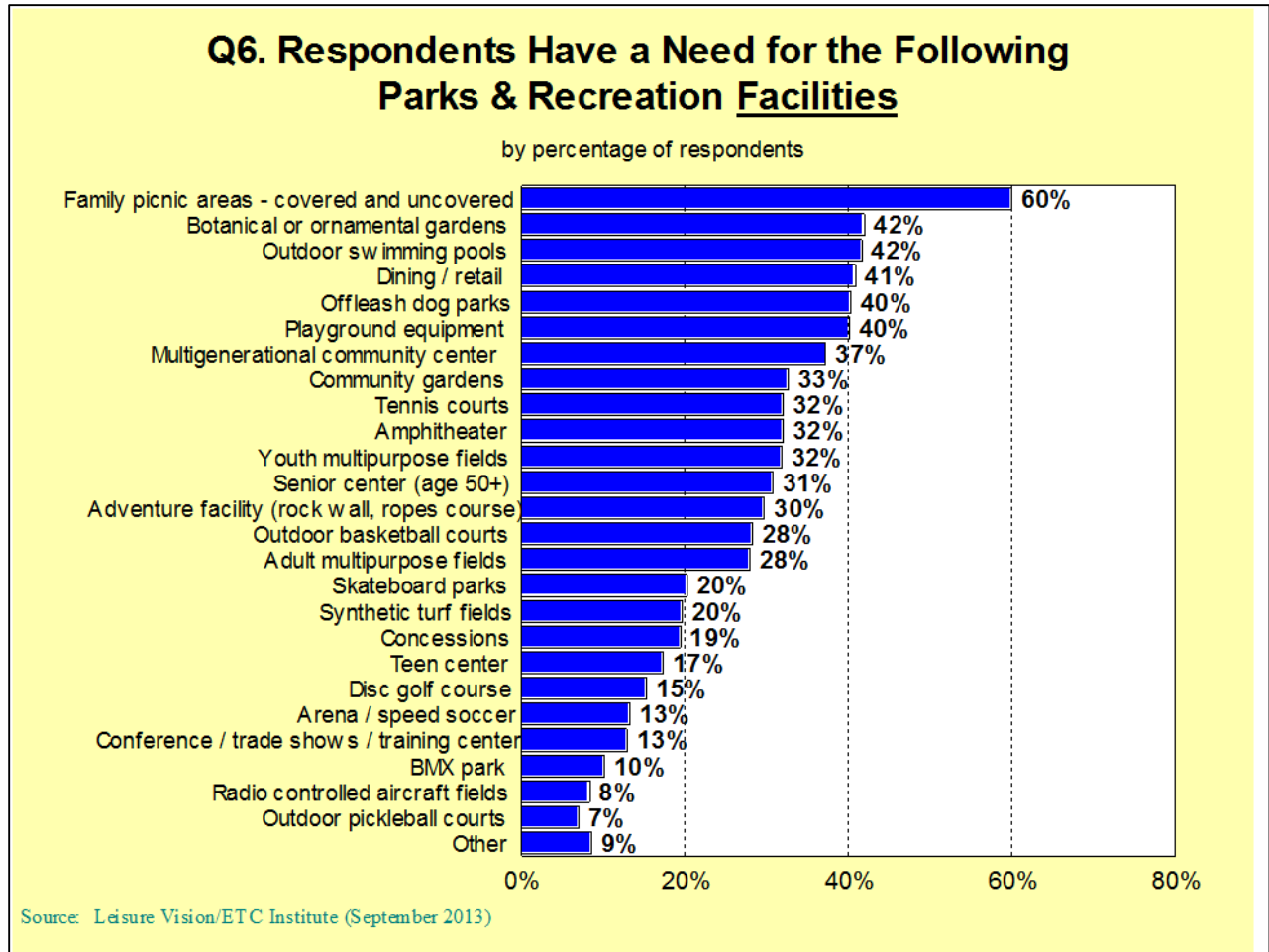
2.3.5 REASONS PREVENTING THE USE OF PARKS, FACILITIES OR PROGRAMS MORE OFTEN

Twenty-nine percent of respondents stated that they do not participate in City of Carlsbad parks, recreation facilities or programs more often because they are too busy. Sixteen percent of respondents do not participate because they do not know what is being offered. Thirteen percent of respondents are simply not interested.



2.3.6 NEED FOR PARKS & RECREATION FACILITIES IN CARLSBAD

Sixty percent of respondents indicated they have a need for family picnic areas, both covered and uncovered. Forty-two percent of respondents have a need for botanical or ornament gardens. Other needs include: outdoor swimming pools 42 percent, dining/retail 41 percent, off leash dog parks 40 percent and playground equipment 40 percent.

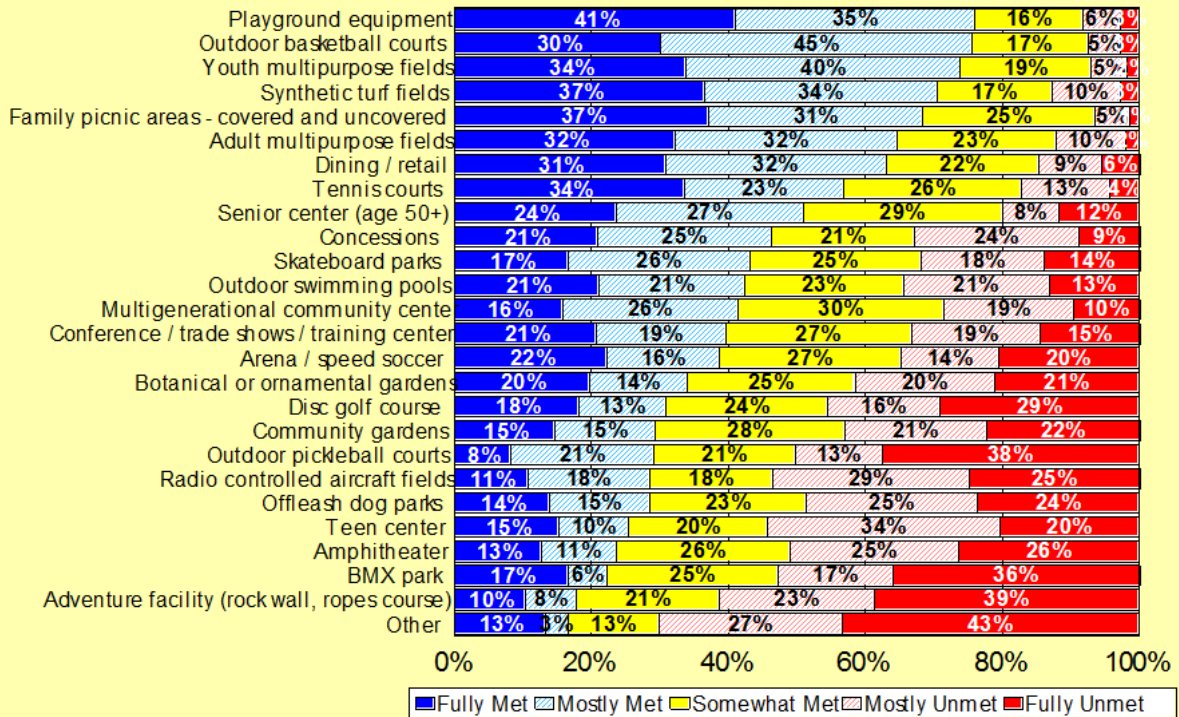


2.3.7 HOW WELL PARKS & RECREATION FACILITIES MEET NEEDS

Seventy-six percent of respondents who have a need for playground equipment is either “fully met” 41 percent or “mostly met” 35 percent. Similar met needs include: outdoor basketball courts 75 percent, youth multipurpose fields 74 percent and synthetic turf fields 71 percent.

Q6a. How Well City of Carlsbad Parks & Recreation Department Facilities Meet the Needs of Respondent Households

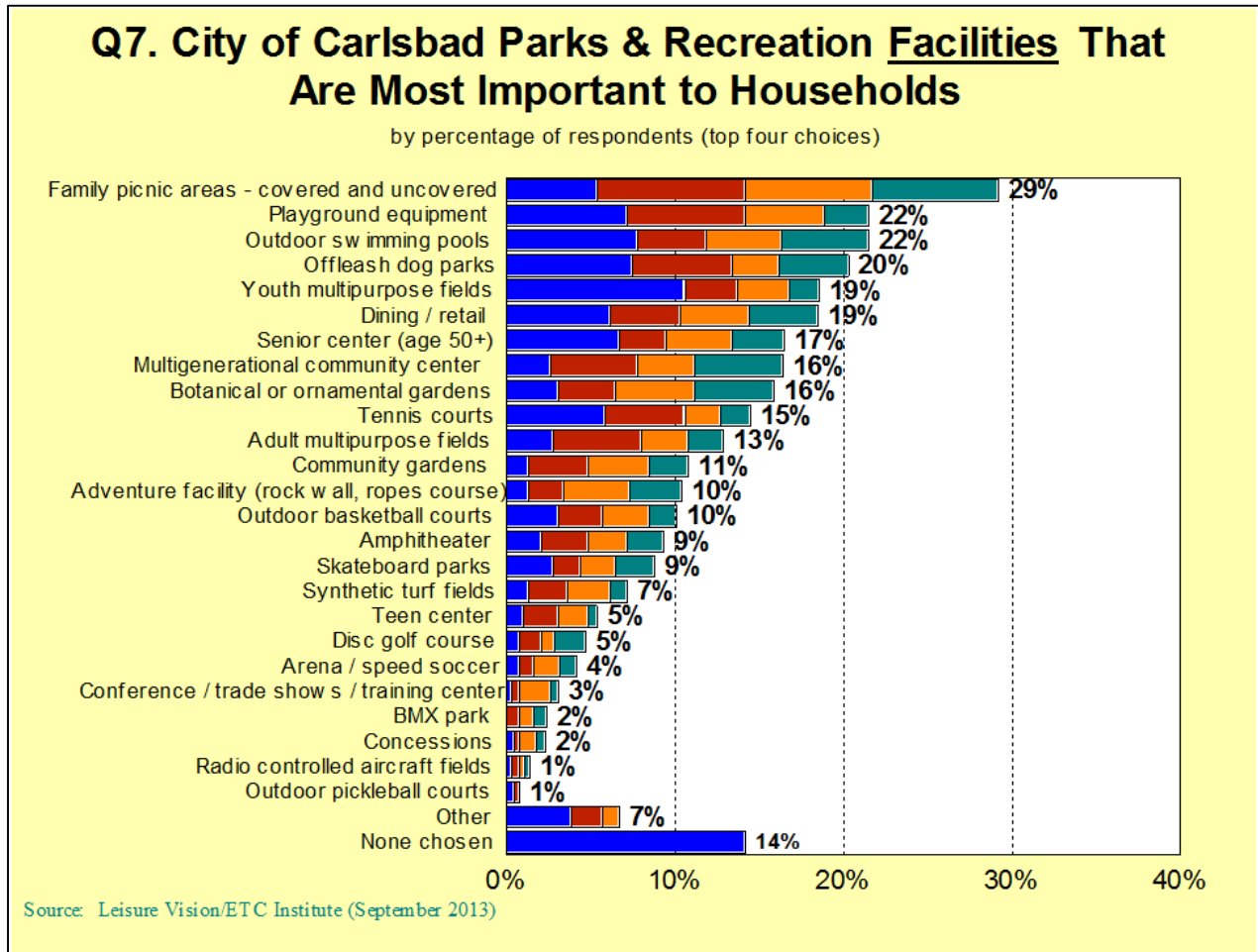
by percentage of respondents (w ith a need for facilities)



Source: Leisure Vision/ETC Institute (September 2013)

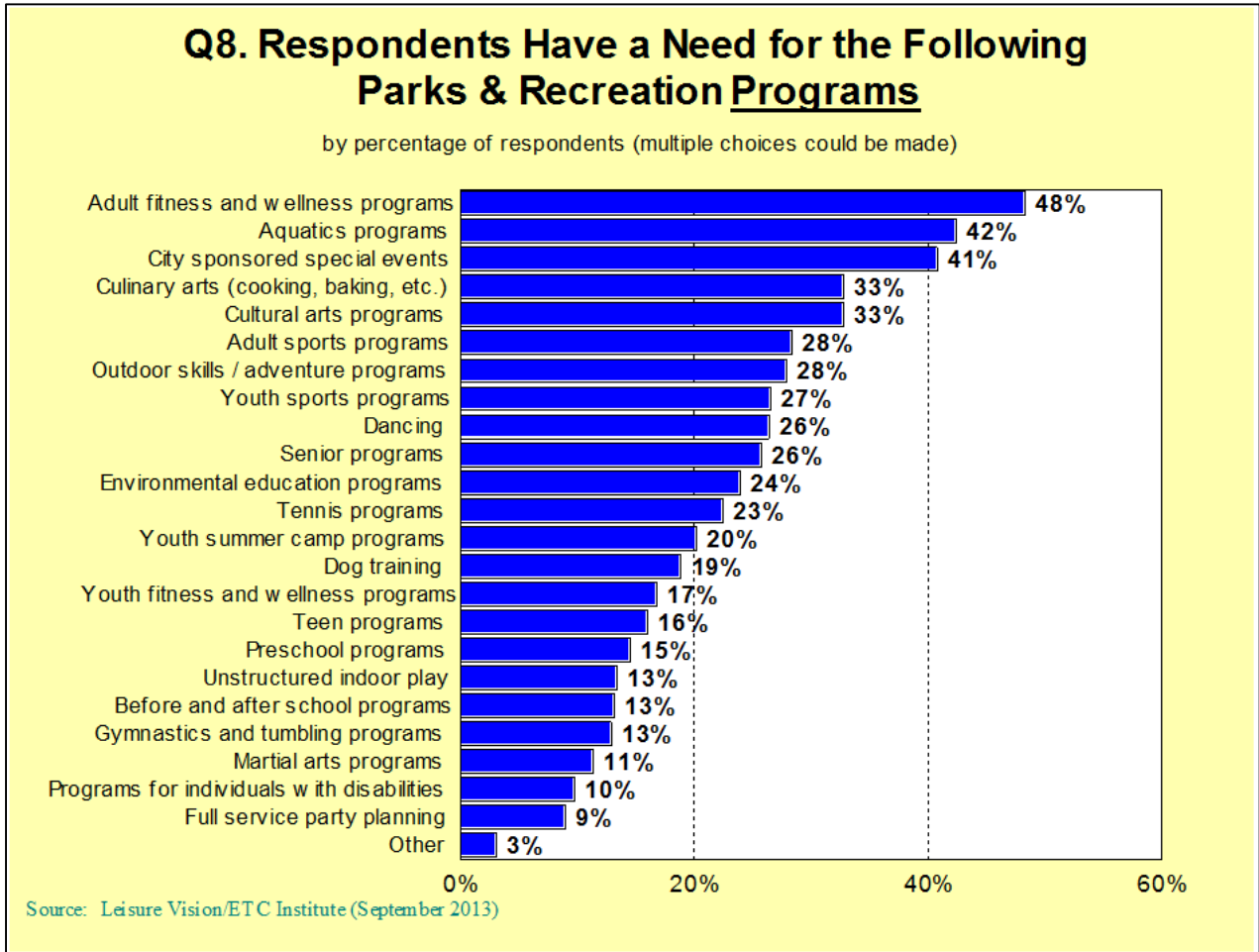
2.3.8 MOST IMPORTANT PARKS & RECREATION FACILITIES

Based on the sum of respondents' top four choices, the most important facility to households is family picnic areas, both covered and uncovered 29 percent. Other important facilities to households include: playground equipment 22 percent, outdoor swimming pools 22 percent, and off leash dog parks 20 percent.



2.3.9 NEED FOR PARKS & RECREATION PROGRAMS IN CARLSBAD

Forty-eight percent of respondents have a need for adult fitness and wellness programs. Forty-two percent of respondents have a need for aquatics programs. Forty-one percent of respondents have a need for city sponsored special events.

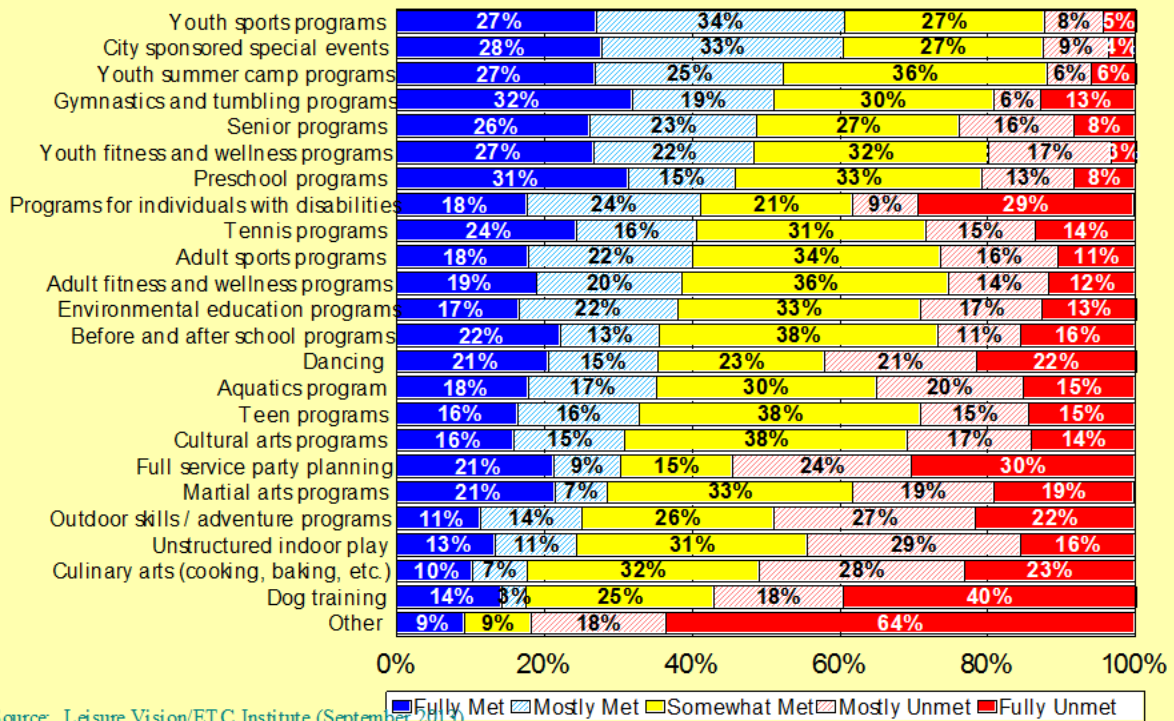


2.3.10 HOW WELL RECREATION PROGRAMS MEET NEEDS

Sixty-one percent of respondents with a need for youth sports programs is either being “fully met” 27 percent or “mostly met” 34 percent. Similar met needs include: city sponsored special events 61 percent, youth summer camp programs 52 percent and gymnastics and tumbling programs 51 percent.

Q8a. How Well Parks & Recreation Programs Offered by the City of Carlsbad Meet the Needs of Respondent Households

by percentage of respondents (with a need for facilities)



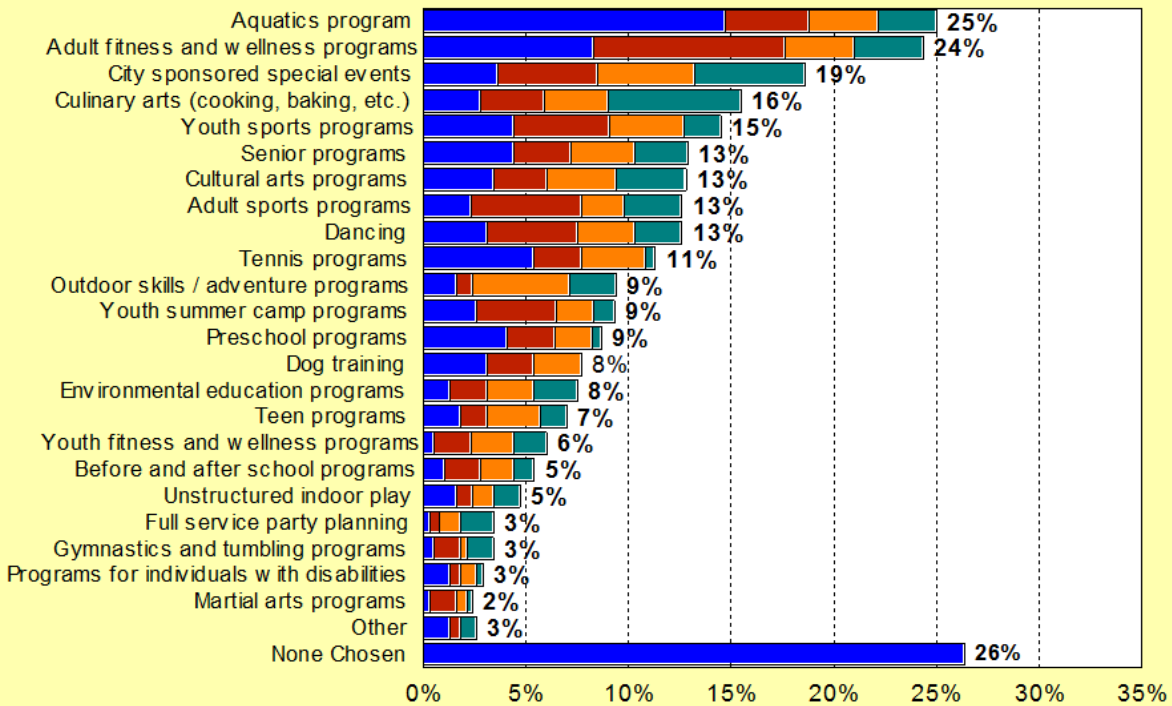
Source: Leisure Vision/ETC Institute (September 2013)

2.3.11 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of respondents' top four choices, the most important program that is offered by the department is the aquatics program, 25 percent. Other important programs to respondent households include: adult fitness and wellness programs 24 percent, and city sponsored special events 19 percent.

Q9. Programs Offered by the City of Carlsbad Parks & Recreation Department That Are Most Important to Respondent Households

by percentage of respondents (top four choices)



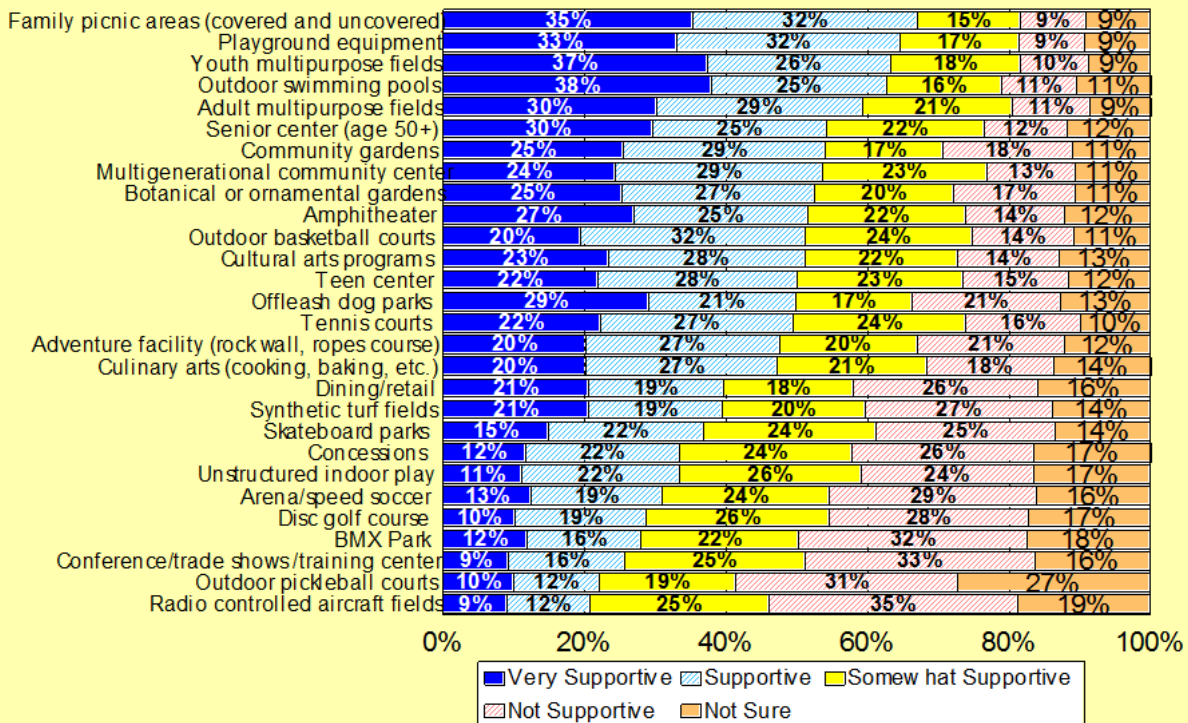
Source: Leisure Vision/ETC Institute (September 2013)

2.3.12 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Sixty-seven percent of respondents are either “very supportive,” or “supportive,” 35 percent for the department to improve and expand family picnic areas (covered and uncovered). Similar support from respondents to improve and expand parks & recreation facilities include: playground equipment 65 percent, youth multipurpose fields 63 percent, and outdoor swimming pools 63 percent.

Q10. Level of Support Respondents Give to Improve and Expand Parks & Recreation Facilities

by percentage of respondents (excluding "don't know " responses)



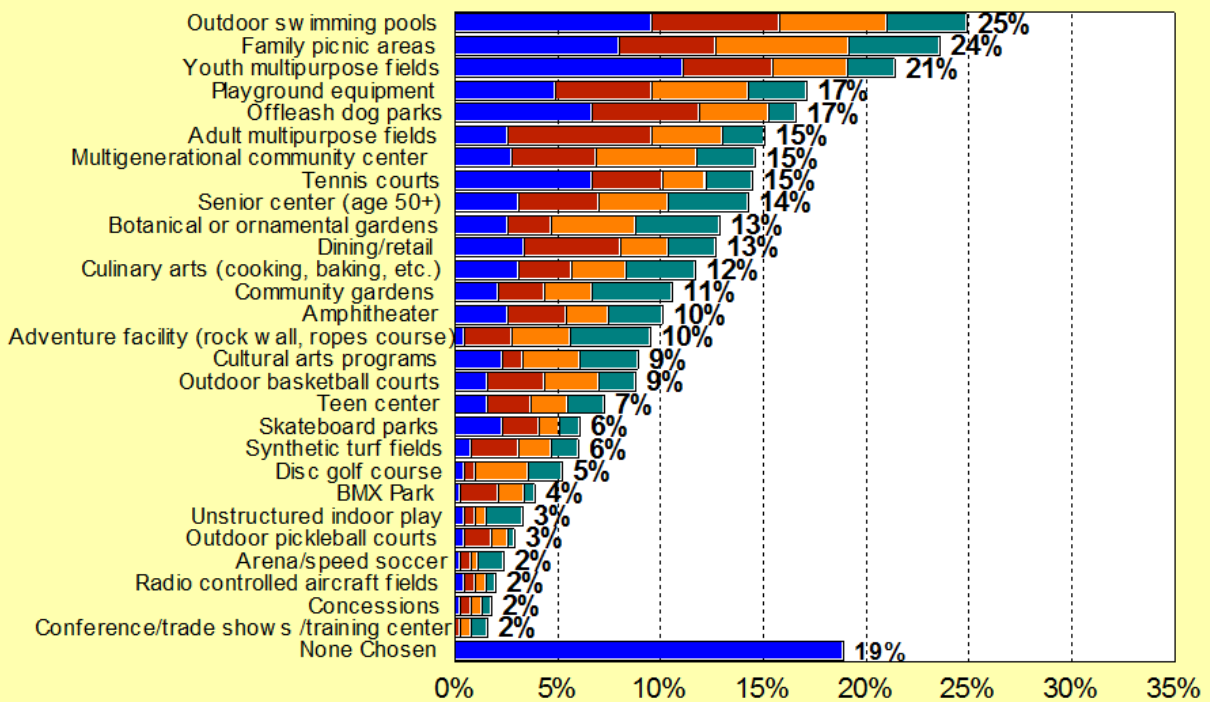
Source: Leisure Vision/ETC Institute (September 2013)

2.3.13 MOST IMPORTANT ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Based on the sum of respondents' top four choices, the most important action that the department could take is with outdoor swimming pools (25 percent). Other important actions that the city could take include: family picnic areas 24 percent, youth multipurpose fields 21 percent, playground equipment 17 percent, and off leash dog parks 17 percent.

Q11. Actions That Are Most Important to Respondent Households

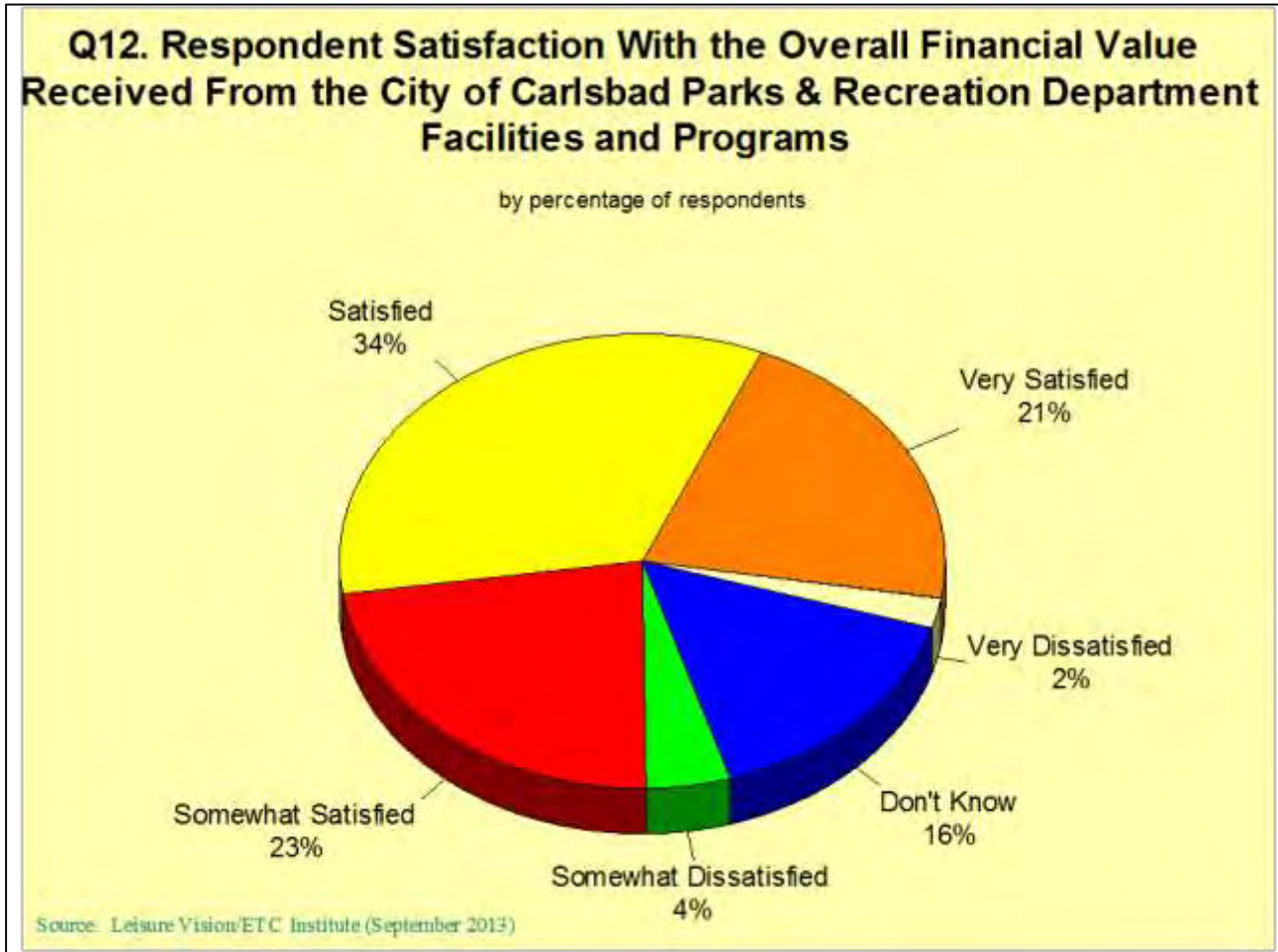
by percentage of respondents (based on top four choices)



Source: Leisure Vision/ETC Institute (September 2013)

2.3.14 LEVEL OF SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM CITY RECREATION FACILITIES AND PROGRAMS

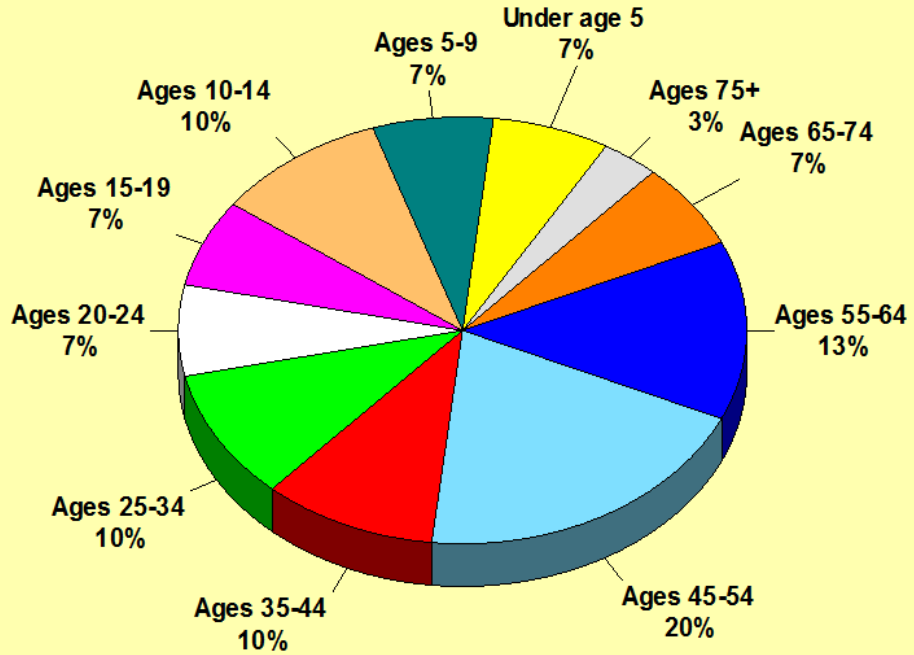
Thirty-four percent of respondents were “satisfied” with the overall financial value they receive from the department. Twenty-three percent of respondents stated that they were “somewhat satisfied” with the overall financial value, and 21 percent of respondents stated that they were “very satisfied” with the overall financial value they receive from the department.



2.3.15 DEMOGRAPHICS

Q13. Demographics: Ages of People in Household

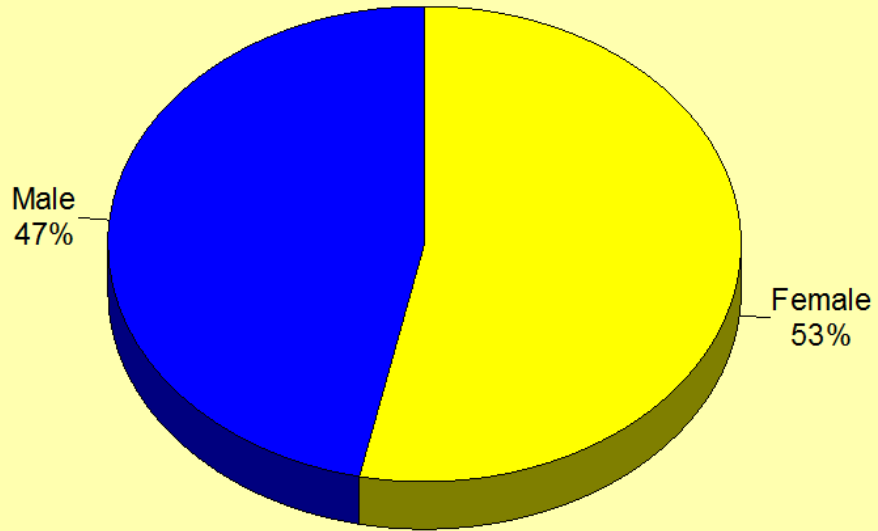
by percentage of (household occupants)



Source: Leisure Vision/ETC Institute (September 2013)

Q14. Demographics: Gender

by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q15. Demographics: Age of Respondents

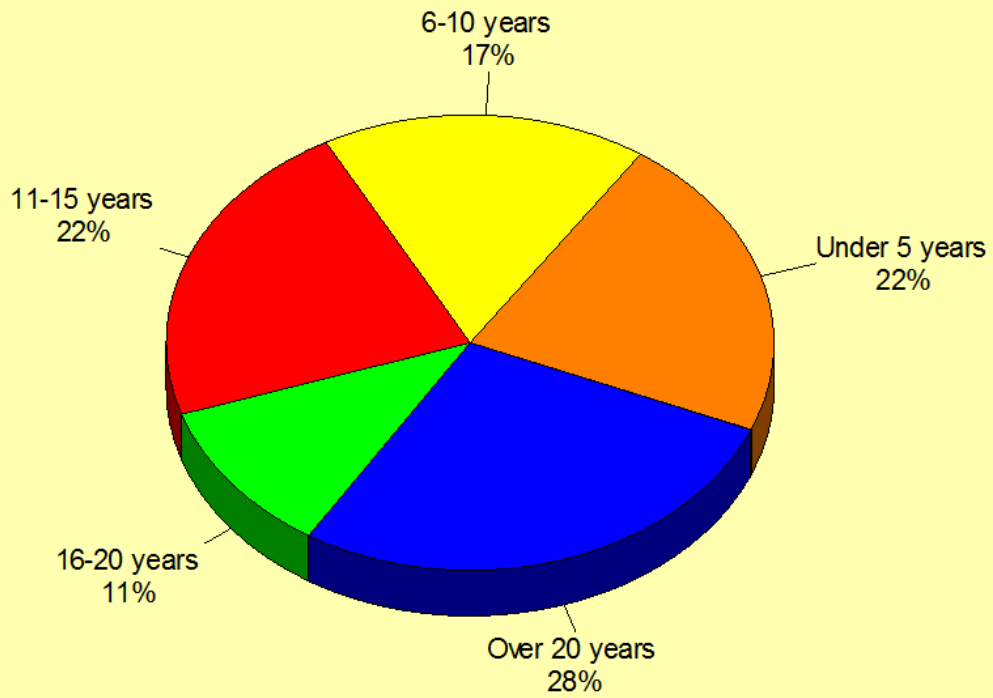
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q16. Demographics: Number of Years Lived in the City of Carlsbad

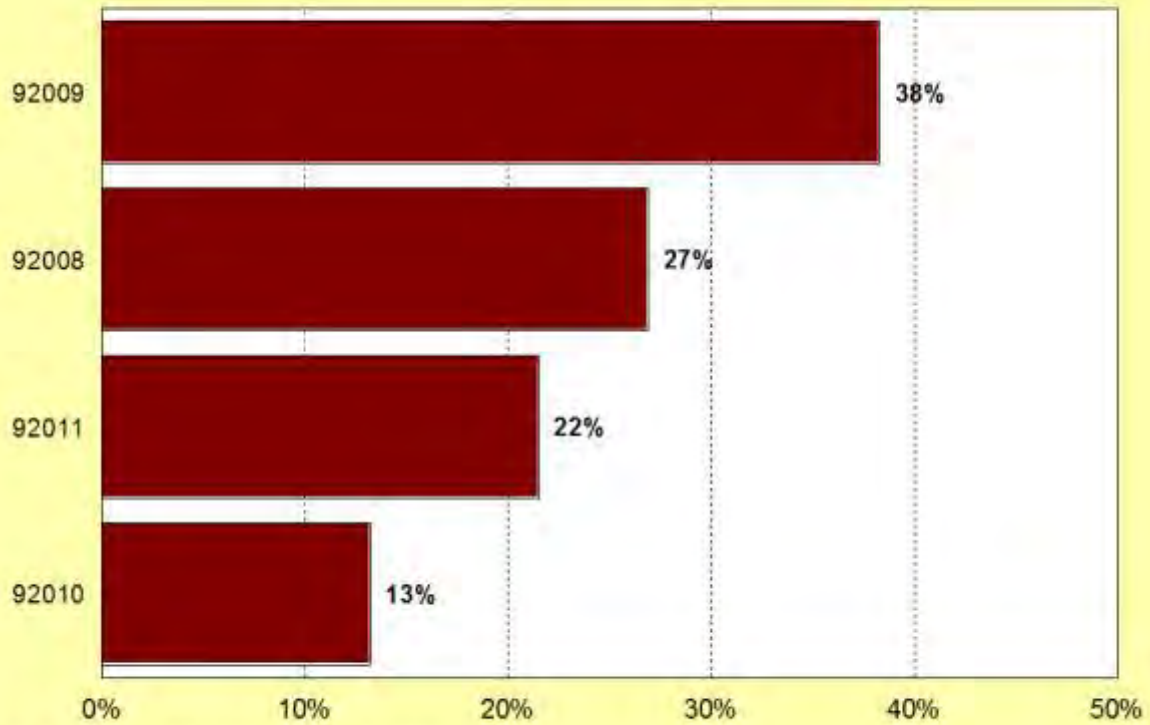
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2013)

Q17. Demographics: Respondents Zip Codes

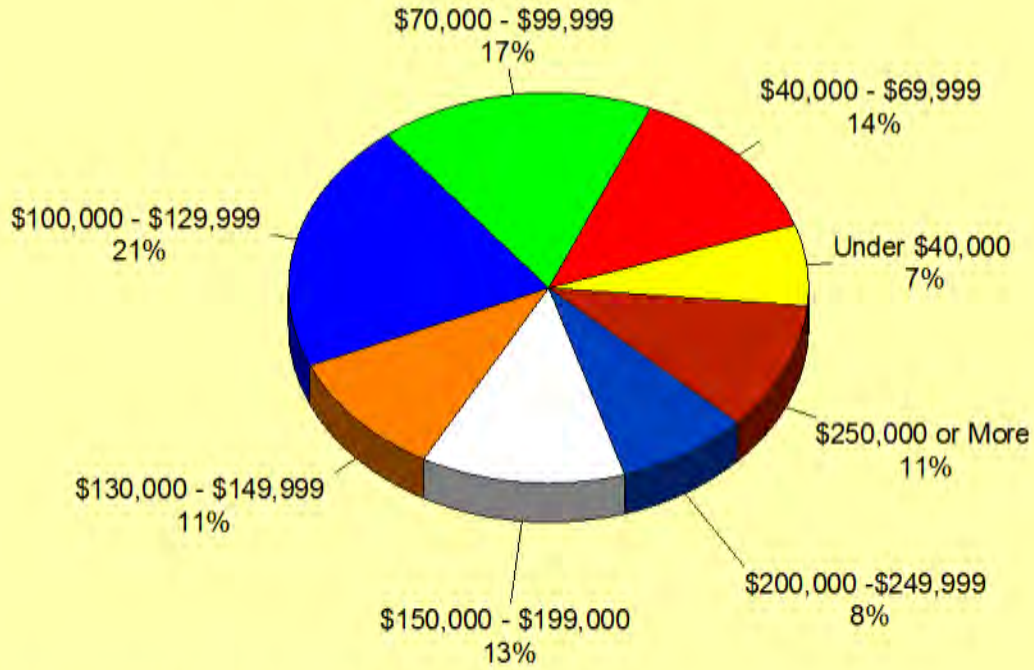
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (September 2013)

Q18. Demographics: Household Income

by percentage of respondents (w ithout "not provided")



Source: Leisure Vision/ET C Institute (September 2013)



CHAPTER THREE - COMMUNITY PROFILE

The demographic analysis provides an understanding of the population within the City of Carlsbad. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns; unforeseen circumstances during or after the time of the projections could have a significant bearing on the reliability of the final projections.

3.1 DEMOGRAPHIC OVERVIEW

The total population of the City of Carlsbad substantially increased approximately 34.6 percent from 78,247 in 2000 to 105,328 in 2010. The current estimated population for 2013 is 106,895 and it is projected to grow to 118,241 in 2018.

According to the U.S. Census reports, the total number of households in the target area grew by a staggering 31.2 percent, from 31,521 in 2000 to 41,345 in 2010. The City is estimated to have 42,082 households in 2012, and is expected to grow to 44,087 households by 2018.

The target area's median household income (\$94,436) and per capita income (\$44,732) are well above both California state and national averages.

Based on the 2010 Census, the population of the City of Carlsbad is older (40.5 years) than the median age of the U.S. (37.2 years). Projections show that by 2017 the target area will continue to slowly age, with the 55+ group being the only age segment experiencing a growing trend, representing nearly 30 percent of the total population.

The gender balance of the city's residents is slightly skewed towards females (50.9 percent), which represent 54,636 of the estimated 2012 population.

The estimated 2013 population of the service area is mostly White alone (82.12 percent). The Asian category is estimated to represent 7.32 percent of the current population, and has the most significant representation among minorities within the city. From 2000 to 2010, the City of Carlsbad's racial composition was relatively unchanged, with the White alone category decreasing from 86.55 percent to 82.79 percent, and the Asian group increasing from 4.24 percent to 7.08 percent. Future projections show that by 2017 the city will remain limited in its diversity, and continue to be predominately White alone (80.96 percent), with the Asian category representing 8.09 percent of the total population. People of Hispanic ethnicity comprise a significant portion of the population, representing 13.96 percent of the current 2012 estimate and expected to grow to 15.78 percent of the total population by 2017.

3.1.1 METHODOLOGY

A variety of demographic data for the analysis was obtained from the San Diego Association of Governments (SANDAG), U.S. Census Bureau, and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2013 and reflects actual numbers as reported in the 2000 and 2010 Censuses, and estimates for 2013 and 2018 as obtained from the City of Carlsbad were based on the Planning Department’s projections. The geographic boundary of the City of Carlsbad was utilized as the demographic analysis boundary shown in **Figure 1**.

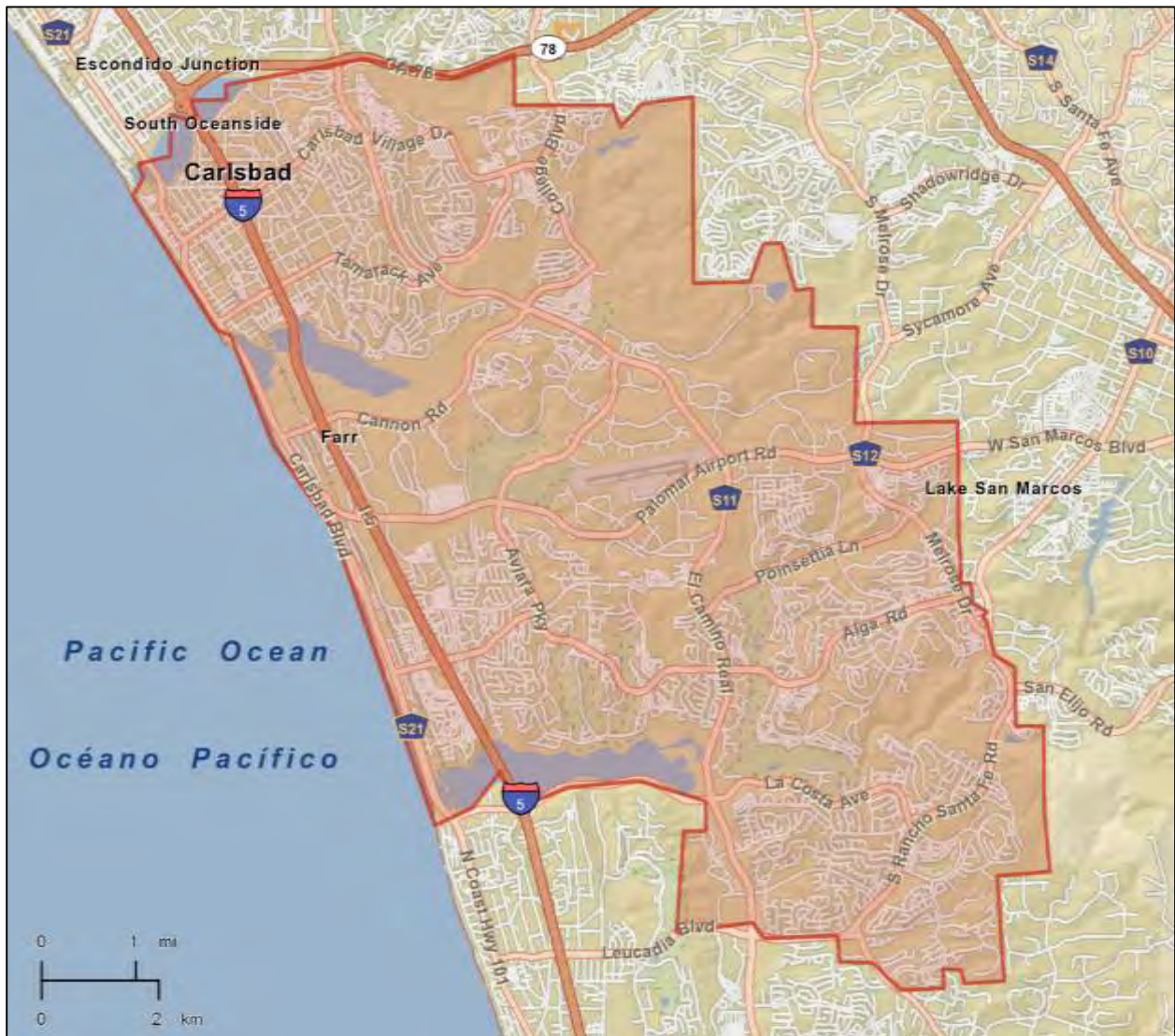


Figure 1-City of Carlsbad Boundaries

3.1.2 RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race



3.2 CITY OF CARLSBAD POPULACE

3.2.1 POPULATION

The City of Carlsbad has undergone rapid growth in recent years. From 2000 to 2010, the city’s total population experienced a sizeable increase of 34.6 percent or a growth rate of nearly 3.5 percent. This is well above national growth averages which were just over one percent annually. Projecting ahead, the City of Carlsbad is expected to continue to grow over the next five years. Based on predictions through 2018, the city is expected to have approximately 118,241 residents living within 44,087 households.

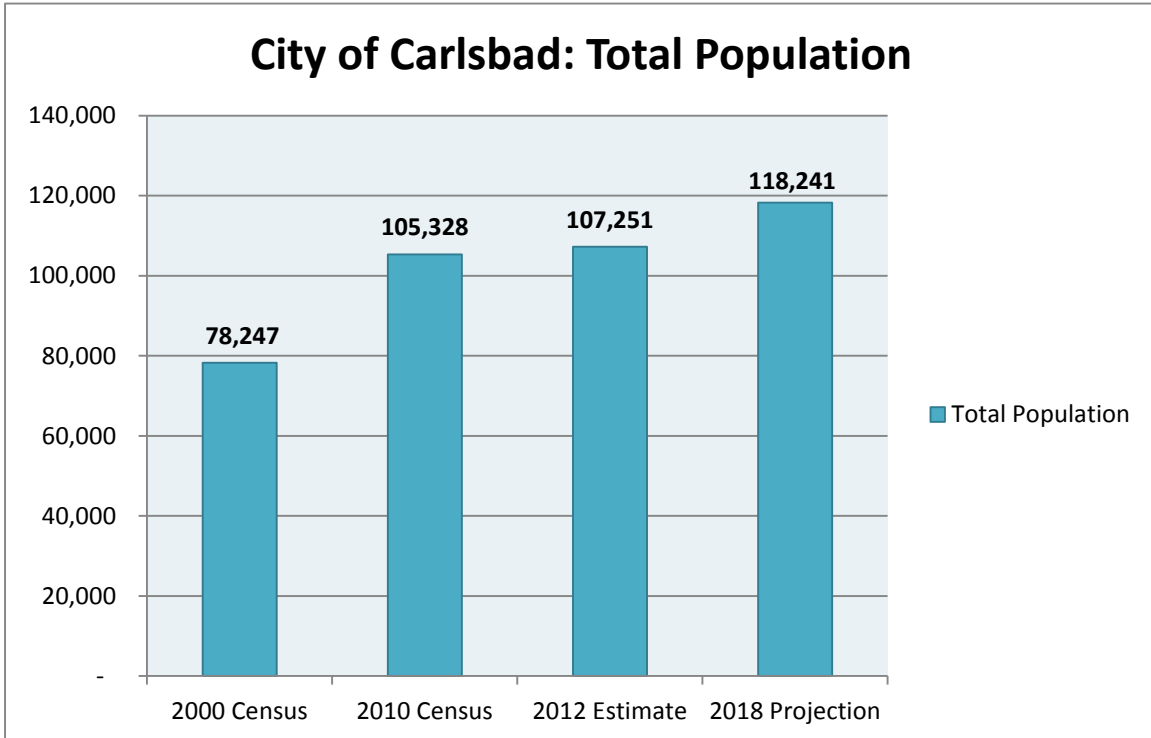


Figure 2 - Total Population

3.2.2 AGE SEGMENT

Evaluating the distribution by age segments, the City of Carlsbad is somewhat balanced between youth, young adult, family, and senior populations. In 2010, the highest segment by population is the 35-54 age group representing 31.3 percent, and the lowest is the 18-34 segment which constitutes 18 percent of the population.

The overall composition of the population for the City of Carlsbad is projected to gradually age. The Census results from 2000 and 2010 show decreases in the 18-34 (from 19.5 percent to 18 percent) and 35-54 (from 34.5 percent to 31.3 percent) populations, while the <18 group recognized a minimal increase from 23.3 percent to 24.1 percent. In the 10 year period between Censuses, the largest shift was in the 55+ segment, which jumped from 22.6 percent in 2000 to 26.6 percent in 2010. Projections for 2017 show that each age segment, except the 55+ group, will experience small decreases in size as compared to the population as a whole. The 55+ segment is expected to gradually grow to be the largest age segment representing approximately 29.7 percent of the population by 2017. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group.

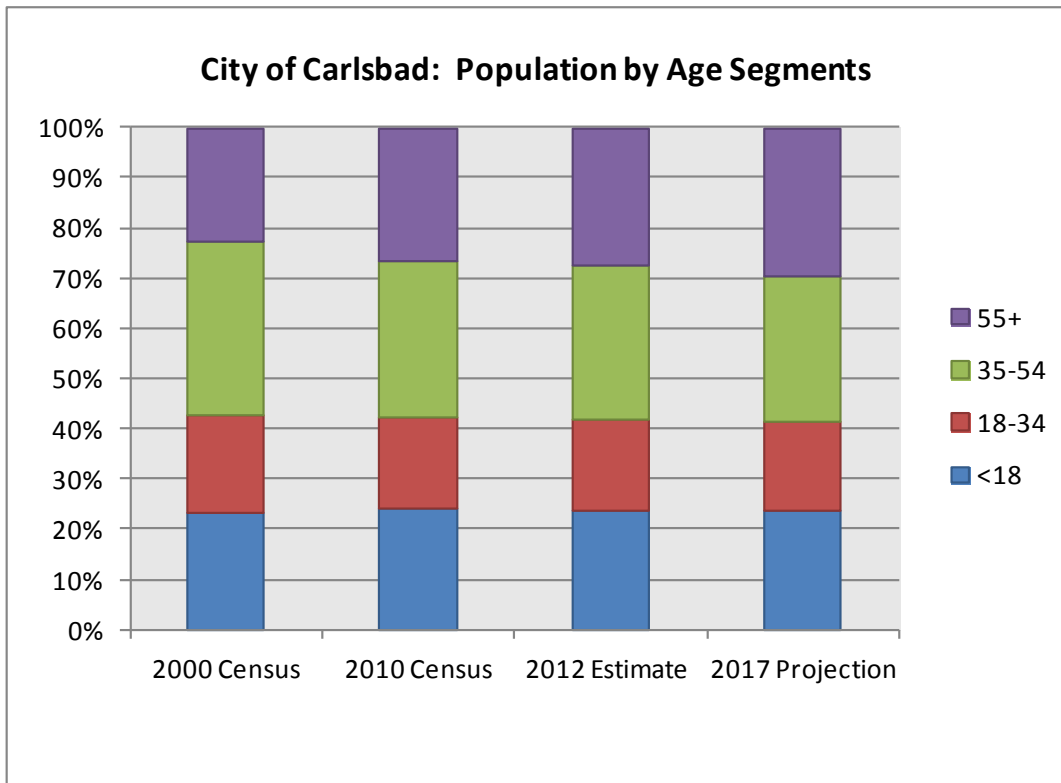


Figure 3-Population Age by Segments

3.2.3 RACE AND ETHNICITY

In analyzing race and ethnicity, the City of Carlsbad is very limited in diversity. The 2012 estimate shows that the majority of the population falls into the White only (82.12 percent) category. The Asian group is the minority with the most notable representation within the City of Carlsbad, comprising 7.32 percent of current population based on 2012 estimates.

In the time between Censuses of 2000 and 2010, the City of Carlsbad recognized little diversification as the White Only category reduced slightly from 86.55 percent to 82.79 percent, while the Asian minority grew from 4.24 percent to 7.08 percent. The Hispanic ethnic distinction exhibits notable growth, representing 13.96 percent of the population in 2012 and expected to grow to 15.78 percent of the total population by 2017.

Predictions for 2017 expect the City of Carlsbad to remain predominately White alone (80.96 percent), while the Asian (8.09 percent) and Hispanic (15.78 percent) populations will continue to slowly grow. (Figure 4 and Figure 5.)

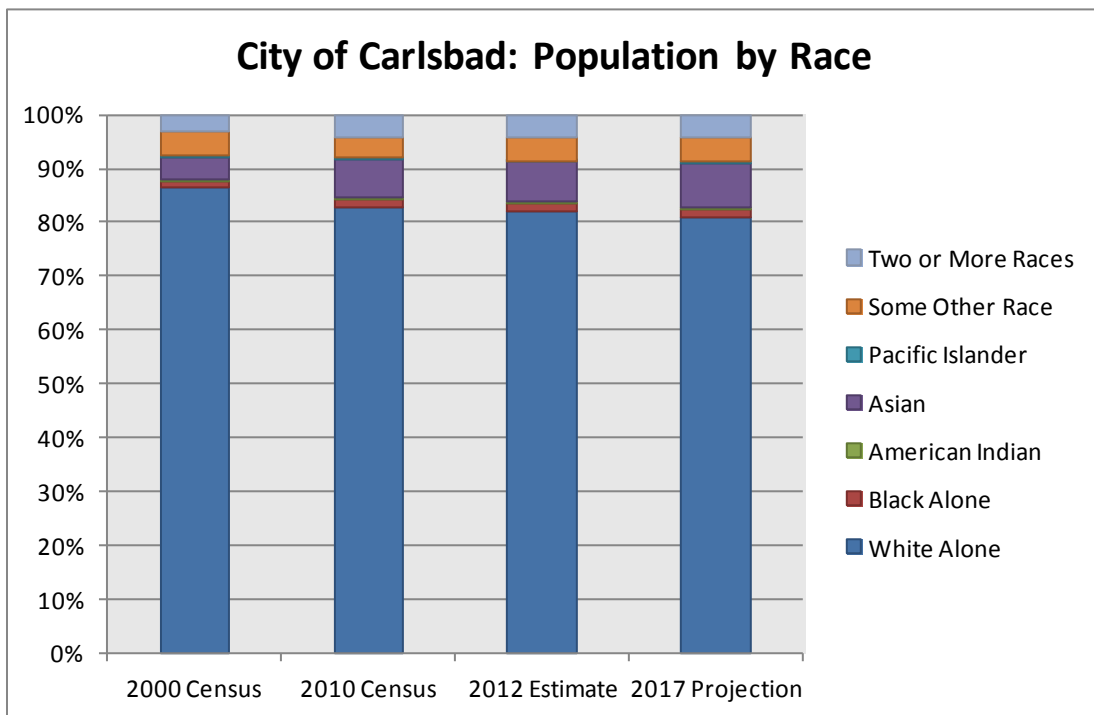


Figure 4-Population by Race

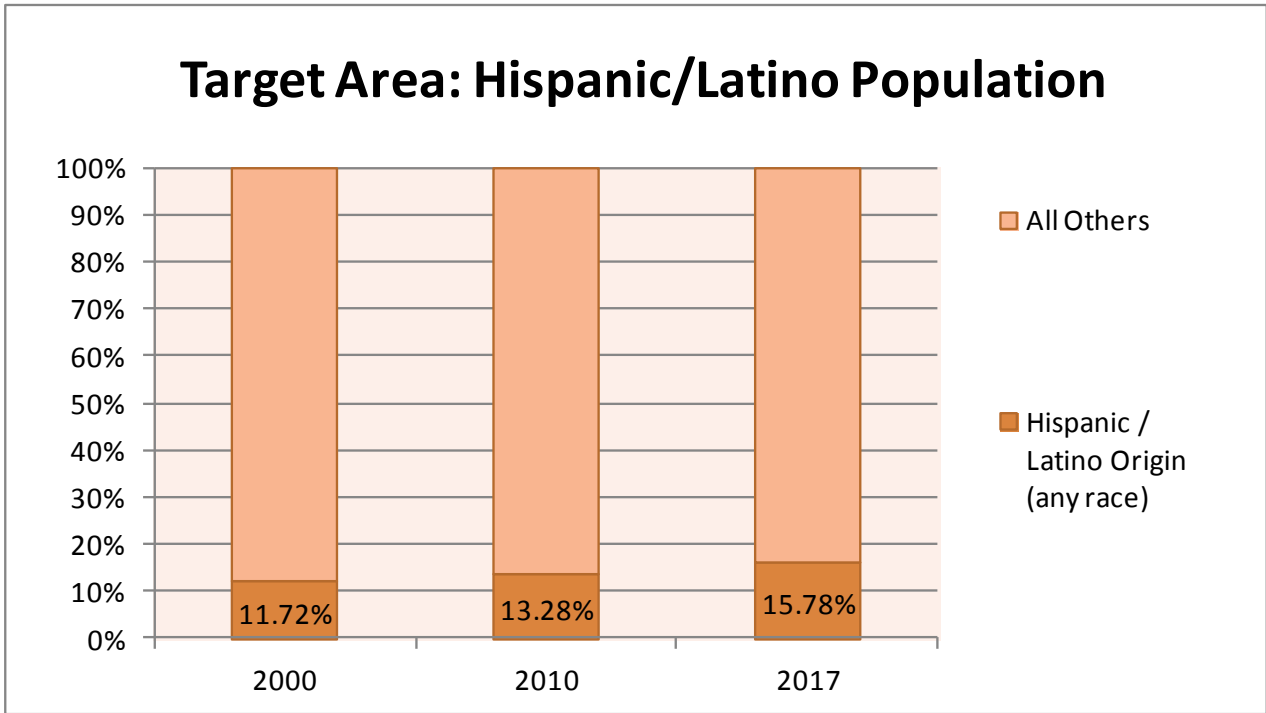


Figure 5- Hispanic/Latino Population

3.2.3.1 PARTICIPATION TRENDS BY RACE/ETHNICITY

Utilizing the ethnicity study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

The **White alone** population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the White alone populace has an affinity for outdoor nontraditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multipurpose fields are integral in the communal pastime shared by many Hispanics.

The **Black alone** population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family

and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The **Asian population** a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities.



3.2.4 HOUSEHOLDS AND INCOME

The City of Carlsbad’s income characteristics demonstrate rapid growth trends. The median household income was \$65,172 in 2000 and \$94,436 in 2012. It is projected to grow to \$102,211 by 2017. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income is also projected to increase from \$34,863 in 2000 and \$44,732 in 2012 to \$51,661 by 2017 (Figure 6).

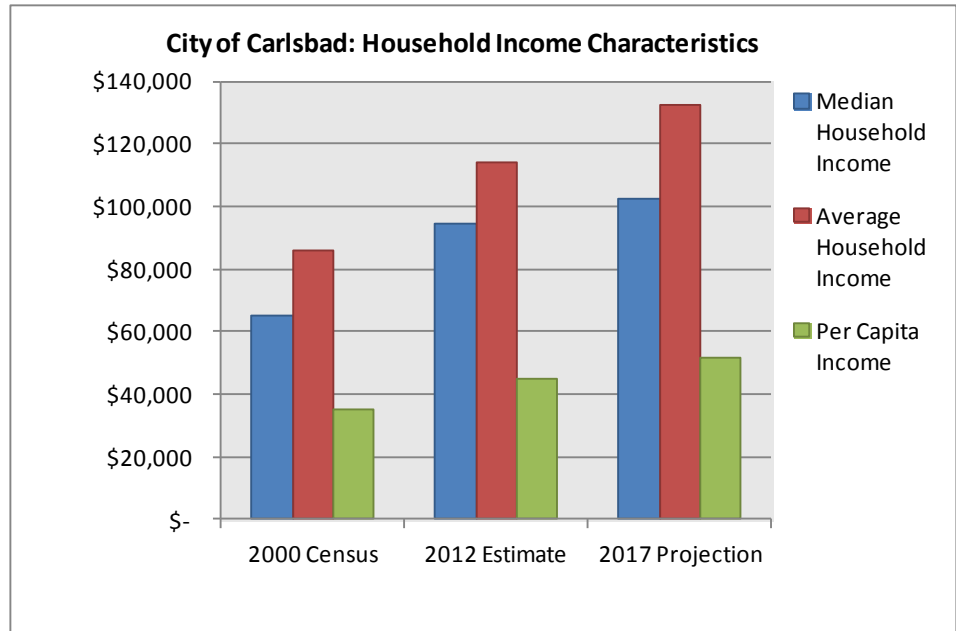


Figure 6- Household Income Characteristics

As seen in Figure 7, The City of Carlsbad’s median household income (\$94,436) is significantly higher than the state (\$61,632) and national (\$52,762) averages. The City’s Per Capita Income (\$44,732) is also much higher than state (\$29,634) and national (\$27,915) averages. This household income over and above the state and national averages indicate the presence of disposable income and greater price elasticity.

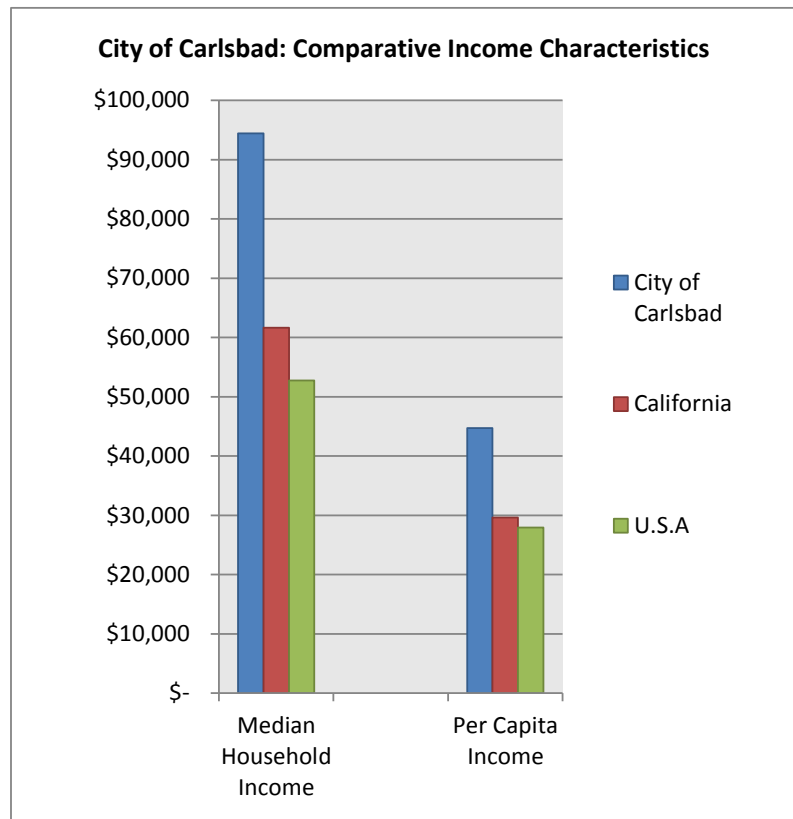


Figure 7-Comparative Income Characteristics

CHAPTER FOUR - INVENTORY ANALYSIS OF PARKS, FACILITIES, AND PROGRAMS

4.1 CARLSBAD PARK SYSTEM ASSESSMENT

In general, all of the parks are very well used. The level of maintenance was good, especially considering how heavily the parks are used. Alga Norte Park is currently under construction and is scheduled to open in late December 2013.

The park design varies from park to park, but the sites generally are in very good condition and have a substantial amount of amenities. The majority of the parks have concrete walkways that appear to satisfy disabled access requirements. Walkways are an essential part of developed parks because they provide routes that all visitors can use for walking or to reach specific amenities. Moreover, they are the principal means by which visitors who are physically disabled can access the park's features and enjoy the benefits that other non-disabled visitors can. There are some sites that do not have concrete or asphalt walks and thus do not appear to meet these requirements. If improvements are made to these sites, ADA access routes should be established as part of the design improvements.

These sites include city parks Pio Pico Park, Community Garden, Hosp Grove Park, Oak Park, Zone 5 Park, Hosp Grove Rotary Trailhead, El Fuerte Park and Carlsbad Unified School District sites La Costa Heights School Fields, Buena Vista Elementary Fields and Jefferson Elementary Field. It should be noted that the District facilities are not city properties.

All of the park sites appear to have an adequate amount of trash cans, benches, drinking fountains and tables for the types of use anticipated at the site. The school field sites have the least amount and in most cases none of these types of amenities (*trash cans, benches, drinking fountains, and tables*) as shown in the park inventory matrix.

The sports fields all appeared to be in good to average condition with typical worn areas based on the level of play. Some of the sports fields feature synthetic turf installed to allow for heavier use.

About half of the sites have onsite parking and the amount of spaces seems to be adequate for the site uses. The other sites have street parking. It should be noted that the school fields have limited onsite parking.

The sites **with** onsite parking include:

- Magee House and Park
- Holiday Park
- Carlsbad Senior Center
- Community Garden
- Monroe Street Pool
- Ocean Street Sculpture Park
- Pine Avenue Park, Hosp Grove Park
- Magnolia Elementary Field
- Hosp Grove Wickham Way Trailhead
- Hosp Grove Rotary & Hosp Way Trailhead
- Lagoon Observation Area
- Calavera Hills Trailhead
- Calavera Hills Community Park

- Hidden Canyon Community Park
- Carlsbad Skate Park
- Aviara Community Park
- Poinsettia Community Park
- Alga Norte Park
- Stagecoach Community Park
- Leo Carrillo Ranch Historic Park
- La Costa Canyon Park

The sites with **no** onsite parking include:

- Maxton Brown Park
- Chase Field
- Laguna Riviera Park
- Car Country Park
- Pio Pico Park
- Harding Community Center
- Carlsbad High School Tennis Courts
- Buena Vista Elementary Access Path
- Buena Vista Elementary Field
- Jefferson Elementary Field
- Oak Park
- Cannon Park
- Zone 5 Park (dirt parking lot)
- Valley Middle School Fields
- Aviara Oaks School Fields
- El Fuerte Park
- La Costa Heights School Fields
- Cadencia Park

Regulatory and informational signs at the parks are adequate with all sites having a sign identifying the park name and onsite signs provide the necessary information for the park users.

Irrigation appears to be in good condition for the all of the park sites. Some minor brown areas were noted, but nothing substantial.

Individual pictures of Carlsbad's facilities inventory can be found in the appendix.

4.2 RECREATION PROGRAM ASSESSMENT

PROS Consulting conducted an assessment of the Carlsbad Parks & Recreation Department's program offerings and other special events. The aim of the assessment is to identify core program areas, gaps and overlaps in services as well as system wide issues such as customer feedback, performance measures and marketing that is vital to the success of the department's program growth.

The PROS team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Community wide statistically reliable survey
- Community input from focus groups and public workshops
- Website review

Parks & recreation staff selected the core programs / facilities to be evaluated and entered the data into the program assessment matrix provided by PROS.

The following are the areas chosen for evaluation based on staff and PROS team input:

- Youth sports
- Aquatic programs
- Camps
- Fitness
- Historical
- 50+
- Adult sports
- Triathlon
- Rentals
- Special events
- Specialty (early childhood, music, crafts, science math, various art mediums, and teen programming)
- Swim lessons
- Preschool

4.3 PROGRAM ASSESSMENT AND OVERVIEW

Overall summary of findings from the program assessment process include:

4.3.1 STRENGTHS

- Good diversity in types of program offerings and special events
- High participation numbers in most program areas
- High quality program offerings throughout
- Good value for money for program offerings
- Successful use of volunteers for several programs
- Wide variety of program promotions and customer feedback mechanisms utilized

4.3.2 OPPORTUNITIES FOR IMPROVEMENT

- Program lifecycles, with limited programs in the introduction stage, show a limited innovation pipeline for new programs
- Age segments served by existing programming not aligned with community demographics (i.e. too many programs focused on youth in comparison to aging community demographics)
- Limited earned income generated from existing programs and events
- Program classifications currently favors a higher level of city contribution
- Institute additional performance metrics and standards that include tracking customer retention rates, marketing return on investment for individual mediums etc.

4.4 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis completed by staff members. The listing of programs is included in the chart on the following page. This assessment was not based on quantitative data, but based on staff's knowledge of their program areas. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare.

The following list shows the percentage distribution of the various lifecycle categories of the department's recreation programs:

- Introduction stage (new program; modest participation) = five percent
- Take off stage (rapid participation growth) = 13 percent
- Growth stage (moderate, but consistent participation growth) = 34 percent
- Mature stage (slow participation growth) = 36 percent
- Saturation stage (minimal to no participation growth; extreme competition) = 10 percent
- Decline stage (declining participation) = three percent

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The PROS team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the program lifecycle table.

The lifecycles depict a largely encouraging trend with some areas of opportunity. Fifty-two percent of all programs are in the introduction to growth stage while only three percent of all programs are in the decline stage, which is very encouraging as it shows room for the programs to grow and also demonstrates that programs offered are largely aligned with community needs.

4.4.1 RECOMMENDATIONS

The PROS team recommends that parks & recreation staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the mature to decline stage while ensuring an increased number of programs in the introduction stage. It is recommended that programs from mature to decline should be 40 percent or less of the total program mix.

It is recommended that the recreation team implement an annual program lifecycle audit to identify programs that are stagnating or slowing down. The assessment may identify whether those programs should continue in their current state or be repositioned in order to further drive participation. A performance metric can be established to have at least 10 percent of programs annually in the introduction stage and less than 10 percent of all programs in the saturated to decline stages.

The city could also conduct a regional program and partnership innovation summit with neighboring agencies such as Encinitas, San Marcos, etc. The objective would be to identify new and upcoming program trends, avoid program duplication and partner together in order to maximize available space.

Stage in Program Lifecycle					
Introduction	Take-Off	Growth	Mature	Saturated	Decline
Adventure Sport Camps	Extreme Sport Camps	Traditional Camps	Performing Arts Camps	Masters	Triathlon
Fitness Room	Cooking Camps	Enrichment Adventure Camps	Science & Exploration Camps	Lane rentals (programmed)	Teen Scene
Music	Drop in activities	Art Camps	PeeWee Camps	Science	
Cooking	Jr. Guard Prep	Kidz Camps	CIT	Math	
	Summer Youth	Explorer Camps	Free Dance Classes for Seniors	Parent/Infant	
	Basketball League	Youth & Adult Beg Dance	Education	Parent/Tot	
	Friday Night Hoops	Youth & Adult Int Dance	Volunteer projects	Pre-School Aquatics	
	Field Rentals	Youth & Adult Adv Dance	Preservation	Learn To Swim	
	Picnic Rentals	Martial Arts	Movie Nights		
	Open Space Rentals	Aerobics	Home meal program		
		Yoga	Adult 50+ enrichment		
		Self guided tours	Congregate lunch program		
		Guided tours	Transportation program		
		Archives (artifact and memorabilia collection)	Social gatherings		
		Interpretation	Mens Soccer League		
		Docent program	Adult Softball League		
		Junior Lifeguarding	Mens Basketball League		
		Lane rentals (unprorammed)	Sport Tournaments		
		Employment and pre-employment 'Safety Training	Wellness Expo		
		Fall Youth Basketball	Pee Wee Soccer		
		League	Indoor Meeting Room Rentals		
		Gymnasium Rentals	Weddings and events		
		Wild West Fest	EGGstravaganza		
		Crafts	Snores & S'mores		
		Art	Family Movie Night		
		LITE	Holiday at the Rancho		
		TIA	Early Childhood		
			Parent Toddler		
			Preschool		
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation
Source: Client (This was developed prior to Alga Norte opening in 2013)					

4.5 AGE SEGMENT DISTRIBUTION

In addition to the lifecycle analysis, staff also assessed age segment distribution of programs.

Despite the demographics heavily skewed towards an aging population, the balance of age segment distribution is still skewed towards the youth. Based on the program list provided by the staff, 50 percent of all programming is geared towards ages 18 and below even though that age segment comprises a much smaller percentage (23 percent) of Carlsbad's current population. It is typical nation-wide for agencies to focus heavily on youth and families while often under serving active adults, seniors and the middle-aged.



The department does have a number of programs including a Senior Center for the 55+ population as well but as the population ages it would be appropriate for the staff to view the age segment distributions on an annual basis to ensure continued rebalancing among underserved categories.

Also, if possible, given the differences in how the active adults (55+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. The department could evaluate further splitting program offerings into 55–74 and 75+ program segments.

4.6 CORE PROGRAMS

The PROS team believes that the department should continue evaluating its core programs and ensure alignment with the values of the community and future trends. This assists in creating a sense of focus around specific program areas of greatest importance to the community. It does not mean that non-core programs are not important – it simply allows the city and the staff to establish priorities.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (more than 4-5 years)
- Offered 3-4 sessions per year
- Wide demographic appeal
- Includes five percent or more of recreation budget gross expense
- Includes a tiered level of skill development
- Requires full time staff to manage the program
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed to support the program



4.7 PROGRAM PRIORITY RANKINGS

The purpose of the program priority rankings is to provide a prioritized list of recreation program needs for the community served by the department.

This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained from community input and demographics and trends.

A weighted scoring system was used to determine the priorities for recreation programs. For instance as noted below, a weighted value of three for the unmet desires means that out of a total of 100 percent, unmet needs make up 30 percent of the total score. Similarly, importance ranking also makes up 30 percent, while consultant evaluation makes up 40 percent of the total score, thus totaling 100 percent.

This scoring system considers the following:

- Statistically reliable community survey
 - Unmet needs– this is used as a factor from the total number of households mentioning whether they have a need for a program and the extent to which their need for recreation programs has been met. Survey participants were asked to identify this for 23 recreation programs.
 - Importance ranking– this is used as a factor from the importance allocated to a program by the community. Each respondent was asked to identify the top four most important recreation programs.
- Consultant evaluation
 - Factor derived from the consultant’s evaluation of program priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results.

- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: high priority (top third), medium priority (middle third) and low priority (bottom third).

The combined total of the weighted scores for community unmet needs, community importance, and consultant evaluation is the total score based on which the facility/amenity and program priority is determined. As seen below, adult fitness and wellness programs, culinary arts (cooking, baking, etc.), adult sports programs, cultural arts programs and city sponsored community special events are the top five highest program priorities in Carlsbad.

Carlsbad Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

4.8 SPONSORS, PARTNERS AND VOLUNTEERS

4.8.1 SPONSORS AND PARTNERS

There is a growing focus on developing earned income streams through citywide sponsor and partner support. In order to truly sell the potential benefits of partnering with the department, there is a need to develop a customized sponsorship brochure and a proposal for tiered sponsorship levels keeping in mind the large corporate presence in the Carlsbad area as well.



By detailing the event calendar, participation metrics and user demographics, the department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor's target market and choose the right fit for them. These metrics will also help the department evaluate its return on investment (ROI) for sponsorships and partnerships for various events. Additional recommendations include publishing these metrics on the website and to promote them aggressively.

Sponsor Recognition - Recognizing all existing or past sponsors for their support would strengthen working relationships with sponsors. The brochure's imagining could provide illustrations of promotions that may have occurred or could be done to demonstrate sponsorship positioning. The images should also focus on conveying an emotional appeal to potential sponsors.

Tiered Sponsorship Levels - It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit.

Package Offerings - It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship.

Providing sample packaging options that tie in some signature special events (Holiday at the Rancho, EGGstravanganza Spring Festival) with some of the smaller events (Dinner and a Movie) would ensure that the staff up sells events that may not be sold otherwise, while the partners receive more value for their investment.



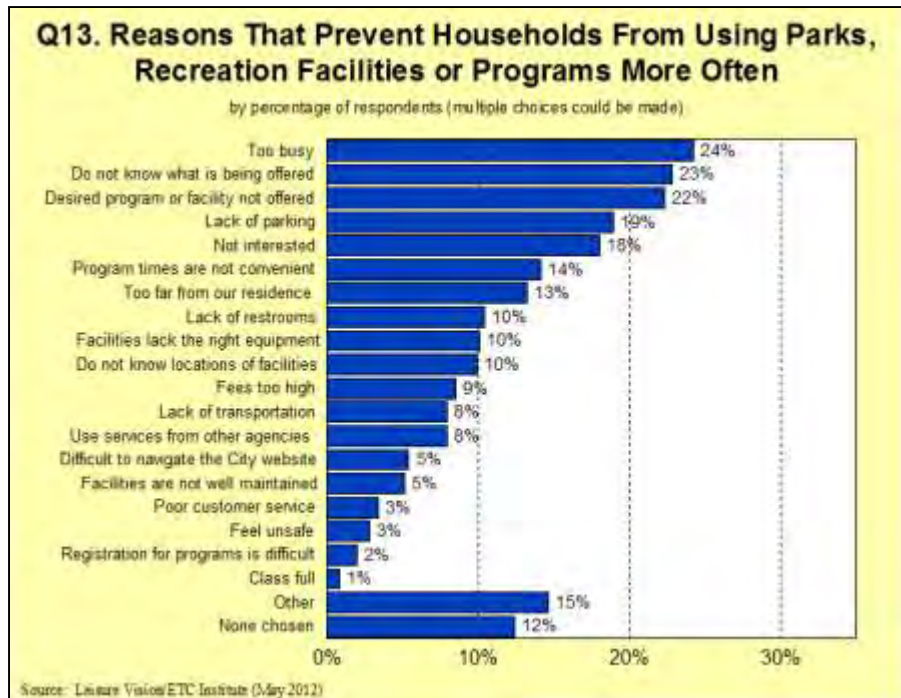
4.9 CUSTOMER FEEDBACK

Outstanding customer service is at the root of the success of any organization. A true community service organization prides itself on identifying its customers’ preferences and acting accordingly to help fulfill their needs. In order to do this, an ongoing and department wide feedback mechanism is of vital importance and the city’s willingness to undertake an extensive customer service training initiative for its staff is a big step in the right direction.

Methods	Currently Used
Pre-program evaluation	No
Post-program evaluation	Yes
User Surveys	Yes
Lost Customer Surveys	No
Focus Groups	Yes (needs assessment)
Statistically Valid Survey	Yes (needs assessment)
Website	Yes
Online survey (eg. Surveymonkey.com, Wufoo)	Yes
In-park or on-site surveys ("caught in the act")	Yes
Crow dsourcing Peak Democracy, Chaordix, Mind Mixer etc.)	No

4.10 MARKETING AND PROMOTIONS

This section reviews the department’s marketing and promotions as gleaned from the program worksheets and discussions with staff as well as the survey responses. As can be seen in the survey response, respondents chose “I don’t know what is being offered” as the second biggest reason preventing them from using parks, recreation facilities or programs more often. While PROS has been impressed with the variety and quality of the marketing and communications initiatives undertaken by the city, the survey responses indicate



that target audience marketing and promotions is an area of improvement and one that can have a positive impact on increasing participation and revenue for the department.

As stated in the program assessment worksheets provided by staff, most programs are promoted via multiple channels including the community services guide (print and online), website, flyers, brochures, direct mail, email blasts, special events, social media, news releases, cross promotions with other organizations etc. The staff also states that these channels are very effective and recommends continuing with all of them.

Marketing Return on Investment

Given the limited marketing dollars and staff time available, the department should continue to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the multiple marketing mediums used. A greater emphasis needs to be placed on developing department goals and metrics against which marketing initiatives can be measured.

Technology/Website

PROS and city staff recommend enhancing use of technology via the city website, developing a smart phone enabled site, an application and using short message service (SMS) marketing as other avenues to promote outreach.

Some specific recommendations include:

- Provide opportunities for donations or crowd funding through the website
 - See www.hhpz.org for Donate Now
 - www.kickstarter.org / www.indiegogo.com / www.razoo.com for Crowd funding options including printing program guides or developing marketing material
- Maximize the website’s revenue generating capabilities
 - Add a retail link for users to purchase merchandise online.
 - Evaluate using Google AdSense to allow for placements of relevant ads on the website (more information on Google AdSense is provided later in this report).
- Add a Google Translate functionality on the site to allow the diverse user base translate pages into a language of choice
- Develop a mobile version of the website and also develop a smart-phone application listing facilities and parks based on global positioning system (GPS) locations, programs, rentals, online registration links, contact info, hours of operations, etc.



Social Media

The city currently does a good job utilizing a wide variety of social media including Facebook, Twitter, YouTube, Flickr and Pinterest.

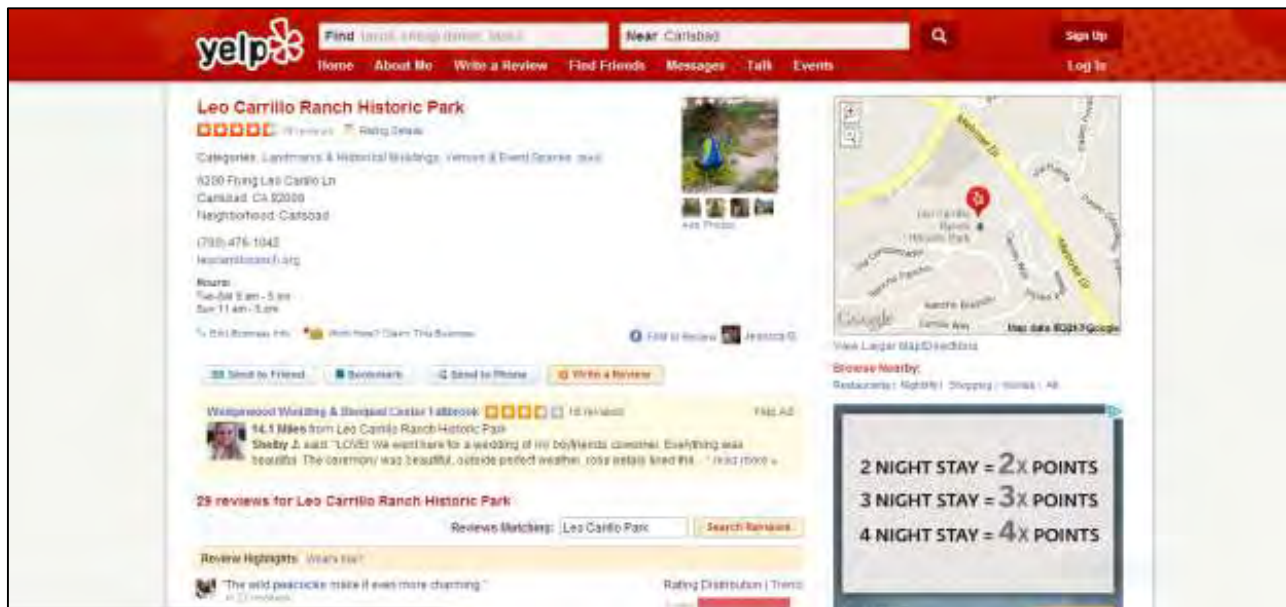
Some other suggestions to evaluate would be:

Google+, is the closest competitor to Facebook in terms of overall user adaption, brand awareness and scale of complementary services available to make it a viable social network.

Instagram, is a photo sharing website that is becoming increasingly popular especially with the younger audience. It's acquisition by Facebook also ensures effective integration with the larger social network that one possesses and could be a viable social network for Carlsbad to venture into. Additionally, current usage trends show that Instagram is becoming the 'new Facebook' for teens and youth who tend to gravitate to new media and technology.



Lastly, the following is a list of potential sources and online mediums that the city's offerings are presently on or could be used for the future. It is understood that this is not an all-inclusive list and that city and department staff should continue to keep up with trends and technologies as they emerge.



Type	URL	Description and Use for PRNS
App	http://www.arlingtontx.gov/app/ http://www.thealaskaapp.com/	Develop a smartphone and tablet app highlighting City offerings such as the one developed by Arlington or Alaska.
Wikipedia	www.wikipedia.com	Among Top 10 most visited websites in the world. List all parks, facilities, events and monitor links on it constantly
Online Reviews	www.yelp.com	List all parks, facilities, events on it. Seek, monitor and respond to reviews such as the one above for Leo Carrillo Ranch Historic Park
	www.tripadvisor.com	Highlight local attractions and things to do in Carlsbad; monitor and respond to reviews
Video	www.vine.com	7 second video clips for rentals/events etc.
	www.youtube.com	Large videos, dedicated YouTube channel highlighting events, facilities, parks etc.
Deals	www.groupon.com www.livingsocial.com www.savelocal.com	Deals and promotions to access various Carlsbad offerings
Pay-per-click ads	adwords.google.com	Pay-per-click ads based on select key words for targeted outreach locally and regionally or by language through Google
	https://www.facebook.com/advertising	Pay-per-click ads based on select key words, interests, groups, affiliations for targeted outreach locally and regionally or by language through Facebook
Check-Ins	www.foursquare.com	Foursquare Check-in letting people know they are at a Carlsbad facility/park
	https://www.facebook.com/about/location	Facebook Places letting people know they are at a Carlsbad facility/park

4.11 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2012 study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include, walking, bowling, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, can be enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Participation during the last year datum was available (2011), reported over 112 million Americans had walked recreationally at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with more than 24 million people reportedly participating in 2011. Team sports that experienced significant growth in participation are lacrosse, rugby, ultimate Frisbee, gymnastics, ice hockey, and beach volleyball – all of which have experienced double digit growth over the last five years. Most recently, gymnastics, ultimate Frisbee and lacrosse were the only team sports that underwent growth from 2010 to 2011. Ultimately, the greatest growth of participation in recreational activities has occurred in activities that have low barriers to entry, can be undertaken within close proximity to home, and can be completed in a limited amount of time.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2012 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February 2012 from more than 38,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

4.11.1 NATIONAL TRENDS ANALYSIS

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional "bat and ball" sports with more than 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game.

As seen in Figure 8, since 2007, lacrosse and other niche sports like rugby have seen strong growth. Based on survey findings, lacrosse is experiencing continued growth over the last five years (41.9 percent). From 2007-2011 rugby has grown 37.8 percent overall, but it did see a decrease from 2010-2011 of 9.2 percent. Other sports with notable growth in participation over the last five years were ultimate Frisbee (20.6 percent), gymnastics (18.6 percent), ice hockey (15.8 percent) and beach volleyball (14.8 percent). From 2010 to 2011, the only team sports that underwent growth were gymnastics (9.2 percent), ultimate Frisbee (6.5 percent) and lacrosse (5.5 percent).

National Participatory Trends; by Activity - General Sports	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Baseball	16,058	15,539	14,429	14,198	13,561	-4.5%	-6.0%	-12.7%	-15.5%
Basketball	25,961	26,108	25,131	25,156	24,790	-1.5%	-1.4%	-5.0%	-4.5%
Cheerleading	3,279	3,192	3,070	3,134	3,049	-2.7%	-0.7%	-4.5%	-7.0%
Football, Flag	N/A	7,310	6,932	6,660	6,325	-5.0%	-8.8%	-13.5%	N/A
Football, Tackle	7,939	7,816	7,243	6,850	6,448	-5.9%	-11.0%	-17.5%	-18.8%
Football, Touch	N/A	10,493	9,726	8,663	7,684	-11.3%	-21.0%	-26.8%	N/A
Gymnastics	4,066	3,975	3,952	4,418	4,824	9.2%	22.1%	21.4%	18.6%
Ice Hockey	1,840	1,871	2,018	2,140	2,131	-0.4%	5.6%	13.9%	15.8%
Lacrosse	1,058	1,092	1,162	1,423	1,501	5.5%	29.2%	37.5%	41.9%
Racquetball	4,229	4,611	4,784	4,603	4,357	-5.3%	-8.9%	-5.5%	3.0%
Rugby	617	654	720	940	850	-9.6%	18.1%	30.0%	37.8%
Soccer (Indoor)	4,237	4,487	4,825	4,920	4,631	-5.9%	-4.0%	3.2%	9.3%
Soccer (Outdoor)	13,708	13,996	13,957	13,883	13,667	-1.6%	-2.1%	-2.4%	-0.3%
Softball (Fast Pitch)	2,345	2,331	2,476	2,513	2,400	-4.5%	-3.1%	3.0%	2.3%
Softball (Slow Pitch)	9,485	9,660	9,180	8,477	7,809	-7.9%	-14.9%	-19.2%	-17.7%
Tennis	16,940	17,749	18,546	18,719	17,772	-5.1%	-4.2%	0.1%	4.9%
Track and Field	4,691	4,604	4,480	4,383	4,341	-1.0%	-3.1%	-5.7%	-7.5%
Ultimate Frisbee	4,038	4,459	4,636	4,571	4,868	6.5%	5.0%	9.2%	20.6%
Volleyball (Court)	6,986	7,588	7,737	7,315	6,662	-8.9%	-13.9%	-12.2%	-4.6%
Volleyball (Sand/Beach)	3,878	4,025	4,324	4,752	4,451	-6.3%	2.9%	10.6%	14.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)					

Figure 8-National Sports Participatory Trends

Traditional youth “powerhouse” sports, including outdoor soccer and baseball, have both experienced declines in participation over the study period; however, the sheer number of participants (13.7 million and 13.6 million, respectively) demands the continued support of these sports.

The growth in youth team sports is now being driven by America’s 13 and 14 year olds, these are the peak ages of sports participation for children. Nearly 70 percent of children (age 6-17) in the U.S. are playing team sports and three out of four teenagers are now playing at least one team sport according to the SGMA annual participation study on team sports — U.S. Trends in Team Sports (2011 edition).

According to the SFIA, only three team sports have had moderate increases in participation since 2010. They are gymnastics (up 9.2 percent), ultimate Frisbee (up 6.5 percent), and lacrosse (up 5.5 percent). Four traditionally mainstream team sports experienced single-digit declines in overall participation across the United States: tackle football (down 5.9 percent), baseball (down 4.5 percent), outdoor soccer (up 2.8 percent), and basketball (down 1.5 percent).

4.11.1.1 AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Participation rates in swimming have remained steady over the years, although as with most recreational activities, participatory rates have dipped slightly. However, recreational swimming is the absolute leader in multigenerational appeal with nearly 17 million estimated participants per year (Figure 9).

National Participatory Trends; by Activity	2000	2007	2008	2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
Aquatic Exercise	9,303	9,757	9,267	8,662	9,231	6.6%	-0.4%	-5.4%	-0.8%
Swimming (Fitness/Competition)	16,144	18,368	19,041	17,443	17,145	-1.7%	-10.0%	-6.7%	6.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)		

Figure 9- Aquatic Participatory Trends

Aquatic exercise has paved the way for a low impact form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.



4.11.1.2 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions. The most popular fitness activity by far is fitness walking, which had over 112 million participants in 2011. Other leading fitness activities based on number of participants include treadmill (over 53 million participants), running/jogging (over 50 million participants), and hand free weights (nearly 47 million participants). From 2007-2011, the activities that are growing most rapidly are high impact aerobics (increased by 39.6 percent), group stationary cycling (increased 38.4 percent), and the elliptical motion trainer (increased 26.1 percent). Yoga, running/jogging, step aerobics, and low impact aerobics have also seen significant growth in recent years (Figure 10).

National Participatory Trends; by Activity - General Fitness	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Aerobics (High Impact)	11,287	11,780	12,771	14,567	15,755	8.2%	23.4%	33.7%	39.6%
Aerobics (Low Impact)	22,397	23,283	24,927	26,431	25,950	-1.8%	4.1%	11.5%	15.9%
Aerobics (Step)	8,528	9,423	10,551	11,034	10,273	-6.9%	-2.6%	9.0%	20.5%
Elliptical Motion Trainer	23,586	24,435	25,903	27,319	29,734	8.8%	14.8%	21.7%	26.1%
Fitness Walking	108,740	110,204	110,882	112,082	112,715	0.6%	1.7%	2.3%	3.7%
Free Weights (Barbells)	25,499	25,821	26,595	27,194	27,056	-0.5%	1.7%	4.8%	6.1%
Free Weights (Dumbbells)	32,371	33,381	35,068	36,566	36,470	-0.3%	4.0%	9.3%	12.66%
Free Weights (Hand Weights)	43,821	43,409	44,466	45,928	46,944	2.2%	5.6%	8.1%	7.13%
Pilates Training	9,192	9,039	8,770	8,404	8,507	1.2%	-3.0%	-5.9%	-7.5%
Running/Jogging	41,064	41,097	42,511	46,650	50,061	7.3%	17.8%	21.8%	21.9%
Stair Climbing, Machine	13,521	13,863	13,653	13,269	13,409	1.1%	-1.8%	-3.3%	-0.83%
Stationary Cycling (Group)	6,314	6,504	6,762	7,854	8,738	11.3%	29.2%	34.3%	38.4%
Stationary Cycling (Recumbent)	10,818	11,104	11,299	11,459	11,933	4.1%	5.6%	7.5%	10.3%
Stationary Cycling (Upright)	24,531	24,918	24,916	24,578	24,409	-0.7%	-2.0%	-2.0%	-0.5%
Tai Chi	N/A	3,424	3,315	3,193	2,975	-6.8%	-10.3%	-13.1%	N/A
Treadmill	50,073	49,722	50,395	52,275	53,260	1.9%	5.7%	7.1%	6.4%
Weight/Resistant Machines	39,290	38,844	39,075	39,185	39,548	0.9%	1.2%	1.8%	0.66%
Yoga	N/A	17,758	18,934	20,998	22,107	5.3%	16.8%	24.5%	N/A

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 10 - General Fitness National Participatory Trend

4.11.1.3 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. The most popular activities in the general recreation category include road bicycling (nearly 40 million participants), freshwater fishing (nearly 39 million participants), day hiking (over 33 million participants), and golf (over 25 million participants). From 2007-2011, general recreation activities that have seen the most rapid growth are adventure racing (increased by 72.21 percent), recreational kayaking (increased by 44.91 percent), white water kayaking (increased by 40.35 percent), and trail running (increased by 27.44 percent). In-line roller skating and skateboarding have seen a substantial drop in participation, decreasing by 31.1 percent and 25.04 percent respectively from 2007-2011 (Figure 11).

National Participatory Trends; by Activity - General Recreation	2007	2008	2009	2010	2011	% Change '10-11	% Change '09-11	% Change '08-11	% Change '07-11
Adventure Racing	698	809	1,005	1,214	1,202	-0.99%	19.60%	48.58%	72.21%
Archery	5,950	6,180	6,368	6,323	6,471	2.34%	1.62%	4.71%	8.76%
Bicycling (Mountain)	6,892	7,242	7,367	7,152	6,989	-2.28%	-5.13%	-3.49%	1.41%
Bicycling (Road)	38,940	38,527	39,127	39,730	39,834	0.26%	1.81%	3.39%	2.30%
Bicycling-BMX	1,887	1,896	1,858	2,090	1,958	-6.32%	5.38%	3.27%	3.76%
Canoeing	9,797	9,866	9,997	10,306	10,170	-1.32%	1.73%	3.08%	3.81%
Climbing (Sport/Indoor/Boulder)	4,514	4,642	4,541	4,542	4,445	-2.14%	-2.11%	-4.24%	-1.53%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,175	2,062	2,017	1,904	-5.60%	-7.66%	-12.46%	-7.66%
Fishing (Fly)	5,756	5,849	5,755	5,523	5,581	1.05%	-3.02%	-4.58%	-3.04%
Fishing (Freshwater)	43,859	42,095	40,646	39,911	38,864	-2.62%	-4.38%	-7.68%	-11.39%
Fishing (Saltwater)	14,437	14,121	13,054	12,056	11,896	-1.33%	-8.87%	-15.76%	-17.60%
Golf	29,528	28,571	27,103	26,122	25,682	-1.68%	-5.24%	-10.11%	-13.02%
Hiking (Day)	29,965	31,238	32,542	32,534	33,494	2.95%	2.93%	7.22%	11.78%
Horseback Riding	12,098	11,457	10,286	9,782	9,335	-4.57%	-9.25%	-18.52%	-22.84%
Kayaking (Recreational)	5,070	5,655	6,226	6,339	7,347	15.90%	18.01%	29.92%	44.91%
Kayaking (White Water)	1,207	1,225	1,306	1,606	1,694	5.48%	29.71%	38.29%	40.35%
Roller Skating, In-Line	10,814	10,211	8,942	8,128	7,451	-8.33%	-16.67%	-27.03%	-31.10%
Sailing	3,786	4,006	4,284	4,106	3,797	-7.53%	-11.37%	-5.22%	0.29%
Skateboarding	8,429	8,118	7,580	7,080	6,318	-10.76%	-16.65%	-22.17%	-25.04%
Trail Running	4,216	4,537	4,845	4,985	5,373	7.78%	10.90%	18.43%	27.44%
Wakeboarding	3,521	3,532	3,561	3,611	3,517	-2.60%	-1.24%	-0.42%	-0.11%
Water Skiing	5,918	5,756	5,228	4,849	4,626	-4.60%	-11.51%	-19.63%	-21.83%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 11- General Recreation National Participatory Trends

4.11.2 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the City of Carlsbad. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. National average. The National average is 100 therefore numbers below 100 would represent a lower than average participation rate and numbers above 100 would represent higher than average participation rate. The city is compared to the national average in four (4) categories – general sports by activity, fitness by activity, outdoor activity, and money spent on miscellaneous recreation. The City of Carlsbad shows high market potential index numbers for all categories.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within the City of Carlsbad. Cells highlighted in yellow indicate the top three scoring activities based on the purchasing preferences of residents.

4.11.2.1 GENERAL SPORTS MARKET POTENTIAL

Participatory Trends; by Activity - General Sports	City of Carlsbad (MPI)
Participated in Baseball	98
Participated in Basketball	98
Participated in Football	86
Participated in Golf	126
Participated in Soccer	126
Participated in Softball	106
Participated in Tennis	147
Participated in Volleyball	98

4.11.2.2 FITNESS MARKET POTENTIAL

Participatory Trends; by Activity - Fitness	City of Carlsbad (MPI)
Participated in Aerobics	133
Jogging/ Running	147
Participated in Martial Arts	107
Participated in Pilates	139
Participated in Swimming	130
Participated in Walking for Exercise	127
Participated in Weight Lifting	141
Participated in Yoga	162

4.11.2.3 OUTDOOR ACTIVITY MARKET POTENTIAL

Participatory Trends; by Activity - Outdoor Activity	City of Carlsbad (MPI)
Participated in Archery	62
Participated in Backpacking/Hiking	144
Participated in Bicycling (mountain)	135
Participated in Bicycling (road)	134
Participated in Boating (power)	104
Participated in Canoeing/Kayaking	130
Participated in Fishing (fresh water)	74
Participated in Fishing (salt water)	107
Participated in Horseback Riding	105

4.11.2.4 MONEY SPENT ON MISCELLANEOUS RECREATION

Participatory Trends; by Activity - Money Spent on Miscellaneous Recreation	City of Carlsbad (MPI)
Spent on High End Sports/Recreation Equipment <\$250	97
Spent on High End Sports/Recreation Equipment >\$250	123
Attend sports event: baseball game	129
Attend sports event: basketball game (college)	109
Attend sports event: basketball game (pro)	120
Attend sports event: football game (college)	105
Attend sports event: football-Monday night game (pro)	97
Attend sports event: football-weekend game (pro)	117
Attend sports event: golf tournament	113
Attend sports event: ice hockey game	117
Attend sports event: soccer game	111
Attend sports event: tennis match	117
Visited a theme park in last 12 months	118
Visited Disney World (FL)/12 mo: Magic Kingdom	111
Visited any Sea World in last 12 months	117
Visited any Six Flags in last 12 months	112
Went to zoo in last 12 months	117



4.12 PARK AND FACILITY LEVEL OF SERVICE STANDARDS

Level of service standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Level of service standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: recreation activity participation rates reported by the Sporting Goods Manufacturers Association as it applies to activities that occur in the United States and the Carlsbad area, community and stakeholder input, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized to the City of Carlsbad (Figure 12).

These standards should be viewed as a guide to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the Carlsbad residents, gaps and surpluses in park and facility/amenity types are revealed. These recommendations are mindful of upcoming park and facility amenities (such as Alga Norte Park opening in Dec. 2013) and are aligned with the city's Growth Management Plan to ensure alignment with future population growth as well as anticipated build out in the next few years.

Overall, the department does have some areas of deficit in levels of service as compared with recommended standards and the growing population. The action plan items recommended in this plan would, if implemented, go a long way in addressing most, if not all, the unmet needs of the community in the years to come.





PARKS:					2013 Inventory - Developed Facilities			2013 Facility Standards			2018 Facility Standards		
Park Type	City of Carlsbad Park Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Developed Park Land	292.00	2.73	acres per	1,000					Acre(s)			Acre(s)	
Undeveloped Park Land	152.00	1.42	acres per	1,000					Acre(s)			Acre(s)	
Total Park Acres	444.00	4.15	acres per	1,000	3.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
OUTDOOR AMENITIES:													
Playgrounds	32	1.00	site per	3,361	1.00	site per	3,000	Need Exists	4	Sites(s)	Need Exists	5	Sites(s)
Dog Parks	1	1.00	site per	106,895	1.00	site per	40,000	Need Exists	2	Sites(s)	Need Exists	1	Sites(s)
Multi-purpose Diamond Fields (Youth)	9	1.00	field per	11,877	1.00	field per	7,500	Need Exists	5	Field(s)	Meets Standard	-	Field(s)
Multi-purpose Diamond Fields (Adult)	15	1.00	field per	7,174	1.00	field per	6,000	Need Exists	3	Field(s)	Meets Standard	0	Field(s)
Multi-purpose Rectangular Fields (Youth)	24	1.00	field per	4,399	1.00	field per	5,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Multi-purpose Rectangular Fields (Adult)	12	1.00	field per	9,176	1.00	field per	6,000	Need Exists	6	Field(s)	Need Exists	8	Field(s)
Basketball Courts (Half and Full)	39	1.00	court per	2,755	1.00	court per	4,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Tennis Courts	44	1.00	court per	2,429	1.00	court per	2,500	Meets Standard	-	Court(s)	Need Exists	3	Court(s)
Skate Park	3	1.00	site per	35,632	1.00	site per	50,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Outdoor Pools	1	1.00	site per	106,895	1.00	site per	50,000	Need Exists	1	Site(s)	Meets Standard	-	Site(s)
Indoor Facilities (Square Feet)	95,192.00	0.89	SF per	person	1.50	SF per	person	Need Exists	65,151	Square Feet	Need Exists	82,170	Square Feet
2013 Estimated Population		106,895											
2018 Estimated Population		118,241											
Notes:													
Developed park land includes special use areas and community parks													
There are no recommended service levels for undeveloped park land													
Undeveloped park land includes Alga Norte Community Park, Veterans, Robertson Ranch, Zone 5, and Cannon Lake													
Facilities (square feet) include Calavera Hills Community Center, Stagecoach Community Center, Harding Community Center, Senior Center, Magee House, and Leo Carrillo Ranch Historic Park													

Figure 12 - Park and Facility Level of Service Standards

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4.13 GEO-CODING AND SERVICE AREA MAPPING

Service area maps (equity maps) and standards assist staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the City of Carlsbad service area and how effective the service is as it compares to the demographic densities.

In addition, looking at guidelines with reference to population enables the city to assess gaps in services, where there are gaps or overlaps with respect to a specific facility or amenity. This allows the city and the department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area.

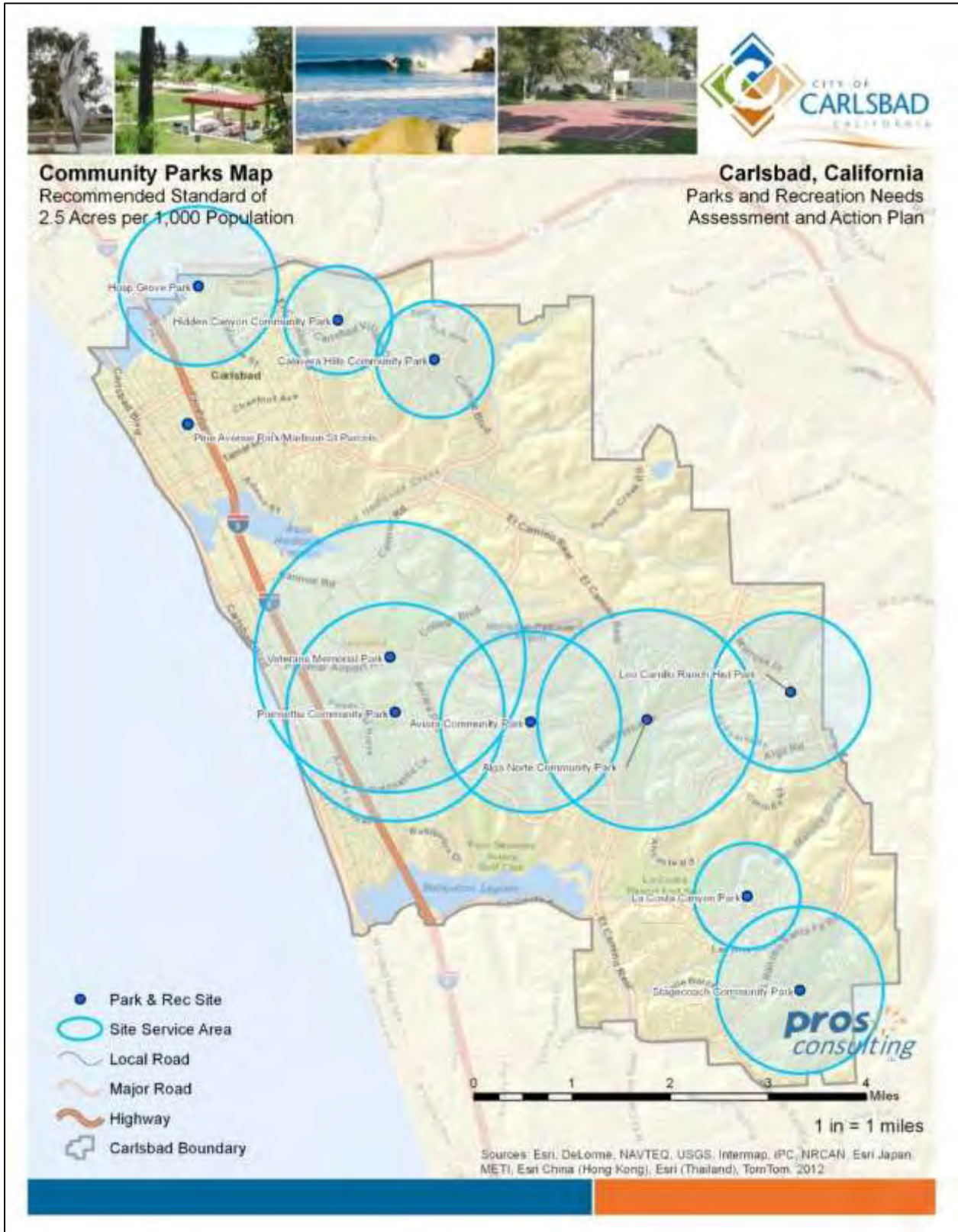
The service area maps that were developed for each of the following major assets:

- Basketball courts
- Community parks
- Special Use areas
- Playgrounds
- Skate parks
- Dog parks
- Indoor facilities
- Outdoor pools
- Tennis courts
- Diamond fields - adult
- Diamond fields - youth
- Rectangular fields - adult
- Rectangular fields - youth

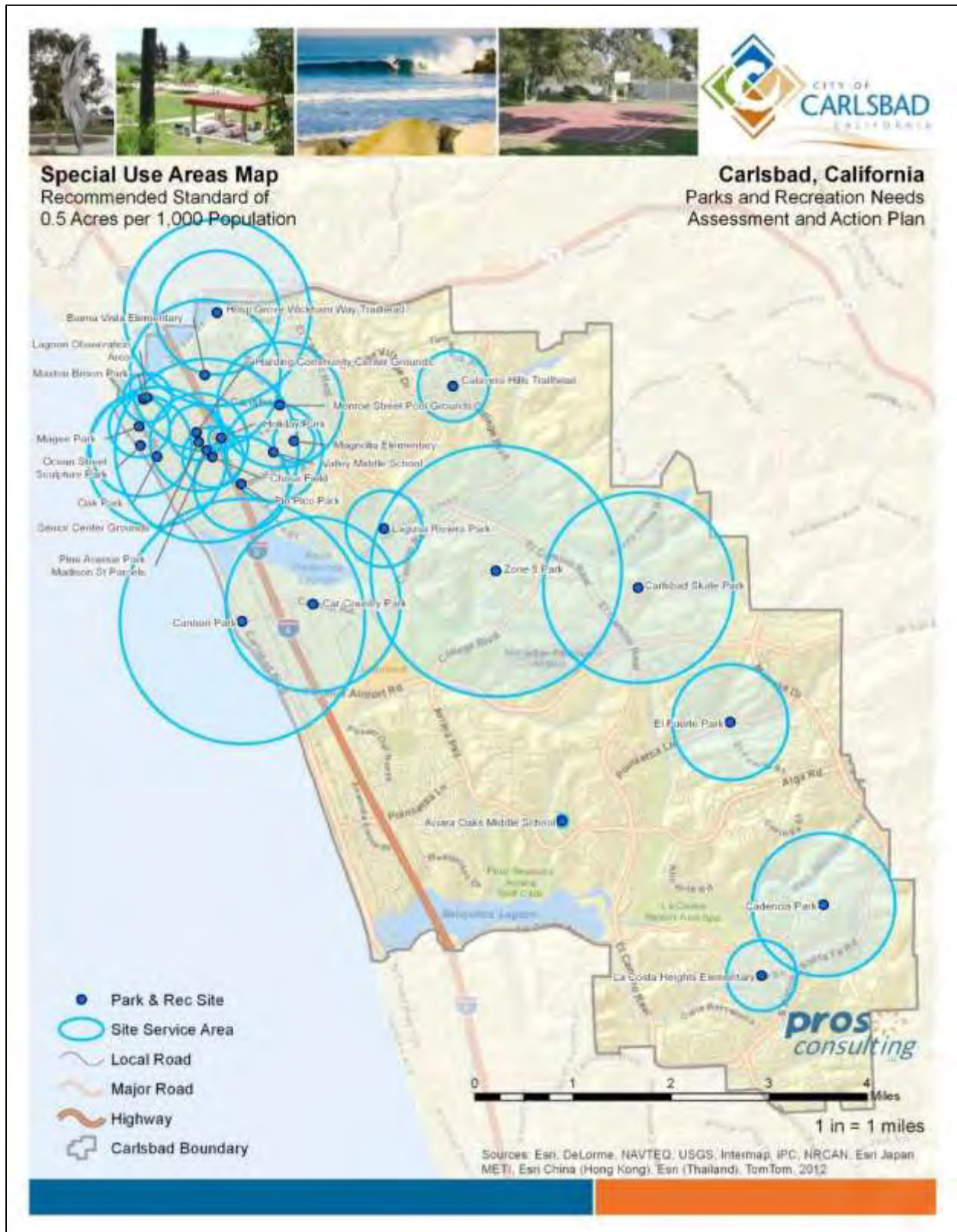
The source for the population used for standard development is the 2013 estimated population and projected 2018 population as reported by Environmental Systems Research Institute, Inc. (ESRI) as well as the City of Carlsbad's estimates based on the Growth Management Plan (GMP). Estimated population for 2013 is 106,895; 2018 population is projected at 118,241.

The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity while the ring extends out to how far that amenity serves the population based on the number of amenities at that location, the levels of service standards established and the density of population in that place.

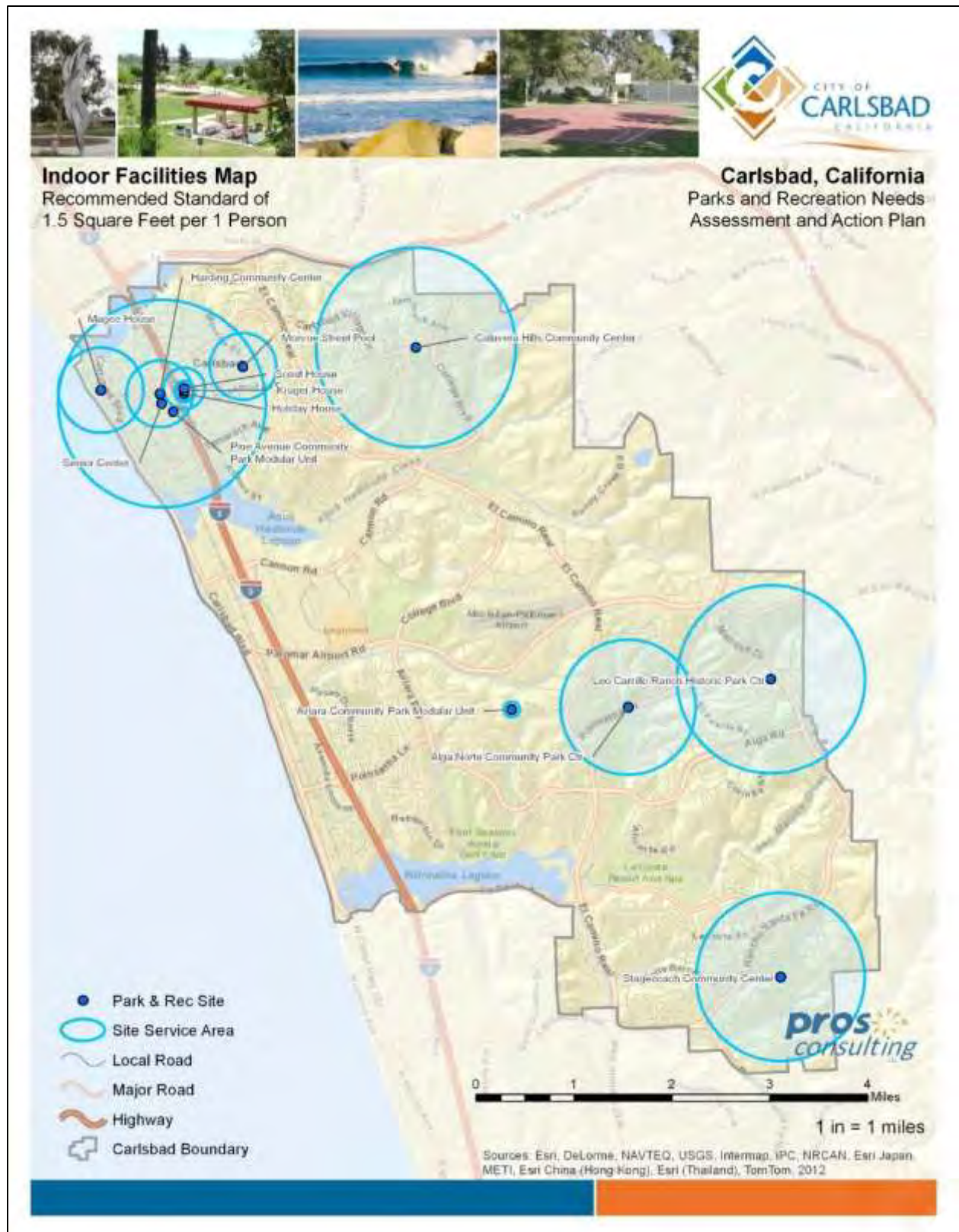
4.13.1 COMMUNITY PARKS



4.13.2 SPECIAL USE AREAS



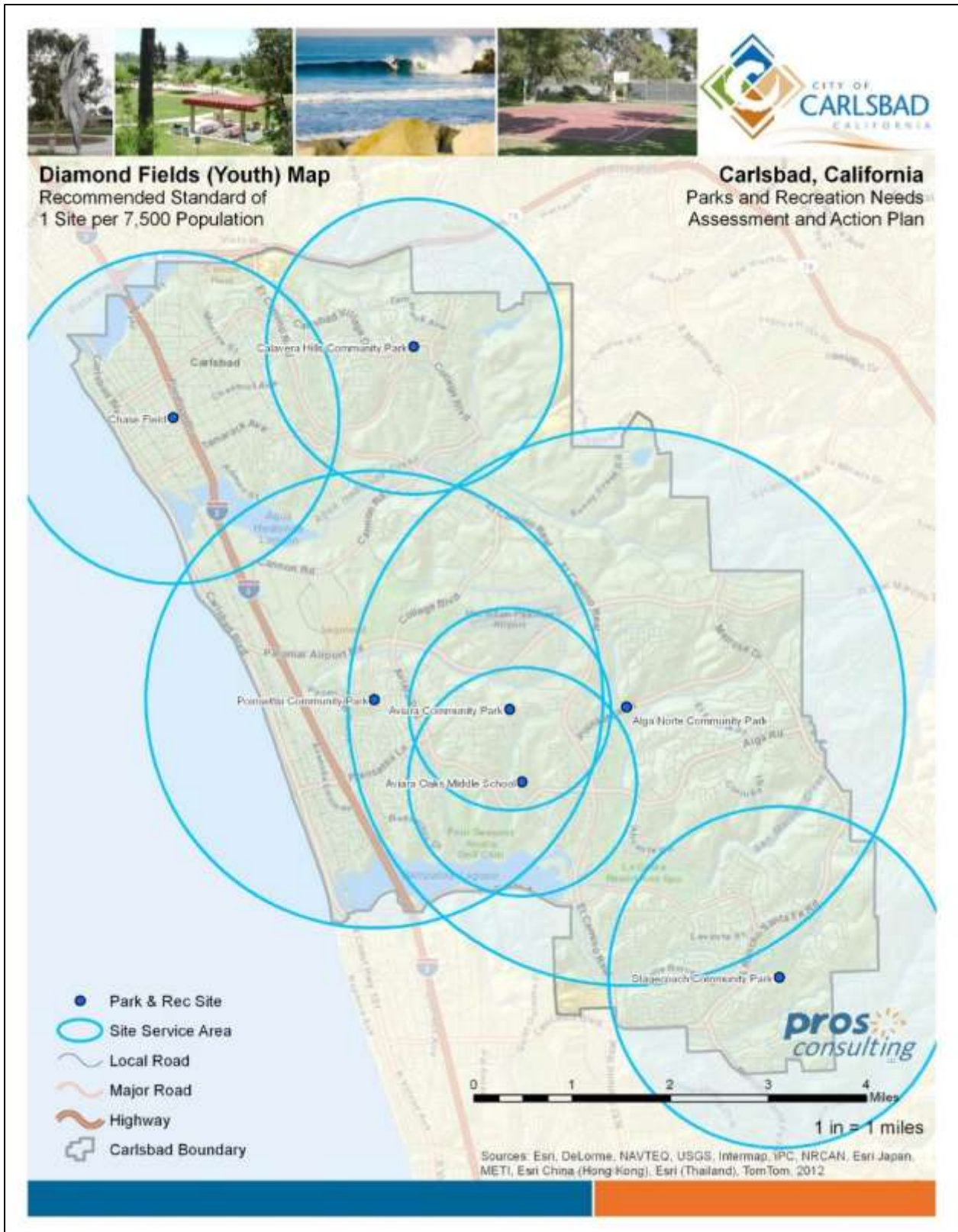
4.13.3 INDOOR FACILITIES



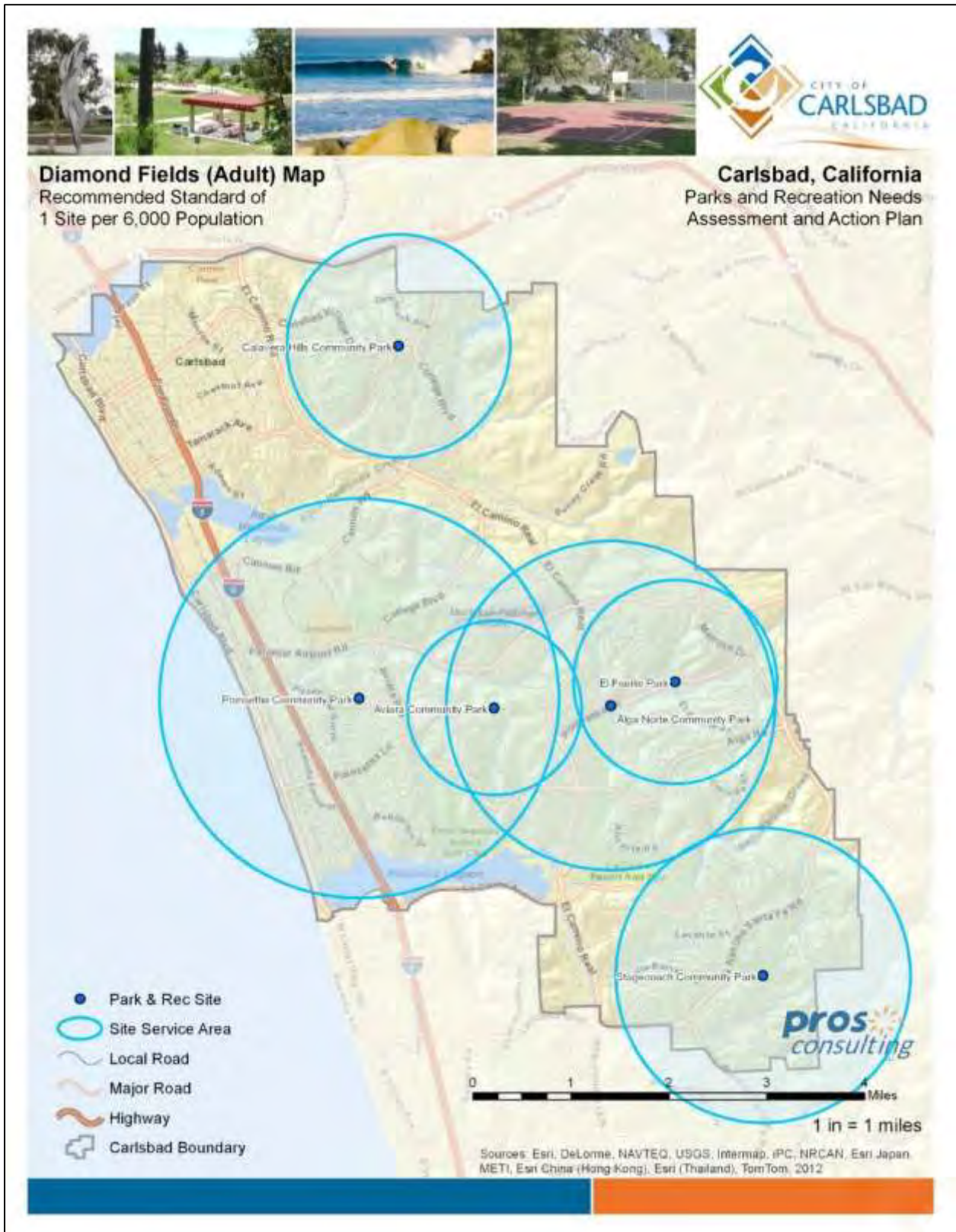
4.13.4 OUTDOOR POOLS



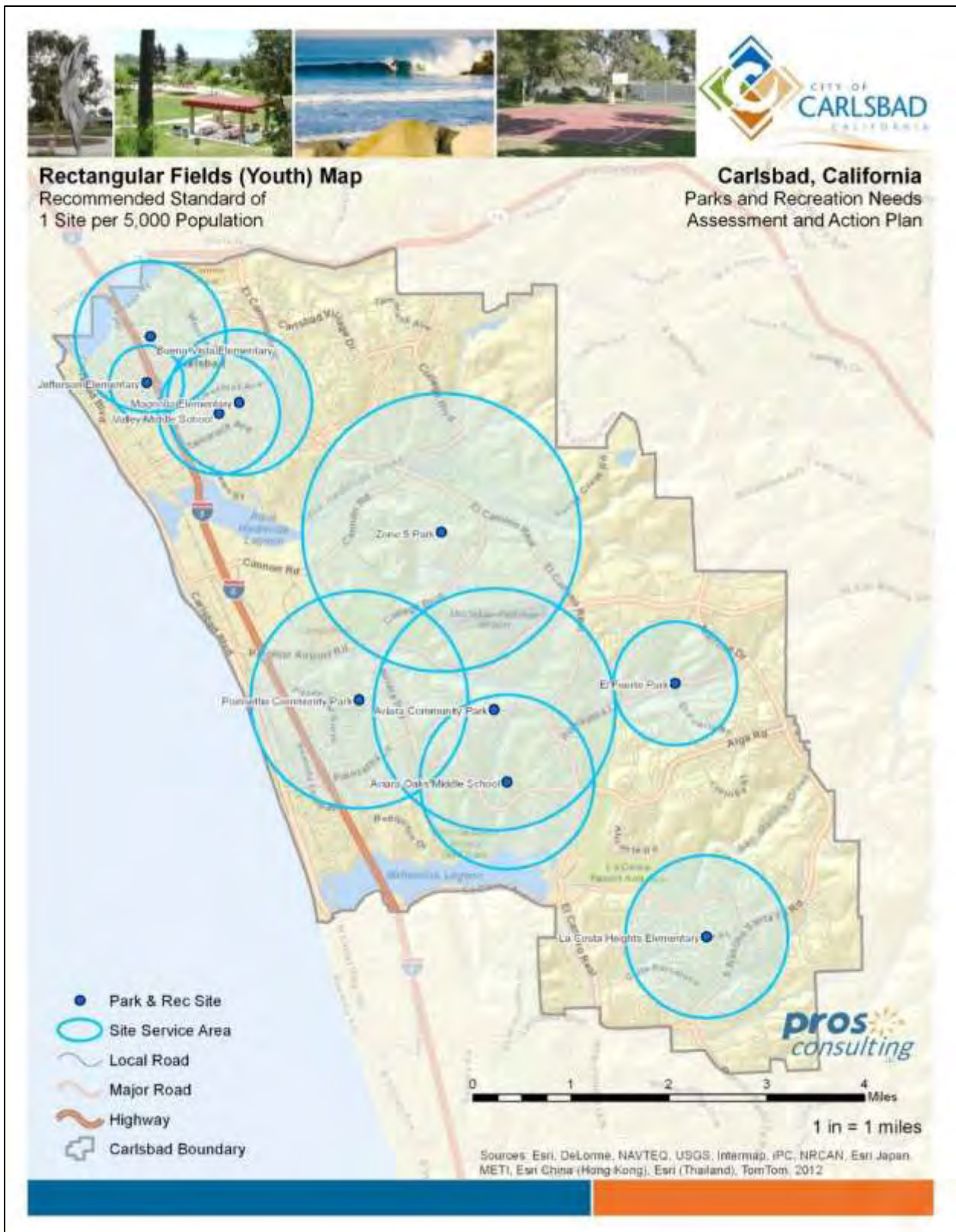
4.13.5 DIAMOND FIELDS YOUTH



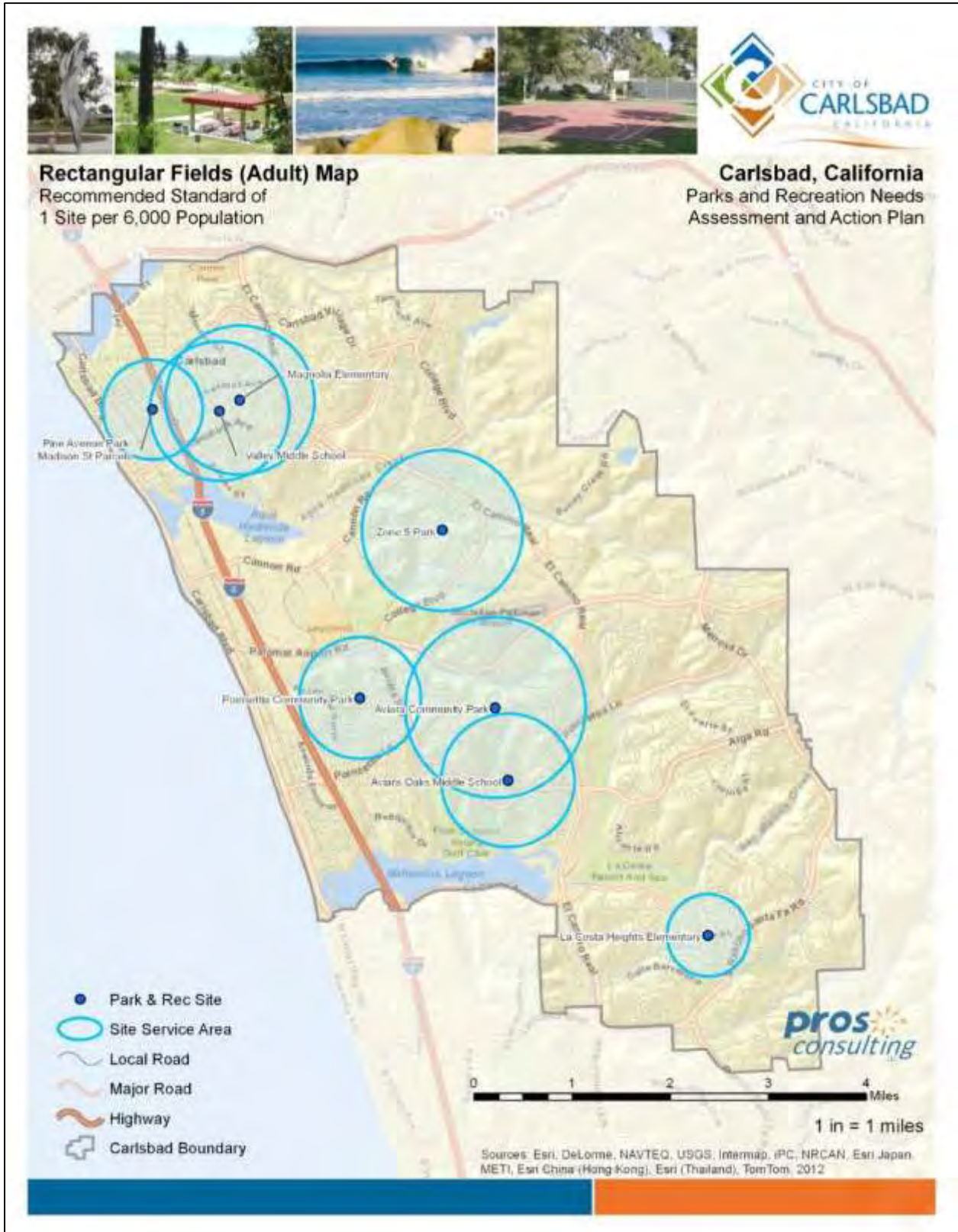
4.13.6 DIAMOND FIELDS ADULT



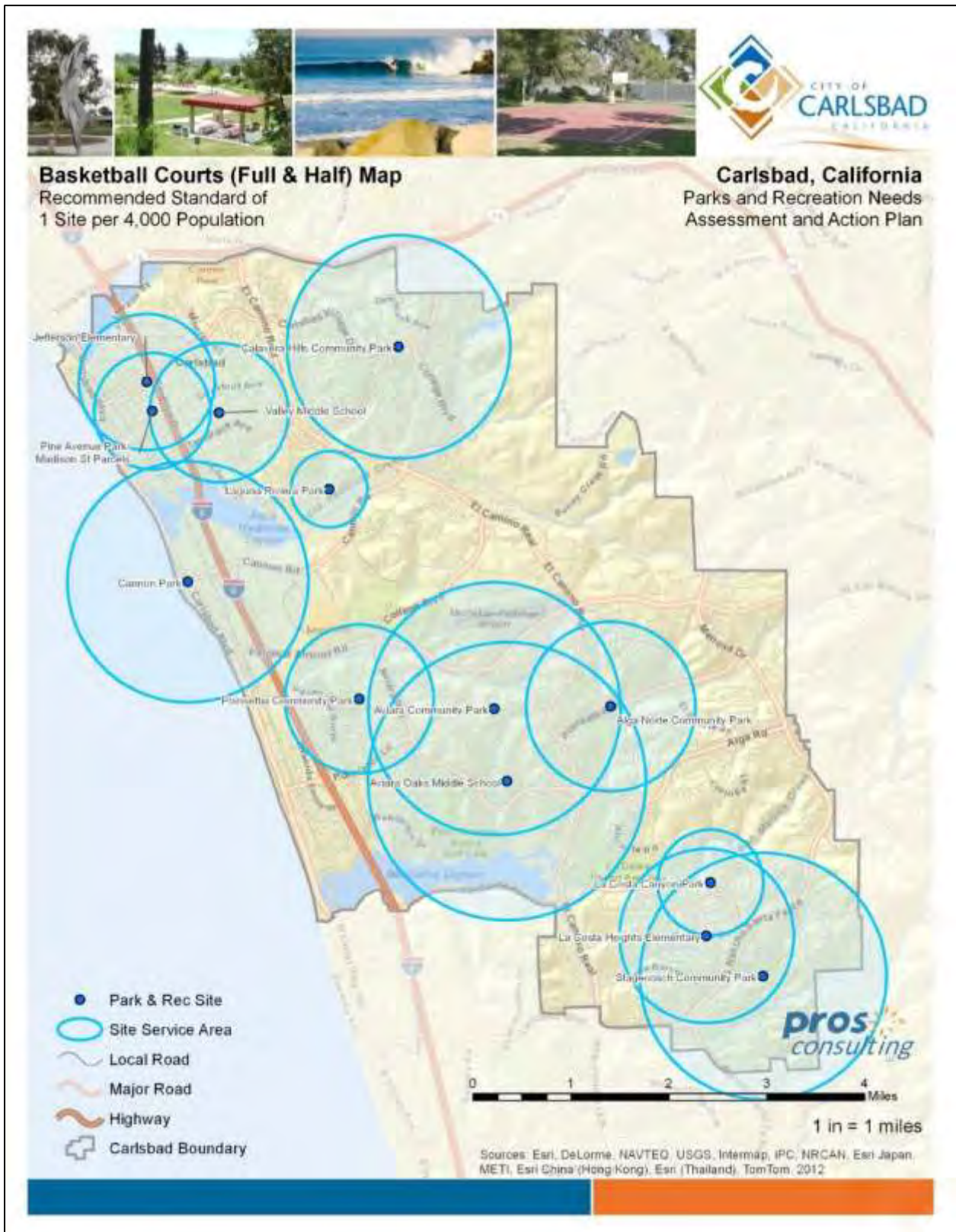
4.13.7 RECTANGULAR FIELDS YOUTH



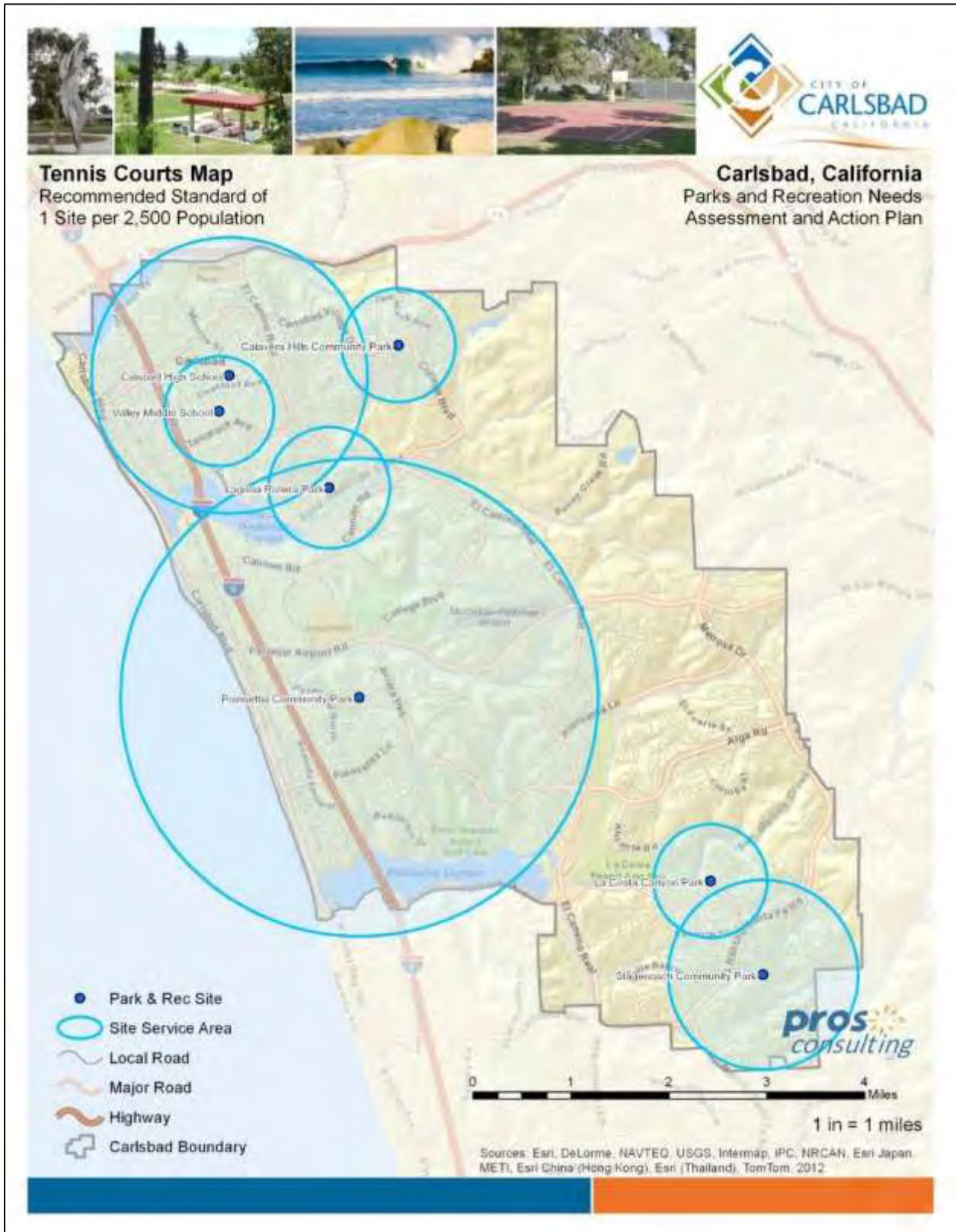
4.13.8 RECTANGULAR FIELDS ADULT



4.13.9 BASKETBALL COURTS



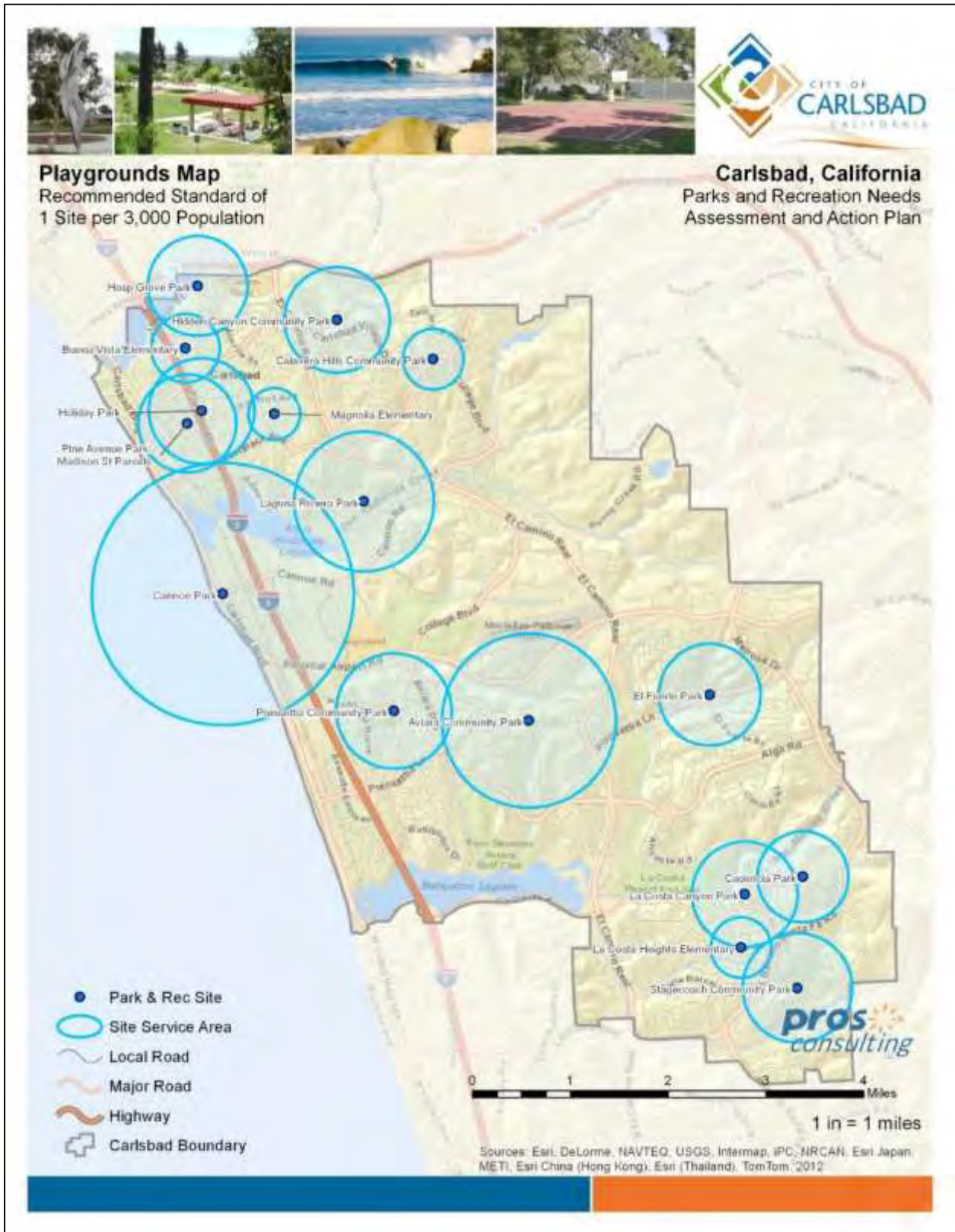
4.13.10 TENNIS COURTS



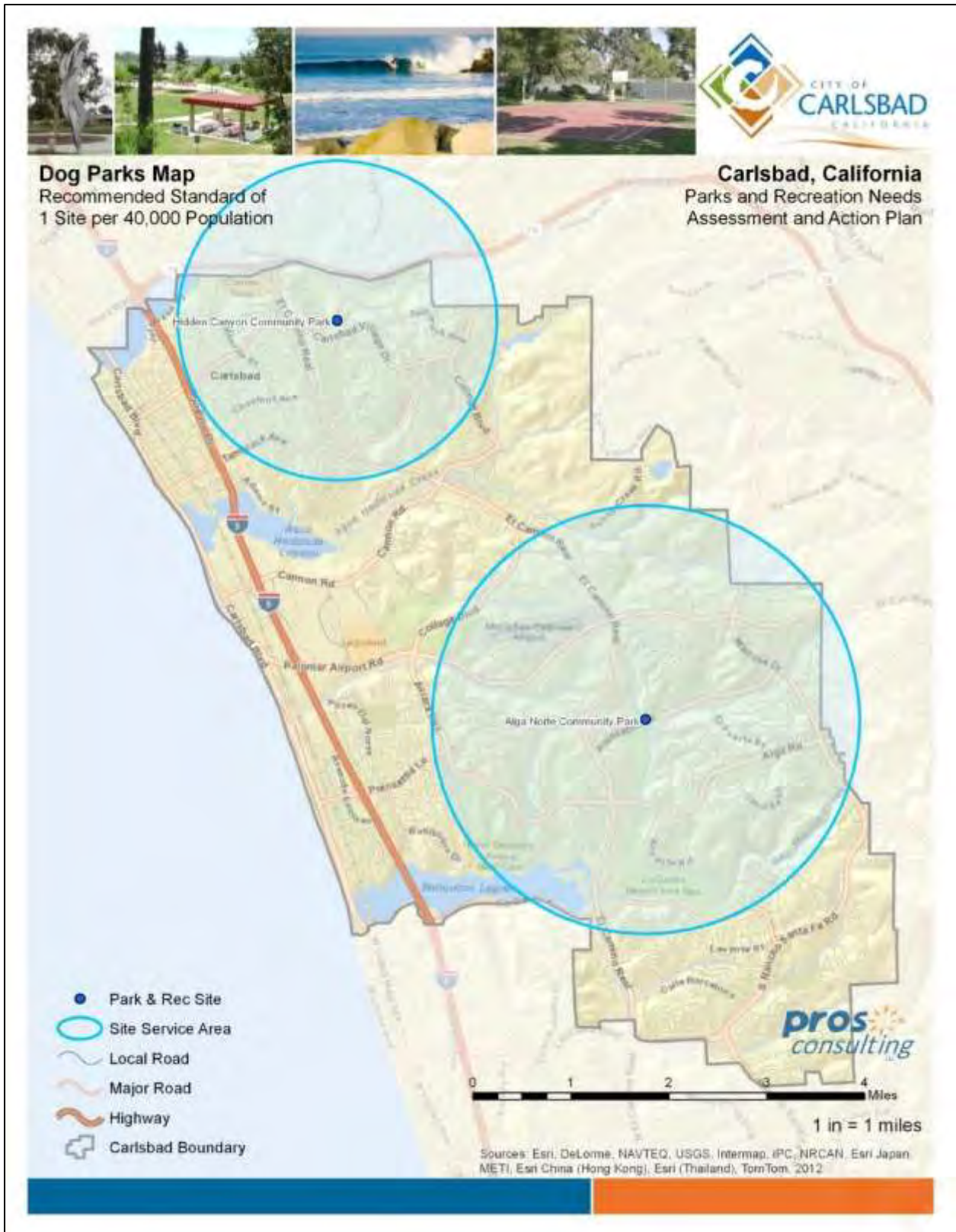
4.13.11 SKATE PARKS



4.13.12 PLAYGROUNDS



4.13.13 DOG PARKS





4.14 FACILITY/AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the facility/amenity and program priority rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the department.

This rankings model evaluated both quantitative and qualitative data. Quantitative datum includes the statistically reliable community survey, which asked residents to list unmet needs and rank their importance. Qualitative datum includes resident feedback obtained from community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks & recreation facilities/amenities and recreation programs. For instance as noted below, a weighted value of three for the unmet desires means that out of a total of 100 percent, unmet needs make up 30 percent of the total score. Similarly, importance ranking also makes up 30 percent, while consultant evaluation makes up 40 percent of the total score, thus totaling 100 percent.

This scoring system considers the following:

- Statistically reliable community survey
 - Unmet needs for facilities and recreation programs – this is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 25 different facilities/amenities and 23 recreation programs.
 - Importance ranking for facilities – this is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant evaluation
 - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60 percent from the statistically reliable community survey results.
- 40 percent from consultant evaluation using demographic and trends data, community focus groups and public meetings, and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: high priority (top third), medium priority (middle third) and low priority (bottom third).

The combined total of the weighted scores for community unmet needs, community importance, and consultant evaluation is the total score based on which the facility/amenity and program priority is determined.

As seen below, family picnics areas – covered and uncovered, outdoor swimming pools, botanical or ornamental gardens, community gardens and amphitheater are the top five highest facility/amenity priorities in Carlsbad.

Carlsbad Facility/Amenity Priority Rankings	
	Overall Ranking
Family picnic areas - covered and uncovered	1
Outdoor swimming pools	2
Botanical or ornamental gardens	3
Community gardens	4
Off leash dog parks	5
Amphitheater	6
Playground Equipment	7
Dining / retail	8
Senior center (age 50+)	9
Youth multi purpose fields	10
Multigenerational community center	11
Disc golf course	12
Adult multi purpose fields	13
Adventure facility (rock wall, ropes course)	14
Tennis courts	15
Conference / trade shows / training centers	16
Concessions	17
Skateboard parks	18
Teen center	19
Arena / speed soccer	20
Outdoor basketball courts	21
Synthetic turf fields	22
Outdoor pickleball courts	23
BMX park	24
Radio controlled aircraft fields	25

As seen below, adult fitness and wellness programs, culinary arts (cooking, baking, etc.), adult sports programs, cultural arts programs and city sponsored community special events are the top five highest program priorities in Carlsbad.

Carlsbad Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Culinary arts (cooking, baking, etc.)	2
Aquatics programming (swim lessons, recreation/lap swim, competitive training, etc.)	3
Adult sports programs	4
Cultural arts programs	5
City sponsored special events	6
Dancing	7
Outdoor skills / adventure programs	8
Youth sports programs	9
Senior programs	10
Dog training	11
Tennis programs	12
Environmental education programs	13
Youth summer camp programs	14
Youth fitness and wellness programs	15
Preschool programs	16
Teen programs	17
Unstructured indoor play	18
Before and after school programs	19
Martial arts programs	20
Gymnastics and tumbling programs	21
Programs for individuals with disabilities	22
Full service party planning	23

CHAPTER FIVE - INTERNAL ASSESSMENT

5.1 PROGRAM CLASSIFICATION DESCRIPTION

The service classification matrix below was developed by PROS Consulting in conjunction with department staff through an iterative work session process. It will serve as a guide for department staff to follow when classifying programs and for how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a “core essential public service,” “important public program”, and “value added program” will provide department and its stakeholders a better understanding of why and how to manage each program area as it applies to public value and private value. Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified.

Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public benefit and private benefit exists as they apply to each program area.

<i>Essential</i>	<i>Important</i>	<i>Value-Added</i>
Volunteers	Aquatics - Lane rentals (programmed)	Pee Wee Soccer
T.R.U.S.T Program	Rec. Swim	Junior Guard Prep
LITE - Teen Program	Learn to Swim Levels 5 & 6	Junior Guard
Guided Historic walking tours	Employment and pre-employment Safety Training	Advanced Youth and Adult Dance
Self guided exploration	Science & Exploration Camps	Martial Arts - Intermediate and Advanced
Historic Education / Interpretation	Adult Sports (Basketball, Soccer, Softball) Program	Dinner and a Movie
Site Preservation	Rentals: Non-profit users (with resident discount)	Social gatherings
Special Events	Rentals: Other (with resident discount)	Triathlon
Aquatics - All Pre-School Aquatics levels	Yoga	Rentals: Other
Aquatics - Learn to Swim Levels 1 through 4	Aerobics	Rentals: Non-profit
Aquatics - Parent/Tot	Traditional Sport Camps	Teen Scene
Senior - Home meal program	Summer and Fall Youth Basketball	Snores & S'mores
Senior - Congregate lunch program	Kidz Camps	Cooking
Senior - Transportation program	Explorer Camps	Teens in Action (Schools)
Senior - Adult 50+ enrichment	Cooking Camps	Extreme Sport Camps
Wellness Weekend (Wellness Special Event)	Parent/Infant	Adventure Sport Camps
Youth - Intro Health and wellness	Martial Arts Beginning	Enrichment Adventure Camps
Drop in activities	Youth and Adult Beginning Dance	Adult Sports (Softball) Tournaments
	Counselors in Training	Parent Toddler
	Fitness Room Senior 50+	Preschool
		Introductory Music
		Introductory Art
		PeeWee Camps
		Art Camps
		Friday Night Hoops
		Aquatics - Masters Swim Program
		Aquatics - Beginning Diving
		Performing Art Camps
		Intermediate Youth and Adult Dance
		Leo Carrillo - Movie Nights (film festival)
		Enrichment - Science
		Enrichment - Math
		Craft
<i>Part of the Mission / Serves majority of the Community / Highest Level of contribution offered</i>	<i>Important to the community / Serves the broad community / Some level of contribution offered</i>	<i>Enhanced Community Offering / Serves niche groups / Limited to no contribution</i>
MUST OFFER THIS	SHOULD OFFER THIS	WOULD BE NICE TO OFFER THIS

5.2 SERVICE CATEGORIES AND LEVELS OF PUBLIC BENEFIT

5.2.1 CORE ESSENTIAL PROGRAM

The cost for providing mission aligned services is solely or largely supported by general fund and tax contribution from the city. The level of benefit is the same to all users. These types of programs fall in the category of: **We must offer this**

- Core Essential Program examples:
 - Open public access to use a park, playground, trail or non-reservable picnic area or park space

5.2.2 IMPORTANT PROGRAM (SHOULD OFFER THIS)

Services identified as important and help support the organization's mission. The user receives a higher level of benefit than the general taxpayer but there is also a broader taxpayer benefit because the service provides a more livable community. Pricing for these services could include partial overhead pricing. Partial overhead pricing recovers all direct operating costs and/or a portion of fixed indirect costs. The portion of fixed costs not recovered by price represents the tax contribution.

These types of programs fall in the category of: **We Should offer this**

- Important Program Examples:
 - Senior computer classes, L.I.T.E. (Leadership in Training & Education) after school program, etc.

5.2.3 VALUE ADDED PROGRAM (WOULD BE NICE TO OFFER THIS)

This includes services that only individual users or visitors benefit from. Pricing of private services should, at a minimum, recover all direct costs associated with the service.

These types of programs fall in the category of: **It would be nice to offer this**

- Value Added Program examples:
 - Wedding rental at Leo Carrillo Ranch, Oriental Sumi-e painting classes, etc.



CHAPTER SIX - STRATEGIC ACTION PLAN

6.1 DEVELOP VISION, MISSION, & GOALS/OBJECTIVES

In keeping with changing times and the City of Carlsbad’s progressive march towards being a world class city, parks & recreation staff, along with PROS Consulting, thought it would be appropriate to update the department’s vision and mission to be aligned with the city’s goals. The leadership staff and the PROS team collaborated to update the vision and mission that will guide future action.

These were developed by keeping the community values first and foremost in mind and then building the key goals to help ensure accountability and performance measurement.

6.1.1 VISION

To strengthen community connectivity through world class offerings and exceptional customer service.

6.1.2 MISSION STATEMENT

To promote community health and wellness while building a culture that embraces change and continuous improvement.

6.1.3 ORGANIZATIONAL VALUES

The City of Carlsbad has established core organizational values that are embraced by every department. The strategies and tactics recommended to guide the plan’s implementation are driven by these organizational values and future planning initiatives will all ensure alignment with these values as well.

These organizational values are:

Values	What It Entails
Character	We conduct ourselves with integrity, openness, courage and professionalism, driven by a calling to serve others.
Innovation	We are thoughtful, resourceful and creative in our quest for continuous improvement, always looking for better, faster ways to get things done.
Stewardship	We responsibly manage the public resources Stewardship entrusted to us.
Excellence	We hold ourselves to the highest standards because our community deserves the best.
Empowerment	We help people achieve their personal best by creating an environment where they feel trusted, valued and inspired.
Communication	We communicate openly and directly. Promoting engagement and collaboration makes our organization better and our community stronger.

6.1.4 KEY GOALS

The key goals established by the Department are:

- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- Train and empower staff to deliver world class offerings and exceptional customer service

- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

6.1.5 SWOT ANALYSIS

The PROS team in conjunction with the City staff conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify the internal and external factors that are favorable and unfavorable to achieve department objectives. This analysis leads to heightened levels of awareness about the market that an agency operates in and is the cornerstone of any successful Strategic Plan. The SWOT's primary objective is to help the Department develop a full awareness of all the factors, positive and negative, that may affect strategic planning and decision-making. Best practices indicate conducting a SWOT analysis annually at minimum and as frequently as quarterly, if needed.

The following SWOT matrix is meant to be a one page state-of-the-department overview and a strategic guiding tool for the agency.

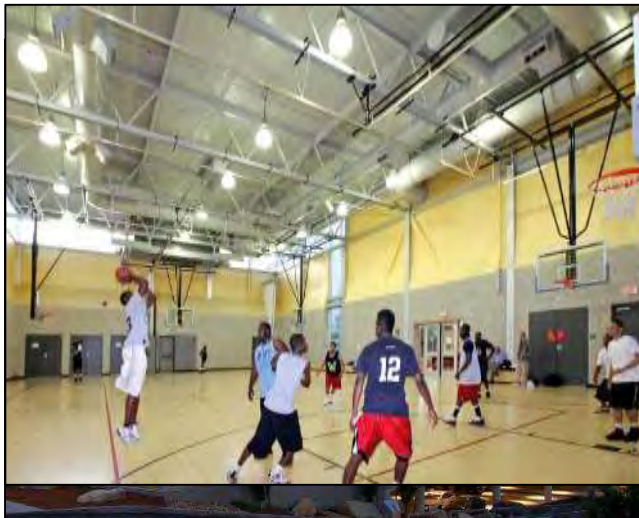
	Helpful to achieving the objective	Harmful to achieving the objective
Internal Origin	Strengths (Internal - You can control)	Weaknesses (Internal - You can control)
	Adequate level of resources - financial, facilities, etc. Political will and community desire to support parks & recreation Qualified / passionate / dedicated staff Financially stable organization High quality and well maintained parks and facilities Customer Service Good customer retention in many areas (aquatics / teens / dance / seniors /sports) Wide variety of offerings (programs and facilities) Specialized facilities Communications, marketing, graphics support is available IT support is available T.R.U.S.T / volunteer programs Focus on planning initiatives All around value Supporter for providing healthy lifestyles	Department doesn't tell our story well Department lacks a brand identity Are all things to everyone - broad focus Inconsistent interpretations of partnerships and user fee outcomes Community center design not as inviting and don't feel a sense of community (lobbies) Succession planning Inconsistent implementation of departmental policies and procedures (e.g. fee refunds) Tracking metrics - accountability could be improved Internal communication and understanding Staff cross-training / limited leadership training opportunities
External Origin	Opportunity (External - You may not be able to control)	Threats (You may not be able to control)
	Political and policy based support for creative thinking and innovation Outreach to diverse population segments Increase workforce diversity Location and abundance of natural resources / year-round programming Programming and facility trends - (e.g. bike park, community gardens, pickleball etc.) Many parks / facilities still being built - incorporate new ideas Diversity of interests and needs More public - partnerships (e.g. school districts / neighborhood communities / libraries/cultural arts, etc.) Unused non primetime capacity in facilities Alternative funding sources (e.g. Foundation, volunteer groups / sponsorships / individual donations) Advocacy groups (Parks & Recreation Commission / Senior Commission, and Beach Preservation Committee) Technology - mobile apps / online registration / reservations could be improved Increasing population Health and wellness e.g. childhood obesity issues, aging population	External service providers Proliferation of gaming / in-house entertainment (Xbox, Playstation, Wii, etc.) Continually changing preferences and trends for public recreation Fluctuations in the economic environment limiting available resources Impact of negative perception of government High community expectations could become unsustainable Environmental concerns - climate, drought Loss of institutional knowledge through staff turnover / attrition

6.1.6 BIG IDEAS

The big ideas are driven by the philosophy that *programs determine facility design*. In essence, the philosophy indicates that world class agencies identify true program needs and then develop spaces to optimally address those needs. Thus, **based on the program priority rankings** that consider community values, leadership's vision and future trends, the following are the two big ideas for facility/spaces that Carlsbad may pursue to strengthen community connectivity and promote health and wellness.

Big Idea # 1: Multiuse, Multigenerational Community Recreation Center

These types of facilities could include a variety of multigenerational spaces covering the gamut of programming needs from fitness and wellness, culinary arts, before and after school programs, dance, senior programs, cultural arts and special events etc. These types of programs also lend themselves well to partnership models with public, private or nonprofit providers for design, development, and operation. These include a variety of amenities ranging from gyms and exercise rooms to fitness spaces for classes (yoga, tai chi) or specialized activities such as spinning, indoor walking biking tracks, arts and crafts classes or performing arts spaces, large rental spaces with cooking facilities to serve the rentals or for culinary classes etc. In a nutshell, they truly offer a multigenerational and multiuse experience.



Big Idea # 2: Outdoor Adventure Activity Park

Outdoor adventure facilities could include a variety of programming needs from fitness and wellness, adventure and environmental education programs, youth summer camps, and special events. These types of spaces could include options from mountain biking/dirt biking, rock or wall climbing, zip lines and canopy tours, interpretive education opportunities, ropes courses, outdoor events space or an amphitheater, mud or artificial obstacle courses, etc.

With a community that loves and appreciates outdoor recreation and a large corporate presence seeking outdoor teambuilding activities, this type of facility could serve a wide variety of individual and group outdoor recreation needs in the community while potentially becoming a regional and national destination. This type of facility also lends itself well to partnership models with public, private or nonprofit providers for design, development and operation.



6.1.7 KEY ACTION ITEMS

A component of the needs assessment work scope was to identify system wide community needs and vision. The PROS team recognizes the existence of individual future master planned facilities but believes in best practice principles that suggest individual facilities should be analyzed via a feasibility study for each future master planned site. For example, should the center court and pro shop be constructed at Poinsettia Park per the master plan? The data derived from this report does not focus on that level of specificity and the community's articulated needs for tennis were limited to more outdoor courts not a center court or a pro shop. Thus, a feasibility study should be conducted to determine if the previously determined uses are still relevant and needed or to identify other more current potential uses.

Further, park master plans call for the development of three additional approximately 20,000 sq. ft. community centers similar to Stagecoach Park and Calavera Hills Community Park. The data derived from the report does support and identify the need for additional indoor recreation space. However, today's best practices tell us that one large multigenerational recreation facility (built based on gaps identified through equity mapping) is a more financially and operationally sustainable as well as partnership friendly approach.

Based on these findings we recommend completion of a feasibility study on the two big ideas before proceeding with implementing any individual master plans.

The following Strategic Action Matrix is developed with a Short-term, Mid-term and an On-going timeframe in mind. Each of these include:

1. The department goal(s) they address
2. The citywide organizational value(s) they align with
3. An estimated capital cost outlay to implement it
4. The lead division responsible for implementing that goal
5. Update on the current status of that action item
6. Key performance metrics to ensure accountability

The detailed strategic action matrix with the goals, values, capital cost outlay, division responsibility, current status update and key performance metrics is provided in the Appendix.

6.1.7.1 SHORT TERM ACTION ITEMS (0-3 YEARS)

- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an indoor, multipurpose, multigenerational community center. If feasible, commence development within the said timeframe
 - **Performance Metrics** - Feasibility study and business plan presented to Council; If found feasible, undertake next steps for design / development
 - **Status Update** - In progress - 2015 completion
- **Action Item:** Complete a feasibility study/business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park
 - **Performance Metrics** - Feasibility study and business plan presented to Council

- **Status Update** - 2016 completion
- **Action Item:** Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment
 - **Performance Metrics** - Council approval by Dec. 2014
 - **Status Update** - Completed in 2014
- **Action Item:** Modify two existing tennis courts in well served areas to accommodate outdoor pickleball courts as determined by the equity mapping
 - **Performance Metrics** - Identify location and present Concept Plan for Council consideration
 - **Status Update** - Council Direction in December 2014 to investigate dedicated location for pickleball courts - in progress
- **Action Item:** Design and develop the entryway to Calavera Hills Community Park
 - **Performance Metrics** - Complete construction drawings and present to Council for funding consideration
 - **Status Update** - Design in progress - 2015 development completion
- **Action Item:** Complete the development of one additional community garden at Calavera Hills Community Park
 - **Performance Metrics** - Opened community garden in 2014
 - **Status Update** - Completed 2014
- **Action Item:** Establish a department specific sponsorship policy to reflect new goals and vision
 - **Performance Metrics** - Establish policy and obtain Council approval
 - **Status Update** - Completed as part of 2014 Council Policy adoption
- **Action Item:** Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas
 - **Performance Metrics** - Update department wide model by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution
 - **Performance Metrics** – Train department wide staff by 2016
 - **Status Update** - In progress at Alga Norte Community Park
- **Action Item:** Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities
 - **Performance Metrics** – Communicate costs to all entities by 2016

- **Status Update** - In progress at Alga Norte Community Park: 2016 completion department wide
- **Action Item:** Develop strategies to increase awareness and participation rates of program offerings
 - **Performance Metrics** – Annual review of strategies
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Develop a customer service manual and training program for full and part time staff
 - **Performance Metrics** – Annual review of manual and ongoing staff training
 - **Status Update** - Commenced 2014: ongoing
- **Action Item:** Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining
 - **Performance Metrics** – Annual review and changes, as appropriate
 - **Status Update** - Commenced 2014: ongoing

6.1.7.2 MIDTERM ACTION ITEMS (4-5 YEARS)

- **Action Item:** If found feasible, commence development of an outdoor adventure activity park
 - **Performance Metrics** – If found feasible, undertake next steps for design / development
 - **Status Update** – To be determined after feasibility study
- **Action Item:** Create a plan to identify an additional dog park
 - **Performance Metrics** – Identify location for an additional dog park by 2017
 - **Status Update** - Completed as part of Council approved Poinsettia Community Park master plan update in 2014
- **Action Item:** Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system
 - **Performance Metrics** – Complete trails master plan update by December 2017
 - **Status Update** - Trails master plan out for stakeholder review - March 2015
- **Action Item:** Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad
 - **Performance Metrics** – Complete needs assessment / strategic master plan update by December 2018
 - **Status Update** - 2018 completion

6.1.7.3 ONGOING ACTION ITEMS

- **Action Item:** Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community
 - **Performance Metrics** - Ongoing evaluation and expansion, as appropriate
 - **Status Update** - General Plan update 2015 completion; park, facility, program and special event expansion ongoing
- **Action Item:** Continue transformation of organizational culture and pricing strategies based on updated service classification
 - **Performance Metrics** - Annual evaluation of service classification matrix and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations
 - **Performance Metrics** - Ongoing evaluation of service delivery standards and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)
 - **Performance Metrics** - Ongoing evaluation of performance metrics and update, as appropriate
 - **Status Update** - Developed additional performance measurements consistent with the citywide team; ongoing
- **Action Item:** Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities
 - **Performance Metrics** - Ongoing evaluation of marketing performance measures and update, as appropriate
 - **Status Update** – Ongoing
- **Action Item:** Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage
 - **Performance Metrics** - Annual lifecycle matrix review and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities

- **Performance Metrics** - Ongoing evaluation of Alga Norte business model and update, as appropriate
 - **Status Update** - Ongoing
- **Action Item:** Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.
 - **Performance Metrics** - Annual review of program trends and modify offerings, as appropriate
 - **Status Update** - California State University (San Marcos) Enrichment Program Analysis Project Completed 2014; ongoing
- **Action Item:** Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.
 - **Performance Metrics** - Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
 - **Status Update** – Ongoing

6.2 FUNDING AND REVENUE STRATEGIES



The purpose of developing funding and revenue strategies is to help staff prepare for the plan's implementation by identifying viable funding opportunities, including fees, charges, and partnerships, and to pursue and share examples from other agencies that may have been in a similar place.

In order to continue to build and maintain a great park system, the following are some of the funding sources that are available and used by many other public agencies throughout the United States.

New, sustainable funding sources are essential to implementing the needs assessment and action plan. The city has been good stewards of public dollars and has managed well with the revenues generated from taxes and user fees to support the system. The key for future growth is to diversify funding sources which will help support the development and sustenance of the initiatives recommended in this plan.

The sources listed below have been selected in conjunction with staff based on their viability and the desire to pursue them further. These are meant to serve as recommendations and guidelines and do not commit the city or the staff to pursue them.

6.2.1 EXTERNAL FUNDING

The following examples provide external funding opportunities to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively.

6.2.1.1 CORPORATE SPONSORSHIPS

This revenue funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events. Given the presence of a large corporate community, Carlsbad is primed to explore this source even further. As of Dec. 2013, the city is already in the process of developing a citywide sponsorship policy which can then be customized to the Parks & Recreation Department as well.

Additionally, with the development of Alga Norte Community Park and the potential for building signature destination facilities as recommended in this plan, the timing of this sponsorship is ideal. There are a number of agencies in California and nationwide that have done an excellent job in securing corporate sponsorships and assigning dedicated staff resources to it – Charleston County Parks and Recreation (<http://www.ccprc.com/index.aspx?NID=5>) as well as establishing frameworks for sustained sponsorship opportunities by providing packaged choices of offerings - City of Santa Barbara (http://www.santabarbaraca.gov/gov/depts/parksrec/recreation/sponsor_opportunities.asp).

6.2.1.2 PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a nonprofit and a public agency, or a private business and a public agency. Two or more partners could jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. This could be an avenue for existing facilities in and around the Carlsbad area, or for facilities potentially developed in the future e.g. the multipurpose, multigenerational community recreation center.

A relevant example includes the Muskingum Recreation Center being developed in Zanesville, Ohio which is a partnership between the Muskingum County Community Foundation (MCCF), the Muskingum Family Y (MFY), Genesis HealthCare System and Ohio University Zanesville (OUZ) (<http://www.muskingumrecreationcenter.org/>).

6.2.1.3 VOLUNTEERS

Volunteerism is an indirect revenue source that would help the department offset its operational cost as well as build greater advocacy for the system. The city provides online volunteer identification opportunities and it does have a committed group of volunteers who assist on a number of areas including trail maintenance, special events, sports coaches, Leo Carrillo Ranch Historic Park among others. Another source to consider would be utilizing www.volunteermatch.org that allows agencies to list their volunteer offerings and for interested individuals to be matched to that source.

Besides maintenance and program offerings, there are potential opportunities to utilize volunteers as a part of a knowledge workforce as well. The City of San José Parks, Recreation and Neighborhood Services has leveraged a very unique volunteer relationship by utilizing graduates from The Harvard Business School to identify potential sponsorship value of its inventory and craft a compelling message for potential sponsors – all on a pro-bono basis (http://www.hbsanc.org/cp_home.html?aid=1142). There could certainly be potential opportunities of this sort with any of the educational institutions including Mira Costa College, Palomar Community College, or University of California San Diego.

6.2.2 USER FEES

6.2.2.1 FEES/CHARGES

The department must continue to position its fees and charges to be market driven and based on the classifications for core essential, important and value added as determined in the plan. Starting with Alga Norte, there is an opportunity to establish a self-sustaining model driven by user fees and cost recovery goals for signature parks and recreation facilities, both current and planned.

6.2.2.2 TICKET SALES/ADMISSIONS

This revenue source is based on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. For signature facilities that are not membership revenue driven, such as an outdoor adventure park, ticket sales for base admission and fees for certain select add on activities could be utilized.

6.2.2.3 PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. The city receives either a set amount of money or a percentage of the gross service that is being provided. This is a fairly established practice nationwide and in California. The City of Malibu has issued special use permits to rent a picturesque park (Malibu Bluffs Park) to the National Football League for a promotional event.

6.2.2.4 RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities. Leo Carrillo Ranch Historic Park is a prime example of one that generates rental revenues from wedding and event reservations. For all permits and reservations, it would be beneficial to maximize the use of differential pricing strategies commonly employed by airlines, hotels and even public golf courses — vary prices based on weekday/weekend, prime time/non-prime time, holidays versus non-holidays, etc.

6.3 FRANCHISES AND LICENSES

6.3.1 CONCESSION MANAGEMENT

Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The department could either contract for the service or receive a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses. There are many examples of this nationwide, be it for a single agency such as Chicago Park District (<http://www.parkconcessions.com/>) or for multi-park vendors such as Xanterra (<http://www.xanterra.com>) which specializes in operating hotels, restaurants and stores in several state parks and national parks within the United States. The key to success with private concession managers is to build in facility repair and maintenance responsibilities as a part of the concessionaire's overall role in managing the facility.

6.3.2 PRIVATE MANAGEMENT

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the agency. This is similar in some ways to how the concession management process is undertaken except here the private provider, e.g. a developer, is often also responsible for facility construction along with long term operations and maintenance support.

6.4 NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new constructions of facilities or parks as a way to pay for the development and, occasionally, costs associated with the project. A great example of this was in Lewisville, Texas where the city signed a 10 year naming rights deal with a local Toyota dealership for their signature community park which opened in 2009 and includes multiple sports fields, a dog park, skate park, walking and jogging trails, three lakes for irrigation etc. (<http://www.cityoflewisville.com/index.aspx?page=538>). This could potentially be a model that may have relevance for Alga Norte Community Park which has a similar set of broad and exciting amenity types that serve a wide audience.



CHAPTER SEVEN - CONCLUSION

In summary, the City of Carlsbad Parks & Recreation Department has done an excellent job in providing high quality parks and recreation offerings and meeting the community's expectations for world class experiences. This needs assessment and action plan outlines a community values driven approach that is realistic but ambitious. It will require a partnership driven approach and a willingness to continue embracing an entrepreneurial mindset, all while keeping the community and its values in mind.

The five year plan provides staff with short term, midterm and ongoing recommendations for day-to-day operational tactics as well as two signature "ideas" that usher in an even higher level of customer experience and reinforce Carlsbad's place as a world class city that drives connectivity and enhances quality of life for its current and future residents.





APPENDIX

CARLSBAD FACILITIES INVENTORY

MAXTON BROWN PARK



MAGEE HOUSE AND PARK



HOLIDAY PARK



CHASE FIELD



LAGUNA RIVIERA PARK



CAR COUNTRY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

CAR COUNTRY PARK

LEGEND

SYMBOL	AMENITY	QTY
■	BENCH	
■	CHAIR	
■	TABLE	
●	TRASH RECEPTACLE	1
●	RECYCLABLE RECEPTACLE	
●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	1
□	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	



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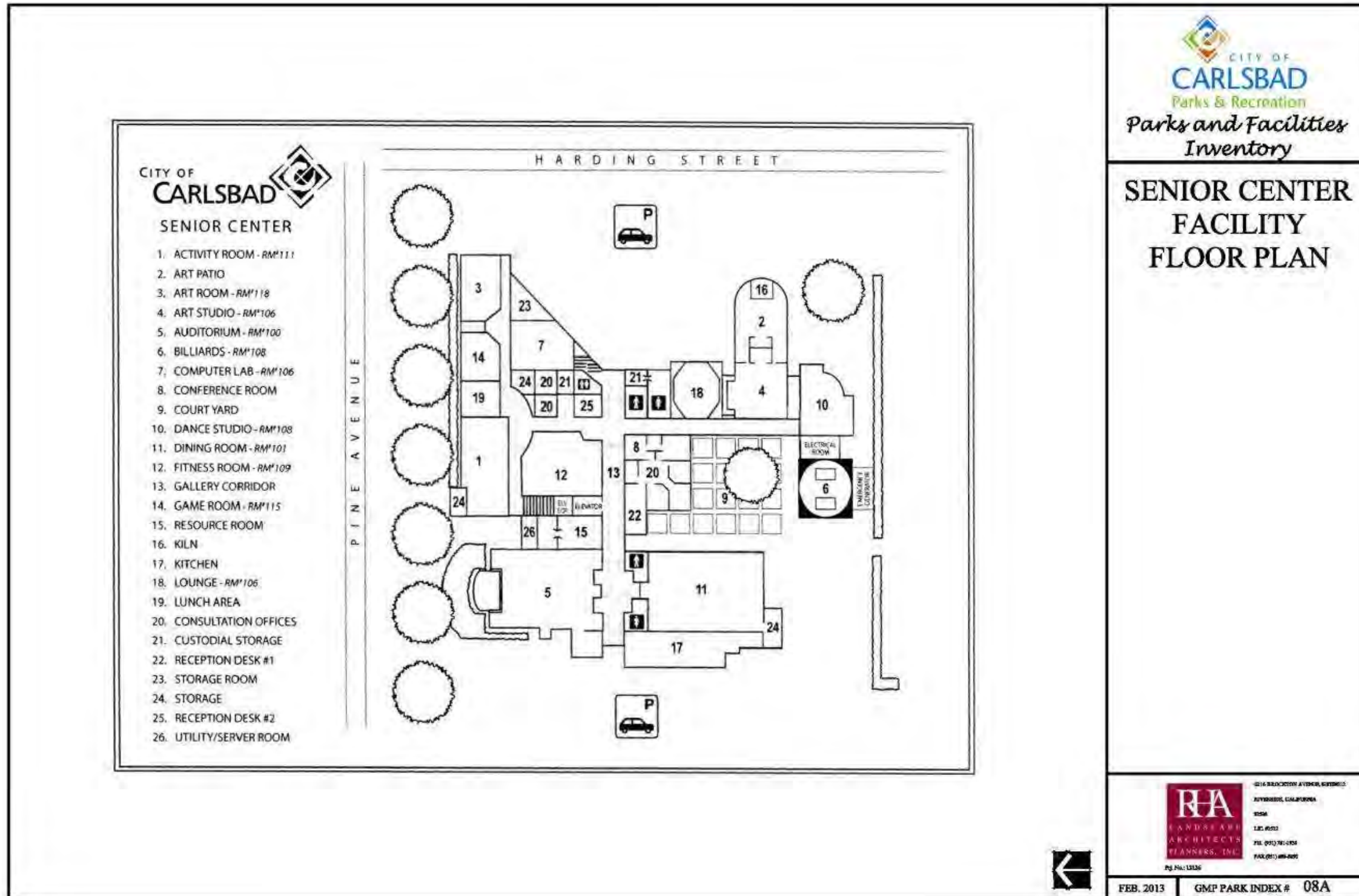
PIO PICO PARK



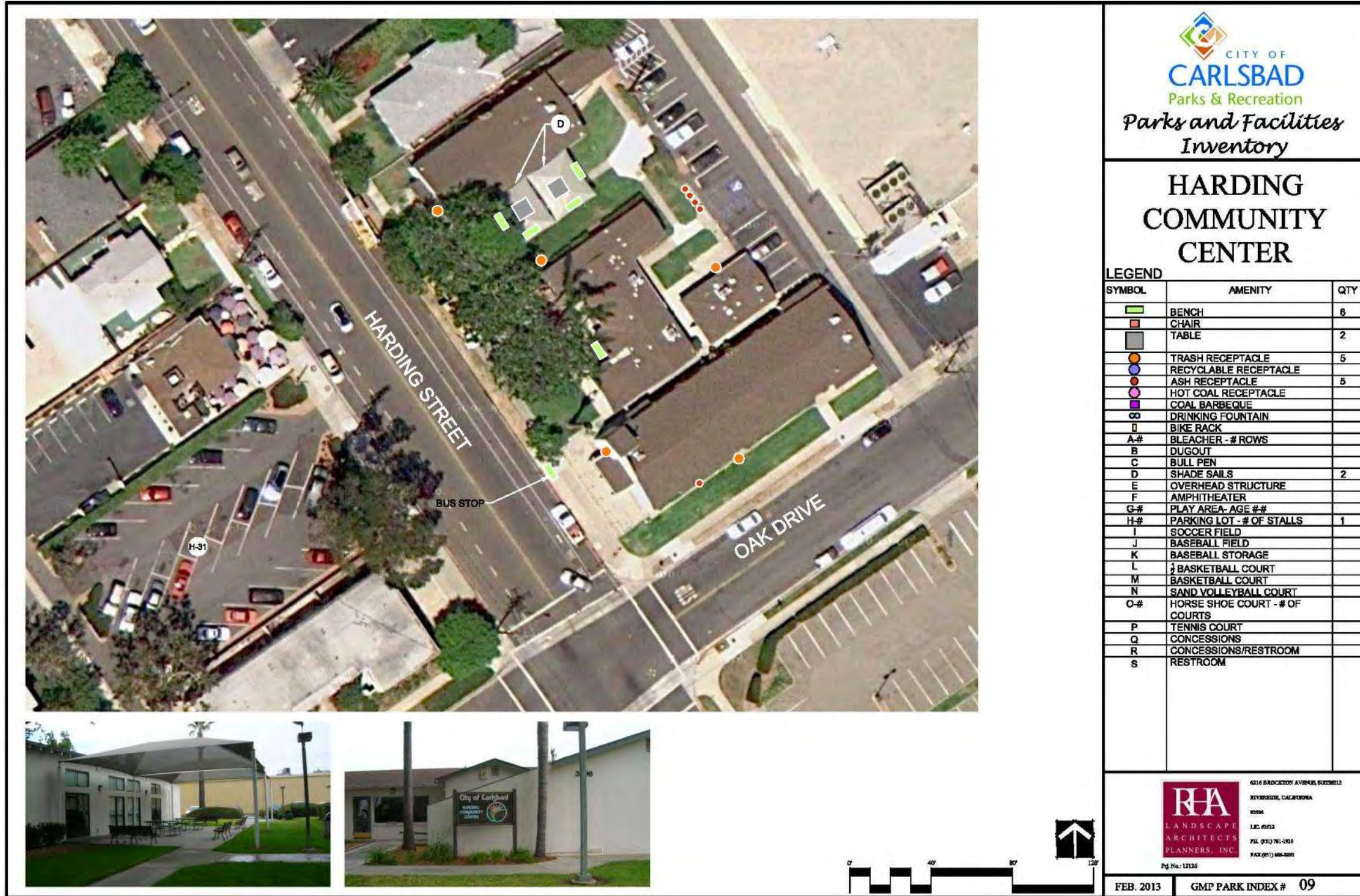
SENIOR CENTER



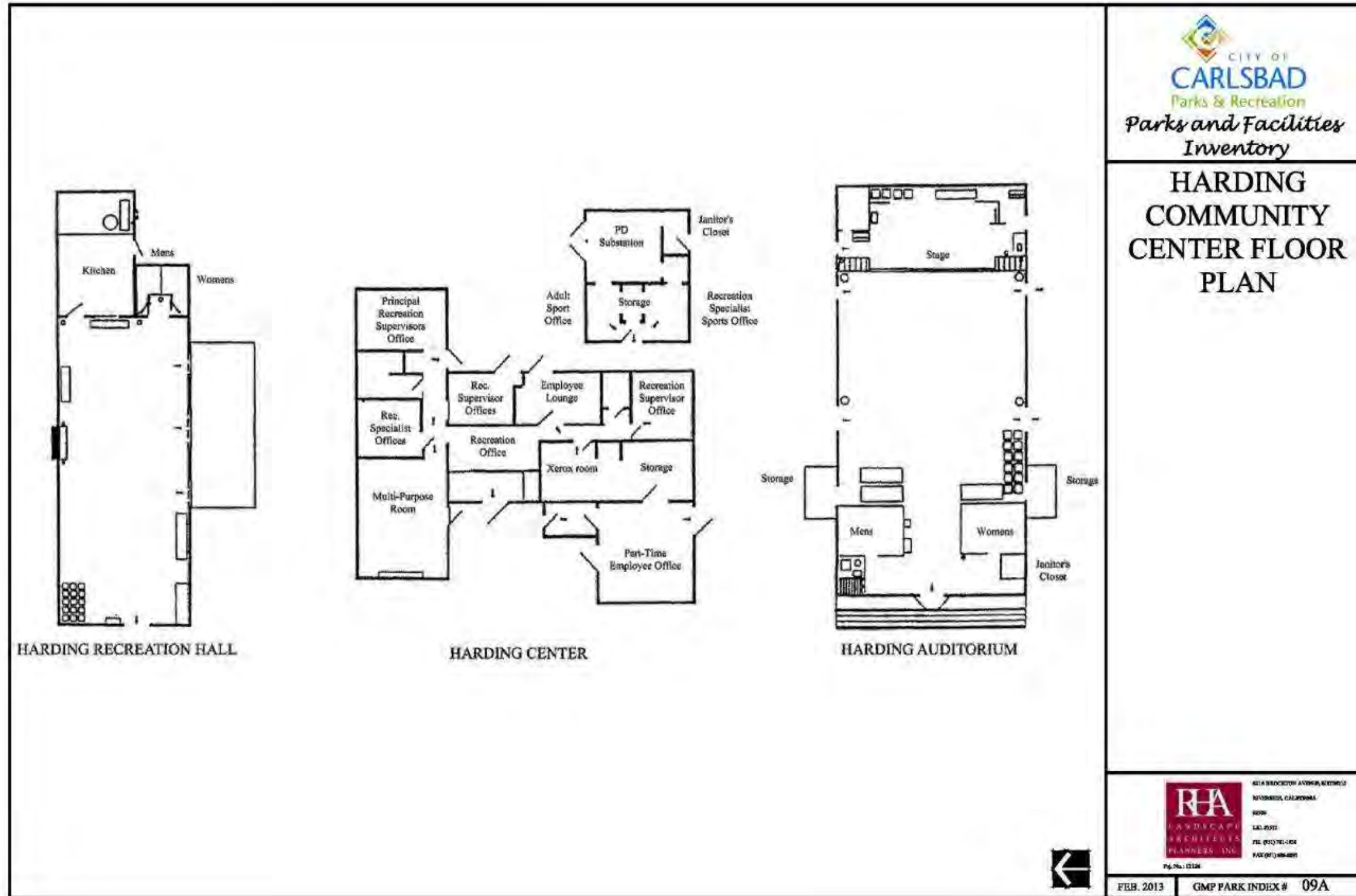
SENIOR CENTER FACILITY FLOOR PLAN



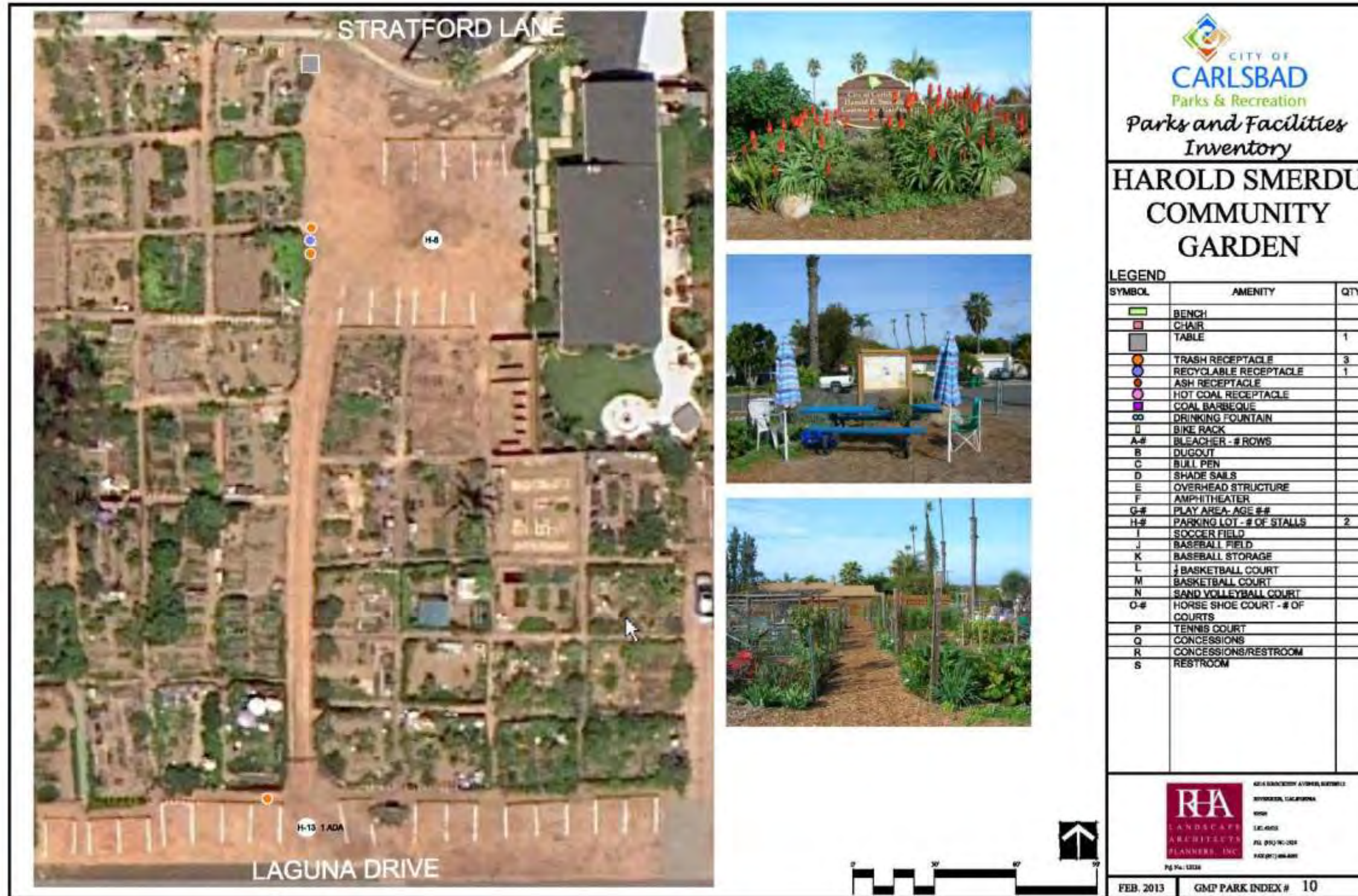
HARDING COMMUNITY CENTER



HARDING COMMUNITY CENTER FLOOR PLAN



HAROLD SMERDU COMMUNITY GARDEN



MONROE STREET POOL



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

MONROE STREET
POOL

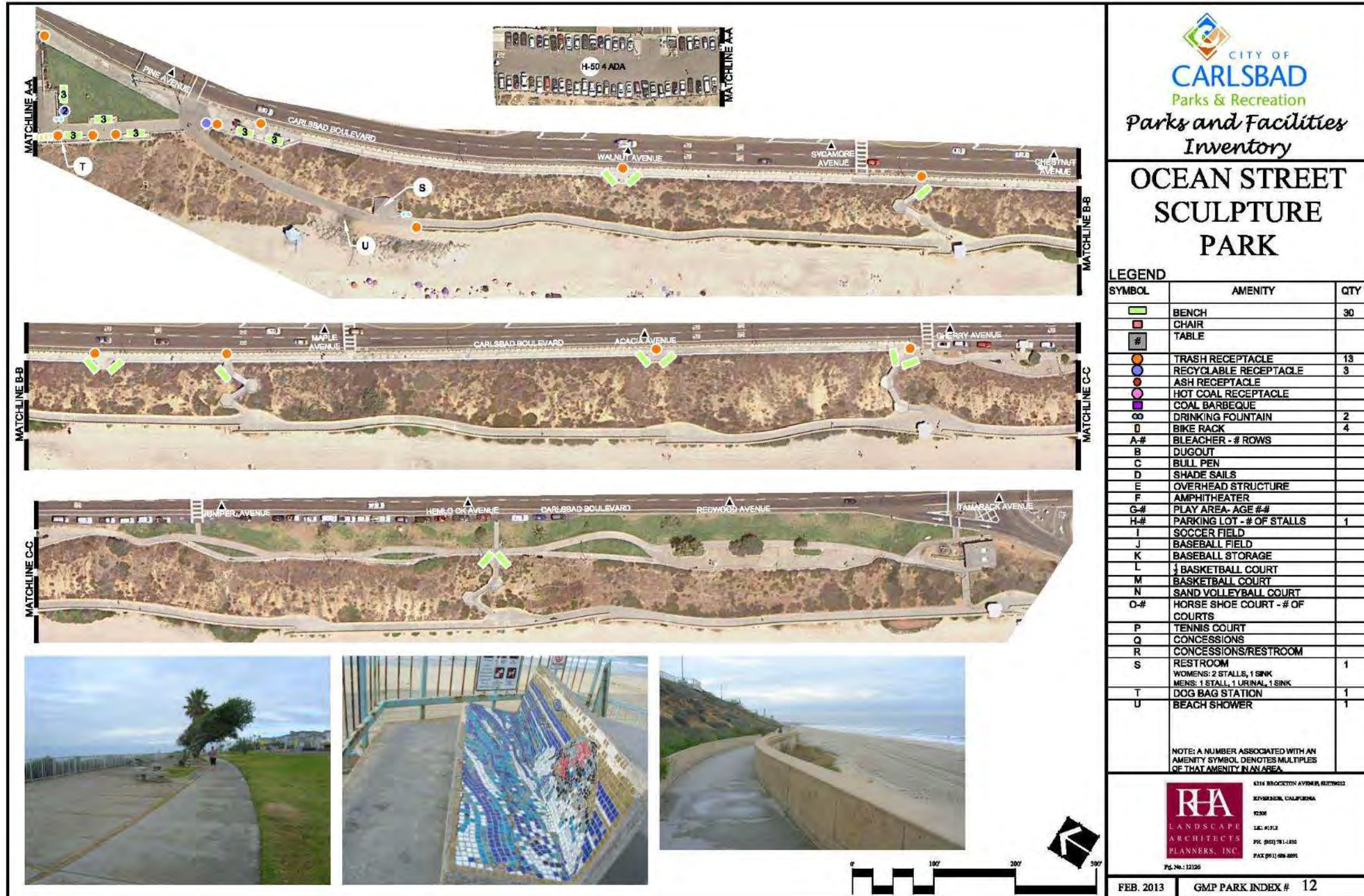
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[Grey Box]	TABLE	4
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[Red Circle]	ASH RECEPTACLE	
[Purple Circle]	HOT COAL RECEPTACLE	
[Green Circle]	COAL BARBEQUE	
[Blue Circle]	DRINKING FOUNTAIN	2
[Blue Square]	BIKE RACK (8 SPACE LOOP RACK)	1
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C	BULL PEN	
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E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
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J	BASEBALL FIELD	
K	STORAGE	8
L	1/2 BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM (INSIDE BUILDING) WOMENS: 5 STALLS, 3 SINKS, 3 SHOWERS MENS: 2 STALL, 2 URINALS, 3 SINKS	1








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OCEAN STREET SCULPTURE PARK



CARLSBAD HIGH SCHOOL TENNIS COURTS




CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory


CARLSBAD HIGH SCHOOL TENNIS COURTS

LEGEND

SYMBOL	AMENITY	QTY
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	CHAIR	
	TABLE	
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	COAL BARBEQUE	
	DRINKING FOUNTAIN	
	BIKE RACK	
	BLEACHER - # ROWS	
	DUGOUT	
	BULL PEN	
	SHADE SAILS	
	OVERHEAD STRUCTURE	
	AMPHITHEATER	
	PLAY AREA- AGE #	
	PARKING LOT - # OF STALLS	
	SOCCER FIELD	
	BASEBALL FIELD	
	BASEBALL STORAGE	
	BASKETBALL COURT	
	BASKETBALL COURT	
	SAND VOLLEYBALL COURT	
	HORSE SHOE COURT - # OF COURTS	
	TENNIS COURT (LIGHTED)	8
	CONCESSIONS	
	CONCESSIONS/RESTROOM	
	RESTROOM	



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0 30 60 90 120 150
↑

FEB. 2013 GMP PARK INDEX # 13

PINE AVENUE PARK



HOSP GROVE PARK



BUENA VISTA ELEMENTARY ACCESS PATH



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

BUENA VISTA ELEMENTARY ACCESS PATH

SYMBOL	AMENITY	QTY
■	BENCH	
■	CHAIR	
■	TABLE	
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●	ASH RECEPTACLE	
●	HOT COAL RECEPTACLE	
■	COAL BARBEQUE	
∞	DRINKING FOUNTAIN	
∩	BIKE RACK	
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B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
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H-#	PARKING LOT - # OF STALLS	
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
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P	TENNIS COURT	
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R	CONCESSIONS/RESTROOM	
S	RESTROOM	

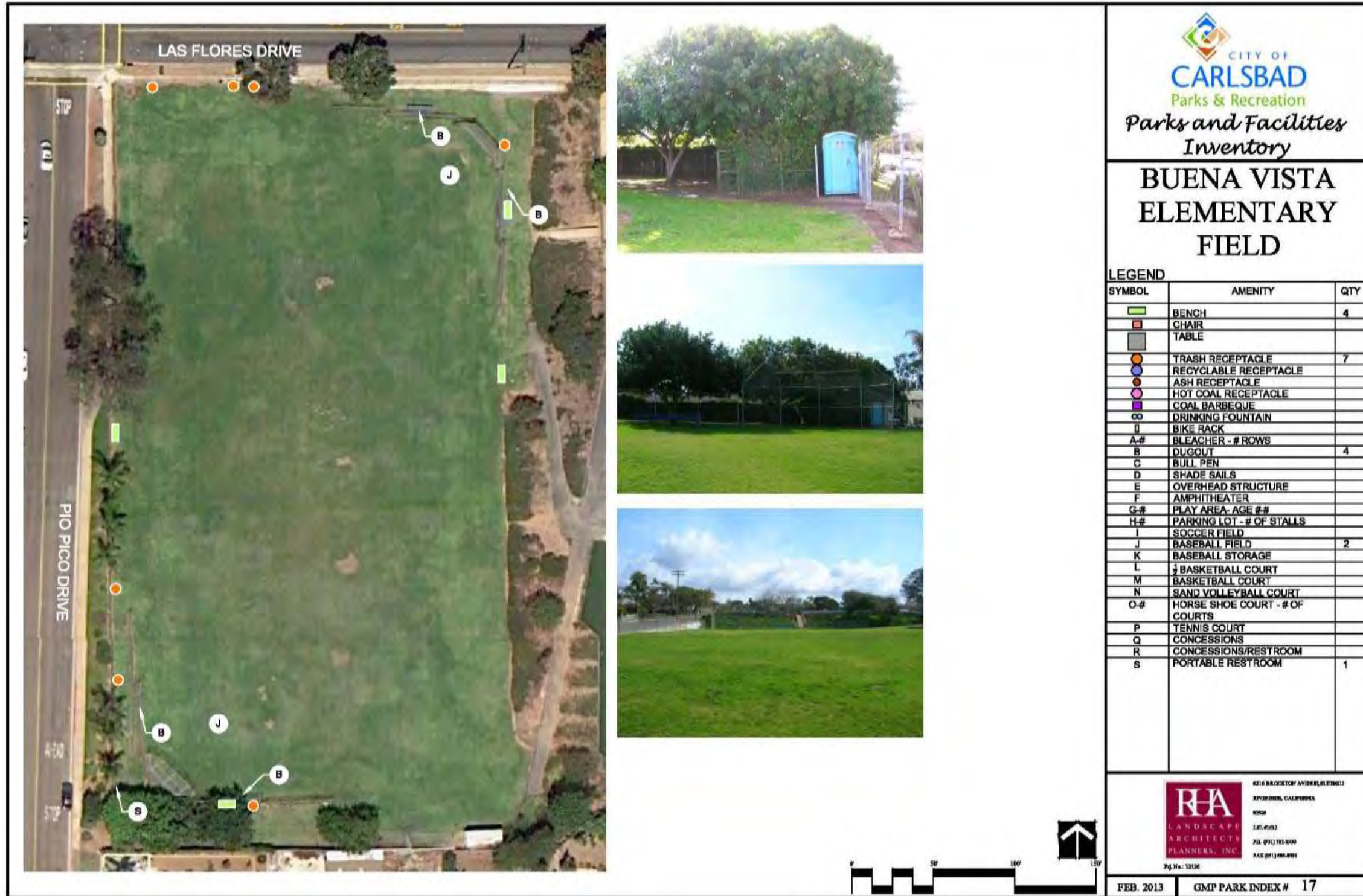




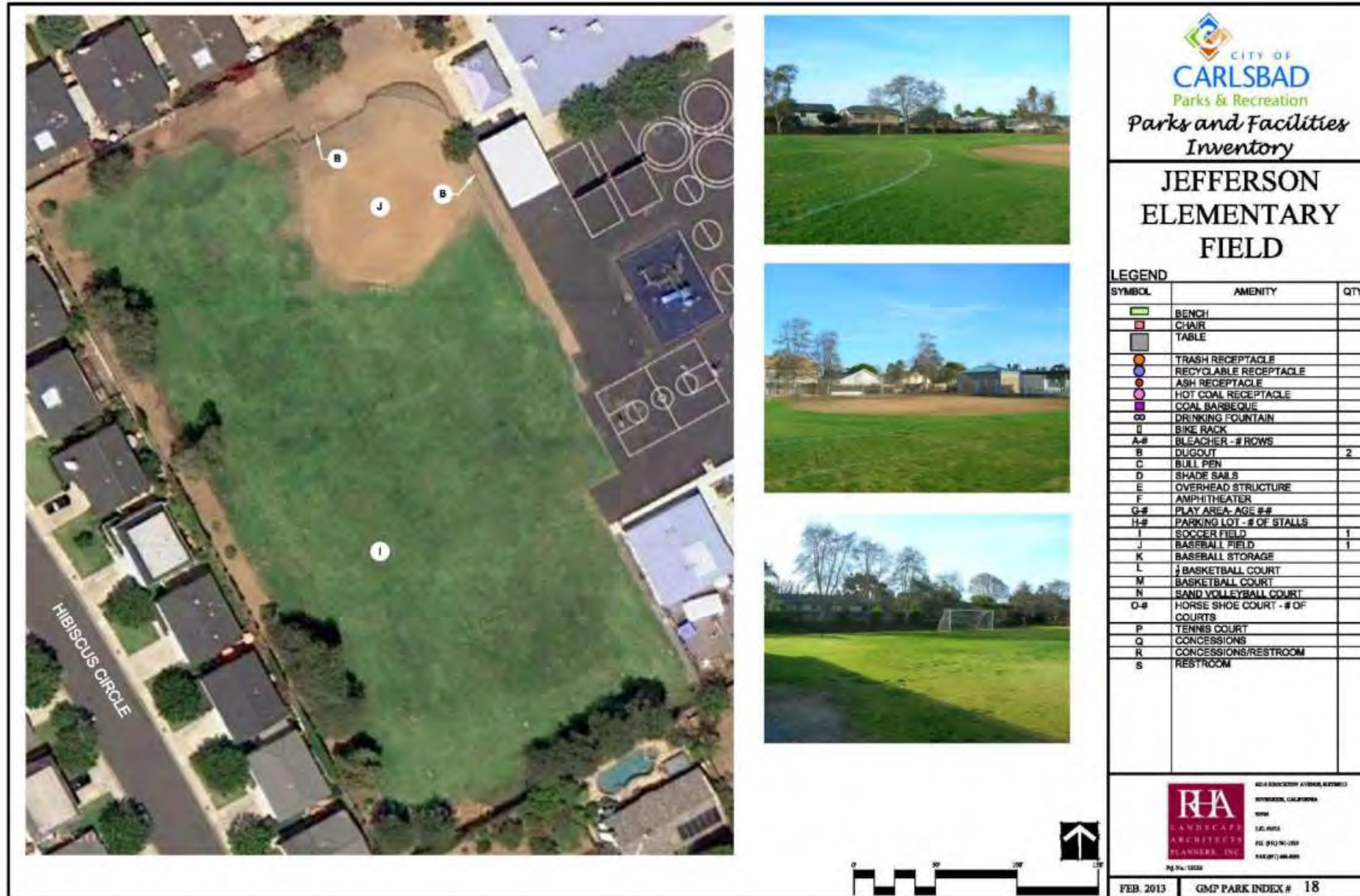
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FEB. 2013 GMP PARK INDEX # 16

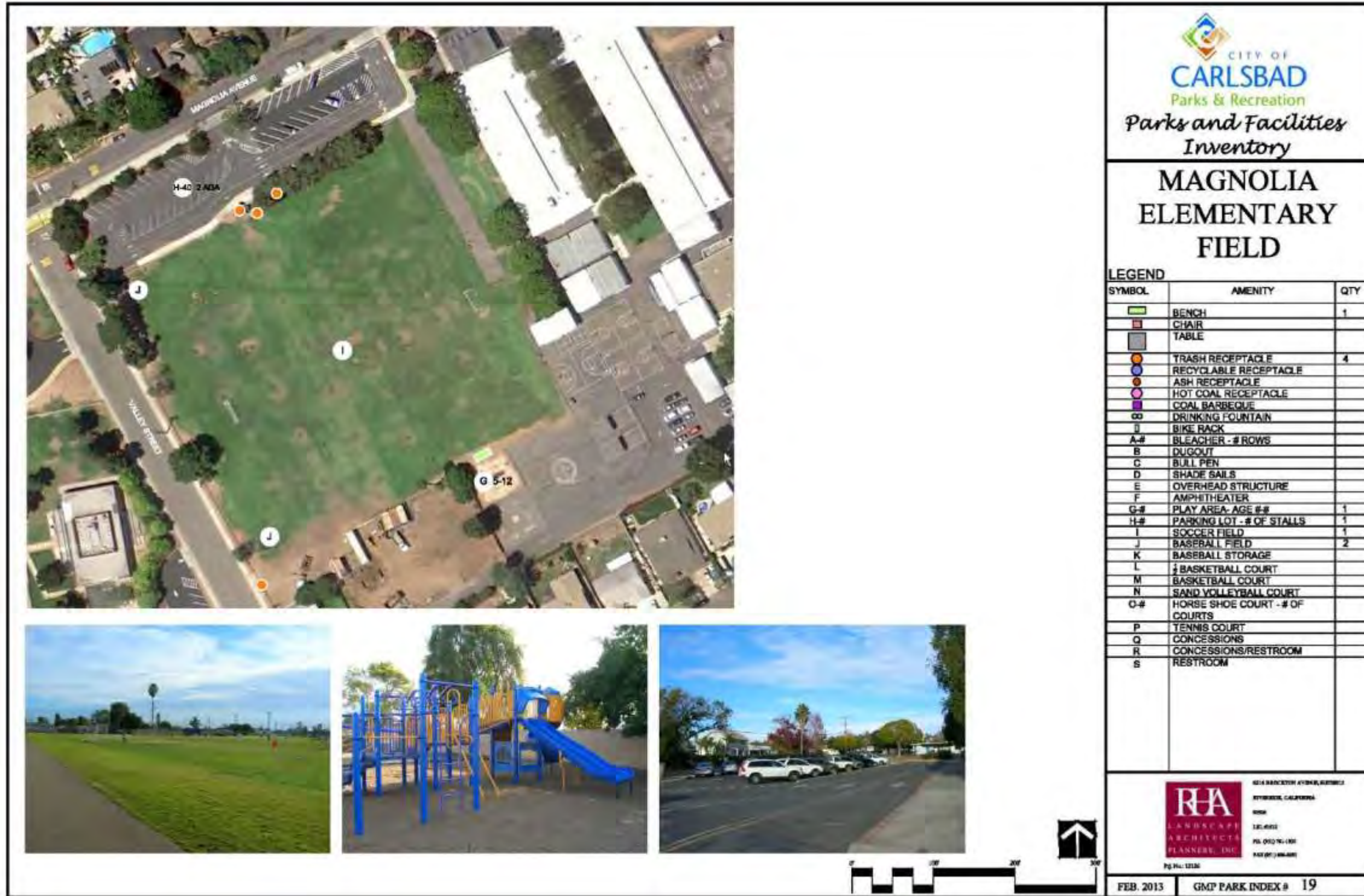
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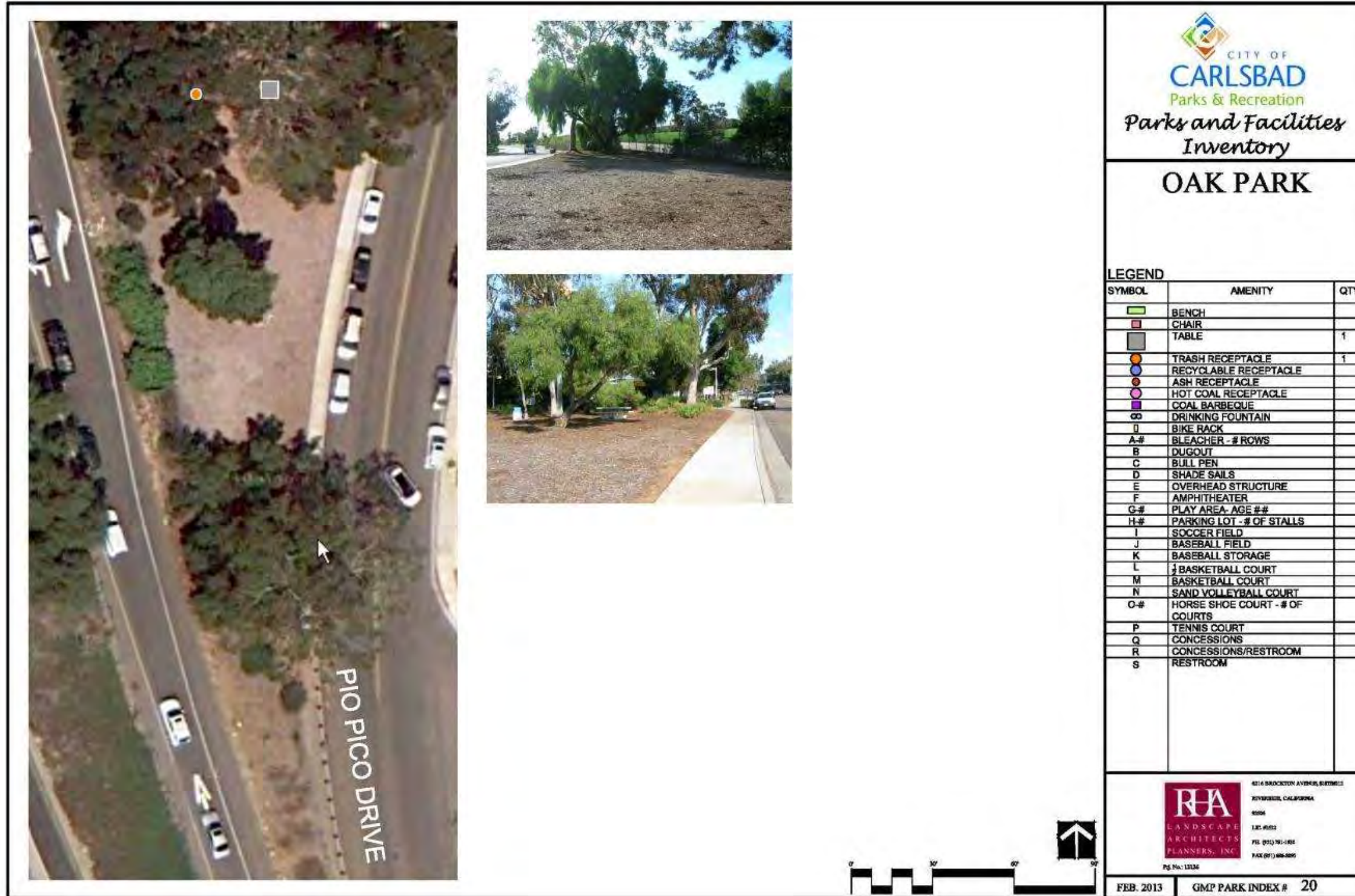
JEFFERSON ELEMENTARY FIELD



MAGNOLIA ELEMENTARY FIELD



OAK PARK



CANNON PARK



ZONE 5 PARK



VALLEY MIDDLE SCHOOL FIELDS



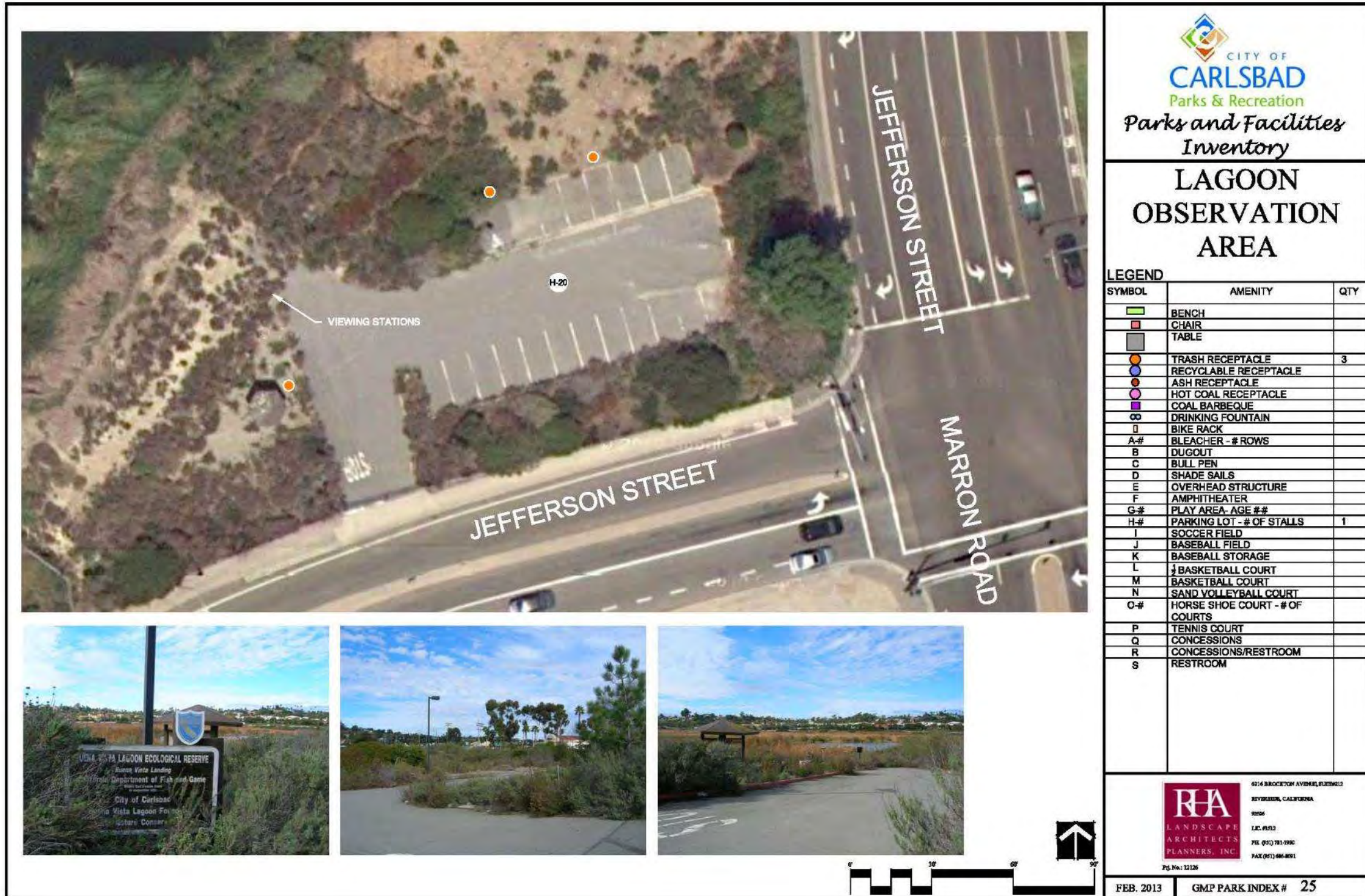
HOSP GROVE WICKHAM WAY TRAILHEAD



HOSP GROVE ROTARY TRAILHEAD



LAGOON OBSERVATION AREA



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

LAGOON OBSERVATION AREA

LEGEND

SYMBOL	AMENITY	QTY
■	BENCH	
■	CHAIR	
■	TABLE	
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●	ASH RECEPTACLE	
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∞	DRINKING FOUNTAIN	
□	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM	

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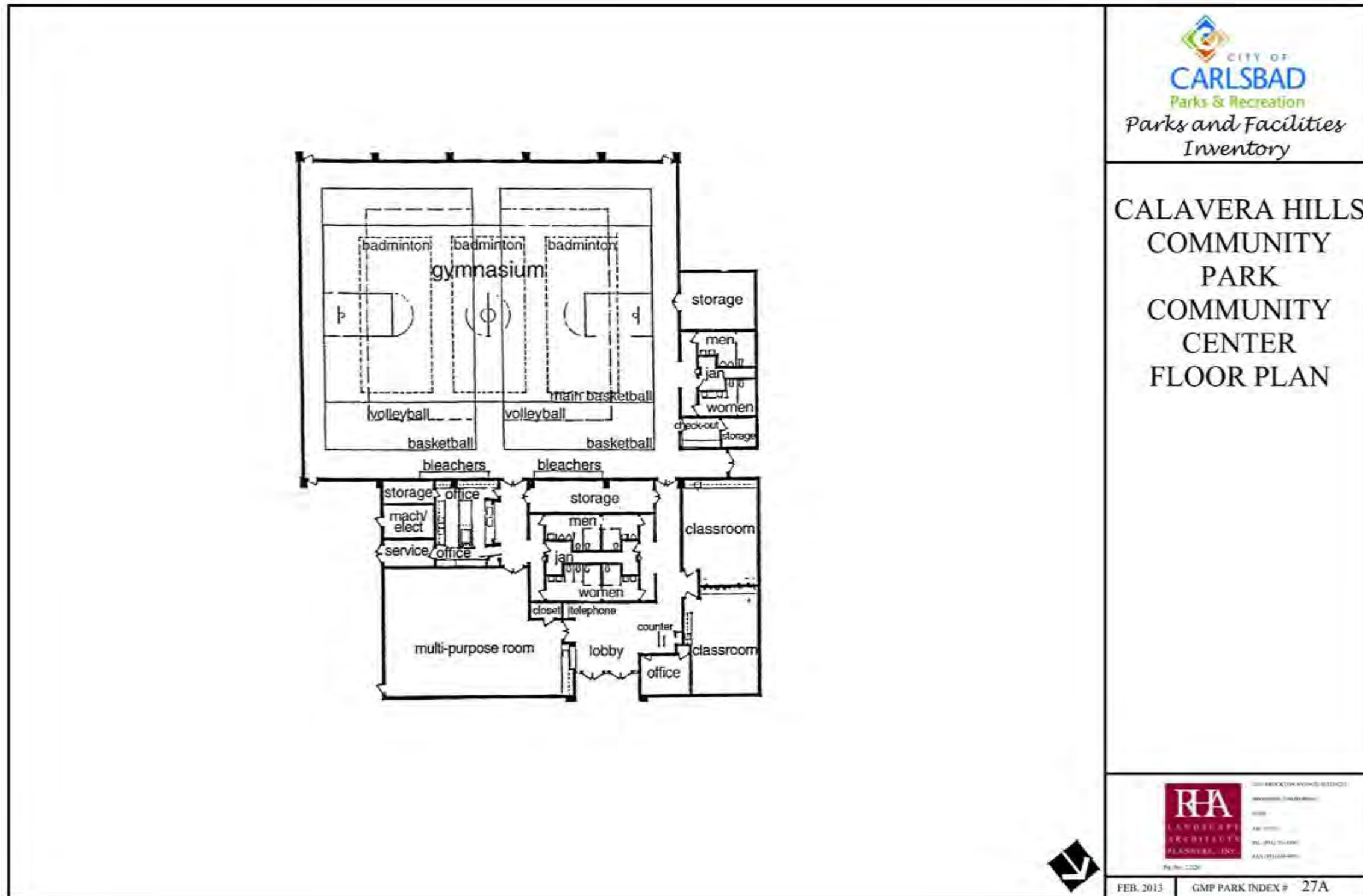
CALAVERA HILLS TRAILHEAD



CALAVERA HILLS COMMUNITY PARK



CALAVERA HILLS COMMUNITY PARK COMMUNITY CENTER FLOOR PLAN



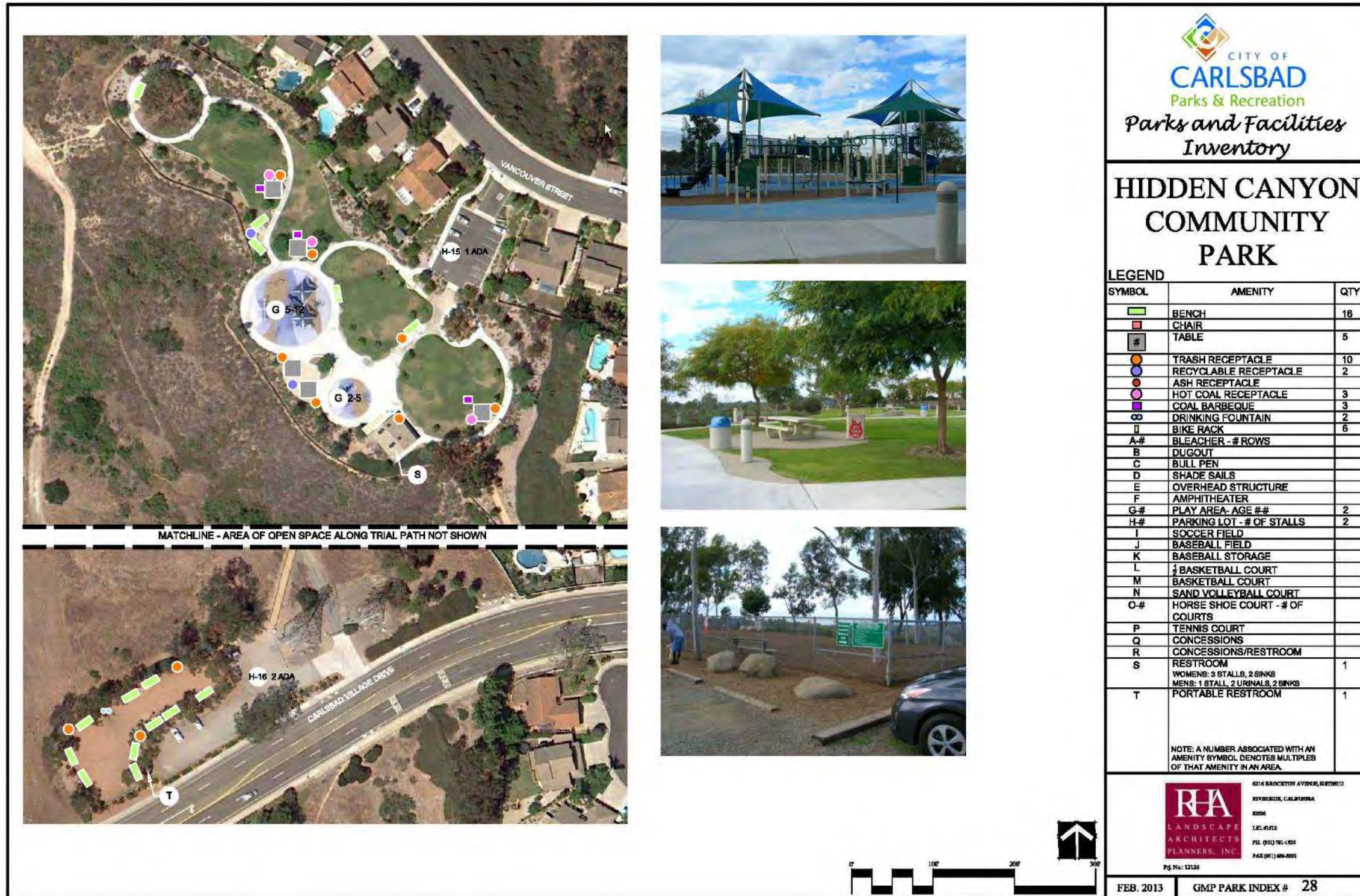
CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

CALAVERA HILLS
COMMUNITY
PARK
COMMUNITY
CENTER
FLOOR PLAN



FEB. 2013 GMP PARK INDEX # 27A

HIDDEN CANYON COMMUNITY PARK



SKATE PARK




CITY OF CARLSBAD
 Parks & Recreation
Parks and Facilities Inventory

SKATE PARK

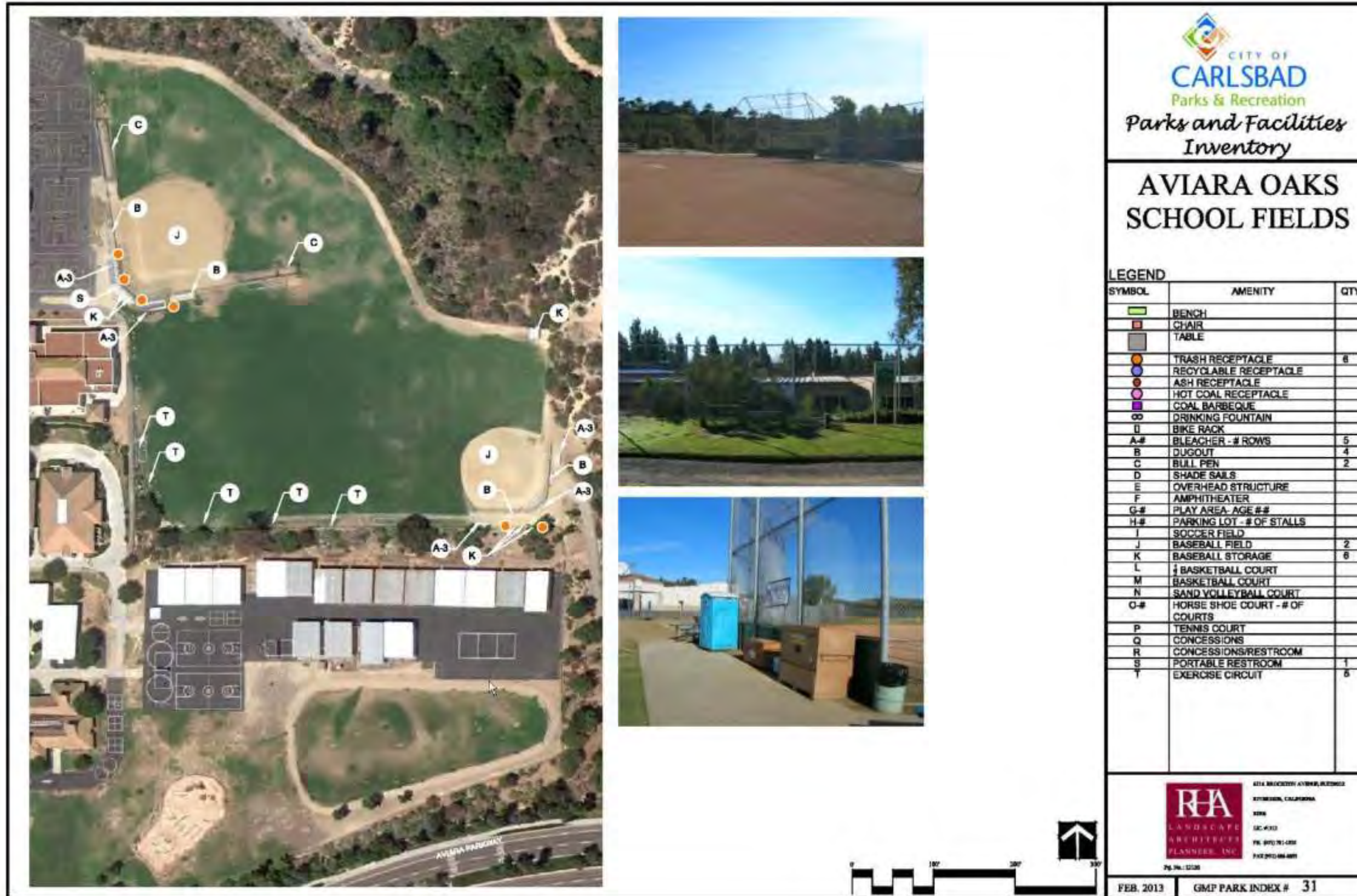
LEGEND

SYMBOL	AMENITY	QTY
	BENCH	2
	CHAIR	
	TABLE	3
	TRASH RECEPTACLE	9
	RECYCLABLE RECEPTACLE	
	ASH RECEPTACLE	
	HOT COAL RECEPTACLE	
	COAL BARBEQUE	
	DRINKING FOUNTAIN	1
	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASBALL FIELD	
K	BASBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 1 TOILET, 1 BINK MENS: 1 TOILET, 1 BINK	1
T	SKATE PARK (LIGHTED)	1


RHA
 LANDSCAPE ARCHITECTS PLANNERS, INC.
 801 S BROOKWOOD AVENUE, SUITE 100
 RIVERSIDE, CALIFORNIA 92504
 TEL: 951.512.1100
 FAX: 951.512.1101
 WWW.RHA-CALIF.COM

FEB. 2013 GMP PARK INDEX # 30

AVIARA OAKS SCHOOL FIELDS



AVIARA COMMUNITY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

AVIARA
COMMUNITY
PARK

LEGEND

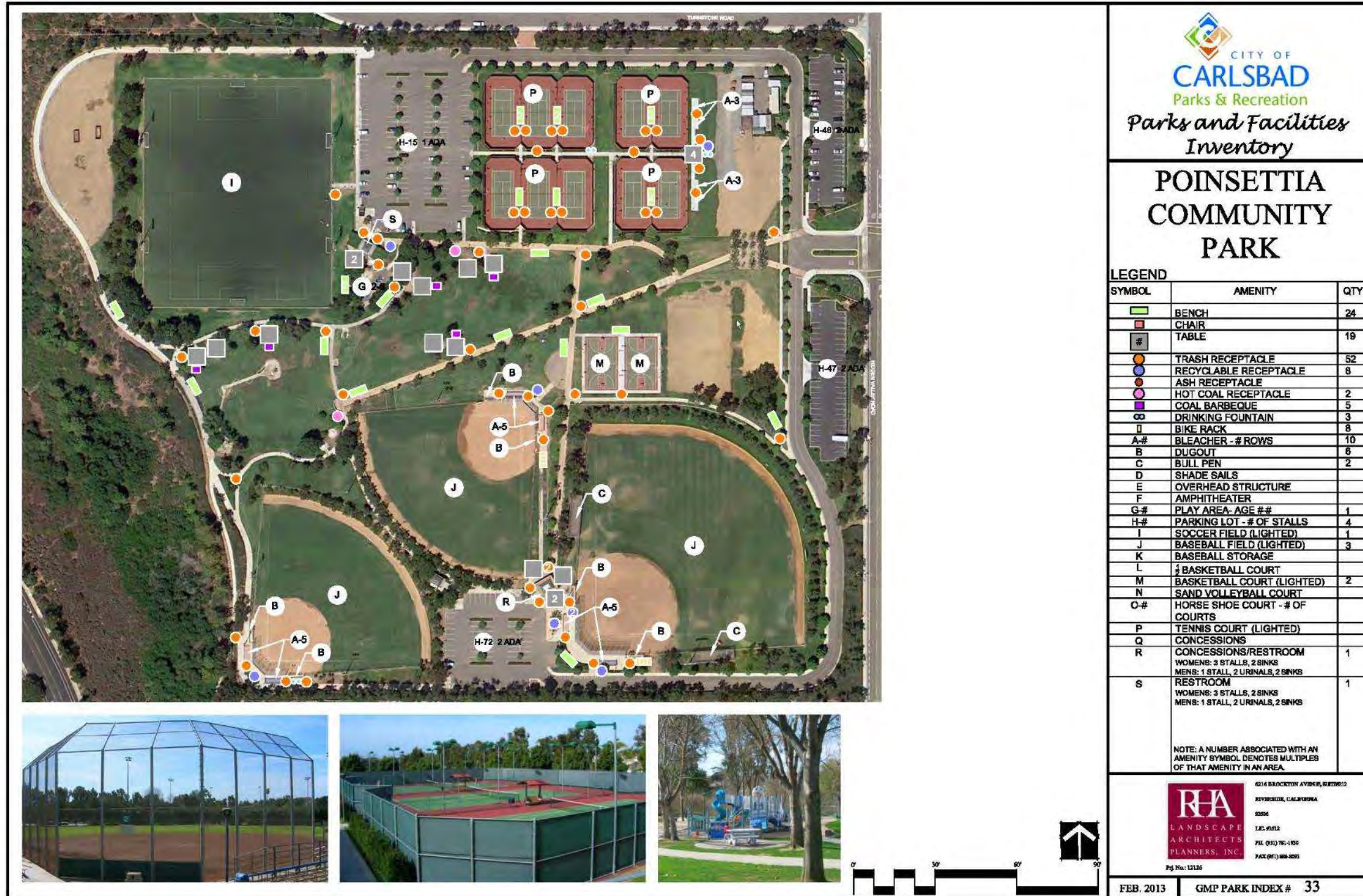
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[Green Line]	BENCH	25
[Red Square]	CHAIR	
[Blue Square]	TABLE	26
[Green Circle]	TRASH RECEPTACLE	33
[Blue Circle]	RECYCLABLE RECEPTACLE	13
[Orange Circle]	ASH RECEPTACLE	
[Purple Circle]	HOT COAL RECEPTACLE	5
[Pink Circle]	COAL BARBEQUE	5
[Green Circle]	DRINKING FOUNTAIN	9
[Blue Circle]	BIKE RACK	13
[A-#]	BLEACHER - # ROWS	3
[B]	DUGOUT	2
[C]	BULL PEN	1
[D]	SHADE SAILS	
[E]	OVERHEAD STRUCTURE	4
[F]	AMPHITHEATER	
[G-#]	PLAY AREA- AGE ##	2
[H-#]	PARKING LOT - # OF STALLS	3
[I]	SOCCER FIELD (LIGHTED)	1
[J]	BASEBALL FIELD (LIGHTED)	1
[K]	BASEBALL STORAGE	
[L]	BASKETBALL COURT (LIGHTED)	4
[M]	BASKETBALL COURT	
[N]	SAND VOLLEYBALL COURT	
[O-#]	HORSE SHOE COURT - # OF COURTS	
[P]	TENNIS COURT	
[Q]	CONCESSIONS	
[R]	CONCESSIONS/RESTROOM	
[S]	RESTROOM WITH STORAGE WOMEN: 3 STALLS, 2 SINKS MEN: 1 STALL, 2 URINALS, 2 SINKS	1
[T]	RESTROOM WOMEN: 3 STALLS, 3 SINKS MEN: 1 STALL, 2 URINALS, 2 SINKS	1
[U]	MAINTENANCE BUILDING AND YARD	1

NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.

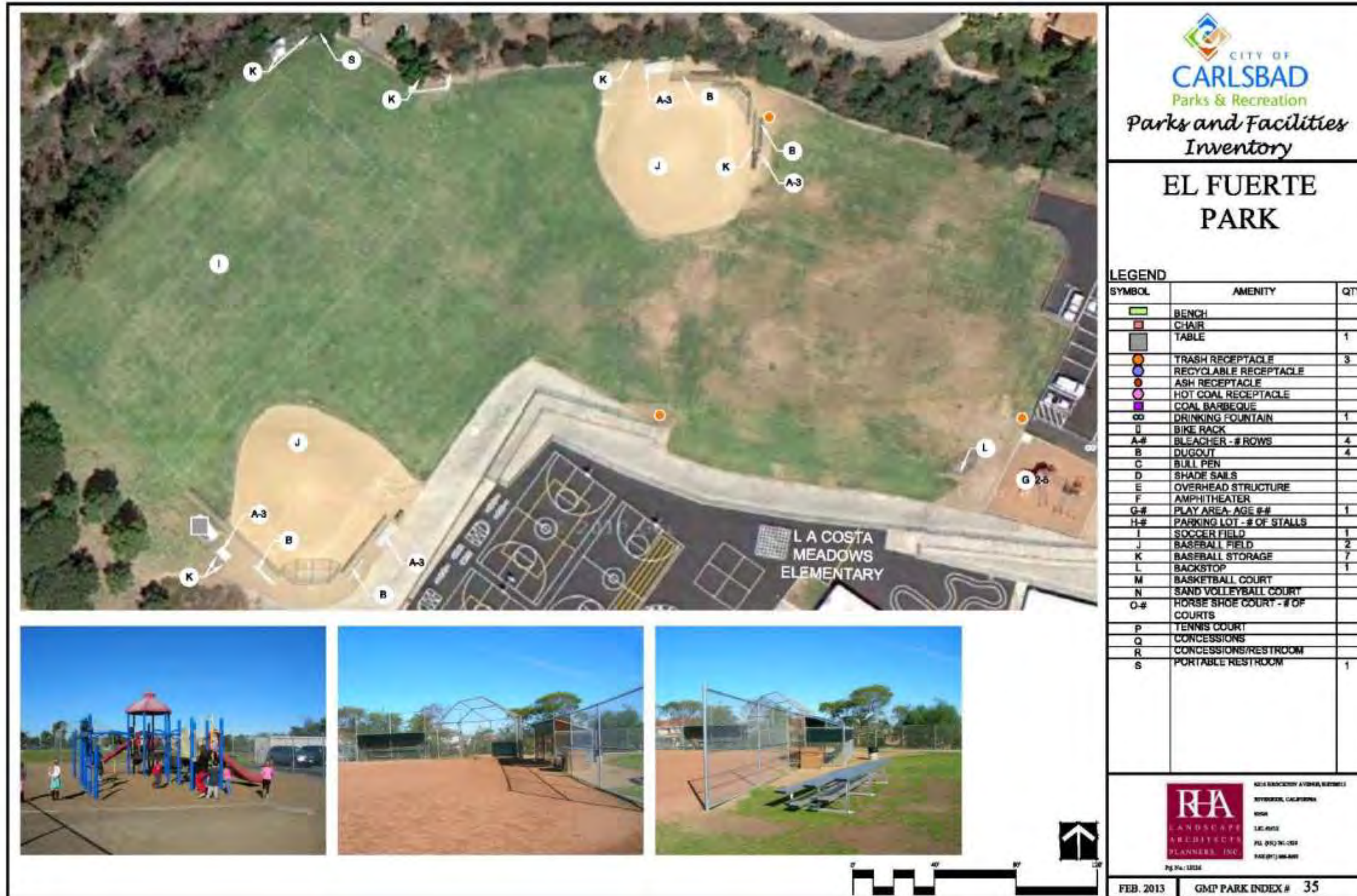
RA LANDSCAPE ARCHITECTS PLANNERS, INC.
4214 SANDCROFT AVENUE, SUITE 111
NOVATO, CALIFORNIA 94945
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FAX: (415) 885-1101
WWW.RA-PA.COM



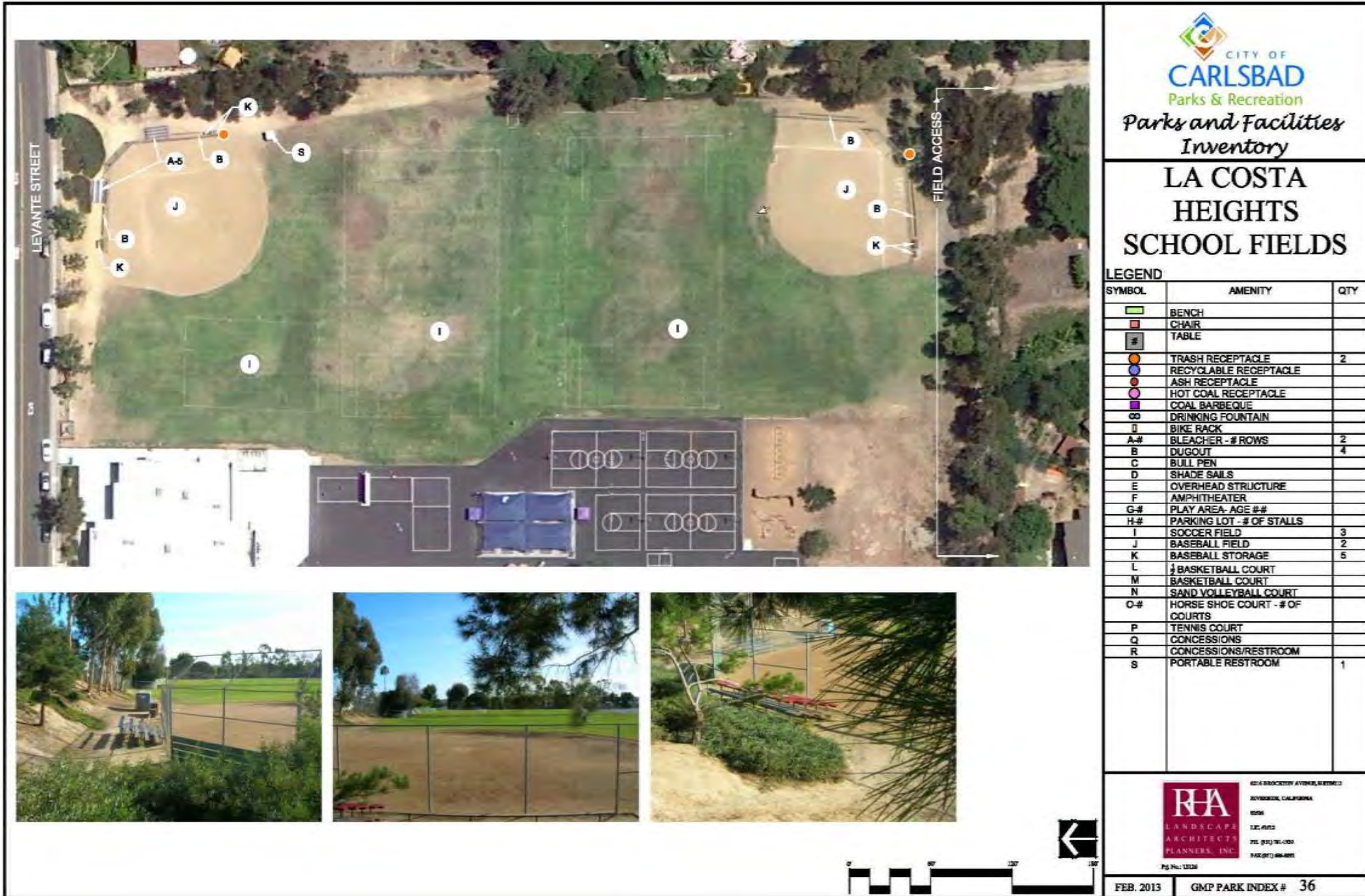
POINSETTIA COMMUNITY PARK



EL FUERTE PARK




LA COSTA HEIGHTS SCHOOL FIELDS



CADENCIA PARK







CADENCIA PARK

LEGEND

SYMBOL	AMENITY	QTY
[Green rectangle]	BENCH	
[Red square]	CHAIR	
[Grey square]	TABLE	1
[Orange circle]	TRASH RECEPTACLE	2
[Blue circle]	RECYCLABLE RECEPTACLE	1
[Red circle]	ASH RECEPTACLE	
[Purple circle]	HOT COAL RECEPTACLE	
[Pink circle]	COAL BARBEQUE	
[Infinity symbol]	DRINKING FOUNTAIN	1
[Bike rack symbol]	BIKE RACK	
[A-#]	BLEACHER - # ROWS	
[B]	DUGOUT	
[C]	BULL PEN	
[D]	SHADE SAILS	
[E]	OVERHEAD STRUCTURE	
[F]	AMPHITHEATER	
[G-#]	PLAY AREA- AGE #&#	1
[H-#]	PARKING LOT - # OF STALLS	
[I]	SOCCER FIELD	
[J]	BASEBALL BACKSTOP	1
[K]	BASEBALL STORAGE	
[L]	BASKETBALL COURT	
[M]	BASKETBALL COURT	
[N]	SAND VOLLEYBALL COURT	
[O-#]	HORSE SHOE COURT - # OF COURTS	
[P]	TENNIS COURT	
[Q]	CONCESSIONS	
[R]	CONCESSIONS/RESTROOM	
[S]	RESTROOM	



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FEB. 2013 GMP PARK INDEX # 37

STAGECOACH COMMUNITY PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

STAGECOACH
COMMUNITY
PARK

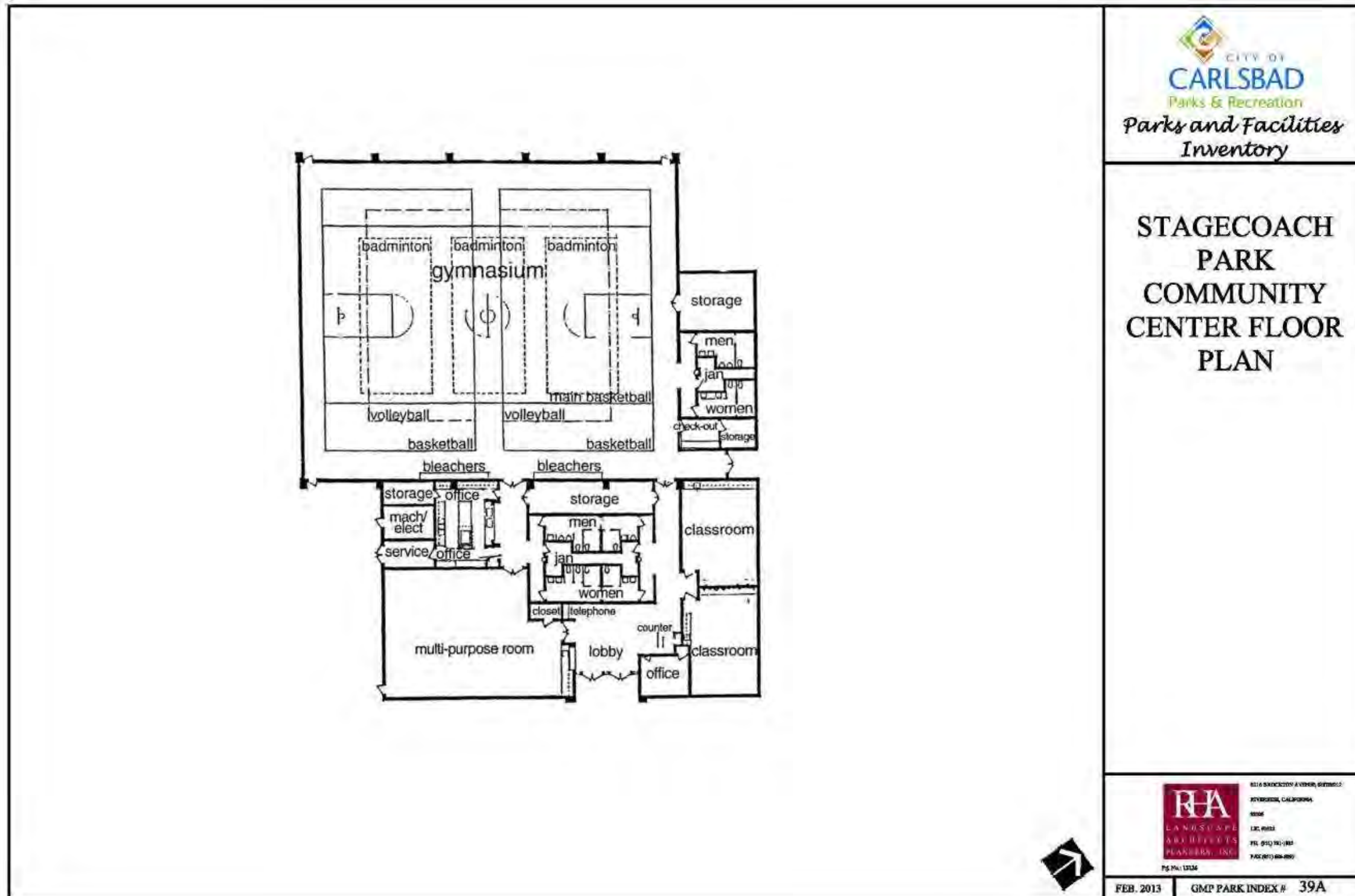
LEGEND

SYMBOL	AMENITY	QTY
[Green rectangle]	BENCH	28
[Red rectangle]	CHAIR	
[Grey rectangle]	TABLE	28
[Blue circle]	TRASH RECEPTACLE	41
[Green circle]	RECYCLABLE RECEPTACLE	9
[Red circle]	ASH RECEPTACLE	
[Purple circle]	HOT COAL RECEPTACLE	
[Yellow circle]	COAL BARBEQUE	5
[Blue circle]	DRINKING FOUNTAIN	4
[Orange circle]	BIKE RACK	11
A-#	BLEACHER - # ROWS	6
B	DUGOUT	6
C	BULL PEN	2
D	SHADE SAILS	
E	OVERHEAD STRUCTURE	3
F	AMPHITHEATER	
G-#	PLAY AREA- AGE #-#	2
H-#	PARKING LOT - # OF STALLS	3
I	SOCCER FIELD (LIGHTED)	3
J	BASEBALL FIELD (LIGHTED)	3
K	BASEBALL STORAGE	5
L	BASKETBALL COURT (LIGHTED)	4
M	BASKETBALL COURT	
N	SAND VOLLEYBALL COURT	
O-#	HORSE SHOE COURT - # OF COURTS	
P	TENNIS COURT (LIGHTED)	4
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
T	RESTROOM WOMENS: 3 STALLS, 2 SINKS MENS: 1 STALL, 2 URINALS, 2 SINKS	1
U	COMMUNITY BUILDING (SEE ATTACHMENT) INCLUDES OVERLAPPING COURTS: 3 BADMINTON, 2 VOLLEYBALL, AND 3 BASKETBALL WITH BLEACHERS. NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.	1

4014 BRACKSTON AVENUE, SUITE 103
REVERSHOLE, CALIFORNIA 92076
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FAX: 951-245-4534
RHA LANDSCAPE ARCHITECTS PLANNERS, INC.
FIG. No. 1.02126



STAGECOACH PARK COMMUNITY CENTER FLOOR PLAN



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities Inventory

STAGECOACH PARK
COMMUNITY CENTER FLOOR PLAN

RA
LANDSCAPE ARCHITECTS PLANNERS, INC.
8116 SANDCITY AVENUE, SUITE 100
RIVERSIDE, CALIFORNIA 92504
TEL: (951) 741-1841
FAX: (951) 684-8801
PG. 29A OF 13126

FEB. 2013 GMP PARK INDEX # 39A

LEO CARRILLO RANCH HISTORIC PARK



LA COSTA CANYON PARK



CITY OF CARLSBAD
Parks & Recreation
Parks and Facilities
Inventory

LA COSTA
CANYON PARK

LEGEND

SYMBOL	AMENITY	QTY
[Green rectangle]	BENCH	8
[Red square]	CHAIR	
[Grey square]	TABLE	16
[Orange circle]	TRASH RECEPTACLE	12
[Blue circle]	RECYCLABLE RECEPTACLE	2
[Red circle]	ASH RECEPTACLE	
[Purple circle]	HOT COAL RECEPTACLE	
[Pink circle]	COAL BARBEQUE	
[Blue circle]	DRINKING FOUNTAIN	2
[Black square]	BIKE RACK	
A-#	BLEACHER - # ROWS	
B	DUGOUT	
C	BULL PEN	
D	SHADE SAILS	1
E	OVERHEAD STRUCTURE	
F	AMPHITHEATER	
G-#	PLAY AREA- AGE ##	1
H-#	PARKING LOT - # OF STALLS	1
I	SOCCER FIELD	
J	BASEBALL FIELD	
K	BASEBALL STORAGE	
L	BASKETBALL COURT	
M	BASKETBALL COURT (LIGHTED)	1
N	SAND VOLLEYBALL COURT (LIGHTED)	1
O-#	HORSE SHOE COURT - # OF COURTS	2
P	TENNIS COURT (LIGHTED)	
Q	CONCESSIONS	
R	CONCESSIONS/RESTROOM	
S	RESTROOM WOMENS: 2 STALLS, 1 SINK MENS: 1 STALL, 1 URINAL, 1 SINK	1

NOTE: A NUMBER ASSOCIATED WITH AN AMENITY SYMBOL DENOTES MULTIPLES OF THAT AMENITY IN AN AREA.

RHA
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TEL. (951) 761-1900
FAX (951) 686-8891
Pg. No.: 12126

STRATEGIC ACTION MATRIX – SHORT TERM, MID TERM AND ONGOING

Short-Term: 0 - 3 years						
Strategies / Tactics	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
Complete a feasibility study / business plan to evaluate the potential for programming, partnering and operational success for an indoor, multi-purpose, multi-generational community center. If feasible, commence development within the said time-frame.	1, 2, 5	\$90,000	P & R Admin	Innovation, Excellence, Empowerment, Communication	In Progress - 2015 Completion	Feasibility Study and Business Plan presented to Council; If found feasible, undertake next steps for design / development
Complete a feasibility study / business plan on the potential for programming, partnering and operational success for an outdoor adventure activity park	1,2,5	\$90,000	P & R Admin	Innovation, Excellence, Empowerment, Communication	2016 Completion	Feasibility Study and Business Plan presented to Council
Update master plans for future facilities to ensure amenities are consistent with the community vision as identified in the needs assessment	1,2,4,5	\$84,000	P & R Admin	Innovation, Excellence, Stewardship, Communication	Completed 2014	Council Approval by December 2014
Modify two existing tennis courts in well-served areas to accommodate Outdoor Pickleball Courts as determined by the Equity Mapping	1, 4	\$435,000	Parks	Excellence, Innovation	Council Direction in Dec 2014 to investigate dedicated location for Pickleball Courts - In Progress	Identify location and present Concept Plan for Council consideration
Design and develop the entryway to Calavera Hills Community Park	1, 4,5	\$550,000	Parks	Innovation, Stewardship, Excellence	Design In Progress - 2015 Development Completion	Complete construction drawings and present to Council for funding consideration
Complete the development of one additional Community Garden at Calavera Hills Community Park	1, 2, 4	\$80,000	Parks	Character, Stewardship, Innovation	Completed 2014	Open Community Garden in 2014
Establish a department specific sponsorship policy to reflect new goals and vision	2, 3, 5	\$0	City Admin	Innovation, Stewardship, Excellence, Empowerment	Completed as part of 2014 Council Policy adoption	Establish policy and obtain Council approval
Complete cost of service model to assign percentage of contribution and cost recovery goals for all program areas	2,3,5	TBD	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park	Update Department wide model by 2016
Train staff on cost of service, revenue generation and pricing based on the updated service classifications and expected level of contribution	2,3,5	\$0	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park	Train Department wide staff by 2016
Communicate to user groups, end users, and decision makers the actual cost to operate and maintain parks & recreation facilities	2,3,5	\$0	P & R Admin	Innovation, Stewardship, Empowerment, Communication	In progress at Alga Norte Community Park: 2016 Completion Department wide	Communicate costs to all entities by 2016
Develop strategies to increase awareness and participation rates of program offerings	1, 2, 3, 4,5	\$0	City Admin	Innovation, Stewardship, Empowerment, Communication	Commenced 2014: Ongoing	Annual review of strategies
Develop a customer service manual and training program for full and part time staff	2,3,5	TBD	City Admin	Character, Innovation, Empowerment, Communication	Commenced 2014: Ongoing	Annual review of manual and ongoing staff training
Restructure and expand identified core program areas for fitness and wellness, outdoor adventure programs, environmental education, culinary arts and dining	1, 2, 4, 5	\$0	Recreation	Character, Innovation, Excellence	Commenced 2014: Ongoing	Annual review and changes, as appropriate
		\$ 1,329,000				

Mid-Term: 4 - 5 years

Strategies	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
If found feasible, commence development of an outdoor adventure activity park	1, 2, 3, 4, 5	TBD	P & R Admin	Innovation, Excellence, Empowerment, Communication	TBD	If found feasible, undertake next steps for design / development
Create a plan to identify an additional dog park	1,4	\$0	P & R Admin	Innovation, Stewardship, Excellence	Completed as part of Council approved Poinsettia Community Park Master Plan Update in 2014	Identify location for an additional dog park by 2017
Tie in all future park and facility development with the trails plan to ensure greater community connectivity within the system	1, 4, 5	\$65,000	Parks	Stewardship, Excellence, Communication	In Progress - 2015 Completion	Complete Trails Master Plan Update by December 2017
Update the needs assessment for the next five years to ensure relevance and concurrency with existing conditions and population in Carlsbad	1,2,3,4,5	\$100,000	P & R Admin	Innovation, Excellence, Communication	2018 Completion	Complete Needs Assessment / Strategic Master Plan Update by December 2018
		\$ 165,000				

On-Going

Strategies	Key Goals	Estimated Capital Cost Outlay	Lead Division	Organizational Values	Status Update	Performance Metrics
Aligned with the General Plan, continue expanding to meet the growing/changing park, facility, program and special event needs of the community	1, 4,5	TBD	P & R Admin	Innovation, Stewardship, Excellence, Empowerment, Communication	General Plan Update 2015 Completion;	Ongoing evaluation and expansion, as appropriate
Continue transformation of organizational culture and pricing strategies based on updated service classification	2,3,5,	\$0	P & R Admin	Innovation, Stewardship, Excellence, Empowerment	Ongoing	Annual evaluation of service classification matrix and update, as appropriate
Establish system wide service delivery standards to create consistency in program delivery, look and feel, as well as to focus on enhanced offerings and exceeding customer expectations	1,2,3,5	\$0	Recreation	Innovation, Excellence, Empowerment	Ongoing	Ongoing evaluation of service delivery standards and update, as appropriate
Continue to expand department wide performance metrics to track efficiency and demonstrate progress (e.g. customer retention rates, customer satisfaction rates, percentage of earned income generated, percentage of strategies and tactics accomplished, etc.)	1,2,3,5	\$0	P & R Admin	Innovation, Excellence, Empowerment, Communication	Developed additional Performance Measurements consistent with the City wide team; ongoing	Ongoing evaluation of performance metrics and update, as appropriate
Establish performance measures and track marketing efforts against those measures to ensure resource allocation is aligned with effectiveness and department priorities	1,2,3,5	\$0	City Admin	Innovation, Excellence, Empowerment, Communication	Ongoing	Ongoing evaluation of marketing performance measures and update, as appropriate
Update the program lifecycle matrix to ensure a good balance between reducing programs in the decline stage and adding new programs in the introduction stage	2,3,5	\$0	Recreation	Innovation, Excellence, Empowerment, Communication	Ongoing	Annual lifecycle matrix review and update, as appropriate
Evaluate business model at Alga Norte Community Park, and consider implementing the business model for select parks and facilities	2,3,5	TBD	P & R Admin	Innovation, Excellence, Empowerment, Stewardship	Ongoing	Ongoing evaluation of Alga Norte business model and update, as appropriate
Focus on program innovation by tracking and updating lifecycles trend data using sources such as American Sports Data, Sporting Good Manufacturer's Association, Outdoor Recreation Participation Trends Report, etc.	1,4,5	\$5,000	P & R Admin	Innovation, Excellence, Empowerment	California State University (San Marcos) Enrichment Program Analysis Project Completed 2014; Ongoing	Annual review of program trends and modify offerings, as appropriate
Develop an earned income strategy to capture new revenue through nontraditional means such as sponsorship, naming rights, crowd funding, etc.	2,3,5	TBD	P & R Admin	Innovation, Excellence, Empowerment	Ongoing	Ongoing evaluation of existing and potential opportunities and implement strategies, as appropriate
TOTAL Ongoing		\$ 5,000				

DLCPA Public Comments from BLF

Lance Schulte <meyers-schulte@sbcglobal.net>

Fri 1/31/2020 8:04 AM

To: Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov <lisa.urbach@parks.ca.gov>; Kathleen@carlsbad.org <Kathleen@carlsbad.org>; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov <gbuhr@coastal.ca.gov>; cort.hitchens@coastal.ca.gov <cort.hitchens@coastal.ca.gov>; Erin.Prahler@coastal.ca.gov <Erin.Prahler@coastal.ca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com <info@peopleforponto.com>; Jeff Murphy <Jeff.Murphy@carlsbadca.gov>; Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>
Cc: Fred Sandquist <sandquist2@earthlink.net>; David Hill <dashill4551@gmail.com>

 1 attachments (4 MB)

Ltr - FINAL SIGNED Ponto Opportunity 2019-04-5_.pdf;

We request an email reply confirming that the attached letter will be included as Public Comments in proposed Draft LCPA for Ponto.

Thank you,

Lance Schulte
BLF Board Member

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.



Batiquitos Lagoon Foundation

Preserve, Protect, and Enhance

April 5, 2019

Mayor and City Council Members
City of Carlsbad
1200 Carlsbad Village Drive
Carlsbad, CA 92008

Subject: South Carlsbad Ponto Beach Area F Opportunity for Partnerships to Benefit the City of Carlsbad and North San Diego County

Dear Carlsbad Mayor and City Council:

The Batiquitos Lagoon Foundation (BLF) proposes in principle establishing a partnership with the City of Carlsbad for acquisition of property and creating aesthetically-pleasing development of a West Batiquitos Lagoon area associated with implementation of Carlsbad's Local Coastal Program requirements for Planning Area F, and Coastal Priority Use and City Park planning. This very significant area is one of the last remaining areas near the beach within the City for development. This area also serves as the gateway between the cities of Encinitas and Carlsbad along Pacific Coast Highway (PCH) 101. With a boutique hotel under construction along the highway at the border between the two cities, another 5-star hotel planned in the area (i.e., by Kam Sang), existing hotels along the coast nearby, and proximity to South Carlsbad State Beach and campground (one of the most popular in the state), this area has the potential for becoming a local hot spot and tourist-serving place to visit for residents throughout the county.

The BLF had a representative nominated to and served on the City of Carlsbad's Open-space Citizens Advisory Committee, Envision Carlsbad (EC3) project committee, the Ponto Beachfront Village Development Plan Committee, and the General Plan Update effort. This experience has provided us with significant insight into and appreciation of the challenges associated with development in the coastal zone, especially close to the beach. As part of each meeting, citizens of Carlsbad had the opportunity to voice their issues, concerns, and comment on committee discussions and decisions. Many committee meetings afforded two opportunities for the public to address the committees – an added bonus. This process provided the necessary transparency and presented the committees with valuable information. The BLF strongly endorses using this process if our proposed partnership effort is accepted.

The BLF also was recently invited to join, and has accepted a seat on, California State Assembly Member Tasha Boerner Horvath's 76th District Advisory Council on the Environment, Water and Sustainability.

The opportunity triggering our partnership request was the recent withdrawal of plans to develop the Shopoff project and their filing of a Quitclaim Deed that formally severed project funding. The approximately 10-acre property, San Diego County APN 216-140-43, is now available and back on the market. According to the San Diego County Assessor's office, the 2018 assessed value of the property is \$14,258,433. Due to the latest unsuccessful attempt to develop the site, the purchase price is expected to be lower.

The BLF proposes working in partnership with the City of Carlsbad to purchase this and other properties, explore sources of funding, develop purchase and development strategies, and develop an appropriate plan of action and milestones.

We see many significant opportunities associated with this partnership to develop a true *Gateway to Carlsbad* from the south. Other properties in the area should also be considered. The BLF's vision of potential benefits associated with this opportunity are defined in the following graphic, and described in the associated table.

South Carlsbad Property of Interest, APN 216-140-43-00 (Former ShopOff Project Site)



Potential Opportunities and Associated Benefits

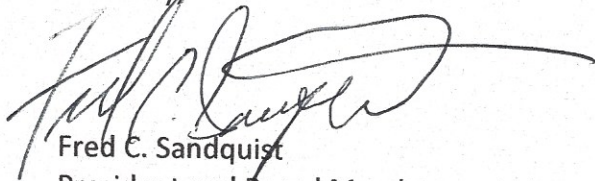
Opportunity	Benefit
<p>It is a large site and represents the City's last opportunity to provide a meaningful coastal public park in South Carlsbad for future generations. The BLF prefers a <i>passive</i> nature-focused park that includes trails and is landscaped with indigenous trees and plants. Park benches could be placed for people to sit and enjoy the outdoors. Park design must include public input and also consider open space, habitat value, and proximity to Batiquitos Lagoon and its flora and fauna.</p>	<p>A public park would provide a meaningful coastal public park for South Carlsbad and address a four to six-mile gap in parks along the coast. There is a critical need for a coastal park for South Carlsbad in the West Batiquitos Lagoon Area. The BLF believes developing a coastal area park would be highly consistent with Carlsbad's General Plan, vision, and Local Coastal Program, and would help alleviate deficiencies in coastal park and open space. Public and local community involvement in the process would create a win-win for everyone and foster a sense of ownership and sustainable partnerships.</p>
<p>Provide significant public trail linkage and access to South Carlsbad State Beach and campground, with a safe public crossing of Pacific Coast Highway 101.</p>	<p>Provides for a more enjoyable public recreational experience for the local community and many visitors. The additional public trail segments, by linking up with others, would improve the value and usability of the other trails. It also would give pedestrians a safe path to the coast.</p>
<p>Provide a sustainable <i>World Class</i> center for environmental science education. The BLF would welcome the opportunity to plan, help, design, and manage the center. The BLF would provide volunteer staffing, host school programs and other educational programs similar to those being held at our Gabbiano Lane Nature Center, and much more.</p>	<p>This would provide a key public outreach hub for all visitors. Educational topics would include: marine science; the environment; our Native American heritage; local wildlife (birds, mammals, marine life); astronomy; local geology; water quality issues; the watershed; climate change and sea level rise impacts; and invasive plants and restoration issues. The center would offer internships and community service opportunities, project opportunities for Boy and Girl Scout Eagle Scouts and others, and provide summer day and overnight camping events. The proposed center would also provide a facility for special events. Area surfing history and activities could also be provided.</p> <p>Much needed and in-demand public restrooms would be available.</p>

<p>Provide the opportunity to construct a key rail-trail link with the expanded Poinsettia Carlsbad Coaster station to the north of the site. Existing space is available for such a trail along the western side of the railroad right-of-way. The rail-trail could also continue south under the existing Avenida Encinas bridge. The bridge would provide safe railroad track crossing for trail users. Trail linkage to existing public trails along the east side of the railroad tracks would also be available.</p>	<p>The public experience when using the trails would be enhanced significantly. The nearby Coaster station would provide easy regional access from Oceanside and beyond, and from San Diego stops to the south. This would also reduce the need for visitors to drive to the area, reducing traffic and harmful carbon emissions. Existing bus service to the Coaster station and the site would further reduce car traffic.</p>
<p>The BLF would support the construction of an aesthetically tasteful community-blending high-end two-story restaurant with a deck overlooking the beach area. The site could also support a similarly well-designed shop offering coffee, pastries, beverage and sandwiches on the lower level.</p>	<p>A restaurant, and a coffee and sandwich shop would provide a significant incentive for the community and many tourists to visit Carlsbad. Users of South Carlsbad State Beach would be expected to also take advantage of such a facility. Visitors would also be able to take their coffee, beverages and sandwiches to picnic in the area. Evening educational programs and movies could also be conducted and shown (e.g., environmental education, travel, wildlife, astronomy).</p>
<p>Provide for tourist-serving and visitor industry collaborations and partnerships elsewhere in the BLER lagoon area, including east of I-5 (e.g., Park Hyatt Aviara Resort and Spa, Four Seasons Residence Club, Omni La Costa Resort and Spa, the Carlsbad Chamber of Commerce business community).</p>	<p>Such collaborations and partnerships would establish a sustainable stakeholder cadre of supporters for area vision. Area businesses would receive economic benefits from increased visitors to the area as it becomes a local and regional <i>hot spot</i>!</p>

In summary, the BLF believes we have a *once-in-a-generation* opportunity for West Batiquitos Lagoon and South Carlsbad. We would appreciate your thoughts on our proposal, and also welcome the opportunity to make a formal presentation to you and the City Council if deemed appropriate. A City Council workshop might offer an opportunity to discuss this in a more informal session to develop a strategy for moving forward.

Please feel free to contact me at (760) 710-9644 (Mobile phone) or email at sandquist2@earthlink.net, or BLF Vice President, Deborah Mossa at (760) 331-9142 or email deborahmossa@gmail.com if you have any questions or require any further information. We look forward to hearing from you!

Sincerely,



Fred C. Sandquist
President and Board Member

Copy to:

City of Carlsbad:

Scott Chadwick, City Manager
Debbie Fountain, Director, Community and Economic Development
Chris Hazeltine, Parks and Recreation Director
Kyle Lancaster, Parks and Recreation
Don Neu, Director, Planning
Planning Commission
Parks and Recreation Commission

State of California:

Tasha Boerner Horvath, District 76 Assembly Woman
Katie Saad, District Director for District 76 Assembly Woman Horvath
Tim Dillingham, CDFW South Coast Lands Manager
Gabriel Penaflor CDFW, Batiquitos Lagoon Ecological Reserve Manager
Megan Cooper, Coastal Conservancy, South Coast Regional Manager
Deborah Ruddock, Coastal Conservancy Program Manager
Sam Schuchat, Coastal Conservancy Executive Officer
Andrew Willis, Coastal Commission, Southern California Enforcement Supervisor
Gabe Buhr, Coastal Commission, Local Coastal Program Manager
Jim P. Donnelly, Wildlife Conservation Board, Executive Director
Cort Hitchens, Coastal Commission, Coastal Program Analyst
Erin Prahler, Coastal Commission, Coastal Program Analyst

County of San Diego:

Jim Desmond, District 5 Supervisor

San Diego Association of Governments (SANDAG):

Hon. Catherine Blakespear, Vice Chair, Board of Directors
Keith Greer, Principal Regional Planner
Hasan Ikhata, Executive Director
Kim Smith, Senior Environmental Planner
Hon. Steve Vaus, Chair, Board of Directors

Federal Government:

Carolyn Lieberman, United States Fish and Wildlife Service, Carlsbad Field Office
Batiquitos Lagoon Foundation Board

Public input to Carlsbad City Council-Planning-Parks-mobility Commissions and CA Coastal Commission on City Budget -DLCPA-PMU processes - So Carlsbad Blvd. Realignment

Lance Schulte <meyers-schulte@sbcglobal.net>

Thu 5/28/2020 10:29 AM

To: Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <scott.chadwick@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; Nathan Schmidt <Nathan.Schmidt@carlsbadca.gov>; City Clerk <Clerk@carlsbadca.gov>; 'Erin Prahler' <Erin.Prahler@coastal.ca.gov>; 'Cort Hitchens' <cort.hitchens@coastal.ca.gov>; 'Gabriel Buhr' <gbuhr@coastal.ca.gov>; 'Fred Sandquist' <sandquist2@earthlink.net>; 'Laura Walsh' <lauraw@surfridersd.org>; 'People for Ponto' <info@peopleforponto.com>; Lisa Urbach <lisa.urbach@parks.ca.gov>

 2 attachments (2 MB)

Carlsbad Budget-Draft LCP Amendment-Parks Master Plan - Public Comments - So Carlsbad Blvd Realignment.pdf;
Carlsbad_BlvD_Realignent-1 .pdf;

Dear Carlsbad City Council, and Planning, Parks and Traffic & Mobility Commissions; and CA Coastal Commission:

People for Ponto submits this email, and the two (2) attachments as public comments on the City Budget, Draft Local Coastal Program Amendment, Parks Master Plan Update, and Livable Streets improvement processes. We request this email and attachment be provided to the Carlsbad City Council, and Planning, Parks and Mobility Commissions; and CA Coastal Commission as public input on the City Staff proposed 1) Draft Local Coastal Program Amendment, 2) Parks Master Plan Update, and 3) Mobility improvement processes. Thank you.

Email confirmation of receipt and delivery of this email/attachment is requested. Thank you.

Sincerely,
Lance Schulte
People for Ponto

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

Carlsbad proposed Draft Budget, Local Coastal Program Amendment, & Parks Master Plan Update – Public Comments

City Budget, Draft LCP Amendment and Parks Master Plan Update issues – South Carlsbad Boulevard (PCH) Realignment land use policy/mapping clarity, and environmental and budget feasibility:

Please see and include the attached City of Carlsbad’s CARLSBAD BOULEVARD REALIGNMENT STUDY PHASE II: PRELIMINARY FINANCIAL ANALYSIS dated October 4, 2001 in this public comment. The realignment study evaluated the City selling and/or leasing portions of the exiting South Carlsbad Boulevard right-of-way for Commercial land use. This is concerning on serval levels.

This public comment requests that in the Draft Local Coastal Program Amendment (DLCPA) and Parks Master Plan Update processes:

1. Provide clear public disclosure and discussion as to if the City’s:
 - a. proposed DLCPA Land Use policies [Pages/Figures: p. 1-5 Figure 1-1, p. 2-11 Figure 2-1, pp. 2-19 & 20 Figure 2-2b & 2-2c; and Pages/Policies: p. 2-22, Ponto/Southern Waterfront, p. 2-23 Draft Policy LCP-2-P.5, p. 2-24 Draft Policy LCP-2-P.7, p. 2-26 Draft Policy LCP-2-P.19]; or
 - b. existing General Plan Land Use Element [Pages: p. 2-35, p. 2-38, pp. 2-47-48; and Policies: 2-G.20, 2-P.51, 2-P.52, 2-P.53, 2-P.55, and 2-P.90] General Plan policies)

provide in any way the opportunity to convert South Carlsbad Boulevard right-of-way into Commercial Land Use as part of realignment. Realignment was portrayed to Citizens as an elaborate way to provide a much needed pedestrian sidewalk/pathway, or Promenade along South Carlsbad Boulevard, not a ‘pathway to change open landscaped right-of-way land to Commercial uses’.

- Are the DLCPA Realignment Land Use policy and/or mapping allowing Commercial use on City designated right-of-way land like proposed in Carlsbad’s 2001 Realignment Study?
 - Does the City’s General Plan polices allow, support or imply Commercial use in any Realignment right-of-way land?
2. To even start having that important public disclosure and discussion, citizens must have both clear DLCPA Land Use Policies and Land Use Maps that show exactly “what and where” the City’s potential proposed Carlsbad Boulevard Realignment “is, and what and where it is not”.
 - The DLCPA Land Use Policies are vague and DLCPA Land Use Maps do not show any Land Use (Open Space or Commercial) associated with the Realignment. This vagueness is counter to the some very specific land uses and areas itemized in the City’s 2001 Study – why?

It is requested that both the DLCPA Land Use Policies and Maps be amended to be consistent and clear as to “what” and “where” the Realignment is and what proposed DLCPA policies apply to those areas, and what Land Uses are being proposed to be assigned to those areas in the Land Use Plan(s).

3. As part of this clear disclosure by the City and public discussion, it also seems logical to roughly update the 20-year old ‘preliminary study’ of realignment costs to have a general understanding if South Carlsbad Boulevard Realignment is even environmentally/fiscally viable. Current costs could exceed \$75 million. Carlsbad Citizens and taxpayers need to know if the ‘Realignment Promenade/Linear Park’ is a viable project the City will be implementing and when. Or is the ‘Realignment Promenade/Linear Park’ more a ‘Trojan horse’ – outside an apparently attractive celebration, while truthfully hidden inside is disappointment resulting in ruin. The City’s 20-year old 2001 Realignment Study seems to point to this concern/possibility.
4. The DLCPA should add a clear and accountable Public Coastal Access, Livable Streets and Connectivity Policy (Section 4.8, at p. 4-41) that requires the City to fully fund and construct as soon as possible a sidewalk/pedestrian path/‘Promenade’ along South Carlsbad Boulevard to “Complete” and make “Livable” this street. The missing safe pedestrian Coastal Access along South Carlsbad Boulevard represents over ½ of Carlsbad’s coastline. The City’s CIP #60311 Budget already has \$3.2 million, which based on City costs for sidewalk construction, is sufficient to complete most of this needed sidewalk/pedestrian path/‘Promenade’. The sidewalk/pedestrian path/‘Promenade’ can be quickly, simply and cost effectively accomplished with an existing budget for that purpose, and within the existing right-of-way configuration. The few short sections along bridges can be cost effectively addressed with vehicle/bike lane restriping and maybe a ‘jersey barrier’ similar to what was done at Agua Hedionda. Again, the missing sidewalk/pedestrian path/‘Promenade’ can be substantially completed using existing budgeted CIP funds for that purpose. Special design and landscape qualities could be budgeted and incorporated to enhance to a ‘Promenade’ level, or be similar to North Carlsbad Boulevard’s ‘Promenade’ design. A community-based design process could define consensus on that.

As supporting data that should be factored in the above 4 requests, the Mayor stated in 2020 that the South Carlsbad Boulevard Realignment would presently cost about \$75 million. This figure appears it maybe a rational estimate, but should be verified. Would South Carlsbad Boulevard Realignment be the most expensive City project ever? The \$75 million Realignment cost is \$5 million more than the City’s Golf Course land acquisition and construction costs. The City Golf Course is 402.8 acres, and is understood to be the most expensive to acquire/build municipal golf course in the USA, and most expensive to-date Carlsbad City project.

Sadly in comparison, South Carlsbad Boulevard Realignment does Not acquire or add any new land. Realignment simply realigns up to 54.5 acres of existing City owned landscaped right-of-way, to then repurpose only 4 - 10.8 acres for possible Park use under the 4 Land Use Alternatives as documented in the City’s 2001 Realignment Study. The \$75 million Realignment cost would thus cost \$7 - 19 million to simply repurpose each acre of existing City right-of-way land for Park use. This cost per acre appears

fiscally imprudent given much better alternatives. In comparison the Mayor stated the alternative 11 acre Ponto Coastal Park that is required to be studied under Carlsbad's Local Coastal Program would only cost \$20-22 million. The \$20-22 million figure also appears a rational estimate given vacant land costs in the area is roughly \$1.5 – 2 million per acre. So it is actually 7 to 9.5 times more cost effective to simply purchase vacant land that actually adds New land and is also required to be studied/considered for Park use. Again, the Relocation proposal's \$7 – 19 million cost per acre is NOT to buy any new land, but simply rearrange existing land the City already owns and is already landscaped and open as part of the roadway median. It seems logical to fully and publicly vet the proposed South Carlsbad Boulevard Realignment Land Use Policies/Map/Costs. The Realignment concept seems fiscally imprudent and a significant squandering of taxpayer resources.

These public comments are not against a much needed Coastal Park for South Carlsbad as there is none and this is vitally needed to provide a Coastal Park for ½ of Carlsbad's citizens and for the thousands of Visitors staying at the thousands of South Carlsbad Resort and hotel rooms. As the Mayor stated this is the most cost effective solution providing MORE NEW parkland at a fraction of the cost of the Realignment. Over 2,500 emails from citizens and visitors have asked the City Council to provide this much needed Ponto Coastal Park.

These public comments are also not against a much needed sidewalk/pedestrian pathway (including a wider than normal pathway) to provide safe (Complete-Livable Streets) pedestrian Coastal Access along South CARLSBAD Boulevard - in fact just the opposite. The public comment #4 specifically asks for a clear, accountable, funded DLCPA Policy that achieves rapid implementation of a sidewalk/pedestrian path/Promenade within the existing South Carlsbad Boulevard right-of-way configuration. This requested LCP Policy would address the critically needed Coastal Access, public safety, and mobility needs along South Carlsbad Boulevard, that has been delayed way too long. Citizens and visitors should not have to wait over 20-years for this much needed Coastal Access and public safety facility for over ½ of Carlsbad's coastline.

Thank you for your consideration,

Lance Schulte

Attachment: City of Carlsbad's CARLSBAD BOULEVARD REALIGNMENT STUDY PHASE II: PRELIMINARY FINANCIAL ANALYSIS, dated October 4, 2001

Carlsbad Golf Course information: <https://www.sandiegouniontribune.com/news/politics/sdut-city-to-pay-off-golf-course-bond-debt-2016jul07-story.html>

ERA

Economics Research Associates

**CARLSBAD BOULEVARD
REALIGNMENT STUDY
PHASE II: PRELIMINARY
FINANCIAL ANALYSIS**

Submitted to:
The City of Carlsbad

Prepared by:
Economics Research Associates
URS Corporation
Wallace, Roberts & Todd

October 4, 2001
ERA Project No. 14158

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Economics Research Associates

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GENERAL LIMITING CONDITIONS

Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible, and they are believed to be reliable. This study is based on estimates, assumptions and other information reviewed and evaluated by Economics Research Associates from its consultations with the client and the client's representatives and within its general knowledge of the industry. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives or any other data source used in preparing or presenting this study.

This report is based on information that was current as of *October 2001* or as noted in the report, and Economics Research Associates has not undertaken any update of its research effort since such date.

No warranty or representation is made by Economics Research Associates that any of the projected values or results contained in this study will actually be achieved.

Possession of this study does not carry with it the right of publication thereof or to use the name of "Economics Research Associates" in any manner without first obtaining the prior written consent of Economics Research Associates. No abstracting, excerpting or summarization of this study may be made without first obtaining the prior written consent of Economics Research Associates. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the client without first obtaining the prior written consent of Economics Research Associates. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from Economics Research Associates.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

I. INTRODUCTION

The *Carlsbad Boulevard Realignment Study* is an analysis of alternative scenarios for realigning Carlsbad Boulevard away from the coast bluff edge and, in the process, creating opportunities for commercial, recreation, and open space uses. One of the study's objectives is to explore ways to generate revenue from useable public land created, including potential land sale or lease opportunities, and using this revenue to help offset the cost of realigning the road.

This Phase II report is a preliminary evaluation of each scenario's financial implications. The Phase I report, presented in April 1999, evaluated the market context in which development may take place. Some of the key rent and market assumptions presented in this report are based on the 1999 research, adjusted for inflation. A market analysis update has not taken place since 1999. The values presented here are preliminary estimates for planning purposes only, and should not be interpreted as valuations or appraisals since they are based on conceptual development programs, gross preliminary development cost factors, and two-year old market research. Valuations or appraisals will require greater due diligence regarding current market conditions, more specific development and site planning programs, and more detailed cost estimates.

II. DEVELOPMENT SCENARIOS

URS Corporation and the City of Carlsbad have identified four alternative land use scenarios for a realigned Carlsbad Boulevard. The proposed realignment creates 4-6 new surplus land areas resulting 5-7 potential parcels (see the Carlsbad Boulevard Realignment Study – Phase I and Phase II for more details regarding these alignments and surplus land areas). The consultant team prepared hypothetical development programs for each alternative. These hypothetical development programs are not recommendations; rather, they were devised to test the potential financial impact of the following alternative approaches towards reuse of the surplus land that is created with the road realignment. They were also designed to serve as a starting point for discussion of preferred uses and to allow the decision-makers to select and combine the elements from each alternative that they find most desirable. Finally, these scenarios serve as starting points for discussions with State Parks, which is critical for the pivotal Manzano parcel.

- Alternative 1 tests the financial impacts of a parks and open space scheme. It assumes that no major commercial development occurs and that the surplus parcels are used for parking, community facilities, parks, open space, and camping (concessionaire), as shown in Table 1.
- Alternative 2 tests the financial impacts of a predominately parks and open space scheme, with limited commercial development. It assumes that a time-share and executive meeting hotel is built on a small portion of Surplus Area 1, and that the rest of Surplus Area 1 and all of the other parcels are used for parking, community facilities, parks, or open space, as shown in Table 2.
- Alternative 3, as shown in Table 3, tests the financial impacts of a significant commercial development scheme. It assumes significant commercial development on almost half of Surplus Areas 1 (specialty retail, restaurants, and office) and 3 (hotel), and all of Surplus Areas 2 (time-share), 6A (time-share), and 6B (office), as shown in Table 3. More than half of Surplus Area 1 is used as park space and more than half of Surplus Area 3 remains open space. Parcels 4 and 5 provide parking and open space.
- Alternative 4 tests the financial impacts of a significant commercial development scheme for a majority of Surplus Area 1 (specialty retail, restaurants, time-share, and executive meeting hotel), with a neighborhood park on the remaining portion of Surplus Area 1, as shown in Table 4. Parcels 2, 3, and 6A remain open space, and 4, 5, and 6B contain public parking and open space.

Table 1: DEVELOPMENT PROGRAM SCENARIOS - Alternative 1 - Parks and Open Space

	Units	Surplus Area:						
		1	2	3	4	5	6A	6B
Acreage		20.8	5.1	10.1	13.7	2.3	0.5	2.0
Developable Commercial		-	-	-	-	-	-	-
Campground		-	-	-	2.8	-	-	-
Public parking		1.0	0.6	-	1.5	0.9	-	0.6
Community facility		0.8	0.1	-	0.1	-	-	-
Active parks		4.0	-	-	-	-	-	-
Open space		15.0	4.4	10.1	9.3	1.4	0.5	1.4
Commercial Uses								
Commercial-Retail	s.f.	-	-	-	-	-	-	-
Commercial-Restaurants	s.f.	-	-	-	-	-	-	-
Office	s.f.	-	-	-	-	-	-	-
Time Share	Rooms	-	-	-	-	-	-	-
Full Service Hotel	Rooms	-	-	-	-	-	-	-
Executive Meeting Hotel	Rooms	-	-	-	-	-	-	-
Campground								
Primitive sites	Sites	-	-	-	45	-	-	-
RV sites	Sites	-	-	-	50	-	-	-
Common facilities		-	-	-	3,000	-	-	-
Public Parking								
Free	Spaces	140	50	-	200	135	-	90
Community Facility								
Visitor Center	s.f.	2,500	-	-	3,000	-	-	-
Restrooms	Number	1	1	-	-	1	-	-
Active Park Facilities								
Active Parks	acres	4.0	-	-	-	-	-	-
Open Space Facilities								
Open Space	acres	15.0	4.4	10.1	9.3	1.4	0.5	1.4

Source: URS; Wallace, Roberts & Todd; and Economics Research Associates

Table 2: DEVELOPMENT PROGRAM SCENARIOS - Alternative 2

	Units	Surplus Area;						
		1	2	3	4	5	6A	6B
Acreage		20.8	5.1	10.1	13.7	2.3	0.5	2.0
Developable Commercial		5.0	-	-	-	-	-	-
Campground		-	-	-	-	-	-	-
Public parking		-	2.6	6.9	3.2	1.2	0.1	0.6
Community facility		-	-	-	0.1	0.4	-	-
Active parks		-	1.6	1.6	-	0.5	-	1.4
Open space		15.8	0.9	1.6	10.4	0.2	0.4	-
Commercial Uses								
Commercial-Retail	s.f.	-	-	-	-	-	-	-
Commercial-Restaurants	s.f.	-	-	-	-	-	-	-
Office	s.f.	-	-	-	-	-	-	-
Time Share	Rooms	100	-	-	-	-	-	-
Full Service Hotel	Rooms	-	-	-	-	-	-	-
Executive Meeting Hotel	Rooms	150	-	-	-	-	-	-
Campground								
Primitive sites	Sites	-	-	-	-	-	-	-
RV sites	Sites	-	-	-	-	-	-	-
Common facilities		-	-	-	-	-	-	-
Public Parking								
Free	Spaces	-	150	870	520	176	10	90
Community Facility								
Visitor Center	s.f.	-	-	-	-	19,600	-	-
Restrooms	Number	-	1	3	2	1	-	-
Active Park Facilities								
Active Parks	acres	-	1.6	1.6	-	0.5	-	1.4
Open Space Facilities								
Open Space	acres	15.8	0.9	1.6	10.4	0.2	0.4	-

Source: URS; Wallace, Roberts & Todd; and Economics Research Associates

Table 3: DEVELOPMENT PROGRAM SCENARIOS - Alternative 3

	Units	Surplus Area:						
		1	2	3	4	5	6A	6B
Acreage*		20.8	5.1	10.1	-	-	0.5	2.0
Developable Commercial		10.0	5.1	4.3	-	-	0.5	2.0
Campground		-	-	-	-	-	-	-
Public parking		-	-	-	-	-	-	-
Community facility		-	-	-	-	-	-	-
Active parks		10.8	-	-	-	-	-	-
Open space		-	-	5.8	-	-	-	-
Commercial Uses								
Commercial-Retail	s.f.	40,000	-	-	-	-	-	-
Commercial-Restaurants	s.f.	40,000	-	-	-	-	-	-
Office	s.f.	80,000	-	-	-	-	-	15,000
Time Share	Rooms	-	150	-	-	-	30	-
Full Service Hotel	Rooms	-	-	300	-	-	-	-
Executive Meeting Hotel	Rooms	-	-	-	-	-	-	-
Campground								
Primitive sites	Sites	-	-	-	-	-	-	-
RV sites	Sites	-	-	-	-	-	-	-
Common facilities		-	-	-	-	-	-	-
Public Parking								
Free	Spaces	-	-	-	-	-	-	-
Community Facility								
Visitor Center	s.f.	-	-	-	-	-	-	-
Restrooms	Number	-	-	-	-	-	-	-
Active Park Facilities								
Active Parks	acres	10.8	-	-	-	-	-	-
Open Space Facilities								
Open Space	acres	-	-	5.8	-	-	-	-

*Acreages may not equal total due to rounding

Source: URS; Wallace, Roberts & Todd; and Economics Research Associates

Table 4: DEVELOPMENT PROGRAM SCENARIOS - Alternative 4

Units	Surplus Area:							
	1	2	3	4	5	6A	6B	
Acreage*	20.8	-	-	-	-	-	-	
Developable Commercial	15.0	-	-	-	-	-	-	
Campground	-	-	-	-	-	-	-	
Public parking	-	-	-	-	-	-	-	
Community facility	-	-	-	-	-	-	-	
Active parks	5.8	-	-	-	-	-	-	
Open space	-	-	-	-	-	-	-	
Commercial Uses								
Commercial-Retail	s.f.	45,000	-	-	-	-	-	-
Commercial-Restaurants	s.f.	45,000	-	-	-	-	-	-
Office	s.f.	-	-	-	-	-	-	-
Time Share	Rooms	150	-	-	-	-	-	-
Full Service Hotel	Rooms	-	-	-	-	-	-	-
Executive Meeting Hotel	Rooms	150	-	-	-	-	-	-
Campground								
Primitive sites	Sites	-	-	-	-	-	-	-
RV sites	Sites	-	-	-	-	-	-	-
Common facilities		-	-	-	-	-	-	-
Public Parking								
Free	Spaces	-	-	-	-	-	-	-
Community Facility								
Visitor Center	s.f.	-	-	-	-	-	-	-
Restrooms	Number	-	-	-	-	-	-	-
Active Park Facilities								
Active Parks	acres	5.8	-	-	-	-	-	-
Open Space Facilities								
Open Space	acres	-	-	-	-	-	-	-

*Acreages may not equal total due to rounding

Source: URS; Wallace, Roberts & Todd; and Economics Research Associates

III. LAND AND FISCAL VALUE ESTIMATES

ERA estimated the approximate residual land value and the capitalized value of the estimated fiscal revenue associated with each of the alternative alignments and development scenarios. The estimates are very preliminary since they are based on hypothetical development programs without architectural designs, rent assumptions based on 1999 research (updated to 2001 values), preliminary site capacity and site planning analysis, and gross development cost estimates for buildings and site development. The detailed analyses for each alternative are presented in Appendix A. These estimates, which are not appraisals, will need to be revised as development programs become more specific, and they do not form the basis for a financial offering, bond, or prospectus without additional planning, engineering, cost estimating, and due diligence.

The residual land value estimates translate into the potential revenue generated from commercial land sales, or the capitalized values of leases, of surplus land areas created by the road realignment. These estimates are preliminary approximations of what a developer might be willing to pay for the land in order to obtain a reasonable rate of return on total capital (debt and equity capital). In order to be conservative, no real appreciation was assumed; in other words, rents only rise with inflation. Some developers may speculate that rents will rise faster than inflation, which would result in higher values than estimated in this report. The fiscal revenue translates into the capitalized value of the potential fiscal resources to the City and Redevelopment Agency that could help finance some of the Carlsbad Boulevard realignment costs.

The total revenue from commercial land sales (or leases) and the capitalized value of fiscal revenue was compared to URS Corporation's preliminary estimate of road realignment costs (\$18.8 million), and Wallace, Roberts, and Todd's preliminary estimates of possible public parking, parks, open space, and community facility costs (\$8.5-12.1 million). While road realignment costs are required to produce the surplus parcels, costs to develop the open space are flexible. The estimates provided assume maximum improvements to the open space.

As shown in Table 5, Alternative 1, the least commercial scenario, generates very limited revenue, only \$1.1 million in commercial land value, and over \$0.2 million in the capitalized value of fiscal revenue, for a total of almost \$1.3 million. Other sources would have to fund over \$17.5 million in road construction costs, and \$9.0 million in public facility, parks, and open space costs, or the amount of improvements would have to be reduced.

Table 5: PRELIMINARY REVENUE/COST COMPARISON (Year 2001 Dollars)

	Alternatives			
	1	2	3	4
Revenues From Commercial Land Sales	\$ 1,131,000	\$ 9,219,000	\$ 28,155,000	\$ 19,465,000
Capitalized Value of Fiscal Revenues to City & RDA	\$ 217,000	\$ 10,849,000	\$ 24,743,000	\$ 16,429,000
Total Potential Revenues	\$ 1,348,000	\$ 20,068,000	\$ 52,898,000	\$ 35,894,000
Less: Road Construction Costs	\$ 18,800,000	\$ 18,800,000	\$ 18,800,000	\$ 18,800,000
Net Revenues <Deficit> After Road Construction Costs	\$ (17,452,000)	\$ 1,268,000	\$ 34,098,000	\$ 17,094,000
Less: Public Parking, Parks, Open Space, and Facilities	\$ 8,999,580	\$ 12,062,589	\$ 8,496,734	\$ 9,358,925
Net Revenues <Deficit> After Public Costs	\$ (26,451,580)	\$ (10,794,589)	\$ 25,601,266	\$ 7,735,075

Source: Economics Research Associates; URS; Wallace, Roberts & Todd

Alternative 2 generates over \$9.2 million in commercial land value, and \$10.8 million in fiscal revenue, for a total of \$20.1 million. This amount is enough to cover the \$18.8 million in road realignment costs, but not enough to cover the estimated \$12.1 million in potential public facility, parks, and open space costs. Other sources would have to fund approximately \$10.8 million in public facility, parks, and open space costs, or the amount or type of improvements would have to be reduced.

Alternative 3, the most commercial scenario, generates an estimated \$28.2 million in revenues from commercial land value, and \$24.7 million in capitalized fiscal revenue, for a total of \$52.9 million. This amount is substantially more than enough to cover the \$18.8 million in road realignment costs, and \$8.5 million in public facility, parks, and open space costs.

Alternative 4 generates an estimated \$19.5 million in commercial land value, and \$16.4 million in capitalized fiscal revenue, for a total of \$35.9 million, which is more than enough to cover the \$18.8 million in road realignment costs, and \$9.4 million in public facility, parks, and open space costs.

QUALIFICATIONS

While it appears that alternatives 3 and 4 generate enough revenue to cover development costs, the findings at this preliminary planning stage of analysis are qualified, as follows:

- The cost estimates are based on gross cost factors and need to be refined as project design becomes more specific.
- The cost estimates do not include any extraordinary off-site costs, such as for environmental or traffic mitigation.
- Some of the parcels identified for potential development, particularly those west of the alignment, may be vulnerable to long term erosion problems; therefore, their stability needs to be verified.

- A significant share of value and fiscal revenue in scenarios 2, 3, and 4 is attributable to hotels, which in 1999 demonstrated only average performance, especially among moderately priced hotels. Also, a new hotel has been developed since 1999. While the parcels identified for potential hotel development are competitive because of the views they offer, hotel development and financing are relatively risky.
- WRT has determined that the hypothetical development programs can fit on the parcels, and URS Corporation has initially determined that the circulation system can accommodate the development. However, there could be difficult site planning issues with some of the parcels that would limit their development potential to less than what is assumed in this analysis.
- The development cost estimates for the commercial development scenarios, for the most part, do not assume structured parking. If structured parking is required, development costs could be greater which would diminish residual land values unless higher rents are achievable.
- Most of the value is generated on Surplus Area 1, which is owned by the State of California. The City or Redevelopment Agency would not realize the value of Surplus Area 1 unless the State trades the parcel to the City or Agency for other considerations. Therefore, the City or Agency may not be able to apply proceeds from the value of Surplus Area 1 to road realignment and public facility costs. Nevertheless, under Alternative 3, the capitalized value of the fiscal revenue alone might be sufficient to cover road construction costs and a portion of public facility costs. The capitalized value of fiscal revenue under Alternative 4 comes close to covering road construction costs, but is not sufficient to cover other public facility costs.
- Competitive market conditions could change which would affect the market potential of the development programs assumed in the scenarios analyzed in this report. The estimated values are based on the hypothetical development programs for each parcel. If development programs change, the values will change.

IV. OTHER POTENTIAL SOURCES FOR FUNDING REALIGNMENT COSTS

The U.S. Department of Transportation (DOT) and State of California Transportation Department (CalTrans) are the traditional sources of funds for capital improvements to highways. For example, the Federal government offers approximately 70 different transportation-funding programs. The majority of these funds are made available for disbursement to regional entities such as SANDAG, while a small portion is made available directly to municipalities.

FUNDS AVAILABLE DIRECTLY TO MUNICIPALITIES

The CalTrans Local Assistance Program (LAP) is responsible for helping municipalities located in CalTrans District 11 identify which Federal and State funding programs for which they are eligible and guiding them through the application process. Each program is specifically tailored for a given need, and has very strict eligibility requirements. One such specialized program funds "Intelligent Transportation Systems". Funds are available to projects that integrate new technology (computer-related) with the road/highway project to improve traffic flow. Because this program is new, eligibility requirements are not yet well defined.

There is no program specifically for road or highway realignment. Moreover, it is estimated that for every 10 applicants to each of the programs above, only the most urgent project is funded, leaving 90 percent of the applications unsuccessful. Given the level of competition for funds, if the City of Carlsbad finds that portions of the road may fall into one or more of the eligible categories, the application should present as compelling a case as possible. In any case, once a specific construction plan has been determined, a representative from the City of Carlsbad should meet with a representative from the Local Assistance Program to discuss the program in detail and determine whether or not portions of the project are eligible for Federal or State aid.

Finally, another option is direct funding from special state legislative action.

REGIONAL FUNDS

The San Diego Association of Governments (SANDAG) administers the apportionment of funds from the larger, more general State and Federal transportation funding programs. The most likely source of funding for a project such as the realignment of Carlsbad Boulevard is the Regional Arterial Projects section of the Surface Transportation Projects.

For a project to receive an apportionment from SANDAG, it must be included in the Regional Transportation Improvement Plan (RTIP). The City of Carlsbad is an active participant on the CTEC committee, the body that periodically updates the RTIP. However, it is important to note that the current RTIP (2000-2004) provides only \$153 million towards projects estimated to cost nearly \$392 million. Also, the current RTIP specifically states that "local governments will obtain private developer financing for those on- and off-site roadway and transit improvement necessary to accommodate the increased travel generated by private development."

The major source of Federal transportation funds administered by SANDAG is the Transportation Equity Act for the 21st Century (TEA-21). In addition to highway and surface road construction and improvements, TEA-21 is a source of funds for driver safety initiatives, transit programs, rail projects, and transportation research. TEA-21 was established in 1998 and funded through 2003, thus funding levels beyond that time are unknown. The Surface Transportation Program (STP) is the section of TEA-21 relevant to the realignment of Carlsbad Boulevard. One STP program, Transportation Enhancement Activities Program, funds highway enhancement activities over and above mitigation, standard landscaping and other permit requirements for a normal transportation project. Project eligibility categories under the Transportation Enhancement Program which may be applicable to the realignment of Carlsbad Boulevard are: 1) Scenic or historic highway programs; 2) Landscaping and other scenic beautification; 3) Environmental mitigation to address water pollution due to highway runoff.

Currently, all TEA-21 funds, including STP, have been assigned to projects (detailed in SANDAG's 2000 Regional Transportation Improvement Plan); however, SANDAG continues to pursue additional discretionary funding available through TEA-21 on an annual basis.

In 1987, San Diego voters passed Proposition A, which authorized a one-half percent sales tax increase dedicated for transportation improvements. The first \$1 million in annual TransNet revenue is set aside for bicycle-related projects and the remainder is divided equally between highway, public transit and local street and road projects. Highway projects are approved for funding by SANDAG, CalTrans, the San Diego Metropolitan Transit Development Board, and the North San Diego County Transit Development Board. Local street and road projects are approved for funding by the city councils of the 18 cities and the County Board of Supervisors. The Carlsbad Boulevard Realignment project is a potential candidate project. TransNet funds have been programmed through 2004, and the measure will expire in 2008.



LOCAL SOURCES

Local sources include developer financed road improvements, transportation impact fees, tax increment financing in redevelopment project areas, infrastructure financing districts, assessment districts, Community Facilities Districts, General Obligation Bonds, and the General Fund.

To the extent that the realignment also increases road capacity that is required to mitigate the impacts of new development, developer financed road improvements or impact fees may apply. If the road realignment simply moves the road without enhancing capacity for future local developments, however, the nexus may not be strong enough for developer funding or impact fees to apply. Alternatively, the City may negotiate voluntary contributions to road realignment costs through development agreements on larger land development projects in the vicinity of Carlsbad Boulevard that require City discretionary approval.

Since the proposed Carlsbad Boulevard Realignment project is within a newly adopted redevelopment project area, the City's Redevelopment Agency may use tax increment to finance some of the realignment costs. Tax increment financing does not result in higher tax rates; rather, the incremental gain in property tax revenues is directed toward certain improvements within a redevelopment project area. To the extent that the realignment creates parcels that are commercially developed, the realignment project will be directly responsible for the tax increment generated by those commercial developments. Because tax increment will not be generated until the parcels are developed with commercial uses, there may be a cash flow financing issue to overcome to fund the realignment costs that will occur in advance of tax increment.

Another type of property tax increment financing is the Infrastructure Financing District (IFD). It also is based on the incremental gain in property taxes rather than an increase in tax rates. The City of Carlsbad was one of the first jurisdictions in California to form an IFD. Unlike tax increment in redevelopment project areas, an IFDs do not have to be located in redevelopment project areas and, therefore, do not have to address blight or meet the "predominately urbanized" test of redevelopment law. The public facility that is financed must serve the community at large. However, unlike a redevelopment project area that can be formed by Council action, an IFD must be approved by two-thirds of the voters if 12 or more registered voters reside in the district. Otherwise, two-thirds of the property owners within the district must vote to approve the district. The affected taxing agencies must also approve the district and tax increment sharing must be negotiated.

Properties that benefit from the realignment may be assessed for a portion of the cost through a benefit assessment district, such as the *Municipal Improvement Act of 1913*. The assessments may be pledged to support debt service on bonds, issued under the *Improvement Bond Act of 1915*. The formation process must establish the scope of improvements, identify the benefiting parcels, and determine an equitable allocation of costs. Property owners vote for or against formation of an assessment district at a public hearing. Some of the benefiting properties that are owned by the State may not be assessed.

A Community Facilities District, commonly known as a Mello-Roos district, is a special tax that can be based on a formula that has a less strict benefit allocation. However, a Community Facilities District requires two-thirds voter approval of voters residing within the district. If there are fewer than twelve registered voters in the district, the qualified electors are defined as owners of land within the district, with each owner allowed one vote per acre.

General Obligation Bonds, backed by the full faith and credit of the City, are the most secure and lowest cost form of debt financing. However, it would require two-thirds voter approval among Carlsbad's electorate, which may be difficult for the Carlsbad Boulevard Realignment project unless it is perceived as a project that has citywide benefits.

Finally, the General Fund may be used to fund a portion of road improvements through the Capital Improvement Plan, either as direct allocations, or as annual lease payments on Certificates of Participation. Fiscal revenue from development on surplus parcels could help augment the General Fund, especially if a hotel or specialty retail is developed, to enable the City to use General Fund monies for some of the road realignment and other public facility costs.

CONCLUSION

Both the SANDAG representative and the CalTrans Local Assistance Program representative noted that most road or highway realignments are done to facilitate development. Policymakers are aware of this and generally design funding programs in a way that encourages the private sector to pay for as much of the project costs as possible. Programs are also designed to encourage municipalities to utilize funds from their share of the gas tax, TransNet, and even the General Fund and Community Development Block Grants before turning to State and Federal funds. Finally, due to the limited funds available, all funding sources give priority to projects of a regional significance over those of local importance.

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Economics Research Associates

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Table 1.A.1

02-Oct-01

CARLSBAD BOULEVARD REALIGNMENT - Alternative 1, Land Use Scenario A
PROFORMA CASH FLOW - PRELIMINARY RESIDUAL LAND VALUE
(BEFORE TAXES & FINANCING)

	Yr. 2001	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60

SOURCES AND USES OF FUNDS
Net Sources of Funds By Land Use

RV - Concessionaire	-	(0.79)	(0.82)	0.37	0.38	0.42	0.43	0.44	0.46	0.47	0.49	0.50	0.52	0.53	5.40
Sub-total	\$ -	\$ (0.79)	\$ (0.82)	\$ 0.37	\$ 0.38	\$ 0.42	\$ 0.43	\$ 0.44	\$ 0.46	\$ 0.47	\$ 0.49	\$ 0.50	\$ 0.52	\$ 0.53	\$ 5.40
Net Cash Flow After Developer Costs	\$ -	\$ (0.8)	\$ (0.8)	\$ 0.4	\$ 0.4	\$ 0.4	\$ 0.4	\$ 0.4	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.5	\$ 5.4

Net Present Value After Developer Costs

Net Present Value @	14.0%	\$1.20 million, Yr. 2003 dollars
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Source: Economics Research Associates

Table 1.A.2
CARLSBAD BOULEVARD REALIGNMENT - Alternative 1, Land Use Scenario A
FISCAL REVENUES

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
PROPERTY TAXES		Expressed In Millions of US Dollars														
Land Uses																
RV		\$ -	\$ -	\$ -	\$ -	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
City's Share	4.75% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
RDA's Non-housing Share	60.00% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02
TRANSIENT OCCUPANCY TAXES		Expressed In Millions of US Dollars														
Full Service Hotel		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transient Occupancy Tax @	10.00% of Room Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Fiscal Operating Income From TOT & TI		\$ -	\$ -	\$ -	\$ -	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03
SALES TAX REVENUE																
Food & Beverage & 50% of Other Hotel Revenues		\$ -	\$ -	\$ -	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Total Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTAL FISCAL REVENUE																
Property Tax Revenue		\$ -	\$ -	\$ -	\$ -	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03
Transient Occupancy Tax Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Total Fiscal Revenue		\$ -	\$ -	\$ -	\$ 0.00	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03
Sources of Funds																
FISCAL REVENUE		\$ -	\$ -	\$ -	\$ 0.00	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03
Reversion @	7%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.47
Total Sources of Funds		\$ -	\$ -	\$ -	\$ 0.00	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.50
NET CASH FLOW																
		\$ -	\$ -	\$ -	\$ 0.00	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.50
Net Present Value @ 10%		\$0.23 million Yr. 2003 dollars														

Source: Economics Research Associates

Table 1.A.3

CARLSBAD BOULEVARD REALIGNMENT - Alternative 1, Parcel 4, Land Use Scenario A
RV Concessionaire Operating Statement

	Yr. 2001 Value	2003 Year 1	2004 Year 2	2005 Year 3	2006 Year 4	2007 Year 5	2008 Year 6	2009 Year 7	2010 Year 8	2011 Year 9	2012 Year 10	2013 Year 11	2014 Year 12	2015 Year 13	2016 Year 14	2017 Year 15	
Assumptions																	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Number of RV Spaces	50	0	0	0	50	50	50	50	50	50	50	50	50	50	50	50	
Total Potential Number of nights		-	-	-	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	
Average Annual Occupancy Rate		0.0%	0.0%	0.0%	55.0%	60.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	65.0%	
Avg. Daily RV Rate /1	\$ 40	42	44	45	46	48	49	51	52	54	55	57	59	61	62	64	
Number of Primitive Spaces	45	0	0	0	50	50	50	50	50	50	50	50	50	50	50	50	
Total Potential Number of nights		-	-	-	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	18,250	
Average Annual Occupancy Rate		0.0%	0.0%	0.0%	50.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	
Avg. Daily RV Rate /1	\$ 20	21	22	23	23	24	25	25	26	27	28	29	29	30	31	32	
Operating Revenues																	
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Space Rental Revenues	\$	-	\$ -	\$ -	\$ 0.68	\$ 0.76	\$ 0.83	\$ 0.86	\$ 0.88	\$ 0.91	\$ 0.93	\$ 0.96	\$ 0.99	\$ 1.02	\$ 1.05	\$ 1.08	
As % of Room Revenues																	
Food & Beverage	20%	-	-	-	0.14	0.15	0.17	0.17	0.18	0.18	0.19	0.19	0.20	0.20	0.21	0.22	
Other Revenues	30%	-	-	-	0.20	0.23	0.25	0.26	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	
Subtotal (Non-Room Revenues)	50%	\$ -	\$ -	\$ -	\$ 0.34	\$ 0.38	\$ 0.42	\$ 0.43	\$ 0.44	\$ 0.45	\$ 0.47	\$ 0.48	\$ 0.50	\$ 0.51	\$ 0.53	\$ 0.54	
Gross Revenues	\$	-	\$ -	\$ -	\$ 1.02	\$ 1.14	\$ 1.25	\$ 1.28	\$ 1.32	\$ 1.36	\$ 1.40	\$ 1.44	\$ 1.49	\$ 1.53	\$ 1.58	\$ 1.63	
Departmental Costs & Expenses																	
		As % of Departmental Revenues															
Spaces	25%	-	-	-	0.17	0.19	0.21	0.21	0.22	0.23	0.23	0.24	0.25	0.26	0.26	0.27	
Food & Beverage	75%	-	-	-	0.10	0.11	0.12	0.13	0.13	0.14	0.14	0.14	0.15	0.15	0.16	0.16	
Other Departments	50%	-	-	-	0.10	0.11	0.12	0.13	0.13	0.14	0.14	0.14	0.15	0.15	0.16	0.16	
Total Departmental Expenses (% of Gross Revenues)	37%	\$ -	\$ -	\$ -	\$ 0.37	\$ 0.42	\$ 0.46	\$ 0.47	\$ 0.48	\$ 0.50	\$ 0.51	\$ 0.53	\$ 0.55	\$ 0.56	\$ 0.58	\$ 0.60	
Gross Operating Revenues	63%	\$ -	\$ -	\$ -	\$ 0.64	\$ 0.72	\$ 0.79	\$ 0.81	\$ 0.84	\$ 0.86	\$ 0.89	\$ 0.91	\$ 0.94	\$ 0.97	\$ 1.00	\$ 1.03	

Notes:

/1 Rate, after discounts, per occupied room.

Source: Economics Research Associates

Table I.A.4

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 1, Parcel 4, Land Use Scenario A
RV Operating Statement**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>	
	Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Gross Operating Revenues	-	-	-	-	-	0.79	0.81	0.84	0.86	0.89	0.91	0.94	0.97	1.00	1.03	
Undistributed Operating Expenses	As % of Revenue															
Administrative & General	5.0%	\$ -	\$ -	\$ -	\$ 0.05	\$ 0.06	\$ 0.06	\$ 0.06	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.08	\$ 0.08	\$ 0.08
Management Fee	2.0%	-	-	-	0.02	0.02	0.02	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Sales & Marketing	5.0%	-	-	-	0.05	0.06	0.06	0.06	0.07	0.07	0.07	0.07	0.07	0.08	0.08	0.08
Energy Costs	6.0%	-	-	-	0.06	0.07	0.07	0.08	0.08	0.08	0.08	0.09	0.09	0.09	0.09	0.10
Repairs & Maintenance	4.0%	-	-	-	0.04	0.05	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.06	0.06	0.07
Total	22.0%	\$ -	\$ -	\$ -	\$ 0.22	\$ 0.25	\$ 0.27	\$ 0.28	\$ 0.29	\$ 0.30	\$ 0.31	\$ 0.32	\$ 0.33	\$ 0.34	\$ 0.35	\$ 0.36
Gross Operating Profit	41.3%	\$ -	\$ -	\$ -	\$ 0.42	\$ 0.47	\$ 0.51	\$ 0.53	\$ 0.55	\$ 0.56	\$ 0.58	\$ 0.60	\$ 0.61	\$ 0.63	\$ 0.65	\$ 0.67
Fixed Expenses & Capital Costs																
Property Taxes (based on 1% of prior year capitalized value)	formula	-	-	-	-	0.03	0.03	0.03	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Incentive Fee	2.0%	-	-	-	0.02	0.02	0.02	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Insurance	1.0%	-	-	-	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.02	0.02	0.02
Capital Reserve	2.0%	-	-	-	0.02	0.02	0.02	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Total	5.0%	-	-	-	0.05	0.09	0.10	0.10	\$ 0.10	\$ 0.10	\$ 0.11	\$ 0.11	\$ 0.11	\$ 0.12	\$ 0.12	\$ 0.12
NET OPERATING INCOME (ex. depr., interest & tax)		-	-	-	0.37	0.38	0.42	0.43	0.44	0.46	0.47	0.49	0.50	0.52	0.53	0.55

Source: Economics Research Associates

Table I.A.5

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 1, Parcel 4, Land Use Scenario A
(BEFORE TAXES & FINANCING)
RV Operating Statement**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>
Sources of Funds															
	Expressed in Millions of US Dollars														
Net Operating Income	-	-	-	0.37	0.38	0.42	0.43	\$ 0.44	\$ 0.46	\$ 0.47	\$ 0.49	\$ 0.50	\$ 0.52	\$ 0.53	\$ 0.55
Reversion @ 11.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5.00
Less Cost of Sales @ 3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.15
Net Sales Proceeds	-	-	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4.85
Total Sources of Funds	-	-	-	0.37	0.38	0.42	0.43	\$ 0.44	\$ 0.46	\$ 0.47	\$ 0.49	\$ 0.50	\$ 0.52	\$ 0.53	\$ 5.40
Development Costs															
Inflation Assumptions	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
Number of Spaces	95	48	48	-	-	-	-	-	-	-	-	-	-	-	-
Development Costs - Annual %	0%	50%	50%	0%	0%	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Development Costs per space /1	\$ 15,263	0.79	0.82	-	-	-	-	-	-	-	-	-	-	-	-
Total Development Costs	\$ -	\$ 0.79	\$ 0.82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET CASH FLOW (before financing & taxes)															
	-	(0.79)	(0.82)	0.37	0.38	0.42	0.43	0.44	0.46	0.47	0.49	0.50	0.52	0.53	5.40
Cumulative Cash Flow	-	(0.79)	(1.61)	(1.24)	(0.86)	(0.44)	(0.01)	0.44	0.90	1.37	1.85	2.36	2.87	3.41	8.80
Net Present Value @	14.0%	\$1.20 million 2003 dollars													

Notes:

/1 New development costs include direct costs, off-site & on-site costs, indirect costs, and developer profit.

/2 Included in development cost per space

Source: Economics Research Associates

Table 2.A.1

02-Oct-01

CARLSBAD BOULEVARD REALIGNMENT - Alternative 2, Land Use Scenario A
PROFORMA CASH FLOW - PRELIMINARY RESIDUAL LAND VALUE
(BEFORE TAXES & FINANCING)

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
	Yr. 2001	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Inflation Factor	3%	Value	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60

SOURCES AND USES OF FUNDS

Net Sources of Funds By Land Use

Executive Mtg. Hotel Net Cash Flow	-	(11.06)	(11.40)	2.82	2.84	2.93	3.02	3.11	3.21	3.31	3.41	3.52	3.63	3.74	41.24
Time Share	-	-	(11.54)	9.24	(2.72)	9.81	10.10	10.40	1.07	-	-	-	-	-	-
Sub-total	\$ -	\$ (11.06)	\$ (22.93)	\$ 12.06	\$ 0.12	\$ 12.74	\$ 13.12	\$ 13.52	\$ 4.28	\$ 3.31	\$ 3.41	\$ 3.52	\$ 3.63	\$ 3.74	\$ 41.24

Net Cash Flow After Developer Costs

\$ -	\$ (11.1)	\$ (22.9)	\$ 12.1	\$ 0.1	\$ 12.7	\$ 13.1	\$ 13.5	\$ 4.3	\$ 3.3	\$ 3.4	\$ 3.5	\$ 3.6	\$ 3.7	\$ 41.2
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Net Present Value After Developer Costs

Net Present Value @	14.0%	\$9.78 million US dollars
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Source: Economics Research Associates

Table 2.A.2

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 2, Parcel 1, Land Use Scenario A
FISCAL REVENUES**

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
PROPERTY TAXES		Expressed In Millions of US Dollars														
Land Uses																
Executive Mtg. Hotel		\$ -	\$ -	\$ -	\$ -	\$ 0.28	\$ 0.29	\$ 0.29	\$ 0.30	\$ 0.30	\$ 0.31	\$ 0.32	\$ 0.32	\$ 0.33	\$ 0.34	\$ 0.34
Time Share		\$ -	\$ -	\$ -	\$ -	\$ 0.11	\$ 0.22	\$ 0.34	\$ 0.46	\$ 0.59	\$ 0.62	\$ 0.63	\$ 0.64	\$ 0.65	\$ 0.67	\$ 0.68
Total Property Tax Increment		\$ -	\$ -	\$ -	\$ -	\$ 0.39	\$ 0.51	\$ 0.63	\$ 0.76	\$ 0.90	\$ 0.93	\$ 0.95	\$ 0.96	\$ 0.98	\$ 1.00	\$ 1.02
City's Share	4.75% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.02	\$ 0.02	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.05	\$ 0.05	\$ 0.05	\$ 0.05
RDA's Non-housing Share	60.00% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.23	\$ 0.30	\$ 0.38	\$ 0.46	\$ 0.54	\$ 0.56	\$ 0.57	\$ 0.58	\$ 0.59	\$ 0.60	\$ 0.61
TRANSIENT OCCUPANCY TAXES		Expressed In Millions of US Dollars														
Executive Mtg. Hotel		\$ -	\$ -	\$ -	\$ 5.57	\$ 6.18	\$ 6.36	\$ 6.55	\$ 6.75	\$ 6.95	\$ 7.16	\$ 7.38	\$ 7.60	\$ 7.83	\$ 8.06	\$ 8.30
Transient Occupancy Tax @	10.00% of Room Revenue	\$ -	\$ -	\$ -	\$ 0.56	\$ 0.62	\$ 0.64	\$ 0.66	\$ 0.68	\$ 0.70	\$ 0.72	\$ 0.74	\$ 0.76	\$ 0.78	\$ 0.81	\$ 0.83
Gross Fiscal Operating Income From TOT & TI		\$ -	\$ -	\$ -	\$ 0.56	\$ 0.87	\$ 0.96	\$ 1.06	\$ 1.17	\$ 1.28	\$ 1.32	\$ 1.35	\$ 1.38	\$ 1.42	\$ 1.46	\$ 1.49
SALES TAX REVENUE																
Food & Beverage & 50% of Other Hotel Revenues		\$ -	\$ -	\$ -	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
Total Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
TOTAL FISCAL REVENUE																
Property Tax Revenue		\$ -	\$ -	\$ -	\$ -	\$ 0.25	\$ 0.33	\$ 0.41	\$ 0.49	\$ 0.58	\$ 0.60	\$ 0.61	\$ 0.62	\$ 0.64	\$ 0.65	\$ 0.66
Transient Occupancy Tax Revenue		\$ -	\$ -	\$ -	\$ 0.56	\$ 0.62	\$ 0.64	\$ 0.66	\$ 0.68	\$ 0.70	\$ 0.72	\$ 0.74	\$ 0.76	\$ 0.78	\$ 0.81	\$ 0.83
Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
Total Fiscal Revenue		\$ -	\$ -	\$ -	\$ 0.59	\$ 0.90	\$ 1.00	\$ 1.10	\$ 1.20	\$ 1.31	\$ 1.35	\$ 1.39	\$ 1.42	\$ 1.46	\$ 1.50	\$ 1.54
Sources of Funds																
FISCAL OPERATING INCOME		\$ -	\$ -	\$ -	\$ 0.59	\$ 0.90	\$ 1.00	\$ 1.10	\$ 1.20	\$ 1.31	\$ 1.35	\$ 1.39	\$ 1.42	\$ 1.46	\$ 1.50	\$ 1.54
Reversion @	7%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23.64
Total Sources of Funds		\$ -	\$ -	\$ -	\$ 0.59	\$ 0.90	\$ 1.00	\$ 1.10	\$ 1.20	\$ 1.31	\$ 1.35	\$ 1.39	\$ 1.42	\$ 1.46	\$ 1.50	\$ 25.18
NET CASH FLOW		\$ -	\$ -	\$ -	\$ 0.59	\$ 0.90	\$ 1.00	\$ 1.10	\$ 1.20	\$ 1.31	\$ 1.35	\$ 1.39	\$ 1.42	\$ 1.46	\$ 1.50	\$ 25.18
Net Present Value @	10%	\$11.51 million 2003 dollars														

Source: Economics Research Associates

Table 2.A.3

CARLSBAD BOULEVARD REALIGNMENT - Alternative 2, Parcel 1, Land Use Scenario A
Executive Meeting Hotel Operating Statement

	Yr. 2001 Value	2003 Year 1	2004 Year 2	2005 Year 3	2006 Year 4	2007 Year 5	2008 Year 6	2009 Year 7	2010 Year 8	2011 Year 9	2012 Year 10	2013 Year 11	2014 Year 12	2015 Year 13	2016 Year 14	2017 Year 15	
Assumptions																	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Hotel - Exec. Conf. Ctr. Number of Rooms	150	0	0	0	150	150	150	150	150	150	150	150	150	150	150	150	
Total Potential Number of Room nights		-	-	-	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	
Average Annual Occupancy Rate		0.0%	0.0%	0.0%	65.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	
Avg. Daily Rm. Rate Hotel 2 /1	\$ 135	143	148	152	157	161	166	171	176	181	187	192	198	204	210	217	
Operating Revenues																	
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Room Revenues	\$	-	\$ -	\$ -	\$ 5.57	\$ 6.18	\$ 6.36	\$ 6.55	\$ 6.75	\$ 6.95	\$ 7.16	\$ 7.38	\$ 7.60	\$ 7.83	\$ 8.06	\$ 8.30	
As % of Room Revenues																	
Food & Beverage	45%	-	-	-	2.51	2.78	2.86	2.95	3.04	3.13	3.22	3.32	3.42	3.52	3.63	3.74	
Other Revenues	15%	-	-	-	0.84	0.93	0.95	0.98	1.01	1.04	1.07	1.11	1.14	1.17	1.21	1.25	
Subtotal (Non-Room Revenues)	60%	\$ -	\$ -	\$ -	\$ 3.34	\$ 3.71	\$ 3.82	\$ 3.93	\$ 4.05	\$ 4.17	\$ 4.30	\$ 4.43	\$ 4.56	\$ 4.70	\$ 4.84	\$ 4.98	
Gross Revenues	\$	-	\$ -	\$ -	\$ 8.91	\$ 9.88	\$ 10.18	\$ 10.49	\$ 10.80	\$ 11.13	\$ 11.46	\$ 11.80	\$ 12.16	\$ 12.52	\$ 12.90	\$ 13.28	
Departmental Costs & Expenses																	
		As % of Departmental Revenues															
Rooms	25%	-	-	-	1.39	1.54	1.59	1.64	1.69	1.74	1.79	1.84	1.90	1.96	2.02	2.08	
Food & Beverage	75%	-	-	-	1.88	2.09	2.15	2.21	2.28	2.35	2.42	2.49	2.56	2.64	2.72	2.80	
Other Departments	50%	-	-	-	0.42	0.46	0.48	0.49	0.51	0.52	0.54	0.55	0.57	0.59	0.60	0.62	
Total Departmental Expenses (% of Gross Revenues)	41%	\$ -	\$ -	\$ -	\$ 3.69	\$ 4.09	\$ 4.22	\$ 4.34	\$ 4.47	\$ 4.61	\$ 4.74	\$ 4.89	\$ 5.03	\$ 5.18	\$ 5.34	\$ 5.50	
Gross Operating Revenues	59%	\$ -	\$ -	\$ -	\$ 5.22	\$ 5.79	\$ 5.97	\$ 6.14	\$ 6.33	\$ 6.52	\$ 6.71	\$ 6.92	\$ 7.12	\$ 7.34	\$ 7.56	\$ 7.78	

Notes:

/1 Rate, after discounts, per occupied room.

Source: Economics Research Associates

Table 2.A.4

CARLSBAD BOULEVARD REALIGNMENT - Alternative 2, Parcel 1, Land Use Scenario A
Executive Meeting Hotel Operating Statement

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>	
	Expressed in Millions of US Dollars							Expressed in Millions of US Dollars								
Gross Operating Revenues	-	-	-	-	-	5.97	6.14	6.33	6.52	6.71	6.92	7.12	7.34	7.56	7.78	
Undistributed Operating Expenses																
	As % of Revenue															
Administrative & General	5.0%	\$ -	\$ -	\$ -	\$ 0.45	\$ 0.49	\$ 0.51	\$ 0.52	\$ 0.54	\$ 0.56	\$ 0.57	\$ 0.59	\$ 0.61	\$ 0.63	\$ 0.64	\$ 0.66
Management Fee	2.0%	-	-	-	0.18	0.20	0.20	0.21	0.22	0.22	0.23	0.24	0.24	0.25	0.26	0.27
Sales & Marketing	5.0%	-	-	-	0.45	0.49	0.51	0.52	0.54	0.56	0.57	0.59	0.61	0.63	0.64	0.66
Energy Costs	6.0%	-	-	-	0.53	0.59	0.61	0.63	0.65	0.67	0.69	0.71	0.73	0.75	0.77	0.80
Repairs & Maintenance	4.0%	-	-	-	0.36	0.40	0.41	0.42	0.43	0.45	0.46	0.47	0.49	0.50	0.52	0.53
Total	22.0%	\$ -	\$ -	\$ -	\$ 1.96	\$ 2.17	\$ 2.24	\$ 2.31	\$ 2.38	\$ 2.45	\$ 2.52	\$ 2.60	\$ 2.67	\$ 2.75	\$ 2.84	\$ 2.92
Gross Operating Profit	36.6%	\$ -	\$ -	\$ -	\$ 3.26	\$ 3.62	\$ 3.73	\$ 3.84	\$ 3.95	\$ 4.07	\$ 4.19	\$ 4.32	\$ 4.45	\$ 4.58	\$ 4.72	\$ 4.86
Fixed Expenses & Capital Costs																
Property Taxes	formula	-	-	-	-	0.28	0.29	0.29	0.30	0.30	0.31	0.32	0.32	0.33	0.34	0.34
Incentive Fee	2.0%	-	-	-	0.18	0.20	0.20	0.21	0.22	0.22	0.23	0.24	0.24	0.25	0.26	0.27
Insurance	1.0%	-	-	-	0.09	0.10	0.10	0.10	0.11	0.11	0.11	0.12	0.12	0.13	0.13	0.13
Capital Reserve	2.0%	-	-	-	0.18	0.20	0.20	0.21	0.22	0.22	0.23	0.24	0.24	0.25	0.26	0.27
Total	5.0%	-	-	-	0.45	0.78	0.80	0.82	\$ 0.84	\$ 0.86	\$ 0.88	\$ 0.91	\$ 0.93	\$ 0.96	\$ 0.98	\$ 1.01
NET OPERATING INCOME (ex. depr., interest & tax)		-	-	-	2.82	2.84	2.93	3.02	3.11	3.21	3.31	3.41	3.52	3.63	3.74	3.85

Source: Economics Research Associates

Table 2.A.5

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 2, Parcel 1, Land Use Scenario A
(BEFORE TAXES & FINANCING)**
Hotel Operating Statement

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>
Sources of Funds	Expressed in Millions of US Dollars														
Net Operating Income	-	-	-	2.82	2.84	2.93	3.02	\$ 3.11	\$ 3.21	\$ 3.31	\$ 3.41	\$ 3.52	\$ 3.63	\$ 3.74	\$ 3.85
Reversion @ 10.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38.54
Less Cost of Sales @ 3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.16
Net Sales Proceeds	-	-	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37.38
Total Sources of Funds	-	-	-	2.82	2.84	2.93	3.02	\$ 3.11	\$ 3.21	\$ 3.31	\$ 3.41	\$ 3.52	\$ 3.63	\$ 3.74	\$ 41.24
Development Costs	Expressed in Millions of US Dollars														
Inflation Assumptions	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
Number of Rooms	150	75	75	-	-	-	-	-	-	-	-	-	-	-	-
Development Costs - Annual %	0%	50%	50%	0%	0%	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Development Costs per room - Hotel /1	\$ 135,000	11.06	11.40	-	-	-	-	-	-	-	-	-	-	-	-
Total Development Costs	\$ -	\$ 11.06	\$ 11.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET CASH FLOW (before financing & taxes)	-	(11.06)	(11.40)	2.82	2.84	2.93	3.02	3.11	3.21	3.31	3.41	3.52	3.63	3.74	41.24
Cumulative Cash Flow	-	(11.06)	(22.46)	(19.64)	(16.80)	(13.87)	(10.85)	(7.74)	(4.53)	(1.22)	2.19	5.71	9.34	13.07	54.31
Net Present Value @ 14.0%	\$1.02 million 2003 dollars														

Notes:

/1 New development costs include direct costs, off-site & on-site costs, indirect costs, and developer profit.

/2 Included in development cost per room

Source: Economics Research Associates

Table 2.A.6

CARLSBAD BOULEVARD REALIGNMENT - Alternative 2, Parcel 1, Land Use Scenario A

Time Share

	Yr. 2001 Value	2003 Year 1	2004 Year 2	2005 Year 3	2006 Year 4	2007 Year 5	2008 Year 6	2009 Year 7	2010 Year 8	2011 Year 9	2012 Year 10	2013 Year 11	2014 Year 12	2015 Year 13	2016 Year 14	2017 Year 15	
Assumptions																	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Time Share (Number of Rooms)	100	0	0	0	50	50	100	100	100	100	100	100	100	100	100	100	
Total Number of Intervals Available		-	-	-	2,550	2,550	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	
Total Number of Intervals Sold Per Year		-	-	-	1,000	1,000	1,000	1,000	1,000	100	-	-	-	-	-	-	
Cumulative Intervals Sold		-	-	-	1,000	2,000	3,000	4,000	5,000	5,100	5,100	5,100	5,100	5,100	5,100	5,100	
Interval Sales Price	\$ 18,500	\$ 19,627	\$ 20,215	\$ 20,822	\$ 21,447	\$ 22,090	\$ 22,753	\$ 23,435	\$ 24,138	\$ 24,862	\$ 25,608	\$ 26,377	\$ 27,168	\$ 27,983	\$ 28,822	\$ 29,687	
Sales Revenues																	
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Annual Sales Volume	\$ -	\$ -	\$ -	\$ 21.45	\$ 22.09	\$ 22.75	\$ 23.44	\$ 24.14	\$ 2.49	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Sales Volume	-	-	-	21.45	43.54	66.29	89.72	113.86	116.35	116.35	116.35	116.35	116.35	116.35	116.35	116.35	
Cost of Sales																	
	Per Room																
Product Cost (excluding land cost) /1	\$ 205,000	-	-	11.54	-	12.24	-	-	-	-	-	-	-	-	-	-	
Gross Profit Before Land Costs	\$ -	\$ -	\$ (11.54)	\$ 21.45	\$ 9.85	\$ 22.75	\$ 23.44	\$ 24.14	\$ 2.49	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Profit Before Land Costs	-	-	(11.54)	9.91	19.76	42.51	65.95	90.09	92.57	92.57	92.57	92.57	92.57	92.57	92.57	92.57	
Costs & Expenses/2																	
	As % of Annual Gross Sales																
Commissions	22.0%	\$ -	\$ -	\$ -	\$ 4.72	\$ 4.86	\$ 5.01	\$ 5.16	\$ 5.31	\$ 0.55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Marketing	22.0%	-	-	-	4.72	4.86	5.01	5.16	5.31	0.55	-	-	-	-	-	-	
Sales Overhead	5.0%	-	-	-	1.07	1.10	1.14	1.17	1.21	0.12	-	-	-	-	-	-	
Administration	7.0%	-	-	-	1.50	1.55	1.59	1.64	1.69	0.17	-	-	-	-	-	-	
Acct./Legal/Counseling	0.5%	-	-	-	0.11	0.11	0.11	0.12	0.12	0.01	-	-	-	-	-	-	
Depreciation	0.3%	-	-	-	0.06	0.07	0.07	0.07	0.07	0.01	-	-	-	-	-	-	
Other	0.1%	-	-	-	0.02	0.02	0.02	0.02	0.02	0.00	-	-	-	-	-	-	
Total Cost & Expenses (% of Annual Gross Sales)	56.9%	\$ -	\$ -	\$ -	\$ 12.20	\$ 12.57	\$ 12.95	\$ 13.33	\$ 13.73	\$ 1.41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Net Development Profit (Loss)																	
	\$ -	\$ -	\$ (11.54)	\$ 9.24	\$ (2.72)	\$ 9.81	\$ 10.10	\$ 10.40	\$ 1.07	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Cash Flow	\$ -	\$ -	\$ (11.54)	\$ (2.29)	\$ (5.01)	\$ 4.80	\$ 14.90	\$ 25.30	\$ 26.37	\$ 26.37	\$ 26.37	\$ 26.37	\$ 26.37	\$ 26.37	\$ 26.37	\$ 26.37	
Net Present Value @	15.0%	\$8.09 million 2003 dollars															

Notes:

/1 Development costs include allocated share of onsite/offsite costs.

/2 Selling and marketing expenses only. Operating expenses are covered 100% by annual fees.

Source: RCI Consulting, Inc.; and Economics Research Associates

Table 3.A.1

02-Oct-01

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Land Use Scenario A
PROFORMA CASH FLOW - PRELIMINARY RESIDUAL LAND VALUE
(BEFORE TAXES & FINANCING)

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
	Yr. 2001	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Inflation Factor	3%	Value	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60

SOURCES AND USES OF FUNDS**Net Sources of Funds By Land Use**

Commercial Retail Cash Flow	-	(2.95)	(3.04)	1.74	2.13	2.20	2.26	2.33	2.40	2.47	2.55	2.62	2.70	2.78	30.38
Office 1	-	-	(9.90)	1.59	1.84	2.00	2.06	2.13	2.19	2.25	2.32	2.39	2.46	2.54	27.97
Time Share	-	-	(17.30)	9.24	9.52	(9.10)	10.10	10.40	10.72	11.04	-	-	-	-	-
Full Service Hotel	-	(20.49)	(21.10)	5.55	5.60	5.77	5.95	6.14	6.33	6.52	6.72	6.93	7.15	7.37	81.27
Time Share 6A	-	-	(6.92)	6.93	7.43	-	-	-	-	-	-	-	-	-	-
Office 6B	-	-	(1.71)	0.30	0.36	0.38	0.39	0.40	0.41	0.42	0.44	0.45	0.46	0.48	5.24
Sub-total	\$ -	\$ (23.44)	\$ (59.99)	\$ 25.36	\$ 26.89	\$ 1.25	\$ 20.77	\$ 21.39	\$ 22.04	\$ 22.71	\$ 12.03	\$ 12.40	\$ 12.77	\$ 13.16	\$ 144.86

Net Cash Flow After Developer Costs

\$ -	\$ (23.4)	\$ (60.0)	\$ 25.4	\$ 26.9	\$ 1.2	\$ 20.8	\$ 21.4	\$ 22.0	\$ 22.7	\$ 12.0	\$ 12.4	\$ 12.8	\$ 13.2	\$ 144.9
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Net Present Value After Developer Costs

Net Present Value @	14.0%	\$29.87 million 2003 dollars
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Table 3.A.2

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Land Use Scenario A

FISCAL REVENUES

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
PROPERTY TAXES		Expressed In Millions of US Dollars														
Land Uses																
Commercial Retail		\$ -	\$ -	\$ -	\$ -	\$ 0.20	\$ 0.21	\$ 0.22	\$ 0.22	\$ 0.22	\$ 0.23	\$ 0.23	\$ 0.24	\$ 0.24	\$ 0.25	\$ 0.25
Office 1		\$ -	\$ -	\$ -	\$ -	\$ 0.18	\$ 0.19	\$ 0.20	\$ 0.20	\$ 0.21	\$ 0.21	\$ 0.22	\$ 0.22	\$ 0.23	\$ 0.23	\$ 0.23
Time Share 2		\$ -	\$ -	\$ -	\$ -	\$ 0.11	\$ 0.22	\$ 0.34	\$ 0.46	\$ 0.59	\$ 0.73	\$ 0.87	\$ 0.89	\$ 0.91	\$ 0.92	\$ 0.94
Full-Service Hotel		\$ -	\$ -	\$ -	\$ -	\$ 0.55	\$ 0.57	\$ 0.58	\$ 0.59	\$ 0.60	\$ 0.61	\$ 0.62	\$ 0.64	\$ 0.65	\$ 0.66	\$ 0.68
Time Share 6A		\$ -	\$ -	\$ -	\$ -	\$ 0.09	\$ 0.09	\$ 0.09	\$ 0.09	\$ 0.09	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.11
Office 6B		\$ -	\$ -	\$ -	\$ -	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
Total Property Tax Increment		\$ -	\$ -	\$ -	\$ -	\$ 1.17	\$ 1.32	\$ 1.46	\$ 1.60	\$ 1.76	\$ 1.92	\$ 2.08	\$ 2.12	\$ 2.17	\$ 2.21	\$ 2.25
City's Share	4.75% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.06	\$ 0.06	\$ 0.07	\$ 0.08	\$ 0.08	\$ 0.09	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.11
RDA's Non-housing Share	60.00% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.70	\$ 0.79	\$ 0.87	\$ 0.96	\$ 1.05	\$ 1.15	\$ 1.25	\$ 1.27	\$ 1.30	\$ 1.33	\$ 1.35
		Expressed In Millions of US Dollars														
TRANSIENT OCCUPANCY TAXES																
Full Service Hotel		\$ -	\$ -	\$ -	\$ 10.31	\$ 11.44	\$ 11.78	\$ 12.14	\$ 12.50	\$ 12.88	\$ 13.26	\$ 13.66	\$ 14.07	\$ 14.49	\$ 14.93	\$ 15.38
Transient Occupancy Tax @	10.00% of Room Revenue	\$ -	\$ -	\$ -	\$ 1.03	\$ 1.14	\$ 1.18	\$ 1.21	\$ 1.25	\$ 1.29	\$ 1.33	\$ 1.37	\$ 1.41	\$ 1.45	\$ 1.49	\$ 1.54
Gross Fiscal Operating Income From TOT & TI		\$ -	\$ -	\$ -	\$ 1.03	\$ 1.90	\$ 2.03	\$ 2.16	\$ 2.29	\$ 2.42	\$ 2.57	\$ 2.71	\$ 2.78	\$ 2.85	\$ 2.92	\$ 3.00
SALES TAX REVENUE																
Retail Commercial		\$ -	\$ -	\$ -	\$ 0.23	\$ 0.28	\$ 0.29	\$ 0.30	\$ 0.31	\$ 0.32	\$ 0.33	\$ 0.34	\$ 0.35	\$ 0.36	\$ 0.37	\$ 0.38
Food & Beverage & 50% of Other Hotel Revenues		\$ -	\$ -	\$ -	\$ 0.07	\$ 0.08	\$ 0.08	\$ 0.08	\$ 0.09	\$ 0.09	\$ 0.09	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.11
Total Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.30	\$ 0.36	\$ 0.37	\$ 0.39	\$ 0.40	\$ 0.41	\$ 0.42	\$ 0.43	\$ 0.45	\$ 0.46	\$ 0.47	\$ 0.49
TOTAL FISCAL REVENUE																
Property Tax Revenue		\$ -	\$ -	\$ -	\$ -	\$ 0.76	\$ 0.85	\$ 0.94	\$ 1.04	\$ 1.14	\$ 1.24	\$ 1.35	\$ 1.38	\$ 1.40	\$ 1.43	\$ 1.46
Transient Occupancy Tax Revenue		\$ -	\$ -	\$ -	\$ 1.03	\$ 1.14	\$ 1.18	\$ 1.21	\$ 1.25	\$ 1.29	\$ 1.33	\$ 1.37	\$ 1.41	\$ 1.45	\$ 1.49	\$ 1.54
Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.30	\$ 0.36	\$ 0.37	\$ 0.39	\$ 0.40	\$ 0.41	\$ 0.42	\$ 0.43	\$ 0.45	\$ 0.46	\$ 0.47	\$ 0.49
Total Fiscal Revenue		\$ -	\$ -	\$ -	\$ 1.34	\$ 2.26	\$ 2.40	\$ 2.54	\$ 2.69	\$ 2.83	\$ 2.99	\$ 3.15	\$ 3.23	\$ 3.31	\$ 3.40	\$ 3.49
Sources of Funds																
FISCAL REVENUE		\$ -	\$ -	\$ -	\$ 1.34	\$ 2.26	\$ 2.40	\$ 2.54	\$ 2.69	\$ 2.83	\$ 2.99	\$ 3.15	\$ 3.23	\$ 3.31	\$ 3.40	\$ 3.49
Reversion @	7%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53.62
Total Sources of Funds		\$ -	\$ -	\$ -	\$ 1.34	\$ 2.26	\$ 2.40	\$ 2.54	\$ 2.69	\$ 2.83	\$ 2.99	\$ 3.15	\$ 3.23	\$ 3.31	\$ 3.40	\$ 57.11
NET CASH FLOW																
		\$ -	\$ -	\$ -	\$ 1.34	\$ 2.26	\$ 2.40	\$ 2.54	\$ 2.69	\$ 2.83	\$ 2.99	\$ 3.15	\$ 3.23	\$ 3.31	\$ 3.40	\$ 57.11
Net Present Value @																
	10%	\$26.25 million 2003 dollars														

Source: Economics Research Associates

Table 3.A.3

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 1, Land Use Scenario A

Retail/Commercial: Operating Statement

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Rental Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Cumulative Gross Leasable Area																	
Commercial Retail	40,000	-	-	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Restaurants	40,000	-	-	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Total	80,000	-	-	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
Occupancy Rate																	
Commercial Retail		0%	0%	0%	80%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	
Restaurants		0%	0%	0%	80%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	
Average NNN Base Rent Per s.f. Per Yr/1	US\$																
Commercial Retail	\$	20.00	21.22	21.85	22.51	23.19	23.88	24.60	25.34	26.10	26.88	27.68	28.52	29.37	30.25	31.16	32.09
Restaurants	\$	30.00	31.83	32.78	33.77	34.78	35.82	36.90	38.00	39.14	40.32	41.53	42.77	44.06	45.38	46.74	48.14
Average Gross Sales Per Square Foot Per Year	US\$																
Commercial Retail	\$	250.00	265	273	281	290	299	307	317	326	336	346	356	367	378	389	401
Restaurants	\$	375.00	398	410	422	435	448	461	475	489	504	519	535	551	567	584	602
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Operating Revenues																	
Base Rent Revenue		\$ -	\$ -	\$ -	\$ 1.85	\$ 2.27	\$ 2.34	\$ 2.41	\$ 2.48	\$ 2.55	\$ 2.63	\$ 2.71	\$ 2.79	\$ 2.87	\$ 2.96	\$ 3.05	
Gross Revenues		\$ -	\$ -	\$ -	\$ 1.85	\$ 2.27	\$ 2.34	\$ 2.41	\$ 2.48	\$ 2.55	\$ 2.63	\$ 2.71	\$ 2.79	\$ 2.87	\$ 2.96	\$ 3.05	
Operating Expenses	% of Rev.																
Administrative & General	4.0%	\$ -	\$ -	\$ -	\$ 0.07	\$ 0.09	\$ 0.09	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.11	\$ 0.11	\$ 0.11	\$ 0.11	\$ 0.12	\$ 0.12	
Sales & Marketing	2.0%	-	-	-	0.04	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.06	
Total	6.0%	\$ -	\$ -	\$ -	\$ 0.11	\$ 0.14	\$ 0.14	\$ 0.14	\$ 0.15	\$ 0.15	\$ 0.16	\$ 0.16	\$ 0.17	\$ 0.17	\$ 0.18	\$ 0.18	
NET OPERATING INCOME (ex. depr., interest & tax)		\$ -	\$ -	\$ -	\$ 1.74	\$ 2.13	\$ 2.20	\$ 2.26	\$ 2.33	\$ 2.40	\$ 2.47	\$ 2.55	\$ 2.62	\$ 2.70	\$ 2.78	\$ 2.87	

Notes:

/1 Triple-net rent where tenant pays for pro-rata share of common area charges, insurance, property taxes, and utilities in addition to base rent. No rent for tenant improvements; tenants pay for improvements.

Source: Economics Research Associates

Table 3.A.4

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 1, Land Use Scenario A
Retail/Commercial: Operating Statement

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Sources of Funds															
Expressed in Millions of US Dollars															
Net Operating Income	\$ -	\$ -	\$ -	\$ 1.74	\$ 2.13	\$ 2.20	\$ 2.26	\$ 2.33	\$ 2.40	\$ 2.47	\$ 2.55	\$ 2.62	\$ 2.70	\$ 2.78	\$ 2.87
Reversion @ 10.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$28.66
Less Cost of Sales @ 4.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 1.15
Net Sale Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$27.51
Total Sources of Funds	\$ -	\$ -	\$ -	\$ 1.74	\$ 2.13	\$ 2.20	\$ 2.26	\$ 2.33	\$ 2.40	\$ 2.47	\$ 2.55	\$ 2.62	\$ 2.70	\$ 2.78	\$30.38
Development Costs															
Gross Leasable Area (s.f.)	80,000	40,000	40,000	-	-	-	-	-	-	-	-	-	-	-	-
Inflation Assumptions	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
Commercial Retail	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Restaurants	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
New Development Costs/2	\$ -	\$ 2.95	\$ 3.04	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs	-	2.95	3.04	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH FLOW (before financing & taxes)	-	(2.95)	(3.04)	1.74	2.13	2.20	2.26	2.33	2.40	2.47	2.55	2.62	2.70	2.78	30.38
CUMULATIVE CASH FLOW	-	(2.95)	(5.99)	(4.25)	(2.11)	0.08	2.35	4.68	7.08	9.55	12.10	14.72	17.42	20.20	50.58

Residual Land Value = Net Present Value @ 14.0% \$8.28 million 2003 dollars

Notes:

/1 New development costs, include direct costs, indirect costs, and developer profit.

Source: Economics Research Associates

Table 3.A.5

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 1, Land Use Scenario A
Office Operating Statement

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
	Yr. 2001 Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15		
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60		
Rental Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
Office	New	80,000	-	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000		
Total GLA		80,000	-	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000		
Average Annual Occupancy Rate			0%	0%	0%	80%	90%	95%	95%	95%	95%	95%	95%	95%	95%	95%		
Occupied Space			-	-	64,000	72,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000		
Average NNN Rent Per s.f. Per Year	\$	22.80	\$ 24.19	\$ 24.91	\$ 25.66	\$ 26.43	\$ 27.22	\$ 28.04	\$ 28.88	\$ 29.75	\$ 30.64	\$ 31.56	\$ 32.51	\$ 33.48	\$ 34.49	\$ 35.52	\$ 36.59	
			Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Gross Revenues		\$ -	\$ -	\$ -	\$ 1.69	\$ 1.96	\$ 2.13	\$ 2.20	\$ 2.26	\$ 2.33	\$ 2.40	\$ 2.47	\$ 2.54	\$ 2.62	\$ 2.70	\$ 2.78		
Operating Expenses	% of Rev.																	
Administrative & General	4.0%	-	-	-	0.07	0.08	0.09	0.09	0.09	0.09	0.10	0.10	0.10	0.10	0.11	0.11		
Sales & Marketing	2.0%	-	-	-	0.03	0.04	0.04	0.04	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.06		
Total	6.0%	\$ -	-	-	\$ 0.10	\$ 0.12	\$ 0.13	\$ 0.13	\$ 0.14	\$ 0.14	\$ 0.14	\$ 0.15	\$ 0.15	\$ 0.16	\$ 0.16	\$ 0.17		
NET OPERATING INCOME (ex. depr., interest & tax)		\$ -	\$ -	\$ -	\$ 1.59	\$ 1.84	\$ 2.00	\$ 2.06	\$ 2.13	\$ 2.19	\$ 2.25	\$ 2.32	\$ 2.39	\$ 2.46	\$ 2.54	\$ 2.61		

Notes:

/1 Triple-net rent where tenant pays for pro-rata share of common area charges, insurance, property taxes, and utilities in addition to base rent. No rent for tenant improvements; tenants pay for improvements.

Source: Economics Research Associates

Table 3.A.6

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 1, Land Use Scenario A
(BEFORE TAXES & FINANCING)**

Office Operating Statement

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>
Sources of Funds		Expressed in Millions of US Dollars														
Net Operating Income		\$ -	\$ -	\$ -	\$ 1.59	\$ 1.84	\$ 2.00	\$ 2.06	\$ 2.13	\$ 2.19	\$ 2.25	\$ 2.32	\$ 2.39	\$ 2.46	\$ 2.54	\$ 2.61
Reversion @	10.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	26.14
Less Cost of Sales @	3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.78
Net Sale Proceeds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25.35
Total Sources of Funds		\$ -	\$ -	\$ -	\$ 1.59	\$ 1.84	\$ 2.00	\$ 2.06	\$ 2.13	\$ 2.19	\$ 2.25	\$ 2.32	\$ 2.39	\$ 2.46	\$ 2.54	\$ 27.97
Development Costs		Expressed in Millions of US Dollars														
Inflation Assumptions		1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
Gross Leasable Area	New	80,000	-	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Development Costs Annual %	New	0%	0%	100%	0%	-	-	-	-	-	-	-	-	-	-	-
New Development Costs	\$ 110.00	per sf	\$ -	\$ -	\$ 9.90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs		\$ -	\$ -	\$ 9.90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET CASH FLOW (before financing & taxes)		-	-	(9.90)	1.59	1.84	2.00	2.06	2.13	2.19	2.25	2.32	2.39	2.46	2.54	27.97
CUMULATIVE CASH FLOW		-	-	(9.90)	(8.31)	(6.47)	(4.47)	(2.41)	(0.28)	1.91	4.16	6.49	8.88	11.34	13.88	41.85

Residual Land Value= Net Present Value @ 14.0% \$4.79 million 2003 dollars

Notes:

/1

New development include direct costs, indirect costs, and developer profit.

Source: Economics Research Associates

Table 3.A.7

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 2, Land Use Scenario A
Time Share

	Yr. 2001 Value	2003 Year 1	2004 Year 2	2005 Year 3	2006 Year 4	2007 Year 5	2008 Year 6	2009 Year 7	2010 Year 8	2011 Year 9	2012 Year 10	2013 Year 11	2014 Year 12	2015 Year 13	2016 Year 14	2017 Year 15	
Assumptions																	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Number of Rooms	150	0	0	0	75	75	75	150	150	150	150	150	150	150	150	150	
Total Number of Intervals Available		-	-	-	3,825	3,825	3,825	7,650	7,650	7,650	7,650	7,650	7,650	7,650	7,650	7,650	
Total Number of Intervals Sold Per Year		-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-	-	-	-	
Cumulative Intervals Sold		-	-	-	1,000	2,000	3,000	4,000	5,000	6,000	7,000	650	650	650	650	650	
Interval Sales Price	\$ 18,500	\$ 19,627	\$ 20,215	\$ 20,822	\$ 21,447	\$ 22,090	\$ 22,753	\$ 23,435	\$ 24,138	\$ 24,862	\$ 25,608	\$ 26,377	\$ 27,168	\$ 27,983	\$ 28,822	\$ 29,687	
Sales Revenues																	
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Annual Sales Volume	\$ -	\$ -	\$ -	\$ 21.45	\$ 22.09	\$ 22.75	\$ 23.44	\$ 24.14	\$ 24.86	\$ 25.61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Sales Volume	-	-	-	21.45	43.54	66.29	89.72	113.86	138.73	164.33	164.33	164.33	164.33	164.33	164.33	164.33	
Cost of Sales																	
	Per Room																
Product Cost (excluding land cost) /1	\$ 205,000	-	-	17.30	-	-	18.91	-	-	-	-	-	-	-	-	-	
Gross Profit Before Land Costs	\$ -	\$ -	\$ (17.30)	\$ 21.45	\$ 22.09	\$ 3.84	\$ 23.44	\$ 24.14	\$ 24.86	\$ 25.61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Profit Before Land Costs	-	-	(17.30)	4.14	26.23	30.08	53.51	77.65	102.51	128.12	128.12	128.12	128.12	128.12	128.12	128.12	
Costs & Expenses/2																	
	As % of Annual Gross Sales																
Commissions	22.0%	\$ -	\$ -	\$ -	\$ 4.72	\$ 4.86	\$ 5.01	\$ 5.16	\$ 5.31	\$ 5.47	\$ 5.63	\$ -	\$ -	\$ -	\$ -	\$ -	
Marketing	22.0%	-	-	-	4.72	4.86	5.01	5.16	5.31	5.47	5.63	-	-	-	-	-	
Sales Overhead	5.0%	-	-	-	1.07	1.10	1.14	1.17	1.21	1.24	1.28	-	-	-	-	-	
Administration	7.0%	-	-	-	1.50	1.55	1.59	1.64	1.69	1.74	1.79	-	-	-	-	-	
Aect./Legal/Consulting	0.5%	-	-	-	0.11	0.11	0.11	0.12	0.12	0.12	0.13	-	-	-	-	-	
Depreciation	0.3%	-	-	-	0.06	0.07	0.07	0.07	0.07	0.07	0.08	-	-	-	-	-	
Other	0.1%	-	-	-	0.02	0.02	0.02	0.02	0.02	0.02	0.03	-	-	-	-	-	
Total Cost & Expenses (% of Annual Gross Sales)	56.9%	\$ -	\$ -	\$ -	\$ 12.20	\$ 12.57	\$ 12.95	\$ 13.33	\$ 13.73	\$ 14.15	\$ 14.57	\$ -	\$ -	\$ -	\$ -	\$ -	
Net Development Profit (Loss)																	
		\$ -	\$ -	\$ (17.30)	\$ 9.24	\$ 9.52	\$ (9.10)	\$ 10.10	\$ 10.40	\$ 10.72	\$ 11.04	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Cash Flow	\$ -	\$ -	\$ (17.30)	\$ (8.06)	\$ 1.46	\$ (7.64)	\$ 2.46	\$ 12.86	\$ 23.58	\$ 34.61	\$ 34.61	\$ 34.61	\$ 34.61	\$ 34.61	\$ 34.61	\$ 34.61	
Net Present Value @	15.0%	\$7.68 million 2003 dollars															

Notes:

/1 Development costs include allocated share of onsite/offsite costs.

/2 Selling and marketing expenses only. Operating expenses are covered 100% by annual fees.

Source: RCI Consulting, Inc.; and Economics Research Associates

Table 3.A.8

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 3, Land Use Scenario A
Full Service Hotel**

	Yr. 2001 Value	2003 Year 1	2004 Year 2	2005 Year 3	2006 Year 4	2007 Year 5	2008 Year 6	2009 Year 7	2010 Year 8	2011 Year 9	2012 Year 10	2013 Year 11	2014 Year 12	2015 Year 13	2016 Year 14	2017 Year 15
Assumptions																
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
DPI: 1.5 (Hotel 2 - Exec. Conf. Ctr.) Number of Rooms	300	0	0	0	300	300	300	300	300	300	300	300	300	300	300	300
Total Potential Number of Room nights		-	-	-	109,500	109,500	109,500	109,500	109,500	109,500	109,500	109,500	109,500	109,500	109,500	109,500
Average Annual Occupancy Rate		0.0%	0.0%	0.0%	65.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
Avg. Daily Rm. Rate Hotel 2 /1	\$ 125	133	137	141	145	149	154	158	163	168	173	178	184	189	195	201
Operating Revenues																
		Expressed in Millions of US Dollars										Expressed in Millions of US Dollars				
Room Revenues	\$ -	\$ -	\$ -	\$ -	\$ 10.31	\$ 11.44	\$ 11.78	\$ 12.14	\$ 12.50	\$ 12.88	\$ 13.26	\$ 13.66	\$ 14.07	\$ 14.49	\$ 14.93	\$ 15.38
	As % of Room Revenues															
Food & Beverage	55%	-	-	-	5.67	6.29	6.48	6.68	6.88	7.08	7.29	7.51	7.74	7.97	8.21	8.46
Other Revenues	30%	-	-	-	3.09	3.43	3.54	3.64	3.75	3.86	3.98	4.10	4.22	4.35	4.48	4.61
Subtotal (Non-Room Revenues)	85%	\$ -	\$ -	\$ -	\$ 8.77	\$ 9.72	\$ 10.02	\$ 10.32	\$ 10.63	\$ 10.94	\$ 11.27	\$ 11.61	\$ 11.96	\$ 12.32	\$ 12.69	\$ 13.07
Gross Revenues		\$ -	\$ -	\$ -	\$ 19.08	\$ 21.16	\$ 21.80	\$ 22.45	\$ 23.13	\$ 23.82	\$ 24.54	\$ 25.27	\$ 26.03	\$ 26.81	\$ 27.62	\$ 28.44
Departmental Costs & Expenses																
		As % of Departmental Revenues														
Rooms	25%	-	-	-	2.58	2.86	2.95	3.03	3.13	3.22	3.32	3.42	3.52	3.62	3.73	3.84
Food & Beverage	75%	-	-	-	4.25	4.72	4.86	5.01	5.16	5.31	5.47	5.63	5.80	5.98	6.16	6.34
Other Departments	50%	-	-	-	1.55	1.72	1.77	1.82	1.88	1.93	1.99	2.05	2.11	2.17	2.24	2.31
Total Departmental Expenses (% of Gross Revenues)	44%	\$ -	\$ -	\$ -	\$ 8.38	\$ 9.30	\$ 9.57	\$ 9.86	\$ 10.16	\$ 10.46	\$ 10.78	\$ 11.10	\$ 11.43	\$ 11.78	\$ 12.13	\$ 12.49
Gross Operating Revenues	56%	\$ -	\$ -	\$ -	\$ 10.70	\$ 11.87	\$ 12.23	\$ 12.59	\$ 12.97	\$ 13.36	\$ 13.76	\$ 14.17	\$ 14.60	\$ 15.04	\$ 15.49	\$ 15.95

Notes:

/1 Rate, after discounts, per occupied room.

Source: Economics Research Associates

Table 3.A.9

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 3, Land Use Scenario A
Full Service Hotel

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>	
	Expressed in Millions of US Dollars							Expressed in Millions of US Dollars								
Gross Operating Revenues	-	-	-	-	-	12.23	12.59	12.97	13.36	13.76	14.17	14.60	15.04	15.49	15.95	
Undistributed Operating Expenses	As % of Revenue															
Administrative & General	5.0%	\$ -	\$ -	\$ -	\$ 0.95	\$ 1.06	\$ 1.09	\$ 1.12	\$ 1.16	\$ 1.19	\$ 1.23	\$ 1.26	\$ 1.30	\$ 1.34	\$ 1.38	\$ 1.42
Management Fee	2.0%	-	-	-	0.38	0.42	0.44	0.45	0.46	0.48	0.49	0.51	0.52	0.54	0.55	0.57
Sales & Marketing	5.0%	-	-	-	0.95	1.06	1.09	1.12	1.16	1.19	1.23	1.26	1.30	1.34	1.38	1.42
Energy Costs	6.0%	-	-	-	1.14	1.27	1.31	1.35	1.39	1.43	1.47	1.52	1.56	1.61	1.66	1.71
Repairs & Maintenance	4.0%	-	-	-	0.76	0.85	0.87	0.90	0.93	0.95	0.98	1.01	1.04	1.07	1.10	1.14
Total	22.0%	\$ -	\$ -	\$ -	\$ 4.20	\$ 4.66	\$ 4.80	\$ 4.94	\$ 5.09	\$ 5.24	\$ 5.40	\$ 5.56	\$ 5.73	\$ 5.90	\$ 6.08	\$ 6.26
Gross Operating Profit	34.1%	\$ -	\$ -	\$ -	\$ 6.50	\$ 7.21	\$ 7.43	\$ 7.65	\$ 7.88	\$ 8.12	\$ 8.36	\$ 8.61	\$ 8.87	\$ 9.14	\$ 9.41	\$ 9.69
Fixed Expenses & Capital Costs																
Property Taxes (based on 1% of prior year capitalized value)	formula	-	-	-	-	0.55	0.57	0.58	0.59	0.60	0.61	0.62	0.64	0.65	0.66	0.68
Incentive Fee	2.0%	-	-	-	0.38	0.42	0.44	0.45	0.46	0.48	0.49	0.51	0.52	0.54	0.55	0.57
Insurance	1.0%	-	-	-	0.19	0.21	0.22	0.22	0.23	0.24	0.25	0.25	0.26	0.27	0.28	0.28
Capital Reserve	2.0%	-	-	-	0.38	0.42	0.44	0.45	0.46	0.48	0.49	0.51	0.52	0.54	0.55	0.57
Total	5.0%	-	-	-	0.95	1.61	1.66	1.70	\$ 1.75	\$ 1.79	\$ 1.84	\$ 1.89	\$ 1.94	\$ 1.99	\$ 2.04	\$ 2.10
NET OPERATING INCOME (ex. depr., interest & tax)		-	-	-	5.55	5.60	5.77	5.95	6.14	6.33	6.52	6.72	6.93	7.15	7.37	7.60

Source: Economics Research Associates

Table 3.A.10

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 3, Land Use Scenario A
(BEFORE TAXES & FINANCING)**
Full Service Hotel

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Yr. 2001 Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Sources of Funds																
	Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Net Operating Income	-	-	-	5.55	5.60	5.77	5.95	\$ 6.14	\$ 6.33	\$ 6.52	\$ 6.72	\$ 6.93	\$ 7.15	\$ 7.37	\$ 7.60	
Reversion @	10.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	75.95	
Less Cost of Sales @	3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	2.28	
Net Sales Proceeds	-	-	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73.68	
Total Sources of Funds	-	-	-	5.55	5.60	5.77	5.95	\$ 6.14	\$ 6.33	\$ 6.52	\$ 6.72	\$ 6.93	\$ 7.15	\$ 7.37	\$ 81.27	
Development Costs																
Inflation Assumptions	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Number of Rooms	300	150	150	-	-	-	-	-	-	-	-	-	-	-	-	
Development Costs - Annual %	0%	50%	50%	0%	0%	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Development Costs per room - Hotel /1	\$ 125,000	20.49	21.10	-	-	-	-	-	-	-	-	-	-	-	-	
Total Development Costs	\$ -	\$ 20.49	\$ 21.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
NET CASH FLOW (before financing & taxes)																
	-	(20.49)	(21.10)	5.55	5.60	5.77	5.95	6.14	6.33	6.52	6.72	6.93	7.15	7.37	81.27	
Cumulative Cash Flow	-	(20.49)	(41.59)	(36.04)	(30.44)	(24.67)	(18.72)	(12.58)	(6.25)	0.27	6.99	13.93	21.07	28.44	109.71	
Net Present Value @	14.0%	\$3.94 million 2003 dollars														

Notes:

/1 New development costs include direct costs, off-site & on-site costs, indirect costs, and developer profit.

/2 Included in development cost per room

Source: Economics Research Associates

Table 3.A.11

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 6A, Land Use Scenario A
Time Share**

	Yr. 2001 Value	2003 Year 1	2004 Year 2	2005 Year 3	2006 Year 4	2007 Year 5	2008 Year 6	2009 Year 7	2010 Year 8	2011 Year 9	2012 Year 10	2013 Year 11	2014 Year 12	2015 Year 13	2016 Year 14	2017 Year 15	
Assumptions																	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Time Share Rooms	30	0	0	0	30	30	30	30	30	30	30	30	30	30	30	30	
Total Number of Intervals Available		-	-	-	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	
Total Number of Intervals Sold Per Year		-	-	-	750	780	-	-	-	-	-	-	-	-	-	-	
Cumulative Intervals Sold		-	-	-	750	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	
Interval Sales Price	\$ 18,500	\$ 19,627	\$ 20,215	\$ 20,822	\$ 21,447	\$ 22,090	\$ 22,753	\$ 23,435	\$ 24,138	\$ 24,862	\$ 25,608	\$ 26,377	\$ 27,168	\$ 27,983	\$ 28,822	\$ 29,687	
Sales Revenues																	
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Annual Sales Volume	\$ -	\$ -	\$ -	\$ 16.08	\$ 17.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Sales Volume	-	-	-	16.08	33.32	33.32	33.32	33.32	33.32	33.32	33.32	33.32	33.32	33.32	33.32	33.32	
Cost of Sales																	
	Per Room																
Product Cost (excluding land cost) /1	\$ 205,000	-	-	6.92	-	-	-	-	-	-	-	-	-	-	-	-	
Gross Profit Before Land Costs	\$ -	\$ -	\$ -	(6.92)	16.08	17.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Profit Before Land Costs	-	-	-	(6.92)	9.16	26.39	26.39	26.39	26.39	26.39	26.39	26.39	26.39	26.39	26.39	26.39	
Costs & Expenses/2																	
	As % of Annual Gross Sales																
Commissions	22.0%	\$ -	\$ -	\$ -	\$ 3.54	\$ 3.79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Marketing	22.0%	-	-	-	3.54	3.79	-	-	-	-	-	-	-	-	-	-	
Sales Overhead	5.0%	-	-	-	0.80	0.86	-	-	-	-	-	-	-	-	-	-	
Administration	7.0%	-	-	-	1.13	1.21	-	-	-	-	-	-	-	-	-	-	
Acct./Legal/Consulting	0.5%	-	-	-	0.08	0.09	-	-	-	-	-	-	-	-	-	-	
Depreciation	0.3%	-	-	-	0.05	0.05	-	-	-	-	-	-	-	-	-	-	
Other	0.1%	-	-	-	0.02	0.02	-	-	-	-	-	-	-	-	-	-	
Total Cost & Expenses (% of Annual Gross Sales)	56.9%	\$ -	\$ -	\$ -	\$ 9.15	\$ 9.80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Net Development Profit (Loss)																	
Net Development Profit (Loss)	43%	\$ -	\$ -	\$ (6.92)	\$ 6.93	\$ 7.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cumulative Cash Flow	\$ -	\$ -	\$ (6.92)	\$ 0.01	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	\$ 7.44	
Net Present Value @	15.0%	\$3.10 million 2003 dollars															

Notes:

/1 Development costs include allocated share of onsite/offsite costs.

/2 Selling and marketing expenses only. Operating expenses are covered 100% by annual fees.

Source: RCI Consulting, Inc.; and Economics Research Associates

Table 3.A.12

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 6B, Land Use Scenario A
 Office Operating Statement

Yr. 2001 Value	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017			
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15			
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60		
Rental Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
Office	New	15,000	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
Total GLA		15,000	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
Average Annual Occupancy Rate		-	0%	0%	0%	80%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%		
Occupied Space		-	-	-	12,000	14,250	14,250	14,250	14,250	14,250	14,250	14,250	14,250	14,250	14,250	14,250		
Average NNN Rent per s.f., Per Year	\$	22.80	\$ 24.19	\$ 24.91	\$ 25.66	\$ 26.43	\$ 27.22	\$ 28.04	\$ 28.88	\$ 29.75	\$ 30.64	\$ 31.56	\$ 32.51	\$ 33.48	\$ 34.49	\$ 35.52	\$ 36.59	
			Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Gross Revenues		\$ -	\$ -	\$ -	\$ 0.32	\$ 0.39	\$ 0.40	\$ 0.41	\$ 0.42	\$ 0.44	\$ 0.45	\$ 0.46	\$ 0.48	\$ 0.49	\$ 0.51	\$ 0.52		
Operating Expenses	% of Rev.																	
Administrative & General	4.0%	-	-	-	0.01	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02		
Sales & Marketing	2.0%	-	-	-	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01		
Total	6.0%	\$ -	\$ -	\$ -	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03		
NET OPERATING INCOME (ex. depr., interest & tax)		\$ -	\$ -	\$ -	\$ 0.30	\$ 0.36	\$ 0.38	\$ 0.39	\$ 0.40	\$ 0.41	\$ 0.42	\$ 0.44	\$ 0.45	\$ 0.46	\$ 0.48	\$ 0.49		

Notes:

/1 Triple-net rent where tenant pays for pro-rata share of common area charges, insurance, property taxes, and utilities in addition to base rent. No rent for tenant improvements; tenants pay for improvements.

Source: Economics Research Associates

Table 3.A.13

CARLSBAD BOULEVARD REALIGNMENT - Alternative 3, Parcel 6B, Land Use Scenario A
 (BEFORE TAXES & FINANCING)
 Office Operating Statement

Yr. 2001 Value	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15		
Sources of Funds																	
Net Operating Income		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Reversion @	10.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4.90	
Less Cost of Sales @	3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.15	
Net Sale Proceeds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4.75	
Total Sources of Funds		\$ -	\$ -	\$ -	\$ 0.30	\$ 0.36	\$ 0.38	\$ 0.39	\$ 0.40	\$ 0.41	\$ 0.42	\$ 0.44	\$ 0.45	\$ 0.46	\$ 0.48	\$ 5.24	
Development Costs																	
Inflation Assumptions		1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Gross Leasable Area	New	15,000	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Development Costs Annual %	New	-	0%	0%	100%	0%	-	-	-	-	-	-	-	-	-	-	
New Development Costs	\$ 101.44	per sf	\$ -	\$ -	\$ 1.71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Development Costs		\$ -	\$ -	\$ 1.71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
NET CASH FLOW (before financing & taxes)		-	-	(1.71)	0.30	0.36	0.38	0.39	0.40	0.41	0.42	0.44	0.45	0.46	0.48	5.24	
CUMULATIVE CASH FLOW		-	-	(1.71)	(1.41)	(1.05)	(0.67)	(0.29)	0.11	0.52	0.94	1.38	1.83	2.29	2.77	8.01	
Residual Land Value= Net Present Value @	14.0%	\$1.01 million 2003 dollars															

Notes:

/1

New development costs include direct costs, indirect costs, and developer profit.

Source: Economics Research Associates

Table 4.A.1

02-Oct-01

CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A
PROFORMA CASH FLOW - PRELIMINARY RESIDUAL LAND VALUE
(BEFORE TAXES & FINANCING)

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
	Yr. 2001	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Inflation Factor	3%	Value	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60

SOURCES AND USES OF FUNDS**Net Sources of Funds By Land Use**

Executive Mtg. Hotel Net Cash Flow	-	(11.06)	(11.40)	2.82	2.84	2.93	3.02	3.12	3.21	3.31	3.42	3.52	3.63	3.74	41.27
Commercial Retail Cash Flow	-	(3.32)	(3.42)	1.96	2.40	2.47	2.55	2.62	2.70	2.78	2.86	2.95	3.04	3.13	34.18
Time Share	-	-	(17.30)	9.24	9.52	(9.10)	10.10	10.40	10.72	11.04	7.39	-	-	-	-
Sub-total	\$ -	\$ (14.38)	\$ (32.12)	\$ 14.02	\$ 14.76	\$ (3.70)	\$ 15.67	\$ 16.14	\$ 16.63	\$ 17.13	\$ 13.67	\$ 6.47	\$ 6.67	\$ 6.87	\$ 75.45
Net Cash Flow After Developer Costs	\$ -	\$ (14.4)	\$ (32.1)	\$ 14.0	\$ 14.8	\$ (3.7)	\$ 15.7	\$ 16.1	\$ 16.6	\$ 17.1	\$ 13.7	\$ 6.5	\$ 6.7	\$ 6.9	\$ 75.5

Net Present Value After Developer Costs

Net Present Value @	14.0%	\$20.65 million 2003 dollars
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Table 4.A.2

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A
FISCAL REVENUES**

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
PROPERTY TAXES		Expressed In Millions of US Dollars														
Land Uses																
Executive Mtg. Hotel		\$ -	\$ -	\$ -	\$ -	\$ 0.28	\$ 0.28	\$ 0.29	\$ 0.30	\$ 0.30	\$ 0.31	\$ 0.31	\$ 0.32	\$ 0.33	\$ 0.33	\$ 0.34
Commercial Retail		\$ -	\$ -	\$ -	\$ -	\$ 0.23	\$ 0.24	\$ 0.24	\$ 0.25	\$ 0.25	\$ 0.26	\$ 0.26	\$ 0.27	\$ 0.27	\$ 0.28	\$ 0.28
Time Share		\$ -	\$ -	\$ -	\$ -	\$ 0.11	\$ 0.22	\$ 0.34	\$ 0.46	\$ 0.59	\$ 0.73	\$ 0.87	\$ 0.97	\$ 0.99	\$ 1.01	\$ 1.03
Total Property Tax Increment		\$ -	\$ -	\$ -	\$ -	\$ 0.62	\$ 0.74	\$ 0.87	\$ 1.00	\$ 1.15	\$ 1.29	\$ 1.45	\$ 1.56	\$ 1.59	\$ 1.62	\$ 1.66
City's Share	4.75% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.05	\$ 0.05	\$ 0.06	\$ 0.07	\$ 0.07	\$ 0.08	\$ 0.08	\$ 0.08
RDA's Non-housing Share	60.00% of Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 0.37	\$ 0.44	\$ 0.52	\$ 0.60	\$ 0.69	\$ 0.78	\$ 0.87	\$ 0.94	\$ 0.96	\$ 0.97	\$ 0.99
TRANSIENT OCCUPANCY TAXES		Expressed In Millions of US Dollars														
Executive Mtg. Hotel		\$ -	\$ -	\$ -	\$ 5.57	\$ 6.18	\$ 6.36	\$ 6.55	\$ 6.75	\$ 6.95	\$ 7.16	\$ 7.38	\$ 7.60	\$ 7.83	\$ 8.06	\$ 8.30
Transient Occupancy Tax @	10.00% of Room Revenue	\$ -	\$ -	\$ -	\$ 0.56	\$ 0.62	\$ 0.64	\$ 0.66	\$ 0.68	\$ 0.70	\$ 0.72	\$ 0.74	\$ 0.76	\$ 0.78	\$ 0.81	\$ 0.83
Gross Fiscal Operating Income From TOT & TI		\$ -	\$ -	\$ -	\$ 0.56	\$ 1.02	\$ 1.12	\$ 1.22	\$ 1.33	\$ 1.44	\$ 1.55	\$ 1.67	\$ 1.77	\$ 1.81	\$ 1.86	\$ 1.90
SALES TAX REVENUE																
Retail Commercial		\$ -	\$ -	\$ -	\$ 0.26	\$ 0.32	\$ 0.33	\$ 0.34	\$ 0.35	\$ 0.36	\$ 0.37	\$ 0.38	\$ 0.39	\$ 0.40	\$ 0.42	\$ 0.43
Food & Beverage & 50% of Other Hotel Revenues		\$ -	\$ -	\$ -	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04	\$ 0.04
Total Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.29	\$ 0.35	\$ 0.36	\$ 0.37	\$ 0.38	\$ 0.40	\$ 0.41	\$ 0.42	\$ 0.43	\$ 0.45	\$ 0.46	\$ 0.47
TOTAL FISCAL REVENUE																
Property Tax Revenue		\$ -	\$ -	\$ -	\$ -	\$ 0.40	\$ 0.48	\$ 0.56	\$ 0.65	\$ 0.74	\$ 0.84	\$ 0.94	\$ 1.01	\$ 1.03	\$ 1.05	\$ 1.07
Transient Occupancy Tax Revenue		\$ -	\$ -	\$ -	\$ 0.56	\$ 0.62	\$ 0.64	\$ 0.66	\$ 0.68	\$ 0.70	\$ 0.72	\$ 0.74	\$ 0.76	\$ 0.78	\$ 0.81	\$ 0.83
Sales Tax Revenue		\$ -	\$ -	\$ -	\$ 0.29	\$ 0.35	\$ 0.36	\$ 0.37	\$ 0.38	\$ 0.40	\$ 0.41	\$ 0.42	\$ 0.43	\$ 0.45	\$ 0.46	\$ 0.47
Total Fiscal Revenue Available for Fiscal Operating Costs		\$ -	\$ -	\$ -	\$ 0.85	\$ 1.37	\$ 1.48	\$ 1.59	\$ 1.71	\$ 1.83	\$ 1.96	\$ 2.09	\$ 2.20	\$ 2.26	\$ 2.32	\$ 2.38
Sources of Funds																
FISCAL OPERATING INCOME		\$ -	\$ -	\$ -	\$ 0.85	\$ 1.37	\$ 1.48	\$ 1.59	\$ 1.71	\$ 1.83	\$ 1.96	\$ 2.09	\$ 2.20	\$ 2.26	\$ 2.32	\$ 2.38
Reversion @	7%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36.54
Total Sources of Funds		\$ -	\$ -	\$ -	\$ 0.85	\$ 1.37	\$ 1.48	\$ 1.59	\$ 1.71	\$ 1.83	\$ 1.96	\$ 2.09	\$ 2.20	\$ 2.26	\$ 2.32	\$ 38.92
NET CASH FLOW		\$ -	\$ -	\$ -	\$ 0.85	\$ 1.37	\$ 1.48	\$ 1.59	\$ 1.71	\$ 1.83	\$ 1.96	\$ 2.09	\$ 2.20	\$ 2.26	\$ 2.32	\$ 38.92
Net Present Value @	10%	\$17.43 million 2003 dollars														

Source: Economics Research Associates

Table 4.A.3

CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A
Executive Meeting Hotel Operating Statement

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
	Yr. 2001 Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Assumptions																	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Hotel Rooms	150	0	0	0	150	150	150	150	150	150	150	150	150	150	150	150	
Total Potential Number of Room nights		-	-	-	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	54,750	
Average Annual Occupancy Rate		0.0%	0.0%	0.0%	65.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	
Avg. Daily Rm. Rate Hotel 2 /1	\$ 135	143	148	152	157	161	166	171	176	181	187	192	198	204	210	217	
Operating Revenues																	
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Room Revenues	\$	-	\$ -	\$ -	\$ 5.57	\$ 6.18	\$ 6.36	\$ 6.55	\$ 6.75	\$ 6.95	\$ 7.16	\$ 7.38	\$ 7.60	\$ 7.83	\$ 8.06	\$ 8.30	
As % of Room Revenues																	
Food & Beverage	45%	-	-	-	2.51	2.78	2.86	2.95	3.04	3.13	3.22	3.32	3.42	3.52	3.63	3.74	
Other Revenues	15%	-	-	-	0.84	0.93	0.95	0.98	1.01	1.04	1.07	1.11	1.14	1.17	1.21	1.25	
Subtotal (Non-Room Revenues)	60%	\$ -	\$ -	\$ -	\$ 3.34	\$ 3.71	\$ 3.82	\$ 3.93	\$ 4.05	\$ 4.17	\$ 4.30	\$ 4.43	\$ 4.56	\$ 4.70	\$ 4.84	\$ 4.98	
Gross Revenues	\$	-	\$ -	\$ -	\$ 8.91	\$ 9.88	\$ 10.18	\$ 10.49	\$ 10.80	\$ 11.13	\$ 11.46	\$ 11.80	\$ 12.16	\$ 12.52	\$ 12.90	\$ 13.28	
Departmental Costs & Expenses																	
		As % of Departmental Revenues															
Rooms	25%	-	-	-	1.39	1.54	1.59	1.64	1.69	1.74	1.79	1.84	1.90	1.96	2.02	2.08	
Food & Beverage	75%	-	-	-	1.88	2.09	2.15	2.21	2.28	2.35	2.42	2.49	2.56	2.64	2.72	2.80	
Other Departments	50%	-	-	-	0.42	0.46	0.48	0.49	0.51	0.52	0.54	0.55	0.57	0.59	0.60	0.62	
Total Departmental Expenses (% of Gross Revenues)	41%	\$ -	\$ -	\$ -	\$ 3.69	\$ 4.09	\$ 4.22	\$ 4.34	\$ 4.47	\$ 4.61	\$ 4.74	\$ 4.89	\$ 5.03	\$ 5.18	\$ 5.34	\$ 5.50	
Gross Operating Revenues	59%	\$ -	\$ -	\$ -	\$ 5.22	\$ 5.79	\$ 5.97	\$ 6.14	\$ 6.33	\$ 6.52	\$ 6.71	\$ 6.92	\$ 7.12	\$ 7.34	\$ 7.56	\$ 7.78	

Notes:

/1 Rate, after discounts, per occupied room.

Source: Economics Research Associates

Table 4.A.4

CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A
Executive Meeting Hotel Operating Statement

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
	<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>	
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Gross Operating Revenues		-	-	-	-	-	5.97	6.14	6.33	6.52	6.71	6.92	7.12	7.34	7.56	7.78	
Undistributed Operating Expenses		As % of Revenue															
Administrative & General	5.0%	\$ -	\$ -	\$ -	\$ 0.45	\$ 0.49	\$ 0.51	\$ 0.52	\$ 0.54	\$ 0.56	\$ 0.57	\$ 0.59	\$ 0.61	\$ 0.63	\$ 0.64	\$ 0.66	
Management Fee	2.0%	-	-	-	0.18	0.20	0.20	0.21	0.22	0.22	0.23	0.24	0.24	0.25	0.26	0.27	
Sales & Marketing	5.0%	-	-	-	0.45	0.49	0.51	0.52	0.54	0.56	0.57	0.59	0.61	0.63	0.64	0.66	
Energy Costs	6.0%	-	-	-	0.53	0.59	0.61	0.63	0.65	0.67	0.69	0.71	0.73	0.75	0.77	0.80	
Repairs & Maintenance	4.0%	-	-	-	0.36	0.40	0.41	0.42	0.43	0.45	0.46	0.47	0.49	0.50	0.52	0.53	
Total	22.0%	\$ -	\$ -	\$ -	\$ 1.96	\$ 2.17	\$ 2.24	\$ 2.31	\$ 2.38	\$ 2.45	\$ 2.52	\$ 2.60	\$ 2.67	\$ 2.75	\$ 2.84	\$ 2.92	
Gross Operating Profit	36.6%	\$ -	\$ -	\$ -	\$ 3.26	\$ 3.62	\$ 3.73	\$ 3.84	\$ 3.95	\$ 4.07	\$ 4.19	\$ 4.32	\$ 4.45	\$ 4.58	\$ 4.72	\$ 4.86	
Fixed Expenses & Capital Costs																	
Property Taxes	formula	-	-	-	-	0.28	0.28	0.29	0.30	0.30	0.31	0.31	0.32	0.33	0.33	0.34	
Incentive Fee	2.0%	-	-	-	0.18	0.20	0.20	0.21	0.22	0.22	0.23	0.24	0.24	0.25	0.26	0.27	
Insurance	1.0%	-	-	-	0.09	0.10	0.10	0.10	0.11	0.11	0.11	0.12	0.12	0.13	0.13	0.13	
Capital Reserve	2.0%	-	-	-	0.18	0.20	0.20	0.21	0.22	0.22	0.23	0.24	0.24	0.25	0.26	0.27	
Total	5.0%	-	-	-	0.45	0.78	0.79	0.81	\$ 0.84	\$ 0.86	\$ 0.88	\$ 0.90	\$ 0.93	\$ 0.95	\$ 0.98	\$ 1.00	
NET OPERATING INCOME (ex. depr., interest & tax)		-	-	-	2.82	2.84	2.93	3.02	3.12	3.21	3.31	3.42	3.52	3.63	3.74	3.86	

Source: Economics Research Associates

Table 4.A.5

**CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A
(BEFORE TAXES & FINANCING)**

Hotel Operating Statement

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<u>Yr. 2001 Value</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>	
Sources of Funds																
	Expressed in Millions of US Dollars															
Net Operating Income	-	-	-	2.82	2.84	2.93	3.02	\$ 3.12	\$ 3.21	\$ 3.31	\$ 3.42	\$ 3.52	\$ 3.63	\$ 3.74	\$ 3.86	
Reversion @	10.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	38.57	
Less Cost of Sales @	3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	1.16	
Net Sales Proceeds		-	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37.42	
Total Sources of Funds		-	-	2.82	2.84	2.93	3.02	\$ 3.12	\$ 3.21	\$ 3.31	\$ 3.42	\$ 3.52	\$ 3.63	\$ 3.74	\$ 41.27	
Development Costs																
Inflation Assumptions		1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
Number of Rooms	150	-	75	75	-	-	-	-	-	-	-	-	-	-	-	-
Development Costs - Annual %		0%	50%	50%	0%	0%	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Development Costs per room - Hotel /1	\$ 135,000	-	11.06	11.40	-	-	-	-	-	-	-	-	-	-	-	
Total Development Costs		\$ -	\$ 11.06	\$ 11.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
NET CASH FLOW (before financing & taxes)		-	(11.06)	(11.40)	2.82	2.84	2.93	3.02	3.12	3.21	3.31	3.42	3.52	3.63	3.74	41.27
Cumulative Cash Flow		-	(11.06)	(22.46)	(19.64)	(16.80)	(13.87)	(10.85)	(7.73)	(4.52)	(1.20)	2.21	5.73	9.36	13.10	54.38
Net Present Value @	14.0%	\$1.04 million 2003 dollars														

Notes:

/1 New development costs include direct costs, off-site & on-site costs, indirect costs, and developer profit.

Source: Economics Research Associates

Table 4.A.6

CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A
Retail/Commercial: Operating Statement

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60	
Rental Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Cumulative Gross Leasable Area																	
Commercial Retail	45,000	-	-	-	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	
Restaurants	45,000	-	-	-	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	
Total	90,000	-	-	-	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	
Occupancy Rate																	
Commercial Retail		0%	0%	0%	80%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	
Restaurants		0%	0%	0%	80%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	
Average NNN Base Rent Per s.f. Per Yr/1	US\$																
Commercial Retail	\$	20.00	21.22	21.85	22.51	23.19	23.88	24.60	25.34	26.10	26.88	27.68	28.52	29.37	30.25	31.16	32.09
Restaurants	\$	30.00	31.83	32.78	33.77	34.78	35.82	36.90	38.00	39.14	40.32	41.53	42.77	44.06	45.38	46.74	48.14
Average Gross Sales Per Square Foot Per Year	US\$																
Commercial Retail	\$	250.00	265	273	281	290	299	307	317	326	336	346	356	367	378	389	401
Restaurants	\$	375.00	398	410	422	435	448	461	475	489	504	519	535	551	567	584	602
		Expressed in Millions of US Dollars								Expressed in Millions of US Dollars							
Operating Revenues																	
Base Rent Revenue	\$	-	-	-	2.09	2.55	2.63	2.71	2.79	2.87	2.96	3.05	3.14	3.23	3.33	3.43	
Gross Revenues	\$	-	-	-	2.09	2.55	2.63	2.71	2.79	2.87	2.96	3.05	3.14	3.23	3.33	3.43	
Operating Expenses																	
	% of Rev.																
Administrative & General	4.0%	\$ -	\$ -	\$ -	\$ 0.08	\$ 0.10	\$ 0.11	\$ 0.11	\$ 0.11	\$ 0.11	\$ 0.12	\$ 0.12	\$ 0.13	\$ 0.13	\$ 0.13	\$ 0.14	
Sales & Marketing	2.0%	-	-	-	0.04	0.05	0.05	0.05	0.06	0.06	0.06	0.06	0.06	0.06	0.07	0.07	
Total	6.0%	\$ -	\$ -	\$ -	\$ 0.13	\$ 0.15	\$ 0.16	\$ 0.16	\$ 0.17	\$ 0.17	\$ 0.18	\$ 0.18	\$ 0.19	\$ 0.19	\$ 0.20	\$ 0.21	
NET OPERATING INCOME (ex. depr., interest & tax)	\$	-	-	-	1.96	2.40	2.47	2.55	2.62	2.70	2.78	2.86	2.95	3.04	3.13	3.22	

Notes:

/1 Triple-net rent where tenant pays for pro-rata share of common area charges, insurance, property taxes, and utilities in addition to base rent. No rent for tenant improvements; tenants pay for improvements.

Source: Economics Research Associates

Table 4.A.7

CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A
Retail/Commercial: Operating Statement

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Sources of Funds															
	Expressed in Millions of US Dollars										Expressed in Millions of US Dollars				
Net Operating Income	\$ -	\$ -	\$ -	\$ 1.96	\$ 2.40	\$ 2.47	\$ 2.55	\$ 2.62	\$ 2.70	\$ 2.78	\$ 2.86	\$ 2.95	\$ 3.04	\$ 3.13	\$ 3.22
Reversion @	10.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	\$32.24
Less Cost of Sales @	4.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 1.29
Net Sale Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$30.95
Total Sources of Funds	\$ -	\$ -	\$ -	\$ 1.96	\$ 2.40	\$ 2.47	\$ 2.55	\$ 2.62	\$ 2.70	\$ 2.78	\$ 2.86	\$ 2.95	\$ 3.04	\$ 3.13	\$34.18
Development Costs															
Gross Leasable Area (s.f.)	90,000	-	45,000	45,000	-	-	-	-	-	-	-	-	-	-	-
Inflation Assumptions		1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56
Commercial Retail		0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Restaurants		0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
New Development Costs/2	\$ 135.00	\$ -	\$ 3.32	\$ 3.42	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs		-	3.32	3.42	-	-	-	-	-	-	-	-	-	-	-
NET CASH FLOW (before financing & taxes)		-	(3.32)	(3.42)	1.96	2.40	2.47	2.55	2.62	2.70	2.78	2.86	2.95	3.04	3.13
CUMULATIVE CASH FLOW		-	(3.32)	(6.74)	(4.78)	(2.38)	0.09	2.64	5.26	7.96	10.74	13.61	16.56	19.60	22.73

Residual Land Value = Net Present Value @ 14.0% \$9.32 million 2003 dollars

Notes:

/1 New development costs, include direct costs, indirect costs, and developer profit.

Source: Economics Research Associates

Table 4.A.8

CARLSBAD BOULEVARD REALIGNMENT - Alternative 4, Parcel 1, Land Use Scenario A

Time Share

	Yr. 2001 Value	2003 Year 1	2004 Year 2	2005 Year 3	2006 Year 4	2007 Year 5	2008 Year 6	2009 Year 7	2010 Year 8	2011 Year 9	2012 Year 10	2013 Year 11	2014 Year 12	2015 Year 13	2016 Year 14	2017 Year 15
Assumptions																
Inflation Factor	3%	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34	1.38	1.43	1.47	1.51	1.56	1.60
Real Escalation	0%	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Time Share (Number of Rooms)	150	0	0	0	75	75	75	150	150	150	150	150	150	150	150	150
Total Number of Intervals Available		-	-	-	3,825	3,825	3,825	7,650	7,650	7,650	7,650	7,650	7,650	7,650	7,650	7,650
Total Number of Intervals Sold Per Year		-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	650	-	-	-	-
Cumulative Intervals Sold		-	-	-	1,000	2,000	3,000	4,000	5,000	6,000	7,000	7,650	7,650	7,650	7,650	7,650
Interval Sales Price	\$ 18,500	\$ 19,627	\$ 20,215	\$ 20,822	\$ 21,447	\$ 22,090	\$ 22,753	\$ 23,435	\$ 24,138	\$ 24,862	\$ 25,608	\$ 26,377	\$ 27,168	\$ 27,983	\$ 28,822	\$ 29,687
Sales Revenues																
		Expressed in Millions of US Dollars							Expressed in Millions of US Dollars							
Annual Sales Volume	\$ -	\$ -	\$ -	\$ 21.45	\$ 22.09	\$ 22.75	\$ 23.44	\$ 24.14	\$ 24.86	\$ 25.61	\$ 26.37	\$ 27.14	\$ -	\$ -	\$ -	\$ -
Cumulative Sales Volume	-	-	-	21.45	43.54	66.29	89.72	113.86	138.73	164.33	181.48	181.48	181.48	181.48	181.48	181.48
Cost of Sales																
	Per Room															
Product Cost (excluding land cost) /1	\$ 205,000	-	-	17.30	-	-	18.91	-	-	-	-	-	-	-	-	-
Gross Profit Before Land Costs	\$ -	\$ -	\$ (17.30)	\$ 21.45	\$ 22.09	\$ 3.84	\$ 23.44	\$ 24.14	\$ 24.86	\$ 25.61	\$ 17.14	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative Profit Before Land Costs	-	-	(17.30)	4.14	26.23	30.08	53.51	77.65	102.51	128.12	145.26	145.26	145.26	145.26	145.26	145.26
Costs & Expenses/2																
	As % of Annual Gross Sales															
Commissions	22.0%	\$ -	\$ -	\$ -	\$ 4.72	\$ 4.86	\$ 5.01	\$ 5.16	\$ 5.31	\$ 5.47	\$ 5.63	\$ 3.77	\$ -	\$ -	\$ -	\$ -
Marketing	22.0%	-	-	-	4.72	4.86	5.01	5.16	5.31	5.47	5.63	3.77	-	-	-	-
Sales Overhead	5.0%	-	-	-	1.07	1.10	1.14	1.17	1.21	1.24	1.28	0.86	-	-	-	-
Administration	7.0%	-	-	-	1.50	1.55	1.59	1.64	1.69	1.74	1.79	1.20	-	-	-	-
Acct./Legal/Consulting	0.5%	-	-	-	0.11	0.11	0.11	0.12	0.12	0.12	0.13	0.09	-	-	-	-
Depreciation	0.3%	-	-	-	0.06	0.07	0.07	0.07	0.07	0.07	0.08	0.05	-	-	-	-
Other	0.1%	-	-	-	0.02	0.02	0.02	0.02	0.02	0.02	0.03	0.02	-	-	-	-
Total Cost & Expenses (% of Annual Gross Sales)	56.9%	\$ -	\$ -	\$ -	\$ 12.20	\$ 12.57	\$ 12.95	\$ 13.33	\$ 13.73	\$ 14.15	\$ 14.57	\$ 9.76	\$ -	\$ -	\$ -	\$ -
Net Development Profit (Loss)																
Net Development Profit (Loss)	43%	\$ -	\$ -	\$ (17.30)	\$ 9.24	\$ 9.52	\$ (9.10)	\$ 10.10	\$ 10.40	\$ 10.72	\$ 11.04	\$ 7.39	\$ -	\$ -	\$ -	\$ -
Cumulative Cash Flow	\$ -	\$ -	\$ (17.30)	\$ (8.06)	\$ 1.46	\$ (7.64)	\$ 2.46	\$ 12.86	\$ 23.58	\$ 34.61	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00
Net Present Value @	15.0%	\$9.27 million 2003 dollars														

Notes:

/1 Development costs include allocated share of onsite/offsite costs.

/2 Selling and marketing expenses only. Operating expenses are covered 100% by annual fees.

Source: RCI Consulting, Inc.; and Economics Research Associates

Carlsbad LCPA comments for the public record - Surfrider Supports a Ponto Coastal Park

Lance Schulte <meyers-schulte@sbcglobal.net>

To: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>

Cc: Cort Hitchens <cort.hitchens@coastal.ca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; kaily@surfridersd.org <kaily@surfridersd.org>; Council Internet Email <CityCouncil@carlsbadca.gov>; Mike Sebahar <sebbiesixpack@att.net>; jodi marie jones <jodimariejones@hotmail.com>; hrpeacock41@gmail.com <hrpeacock41@gmail.com>; Chas Wick <chaswick@reagan.com>; WILLIAM VAN CLEVE <billvanclave@prodigy.net>; Jim Nardi <jtnardi1@msn.com>; Nika Richardson <richardson@waltersmanagement.com>

 1 attachments (179 KB)

Surfrider Supports Ponto Park.pdf;

Melanie:

I assume you already have the attached included in your official record of LCPA comments. However, we wanted to forward to you, and ask for your official email confirmation that the above will be part of the City's official record of LCPA public comments; and ask how and when these comments will be discussed and addressed by City Staff, Planning Commission, Parks Commission, and City Council. Your email confirmation is greatly appreciated.

Sincerely,
Lance Schulte
People for Ponto

Carlsbad's LCPA contact:
Melanie Saucier
Associate Planner
1635 Faraday Avenue
Carlsbad, CA 92008
760-602-4605

From: Kaily Wakefield [mailto:kaily@surfridersd.org]

Sent: Tuesday, August 6, 2019 1:22 PM

To: council@carlsbadca.gov

Cc: Scott.Chadwick@carlsbadca.gov; ebbie.Fountain@carlsbadca.gov; Don.Neu@carlsbadca.gov; megan.cooper@scc.ca.gov; gabriel.penaflor@wildlife.ca.gov; Kyle.Lancaster@carlsbadca.gov; Katie.Sadd@asm.ca.gov; Greer, Keith; hasan.ikhata@sandag.org; tim.dillingham@wildlife.ca.gov; sam.schuchat@scc.ca.gov; gbuhr@coastal.ca.gov; Andrew.Willis@coastal.ca.gov; clerk@sandag.org; lisa.urbach@parks.ca.gov; John.Donnely@wildlife.ca.gov; Jim.Desmond@sdcounty.ca.gov; deborah.ruddock@scc.ca.gov; cort.hitchens@coastal.ca.gov; Erin.Prahler@coastal.ca.gov

Subject: Surfrider Supports a Ponto Coastal Park

Hello,

Please be advised that the Surfrider Foundation San Diego County chapter supports the creation of a Ponto Coastal Park. Surfrider submitted the attached letter to the Carlsbad City Council on May 15, 2019. Those cc'd on this email have been included at the foot of the attached copy. Thank you for your consideration of this important matter.

Sincerely,
Kaily Wakefield

--

Kaily Wakefield
Surfrider Foundation I San Diego County Policy Coordinator
(858) 812-8392 | kaily@surfridersd.org



Sent via e-mail

May 15, 2019

To: Mayor Matt Hall
Mayor Pro Tem Priya Bhat-Patel
Council Member Keith Blackburn
Council Member Cori Schumacher
Council Member Barbara Hamilton

City of Carlsbad
1200 Carlsbad Village Drive
Carlsbad, CA 92008

Re: Creation of a Ponto Coastal Park

Dear Mayor Hall and Members of the Carlsbad City Council,

The Surfrider Foundation is a grassroots non-profit environmental organization dedicated to the protection of the world's ocean, waves, and beaches through a powerful activist network. The Surfrider Foundation San Diego Chapter supports the protection of existing open space adjacent to South Carlsbad State Beach, Ponto North and South, and the creation of a significant Ponto Coastal Park. We believe that in doing so, the City will be able to maintain open space, coastal access, and a create a Park for long-term recreational enjoyment of the coast at Ponto while addressing a 5-mile Coastal Park gap in South Carlsbad and San Diego County.

Ponto Beach at South Carlsbad State Beach is a popular beach destination in the City of Carlsbad that is used by many for surfing, swimming, and other coastal recreation. Just across Coast Highway/Carlsbad Boulevard from the shoreline is a stretch of vacant land that has been continuously considered

for various developments over the years. It is important to note that the California Coastal Commission's Local Coastal Program requires the eleven-acre site, known as Planning Area F, to be studied as a public park or for low-cost visitor accommodations prior to any land use plan that would allow development on that site.

Surfrider is opposed to development in the area that would negatively impact beach access through more residential congestion and increased traffic. A Ponto Coastal Park on Planning Area F, near Ponto State Beach across Pacific Coast Highway from the State campgrounds, would ensure coastal and or beach access for generations of people in Carlsbad and North County regardless of where they live.

This land is one of very few remaining open space areas along the coast in San Diego County and the last remaining undeveloped coastal area in South Carlsbad. Surfrider supports preserving this space for future Coastal Dependent uses such as viewing areas, walking trails and campgrounds. Surfrider believes that any future plans for a Ponto Coastal Park and zoning must be primarily oriented for beach and coastal uses only, including any additional parking and transit developments.

Surfrider opposes any development of this space, such as residential development, that would impede beach use, including but not limited to blocking shoreline access, interrupting views, creating increased traffic or strains on available parking, or other similar conflicts. This includes, but is not limited to, the development of the space for housing, non-coastal oriented retail shops, or an active park primarily dedicated for organized sports (baseball, football, lacrosse, etc.), that would compete for space with those wishing to visit the beach for coastal dependent activities. High-density residential use would essentially eliminate the area's adaptability and could be costly to move should the need arise as the coastline changes from sea level rise impacts.

A high intensity organized sports park, despite being open space and addressing some community park needs for open play fields, would likely generate increased traffic and competition for beach parking that may hinder access for beachgoers. As such, Surfrider would not support the

development of this lot for high intensity organized sports as an active use park. A more informal park, which may include open informal grass fields that can be used for playing, picnics, temporary special events, walking trails, and possibly campsites in the future, would protect the open space in a way that does not compete with beach access.

Surfrider recognizes once the site is a park, a detailed park planning and design process will be required. This process is most successful and achieves the best outcomes when they are inclusive and consider important Coastal issues and priorities. As such Surfrider would like to participate in and contribute to the Ponto Coastal Park planning process.

Additionally, South Carlsbad State Beach, like much of the California coastline, will face increased threats from climate change and sea level rise. Allowing the Ponto Coastal Park area to remain as an open field that is light improved for informal recreation and special events gives the City and State more options for future adaptation and continued Coastal recreation resources in the area.

Thank you for your consideration of these comments and for contemplating the development of a Ponto Coastal Park.

Sincerely,

Kristin Brinner and Jim Jaffee
Co-Chairs of the Beach Preservation Committee
San Diego County Chapter Surfrider Foundation

Kaily Wakefield
Policy Coordinator and Carlsbad Resident
San Diego County Chapter Surfrider Foundation

Copied to:

City of Carlsbad:

Scott Chadwick, City Manager Scott.Chadwick@carlsbadca.gov

Debbie Fountain, Director, Community and Economic Development

Debbie.Fountain@carlsbadca.gov

Kyle Lancaster, Parks Commission and Parks Director Kyle.Lancaster@carlsbadca.gov '
Don Neu, Planning Commission and Planning Director Don.Neu@carlsbadca.gov

State of California:

Tasha Boerner Horvath, District 76 Assembly Woman, via Katie Saad
Katie Saad, District Director for District 76 Assembly Woman Horvath Katie.Sadd@asm.ca.gov
Tim Dillingham, CDFW South Coast Lands Manager tim.dillingham@wildlife.ca.gov
Gabriel Penaflor CDFW, Batiquitos Lagoon Ecological Reserve Manager
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Cort Hitchens, Coastal Commission, Coastal Program Analyst cort.hitchens@coastal.ca.gov
Erin Prahler, Coastal Commission, Coastal Program Analyst Erin.Prahler@coastal.ca.gov
Lisa Urbach, California State Parks, San Diego Coast District - North Sector Superintendent
lisa.urbach@parks.ca.gov

County of San Diego:

Jim Desmond, District 5 Supervisor Jim.Desmond@sdcounty.ca.gov

San Diego Association of Governments (SANDAG):

Hon. Steve Vaus, Chair, Board of Directors clerk@sandag.org
Hon. Catherine Blakespear, Vice Chair, Board of Directors clerk@sandag.org
Keith Greer, Principal Regional Planner keith.greer@sandag.org
Hasan Ikhata, Executive Director hasan.ikhata@sandag.org

Carlsbad LCPA comments for the public record - FW: prior Citizen presentation of requests & data to Carlsbad City Council & City Commissions & CCC public record regarding Coastal South Carlsbad Park & Open Space gaps-deficits & LCP requirements

Lance Schulte <meyers-schulte@sbcglobal.net>

To: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>

Cc: Cort Hitchens <cort.hitchens@coastal.ca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; kaily@surfridersd.org <kaily@surfridersd.org>; Council Internet Email <CityCouncil@carlsbadca.gov>; Mike Sebahar <sebbiesixpack@att.net>; jodi marie jones <jodimariejones@hotmail.com>; hrpeacock41@gmail.com <hrpeacock41@gmail.com>; Chas Wick <chaswick@reagan.com>; WILLIAM VAN CLEVE <billvancleve@prodigy.net>; Jim Nardi <jtnardi1@msn.com>; Nika Richardson <richardson@waltersmanagement.com>

 4 attachments (4 MB)

FY 18-19 O&CIP Budget agenda item 13 of 6-12-18 City Council Public Hearing LS pp .pdf; Park agenda item 19 of 7-24-18 City Council meeting LS1 pp .pdf; 2018.10.23 Carlsbad CC mtg - GMP Update - to City.pdf; 2018-7-7 - Coastal South Carlsbad Park gap-deficit data - Part of the data provided by citizens to the Carlsbad City Council.pdf;

Melanie:

I assume you already have the attached included in your official record of LCPA comments. However, we wanted to forward to you, and ask for your official email confirmation that the above will be part of the City's official record of LCPA public comments; and ask how and when these comments will be discussed and addressed by City Staff, Planning Commission, Parks Commission, and City Council. Your email confirmation is greatly appreciated.

Sincerely,
Lance Schulte
People for Ponto

Carlsbad's LCPA contact:

Melanie Saucier
Associate Planner
1635 Faraday Avenue
Carlsbad, CA 92008
760-602-4605

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]

Sent: Sunday, July 7, 2019 10:11 AM

To: 'Matt.Hall@carlsbadca.gov'; 'CityCouncil@carlsbadca.gov'; 'Scott.Chadwick@carlsbadca.gov'; 'Kyle.Lancaster@carlsbadca.gov'; 'lisa.urbach@parks.ca.gov'; 'Kathleen@carlsbad.org'; 'mike.pacheco@carlsbadca.gov'; 'gbuhr@coastal.ca.gov'; 'cort.hitchens@coastal.ca.gov'; 'Erin.Prahler@coastal.ca.gov'; 'info@peopleforponto.com'

Subject: prior Citizen presentation of requests and data to Carlsbad City Council to be provided to City Commissions and CCC public record regarding Coastal South Carlsbad Park and Open Space gaps-deficits and LCP requirements

Dear Mayor and Carlsbad City Council, Planning Commission, Parks Commission; and California Coastal Commission:

Attached please find three (3) presentations made in 2018 to the prior Carlsbad City Council regarding People for Ponto citizen requests to address the documented Coastal Park and Open Space gaps/deficits in Coastal South Carlsbad. We request these prior public communications along with the 4th attachment be part of the public

record and be provided to and considered by the City Parks and Planning Commissions and City Council, and CA Coastal Commission in the Carlsbad Local Coastal Program (LCP), Planning Area F LCP and Master Plan, City's Parks Master Plan and Growth Management Plan updates, amendments to the Local Facility Management Plan for Zone 9, Veterans Park, real estate, and budget issues and other interrelated issues.

The 4th attachment is in reply to Carlsbad Councilperson Keith Blackburn's 10/23/18 request to show in an image how Poinsettia Park's service area effects the Coastal South Carlsbad park gap and deficit. The data in this attachment is from the City's Parks Master Plan and shows even with the City's 'broad abstract as the bird flies' defined service area of Poinsettia Park there remains a significant Coastal Park service gap at Ponto and in Coastal South Carlsbad.

The unfulfilled Planning Area F LCP requirements to consider a Public Park at Ponto, the documented Growth Management Park and Open Space Standard deficits in Coastal South Carlsbad seem to justify a comprehensive, open and honest community-based planning process as initially requested by citizens in 2017.

Thank you.

Lance Schulte
People for Ponto, and Ponto Beachfront Park 501c3

People for Ponto

Ask you to

Be Honest & fix errors

Follow Growth Management Ordinance

Enforce Growth Management Standards

Provide Missing Open Space at Ponto

Care about Carlsbad-Citizens-Ponto

Be Honest & fix errors

- Fix errors in Staff Report
 - “All other [Open Space in LFMP-9] public facilities are currently meeting their adopted growth management performance standards for FY 2016-17”, p. 5
 - **LFMP Zone 9 is missing a minimum of 30-acres of ‘developer required’ GMP Open Space per the 15% unconstrained Performance Standard.**
 - **Clearly documented in 3 Official Carlsbad Public Records Request 2017-164, 2017-289, and 2018-289; City’s Open Space data, and City documents**
 - “In 1986, LFMZs 1 through 10, and 16 were already developed and considered to be in compliance with the open space performance standard.”, p. 41, p. 24 of monitoring report
 - **LFMP-9 says in 1989 only already developed land use was Lake Shore Garden Mobile Home Park that is only 13% or 55 of the total 417 acers in LFMP-9. p. 26**
 - **How can LFMP-9 be already developed in 1986 if in 1989 only 13% was developed?**

Be Honest & fix errors

- Fix errors in Staff Report
 - City's FY16/17 Growth Management Program Monitoring Report [p. 4, p. 21 in Staff Report] that says: **“What Happens if Facilities Do Not Meet the Performance Standard?** The Growth Management Plan requires development activity to stop if a performance standard is not being met. ... facilities (... **open space** ...) are analyzed on an Local Facility Management Plan Zone (LFMZ) basis. **If one of these facilities falls below the performance standard in a given LFMZ, development in that LFMZ would stop“**

Be Honest & fix errors

- 5/7/18 met City Manager on LFMP-9's missing 30-acres of developer required Open Space. 6/12/18 Debbie Fountain email with staff's final position:
 - Debbie said: **"... questioning the reasons [for the missing 30-acres of Open Space] is not productive..."**
 - Debbie said **developers can rely on inaccurate exemption from Growth Management Open Space Standard.**
 - Debbie **didn't justify statements with City of Carlsbad Municipal Code - Growth Management Ordinance 21.90.130 Implementation Requirements**
 - Debbie **didn't say if her [Staff's] position was the City Council's position, or if/how City Council made this decision**

Follow Growth Management Ordinance

Growth Management Ordinance 21.90.130(b) states:

- **“Adoption of a facilities management plan does not establish any entitlement or right to any particular general plan or zoning designation or any particular development proposal. ...**
- **no development occurs unless adequate facilities or improvements will be available ...**
- **The city council may initiate an amendment to any of the plans at any time if in its discretion it determines that an amendment is necessary to ensure adequate facilities and improvements”.**

Follow Growth Management Ordinance

Growth Management Ordinance 21.90.130(c) states:

- **“If ... city manager ... [thinks] ... the performance standards ... are not being met he or she shall immediately report the deficiency to the council.**
- **If the council determines that a deficiency exists then no further building or development permits shall be issued within the affected zone ... and ...**
- **an amendment to the city-wide facilities and improvements plan or applicable local facilities management plan which addresses the deficiency is approved by the city council and the performance standard is met”**

Follow Growth Management Ordinance

Growth Management Ordinance 21.90.130(d) states:

- “The city planner shall ... prepare **an annual** report to the city council ... which includes ... **a facilities and improvements adequacy analysis**, ... and **recommendation for any amendments to the facilities management plan.**”

Follow Growth Management Ordinance

In summary City's Growth Management Ordinance:

- Requires City Staff to report facility inadequacies – report missing 30-acres of Open Space
- Allows City Staff to recommend LFMP-9 Amendments to correct facility inadequacies - Why hasn't Staff recommended addressing the missing 30-acres of Open Space?
- GMP Ordinance conflicts with 6/12/18 City Staff email saying developers can rely on LFMP-9 that violates Open Space Facility Standard – LFMP-9 not a developer entitlement
- Allows City Council to amend at any time the city-wide GMP & LFMP-9 to fix Facility Standard deficiency - missing 30-acres of Open Space in LFMP-9
- Says a LFMP-9 does not establish any entitlement or right to any particular general plan or zoning designation or any particular development proposal

Growth Management Open Space Standard

- **“Open Space Standard: Fifteen percent [15%] of the total land area in the Local Facility Management Zone (LFMZ) exclusive of environmentally constrained non-developable land must be set aside for permanent open space and must be available concurrent with development”**

See page 20 of your staff report [p. 4 City's FY16/17 Growth Management Program Monitoring Report

Ponto's Missing 30 acres of developer required Open-Space

City data & documents show developers falsely exempted from providing Growth Management Program required open-space:

City's data calculations of open-space at Ponto

472 Acres
(197 Acres)
275 Acres
X 15%
41 Acres
(11 Acres)
30 Acres

Total land in LFMP Zone 9 [Ponto] per City of Carlsbad GIS data
Constrained and Excluded from GMP Open Space Calculations
Area unconstrained in LFMP Zone 9
GMP Minimum unconstrained Open Space requirement
GMP Minimum unconstrained Open Space required in LFMP
Zone 9
GMP Open Space provided & mapped in LFMP Zone 9
**Missing unconstrained Open Space needed in LFMP Zone 9 to
meet the minimum GMP Open Space Standard [73% missing]**

Care about Carlsbad-Citizens-Ponto

We ask you to care about Carlsbad, Citizens, & Ponto; and put those interests above a developer's:

- Recognize & fix the flawed prior Ponto planning processes
 - twice City/developers failed to comply with Carlsbad Local Coastal Program [p. 101] requirements to first ‘consider/document Ponto as a Public Park and/or Low-cost visitor accommodations’
 - LFMP-9 missing 30-acres of developer required Open Space
 - Failure to disclose LCP and Open Space issues & directly involve community about Ponto planning – a ‘planning area’ of our planned community. Developer led process was fundamentally flawed
 - Failure to provide any meaningful South Carlsbad Coastal Park for residents/visitors

Care about Carlsbad-Citizens-Ponto

We ask you to care about Carlsbad, Citizens, & Ponto. Put those interests above a developer's:

- Follow Growth Management Ordinance 21.90.130 and require LFMP-9 to provide missing 30-acres of Open Space
- Require in all Update Tiers: that developers provide Open Space in LFMP-9 per the GMP Open Space Standard
- Comprehensively re-plan Ponto with a Community-based [not developer based] planning process that considers our long-term Coastal needs

Care about Carlsbad-Citizens-Ponto

- Consider how sea level rise and erosion will remove Coastal areas and require Coastal Open Space buffers and upland Coastal Parks
- Consider how much Coastal Open Space and Coastal Park acres are needed for South Carlsbad's 64,000 existing, and more inland future, residents. Avoid overcrowding of North Carlsbad Coastal Parks
- Consider over 4 presentations & over 300 letters/emails already provided you from concerned Citizens

Thank You

We hope you will

Be honest & fix errors

Follow the Growth Management Ordinance

Enforce Growth Management Standards

Provide LFMP-9's missing 30-ac of Open Space

Care about Carlsbad-Citizens-Ponto

Together we can *Develop Ponto Right!*

www.peopleforponto.com







Part of the data provided by citizens to the Carlsbad City Council, Planning, and Parks Commissions; and California Coastal Commission regarding Planning Area F and the Carlsbad Local Coastal Program and Carlsbad’s Growth Management Program and Local Facilities Management Plan for Zone 9 [Ponto].

Item #9 Updated image requested by Councilman Keith Blackburn to show Poinsettia Park’s official service area relative to the South Coastal Carlsbad Park gap and deficit. The blue circle(s) show the City’s adopted service areas from the City of Carlsbad Parks Master Plan for each City Park based on the park size and the population surrounding the park. A large circle represents a large park and/or low population surrounding the park. The image below shows all the City Parks (both Community Parks and Special Use Areas) in Coastal Carlsbad (except for Aviara Park that is east of Poinsettia Park and west of Alga Norte Park). Data is compiled from City of Carlsbad Parks Master Plan pp 87-88.

Issue #1 – 6.6 Acre Park Deficit No Coastal Park in South Carlsbad

- Appx. 6 miles of Coast without a Coastal Park is a City & Regional need
- South Carlsbad has 64,000 residents & thousands of hotel visitors without a Coastal park
- Closest park to Ponto is Poinsettia Park, approx. 2.5 miles across I-5
- Proposed Veterans Park is approx. 6 miles away





Request funding for a Community-based Park Planning Process & Community-based Coastal South Carlsbad Park & Gateway Planning Process

- * \$250,000 for a Community-based analysis of Citywide Park deficits and Community suggested solutions
- * Funding for a series of Southern Carlsbad Community-based workshops to develop concepts and alternatives for a Coastal South Carlsbad Park & Gateway Plan.

Need a Coastal South Carlsbad Park

4-6 miles of Coast w/o Park

Asking for a Community-Based Planning Process to address our needs



Justification

Implements General Plan Community Vision – quality of life and economy

Required by City and State land use regulations for Planning Area F - City's Local Coastal Program

Significant gap in Coastal Parks creates congestion and unfairness for entire City & San Diego Region

Ponto is last vacant land opportunity to create a meaningful Coastal South Carlsbad Park

Strong Community desire & wise use of resources



Most Consistent with Community Vision - the Foundation for the General Plan

Refer to John Gama's presentation

Refer to 5-page email justification and request for a Community-Based Planning Process sent to City Council, City Manager, City Parks and Planning Commissions, City Parks and Planning Directors, California Coastal Commission Staff on 8/31/17 and 3/6/18 – Community has yet to receive a reply to those emails.




Required by City & State land use regulations for Planning Area F - City's Local Coastal Program

See page 101 of Carlsbad's Local Coastal Program – adopted July 16, 1996 MP 175(G)/LCP

Carlsbad Public Records Request PRR-2017-260 confirmed Planning Area F LCP requirements not yet complied with – flawed PBVVP & 2015 GP Update


Coastal Commission has told City to address prior to changing Citywide LCP or Planning Area F land use



City & State land use regulations for Planning Area F – Local Coastal Program page 101

“Planning Area F carries a Non-Residential Reserve (NRR) General Plan designation. Planning Area F is an “unplanned” area, ... As part of any future planning effort, the City and Developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park) on the west side of the railroad.”

Never done: Carlsbad PRR-2017-260 confirmed flawed Ponto Beachfront Village Vision Plan & 2015 General Plan Update processes



City & State land use regulations for Planning Area F – Local Coastal Program page 101

California Coastal Commission told the City that “ ... the City shall undertake an inventory of visitor serving uses currently provided within the City’s Coastal Zone which will then serve to inform updates to the City’s land use and zoning maps as necessary. This inventory could have future implications for the appropriate land use and zoning associated with the Ponto area.”

Coastal South Carlsbad Park Deficit

6.6 acre Park Deficits in Southwest Carlsbad – proposed to be corrected outside SW Carlsbad around 5 miles away

No City Coastal Park in South Carlsbad, vs. 10 City Coastal Parks in North Carlsbad – Unfair to All Carlsbad as South Carlsbad's Coastal Park needs from 64,000 existing Carlsbad residents is pushed into North Carlsbad-Encinitas Coastal Parks increasing their traffic, parking & park congestion

Carlsbad's 4-mile Coastal Park Gap in South Carlsbad is the majority of the 6-mile Regional Coastal Park Gap

South Carlsbad's Coastal Park Gap is over 8% of San Diego County's entire Coastline – City & regional issue

Growing Coastal Park Demand

Regional Coastal Park demand increases. Vital for Quality of Life & Carlsbad economy to provide more Coastal Parks

Year & Residents per Carlsbad's 4-mile Coastal Park Gap (SANDAG):

1985 = 116,000	[when Veterans Park coastline 'solution']
1995 = 140,000	[when Planning Area F requirement]
2015 = 176,000	[when General Plan Update]
2035 = 212,000	[when end of 20-yr life General Plan]

Visitors per Carlsbad's 4-mile Coastal Park Gap (SD Tourism Authority):

2018 = 5,092 visitors per day & growing 1.6% each year

Ponto last chance to fix Carlsbad's significant 4-mile Coastal Park gap with a meaningful Coastal Park

Ponto's Carlsbad Park In-Lieu Fees & Quality of Life Results

947 homes (population of 2,233) west of I-5 and South of Poinsettia Lane – per City's Minimum Park standard this requires 6.7 acres of City Park. Homeowners paid taxes and park-in-lieu-fees to City to buy and build 6.7 acres of City Park, but No Park in area. Taxes/fees didn't increase any Park acreage.

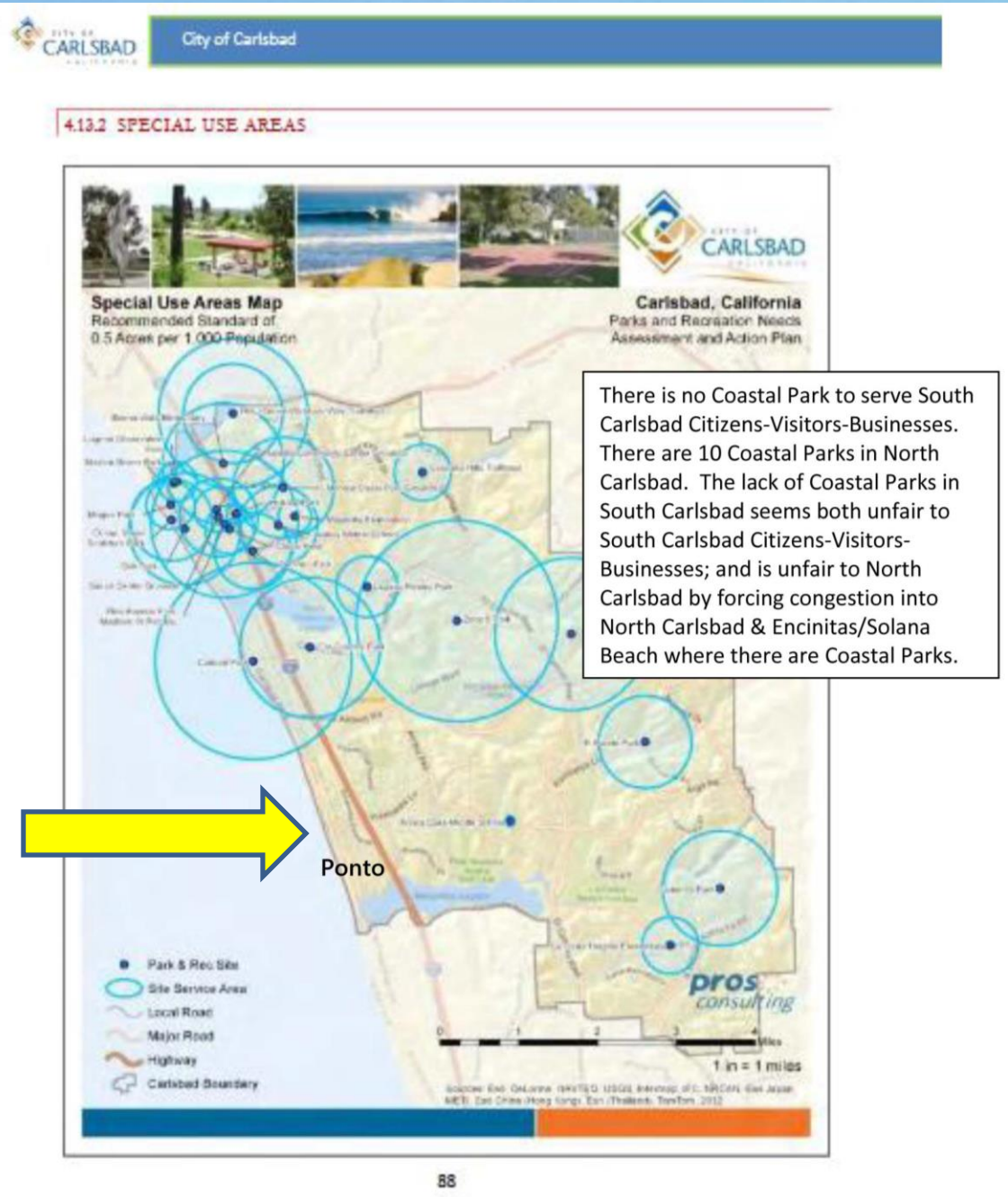
Nearest park 2.3 miles across I-5. Veteran's Park 'solution' over 5-miles away.

Over 90% of Community surveyed wants a Park - in the Ponto area

Need a Coastal South Carlsbad Park

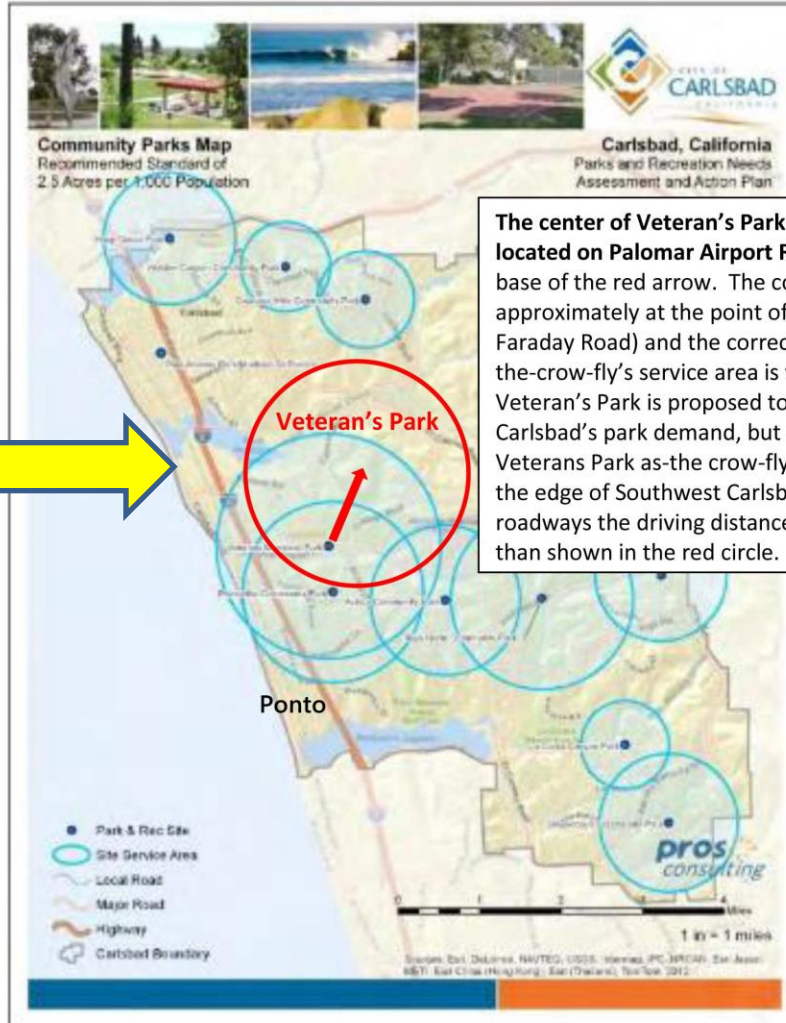
4-6 mile Gap w/o Park

Asking for a Community-Based Planning Process to address our needs



Veterans Park
inappropriate
'solution' to
Coastal South
Carlsbad's
Park Deficit -
Use a
Community-
based
planning
process
Fix map error

4.13.1 COMMUNITY PARKS



The center of Veteran's Park is incorrectly located on Palomar Airport Road ... seen at the base of the red arrow. The correct location is approximately at the point of the red arrow (on Faraday Road) and the correct corresponding as-the-crow-fly's service area is within the red circle. Veteran's Park is proposed to serve Southwest Carlsbad's park demand, but only a small sliver of Veterans Park as-the-crow-fly's service area is on the edge of Southwest Carlsbad. Due to indirect roadways the driving distance is much further than shown in the red circle.



Request funding for a Community-based Park Planning Process & Community-based Coastal South Carlsbad Park & Gateway Planning Process

- * \$250,000 for a Community-based analysis of Citywide Park deficits and Community suggested solutions
- * Funding for a series of Southern Carlsbad Community-based workshops to develop concepts and alternatives for a Coastal South Carlsbad Park & Gateway Plan.

Request City Council Consider Park & Open Space Data Presented by Citizens on 6/12/18 & missing in Staff Report

Parks

- City & Regional need for a true South Carlsbad Coastal Park
- South Carlsbad Coastal Park achieves Community Vision of GP
- Coastal South Carlsbad Planning Area F Local Coastal Program requirement to study a “Public Park” & Citywide Coastal uses

Open Space

- Developer’s Local Facility Management Plan Zone 9 errors need correcting in Developer’s Comprehensive Zone 9 Update
- City’s responsibility to Citizens & following Growth Management Ordinance, Standards and Principles

Ponto's Carlsbad Park In-Lieu Fees & Coastal Parks & Quality of Life Results

- 947 homes (2,233 pop.) w. of I-5 & s. of Poinsettia Lane
 - City's minimum Park standard requires 6.7 acres of Park
 - Homeowners paid City taxes & park-in-lieu-fees to buy & build 6.7 acres of City Park, but No Park in area.
 - Taxes/fees didn't add Park acreage - needed Veterans
 - Nearest Park 2.3 miles across I-5. The Veteran's Park 'solution' over 5-miles away & basically inaccessible.
 - Over 90% of Community surveyed wants a Park in Ponto
 - Why no Ponto Park? Ponto fees paid for it, Community wants it, proposed Park solutions don't work. We can Do Better!
- www.pontolocals.com

Growing Coastal Park Demand

Meaningful South Carlsbad Coastal Park is vital for Carlsbad's Quality of Life & Economy

Year & Residents per Carlsbad's 4-mile Coastal Park Gap (SANDAG):

- 1985 = 116,000 - when Veterans Park coastline 'solution'
- 1995 = 140,000 + 21% - Planning Area F requirement
- 2015 = 176,000 + 52% - General Plan Update
- 2035 = 212,000 + 83% - end of 20-yr life General Plan – what then?

Visitors per Carlsbad's 4-mile Coastal Park Gap (SD Tourism Authority):

2018 = 5,092 visitors per day; growing 1.6% per year, 2035 = 6,669

Ponto last chance to fix Carlsbad's 4-mile Coastal Park gap (8% of SD County coastline) with a meaningful Coastal Park. We can do better!

www.pontolocals.com

Implements Community Vision - the Foundation for the General Plan 1 of 4

- Refer to 5-page email to City Council on 8/31/17 & 3/6/18 - Share & discuss the Issues with Citizens.

Community Vision, is foundation for General Plan. Just words to be ignored or guides to action?

- “...open spaces within walking distance of people’s homes ...” - nearest park over 2 miles away & over I-5
- “... strategic acquisitions to further the city’s open space system.” - fill Coastal South Carlsbad park gap

Implements Community Vision - the Foundation for the General Plan 2 of 4

- “... network of parks and recreation facilities will be improved ... Such improvements may include the strategic addition of more parks, ... New facilities will be located to maximize use and access by all neighborhoods, tailored to the needs of local populations ...” - provide half of Carlsbad its only Coastal Park
- “... protecting and enhancing access to the beach and the quality of the beach experience is a top community priority.” - South Carlsbad has no Coastal Park, congests North Carlsbad

Implements Community Vision - the Foundation for the General Plan 3 of 4

- “ ... Access to the beach ... will be improved through new compatible and supportive uses on or in close proximity to the beach, which may include ... a park” -
Park supports residents and visitor industry
- “... Tourism is an important component of the city’s economy ... it emphasizes ... resources that make the city attractive to ... residents - the ocean and beach” -
Park supports residents and visitor industry
- “Easy and convenient pedestrian connections will be available from every neighborhood to help children get safely to ... parks.” - Veterans Park 5-miles away from need
www.pontolocal.com

Implements Community Vision - the Foundation for the General Plan 4 of 4

From General Plan Land Use Element:

- “...the community expressed an overwhelming preference for an active waterfront ... Access to the beach will be enhanced through ... open space, parking, and amenities ...” - Need a South Carlsbad Coastal Park
- “... new growth accommodated west of Interstate 5, to enable residents and visitors to enjoy more opportunities for ... recreating along the coastline. Develop ... recreational opportunities along the coastal corridor.” - A meaningful Coastal South Carlsbad Park provides the most opportunities

Required by City & State land use regulations for Planning Area F - City's Local Coastal Program 1 of 3

page 101 of Carlsbad's Local Coastal Program – adopted July 16, 1996 MP 175(G)/LCP

Carlsbad Public Records Request PRR-2017-260 confirmed Planning Area F LCP requirements not complied with & flawed PBVVP & General Plan Update. We can do better!

Coastal Commission has told City to address prior to changing Citywide LCP or Planning Area F land use

www.pontolocals.com

City & State land use regulations for Planning Area F – Local Coastal Program page 101 2 of 3

“Planning Area F carries a Non-Residential Reserve (NRR) General Plan designation. Planning Area F is an “unplanned” area, ... As part of any future planning effort, the City and Developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park) on the west side of the railroad.”

Never done: Carlsbad PRR-2017-260 confirmed. Citizens not knowing this flawed the Ponto Beachfront Village Vision Plan, 2015 General Plan Update, and Carlsbad Park Planning Processes

City & State land use regulations for Planning Area F – Local Coastal Program page 101 3 of 3

California Coastal Commission told the City that:

“ ... the City shall undertake an inventory of visitor serving uses currently provided within the City’s Coastal Zone which will then serve to inform updates to the City’s land use and zoning maps as necessary. This inventory could have future implications for the appropriate land use and zoning associated with the Ponto area.”

Lets do better and fully inform & engage Citizens in this
www.pontolocals.com

Ponto's (LFMP-Zone 9) Growth Management Open Space requirement

- 6/11/18 Final Staff Opinion Letter, Prior Public Records Requests, & City data confirmed Developers' LFMP-9 did not provide required Open Space per Growth Management Standard: 30-acres short! Lets do better!
- Inconsistent & incomplete information in 6/11/18 Final Staff Opinion Letter & conflicts with Growth Management Ordinance
- Need to have honest Citywide discussion on this issue!
- Is Staff's Final Opinion the City Council's direction?
- You can do better

Thank you

We can do better. Please fund & support a open & honest Community-based Planning Process for Parks and Open Space in Coastal South Carlsbad

Please do the right thing and Develop Ponto Right

Carlsbad LCPA comments for the public record - FW: 7-19-19 Ponto citizens mtg with City Manager

Lance Schulte <meyers-schulte@sbcglobal.net>

To: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>

Cc: Cort Hitchens <cort.hitchens@coastal.ca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; kaily@surfridersd.org <kaily@surfridersd.org>; Council Internet Email <CityCouncil@carlsbadca.gov>; Mike Sebahar <sebbiesixpack@att.net>; jodi marie jones <jodimariejones@hotmail.com>; hrpeacock41@gmail.com <hrpeacock41@gmail.com>; Chas Wick <chaswick@reagan.com>; WILLIAM VAN CLEVE <billvanclave@prodigy.net>; Jim Nardi <jtnardi1@msn.com>; Nika Richardson <richardson@waltersmanagement.com>

 1 attachments (278 KB)

Parks Department Mission vision key goals.pdf;

Melanie:

I assume you already have the attached included in your official record of LCPA comments. However, we wanted to forward to you, and ask for your official email confirmation that the above will be part of the City's official record of LCPA public comments; and ask how and when these comments will be discussed and addressed by City Staff, Planning Commission, Parks Commission, and City Council. Your email confirmation is greatly appreciated.

Sincerely,
Lance Schulte
People for Ponto

Carlsbad's LCPA contact:
Melanie Saucier
Associate Planner
1635 Faraday Avenue
Carlsbad, CA 92008
760-602-4605

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]

Sent: Tuesday, July 23, 2019 9:52 AM

To: Gary Barberio (Gary.Barberio@carlsbadca.gov); Scott Chadwick (Scott.Chadwick@carlsbadca.gov); Kyle.Lancaster@carlsbadca.gov

Cc: debbie.fountain@carlsbadca.gov; 'Harry Peacock'; 'Stacy King'; Chas Wick (chaswick@reagan.com); Mike Sebahar (sebbiesixpack@att.net)

Subject: 7-19-19 Ponto citizens mtg with City Manager

Gary:

You mentioned at our meeting, that Scott did not attend, that City Staff is constraining the Parks Master Plan Update to not consider the 2017-present citizen input on the Coastal South Carlsbad Park Gap; be constrained by existing City Council policy, and only look to update things like if/where we need more pickle ball courts. We asked if the Update would look at updating things like the lack of safely accessible [walking/biking distance] parks for children and elderly in Coastal South Carlsbad and the lack of a Coastal Park for all of South Carlsbad. Constricting the Update to not address these major Parks Master Plan issues does not seem right, and does not address the Coastal South Carlsbad Park gap and Service Area issues that area discussed/documentated in the Parks Master Plan [pp 87-88] and the focus of much citizen concern. Unduly constraining the Parks Master Plan Update as you outlined also seems inconsistent with existing City Council policy statements in the City Council adopted Parks & Recreation Vision, Mission and Key Goals; such as:

- strengthening community connectivity and exceptional customer service
- promote community health and wellness
- building a culture that embraces change and continuous improvement.
- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- staff to deliver world class offerings and exceptional customer service
- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

The above Parks Vision, Mission and Key Goals; seem consistent with discussing the South Coastal Park gap, Planning Area F LCP requirements for the City to consider a 'Public Park' at Ponto, and the significant customer requests provided to the City. We could not understand the logic of how the City can update a "Parks Master Plan" without looking at major Parks issues like the South Carlsbad Coastal Park service area and facilities gap seems inappropriate. Can we talk about this? Is this something Staff and/or citizens should take to the City Council?

Again, as we stated at our meeting, our citizens sincerely care about Carlsbad and Carlsbad's future generations.

Thanks,
Lance

Vision, Mission & Key Goals



Vision

To strengthen community connectivity through world class offerings and exceptional customer service.

Mission

To promote community health and wellness while building a culture that embraces change and continuous improvement.

Key Goals

The key goals established by the Department are:

- Meet the underserved needs of the community
- Build an entrepreneurial focus that supplements city contribution
- Train and empower staff to deliver world class offerings and exceptional customer service
- Provide opportunities that promote health and wellness and active lifestyles
- Develop a departmental culture that embraces change and promotes continuous improvement

Accepted by the Carlsbad City Council March 24, 2015

From: [Lance Schulte](#)
To: [Jennifer Jesser](#)
Cc: [Melanie Saucier](#); [Celia Brewer](#); [Council Internet Email](#); ["Cort Hitchens"](#); ["Erin Prahler"](#); ["Gabriel Buhr"](#); ["Mike Sebahar"](#); ["Harry Peacock"](#); ["John Gama"](#); ["John Gama"](#); ["Chas Wick"](#); ["Stacy King"](#); [Don Neu](#); ["Nika Richardson"](#); ["WILLIAM VAN CLEVE"](#); ["Jim Nardi"](#); [Lisa Urbach](#)
Subject: RE: LCPA public Comment - request for receipt of public comments & documents
Date: Thursday, November 14, 2019 9:13:12 AM
Attachments: [image002.png](#)
[2019 LCPA Public Comments and requests regarding Planning Area F & Public Records Requests 2017-260 261 and 262.pdf](#)

Jenifer:

I would like to include this email and the attached document as part of the LCPA Public Comments and Requests related to Official Carlsbad Public Records Requests and maintain the Existing Carlsbad LCP land use designation of "Non-residential Reserve" on Planning Area F until a truly comprehensive and Community-based planning process can determine the Forever "High-Coastal-Priority" land use needs at Ponto, South Coastal Carlsbad, and to assure no overconcentration of "High/Low-Coastal-Priority" land uses.

The proposed LUP defines the forever/buildout Coastal land use for Carlsbad, and as documented the prior Ponto planning processes (Ponto Beachfront Village Vision Plan [PBVVP] and the General Plan Update that is based on PBVVP) were both fundamentally flawed by not disclosing to Citizens and the San Pacifico Community Association about the Existing Carlsbad LCP requirements for Planning Area F and inviting public participation and discussion of the Existing Carlsbad LCP requirements for Planning Area F. The proposed LUP's reliance on the fundamentally flawed prior planning (PBVVP and General Plan Update) at Ponto is inappropriate. These fundamental flaws in planning process and public participation cannot be remedied by simply a Staff Report discussion.

It seem logical that these fundamental flaws in the PBVVP, General Plan Update, and the LUP (which is based on the PBVVP and General Plan Update) are best corrected by maintaining the Existing LCP for Planning Area F and possibly leaving the entire Ponto Area as an Area of Deferred Certification until a truly comprehensive Community-based Planning process for Ponto can be completed. This is a reasonable and logical approach as the vacant Coastal land at Ponto is some of the last remaining significant sized vacant Coastal in all North San Diego County and is the in the center of a 6-mile regional Coastal Park Gap with no Coastal Park. This logic is further amplified by the impacts of Sea Level Rise on "High-Coastal Priority" land uses at Ponto and Coastal South Carlsbad, and the CA Coastal Act policy to reserve Upland Areas for "High-Coastal Priority" land uses.

Confirmation receipt, and any staff response is appreciated.

Thanks,
Lance

Local Coastal Program requirements for Planning Area F at Ponto:

- Data from Official Carlsbad Public Record Requests by citizens group People for Ponto www.peopleforponto.com

Ponto is in the California Coastal Zone and land use and development decisions must not only be consistent with the City of Carlsbad General Plan and Ordinances but must also be consistent with the California Coastal Act (CCA). Per our Constitution, if there is a conflict between local City plans and the State's Coastal Act the Coastal Act prevails. The California Coastal Commission (CCC) is the State commission that makes development decisions in the Coastal Zone.

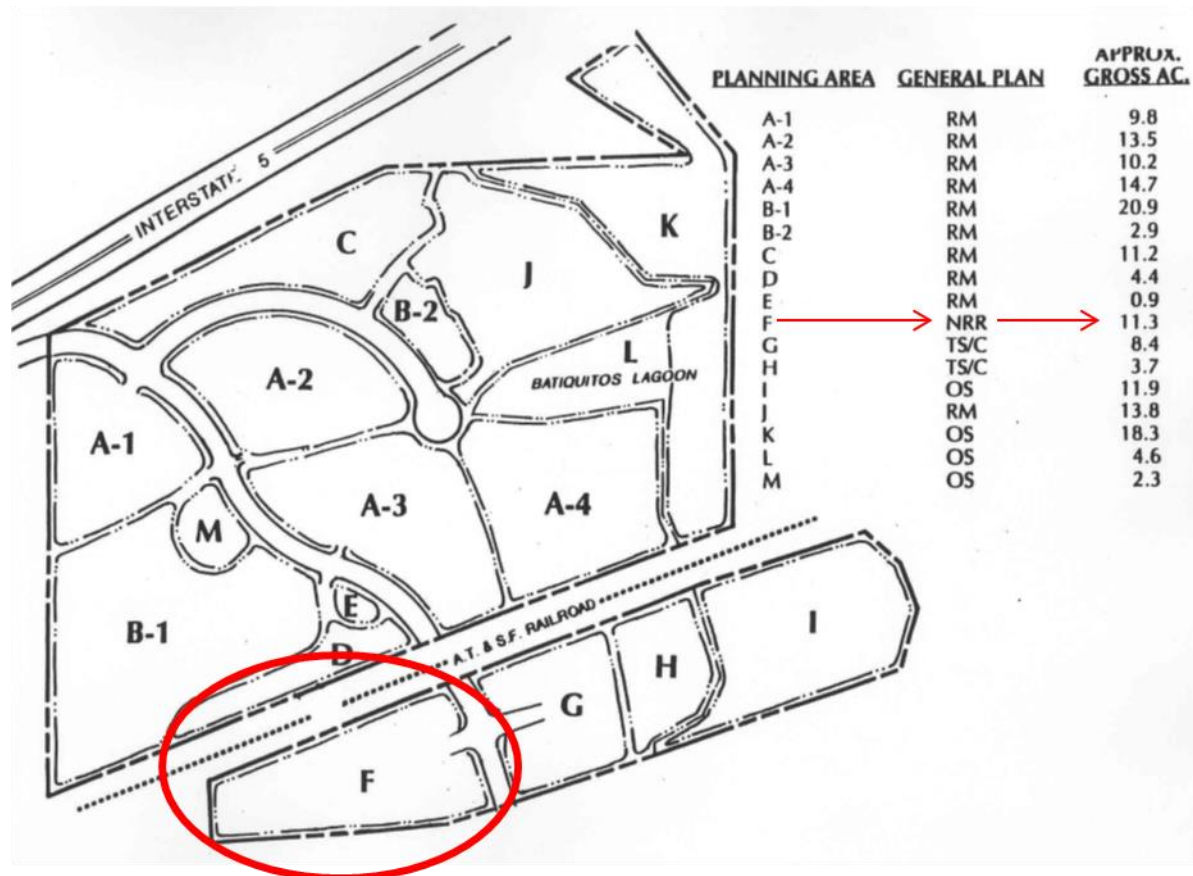
Relevant Basic Goals of the State of California for the Coastal Zone are to:

- Maximize public access to and along the coast and **maximize public recreational opportunities in the coastal zone** consistent with sound resources conservation principles and constitutionally protected rights of private property owners.
- **Assure priority for coastal-dependent and coastal-related development over other development on the coast.**
- **The Legislature further finds and declares that the public has a right to fully participate in decisions affecting coastal planning, conservation, and development; that achievement of sound coastal conservation and development is dependent upon public understanding and support; and that the continuing planning and implementation of programs for coastal conservation and development should include the widest opportunity for public participation.**

The CCA priority land uses to achieve the above basic California Coastal Act goals are:

- maximize public recreational opportunities in the coastal zone
- Lower cost visitor and recreational facilities shall be protected, encouraged, and, where feasible, provided. Developments providing public recreational opportunities are preferred.
- The use of private lands suitable for visitor-serving commercial recreational facilities designed to enhance public opportunities for coastal recreation shall have priority over private residential, general industrial, or general commercial development, but not over agriculture or coastal-dependent industry.
- Upland areas necessary to support coastal recreational uses shall be reserved for such uses, where feasible.
- Public facilities [such as Public Parks] shall be distributed throughout an area so as to mitigate against the impacts, social and otherwise, of overcrowding or overuse by the public of any single area.
- Assure priority for coastal -dependent and coastal-related development [i.e. lower cost visitor accommodations or recreational facilities (i.e. public park) as noted in the Planning Area F LCP requirements]

The Poinsettia Shores Master Plan and Local Coastal Program (PSMP/LCP) adopted in 1996 is the City's and CA Coastal Commission Existing Adopted Coastal 'general plan land use and zoning' and regulations for Planning Area F in the San Pacifico Community at Ponto. See the following land use zoning map from the current PSMP/LCP:



The current City and CA Coastal Commission adopted land use zoning and regulations for this Planning Area F is found on page 101 Carlsbad’s Existing Local Coastal Program at <http://www.carlsbadca.gov/civicax/filebank/blobdload.aspx?BlobID=24088> and reads as follows (bold face added for emphasis):

“10. PLANNING AREA F: Planning Area F is located at the far northwest corner of the Master Plan area west of the AT&SF Railway right-of-way. This Planning Area has a gross area of 11 acres and a net developable area of 10.7 acres. **Planning Area F carries a Non-Residential Reserve (NRR) General Plan designation. Planning Area F is an “unplanned” area, for which land uses will be determined at a later date when more specific planning is carried out for areas west of the railroad right-of-way. A future Major Master Plan Amendment will be required prior to further development approvals for Planning Area F, and shall include an LCP Amendment with associated environmental review, if determined necessary.** The intent of the NRR designation is not to limit the range of potential future uses entirely to non-residential, however, since the City’s current general plan does not contain an “unplanned” designation, NRR was determined to be appropriate at this time. In the future, if the Local Coastal Program Amendment has not been processed, and the City develops an “unplanned” General Plan designation, then this site would likely be redesignated as “unplanned.” Future uses could include, but are not limited to: commercial, residential, office, and other uses, subject to future review and approval. **As part of any future planning effort, the City and**

Developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park) on the west side of the railroad.”

Planning Area F was originally agriculture, then in 1985 Planning Area F’s planned land use was changed to Travel Service Commercial uses. Then in 1996 was changed to the current Non-Residential Reserve (a blank holding zone) land use as noted above. Since Non-Residential Reserve had no planned land use associated with it a specific requirement of the PSMP/LCP for Subarea F was that: **“As part of any future planning effort, the city and developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e., public park) on the west side of the railroad.”** [see Planning Area F regulations on page 101 of current Carlsbad Local Coastal Program]

The City around 2005 adopted a Ponto Beachfront Village Vision Plan (PBVVP) that adopted with primarily speculative developer input a City vision for Planning Area F with a Mixed-use Commercial area west of Ponto Drive and a 2-story Townhouse Neighborhood east of Ponto Drive. **The City in this 2005 PBVVP ‘planning effort’ did not fully disclose to citizens the existence of the adopted Planning Area F LCP land use zoning requirements, nor did the City comply with the LCP for Planning Area F to “consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park)”**. The City submitted the PBVVP to the CCC as a Local Coastal Program Amendment for Planning Area F; and in 2010 the CCC rejected the City’s proposed LCP Amendment, Stating: “... there has been no evidence presented that would support the elimination of these areas [i.e. Planning Area F] for some lower cost overnight accommodations or public recreational amenities in the future.” [see pages 6-11 of CCC action item F21a denying Carlsbad proposed LCP Amendment 3-07B/RF dated July 22, 2010]

The City then 5-years later updated its General Plan in 2015 after a 7-year planning process using the same PBVVP as the basis for Coastal land use changes at Ponto and Planning Area F. The updated General Plan changed the City’s proposed general planned land uses for Planning Area F from Non-Residential Reserve to General Commercial (GC) west of Ponto Drive and R-23 (Residential 15-23 dwellings an acre) east of Ponto Drive. Again, the City in this 2015 ‘planning effort’ did not as required by the Planning Area F LCP requirement publically disclose and then consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park).

The lack of public disclosure/discussion, and compliance with the Planning Area F LCP requirements in both the City’s 2010 PBVVP and 2015 General Plan Update processes was confirmed in 2017 with the following 3 official Carlsbad Public Records Requests (sometimes referred to a freedom of information act):

- # 2017-260
- #2017-261 and
- #2017-262

We request that the above 3 official Carlsbad Public Records Requests, including City replies to follow-up questions, be fully included as Pubic Comments in the 2019 LCPA.

Why didn’t the City publically disclose and follow the existing (since 1996) LCP requirements for Ponto/Planning Area F during the 2010 PBVVP and 2015 General Plan Update? The PBVVP and General Plan Update processes were/are both fundamentally flawed due to this non-disclosure and non-compliance and did not allow full and just consideration of Coastal Priority land uses for Planning Area F.

As noted the Public Records Requests confirmed that the City did not specifically disclose and reach out to Carlsbad Citizens and the San Pacifico Community Association specifically regarding the requirements to propose changes to Planning Area F. Planning Area F is one of the planning areas of the San Pacifico Community Association.

The City's failure twice, both during the City's 2010 PBVVP and 2015 General Plan Update 'planning efforts' to fully disclose and implement the Planning Area F LCP requirements was and still is in conflict with CA Coastal Act goal indicating the **"public has a right to fully participate in decisions affecting coastal planning, conservation, and development; that achievement of sound coastal conservation and development is dependent upon public understanding and support; and that the continuing planning and implementation of programs for coastal conservation and development should include the widest opportunity for public participation"**

As noted it took until 2017 for the People for Ponto citizen group to first find the Planning Area F LCP requirements at Ponto and confirm the City's failure to publically disclose and implement the existence of the Planning Area F LCP requirements at Ponto by getting documented confirmation through Official Carlsbad Public Records Requests and inquiries with CCC Staff. In 2017 Coastal Commission Staff indicated that: "The City is currently undertaking a comprehensive update to their LCP funded in part through a CCC grant. As a part of this process the City will be consolidating all previous LCP segments into a single, unified LCP. The City has received direction from both the Commission (May 2016 CCC hearing) and Commission staff, that as a part of this update the City shall undertake an inventory of visitor serving uses currently provided within the City's Coastal Zone which will then serve to inform updates to the City's land use and zoning maps as necessary. This inventory could have future implications for the appropriate land use and zoning associated with the Ponto area."

On 8/31/17 (see Item #1 of 'Concerns and requests emailed to the Carlsbad City Council, Planning and Parks Commissions; and California Coastal Commission as of 8-2-18' that was previously provided as public comment on the LCPA) People for Ponto emailed the Carlsbad City Council to ask that a Ponto Coastal Park be provided and that San Pacifico Community Association be invited and engaged in the planning discussions. The email cited numerous Carlsbad General Plan Community Vision statements and data on City Park Standard deficits at Ponto and Coastal South Carlsbad that clearly supported creation of a Ponto Coastal Park. The email was a request of the Carlsbad City Council to basically restart the Ponto Planning Effort on Planning Area F with an open and honest community-based planning effort before this last area of vacant Coastal land is committed to any development.

The email was resent to the City Council on 3/6/18 due to no City response to the initial 8/17/17 email. Although the City Staff has responded by rejecting Citizens' requests to reset and restart the Ponto Area Planning Effort to address the Public Park needs at Ponto; we did finally on 10/31/19 receive an email confirmation from City Staff that "Regarding concerns about recreation uses in the Ponto area, the staff reports will include an analysis of the need for lower-cost recreation and visitor accommodations in the Ponto area." The actual LCP requirement notes "(i.e. Public Park)" not just 'lower-cost recreation'. The 10/31/19 email is the first City acknowledgement since the initial 2017 People for Ponto email, that the City will follow the existing LCP requirements for Planning Area F. Unfortunately it likely is not the best way to address the of the existing LCP requirements at Ponto, and most importantly the Goals and Policies of the CA Coastal Act.

As further public comments we would like to suggest maintaining Planning Area F's "Non-residential Reserve" Coastal land use (LUP) and Coastal zoning designation along with considering the entire

Ponto area as a Deferred Area of LCP Certification to allow the City to reset the Coastal planning at Ponto and start anew with a comprehensive and open Community-based Planning Process that fully addresses CA Coastal Act Goals and Policies and openly involves San Pacifico Community Association, the Citizens of South Carlsbad, and Citizens regionally. This is vitally important given Ponto is the last major vacant land in the center of a regional 6-mile coastal Park gap, and the only vacant Upland Area to a major regional Low-cost Visitor Accommodation (South Carlsbad State Campground) that is subject to destruction from sea bluff erosion due to sea level rise and increase weather events from climate change.

References:

1. California Coastal Act: see https://leginfo.legislature.ca.gov/faces/codes_displayexpandedbranch.xhtml?tocCode=PRC&divi=20.&title=&part=&chapter=&article=

From: [Lance Schulte](#)
To: [Don Neu](#); [Jennifer Jesser](#)
Cc: [Council Internet Email](#); [People for Ponto](#); [Cort Hitchens](#); [Erin Prahler](#); [Gabriel Buhr](#)
Subject: Carlsbad LCPA Public Comment & Information to be provided the Planning Commission for the 10-20-19 meeting on the LCPA
Date: Tuesday, November 19, 2019 2:33:27 PM
Attachments: [Coastal South Carlsbad-Ponto Park gap-deficit map - LCP issues - requested LCPA process.pdf](#)

Don & Jennifer:

Please include this email and the attached as Public Comment on the Draft LCPA LUP, and also can you please provide to the Planning Commission for their 11-20-19 meeting regarding the Draft LCPA LUP. Confirmation on both requests is appreciated.

An Oct 31, 2019 I email I requested but never received (other than acknowledgement of receipt) an answer to the following request:

“Regarding the LCPA public review process, I also wanted to see if citizens could be provided:

- 1. an editable version of the LCPA can be provided to facilitate cut/paste of text/images into public comments, and*
- 2. if an editable side-by-side existing LCP text and proposed LCPA text file is available? This would allow citizens a clear understanding of the proposed changes to the existing LCP text and allow citizens to effectively compare and provide comments? These simple to provide tools would be very helpful to citizens wishing to understand and comment on the proposed Amendments to the current LCP.”*

Is it possible to provide Citizens and City Commissioners and the City Council of Staff’s Redline (editable side-by-side version of the Existing LCP with corresponding changes in the Proposed LCPA)? A Redline allows Citizens to directly compare the Existing LCP with the replacement LCPA. Producing a Redline is part of the staff work needed to create a Draft Amendment so should not be difficult to provide, and is typically provided as part of the Public Review process, so all Proposed LCP changes can be clearly compared and evaluated.

Thanks,
Lance

This is part of the data People for Ponto has provided since 2017 to the Carlsbad City Council, Planning & Parks Commissions; and CA Coastal Commission regarding the Coastal 11-acre Planning Area F site at Ponto and LFMP Zone 9.

For the 11-acre Planning Area F site at Ponto, Carlsbad's Existing (since 1994) Local Coastal Program (p. 101) LUP currently states for Planning Area F: carries a Non-Residential Reserve (NRR) General Plan designation. Carlsbad's Local Coastal Program states: "**Planning Area F carries a Non-Residential Reserve (NRR) General Plan designation. Planning Area F is an "unplanned" area ...**" and requires that: "**... As part of any future planning effort, the City and Developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park) on the west side of the railroad.**" CA Coastal Commission actions and Carlsbad Public Records Requests 2017-260, 261, and 262 confirm the City and Developer never did this! The City did not disclose to Citizens the existence of this Existing LCP LUP policy nor follow the LCP LUP policy during BOTH the Ponto Beachfront Village Vision Plan and General Plan Update planning processes. Those processes are fundamentally flawed. They are built on missing information and missing Citizen input.

The image below was requested by former Carlsbad Councilman Michael Schumacher at the Oct 23, 2018 City Council meeting. It shows how the South Coastal Carlsbad (Ponto) is not served by a Park per the City's adopted Parks Master Plan. It shows the nearest Poinsettia Park's official Park Service Area relative to the Ponto/South Coastal Carlsbad Park gap and deficit. The blue dots are park locations and blue circle(s) show the City's Adopted Park Service Areas. This data, from pages 87-88 of the City of Carlsbad Parks Master Plan. The City data below shows all City Parks (both Community Parks and Special Use Areas in Coastal Carlsbad (except Aviara Park east of Poinsettia Park and west of Alga Norte Park).

No Coastal Park in South Carlsbad

- Appx. 6 miles of Coast without a Coastal Park is a City & Regional need
- South Carlsbad has 64,000 residents & thousands of hotel visitors without a Coastal park
- Closest park to Ponto is Poinsettia Park, approx. 2.5 miles across I-5
- Proposed Veterans Park is approx. 6 miles away



The above information (along with a lot of other relevant data) was never disclosed to Citizens nor discussed or considered relative to City planning efforts at Ponto. The LCPA Public Review should be extended to allow time for City Staff to provide Redline version of the Existing LCP and the corresponding Draft LCPA LUP changes, full public review of this Redline Draft, and open and honest Community-based planning Workshops for specific areas of vacant Coastal Land - including a Ponto specific LCPA Community Workshop(s) to resolve issues. www.peopleforponto.com

From: [Lance Schulte](#)
To: [Jennifer Jesser](#)
Cc: [Council Internet Email](#); [Don Neu](#); [Erin Prahler](#); [Gabriel Buhr](#); [Cort Hitchens](#); [People for Ponto](#); [Fred Sandquist](#); [Laura Walsh](#); [David Hill](#)
Subject: FW: Open Space Requirement & Coastal South Carlsbad Park issues
Date: Thursday, December 12, 2019 12:36:33 PM
Attachments: [Ltr to Debbie Fountain re parks 4.28.18.pdf](#)
[Carlsbad Parks & Rec Master Plan pp 87-88 with correction-notes.pdf](#)
[Ponto Coastal Park - Concept -11X17.pdf](#)
[Ponto Coastal Park - Concept - color NW perspective view -11x17.pdf](#)
[South Carlsbad Ponto Beach Park Letter of Request of 2017 Aug 31.pdf](#)
Importance: High

Jenifer:

We are not sure if the following email and attachments were already included as Public Comments on the DLCPA? Can you confirm their inclusion as DLCPA Public Comments?

Thanks,
Lance

From: Lance Schulte [<mailto:meyers-schulte@sbcglobal.net>]
Sent: Wednesday, May 2, 2018 2:20 PM
To: 'Debbie Fountain'; matt.hall@carlsbadca.gov; Council Internet Email (CityCouncil@carlsbadca.gov); manager@carlsbadca.gov; 'Don Neu'; 'Chris Hazeltine'; 'Jason Goff'
Cc: 'Mike Sebahar'; 'Gail Norman'; 'John Gama'; 'Harry Peacock'; 'Farhad Sharifi'; 'Jim Burke'; 'Patti Travis'; 'Dennis & Val Cowan'; 'jodi marie jones'; 'Lee Leibenson'; 'Jim Nardi'; 'Jean Camp'; Erin Prahler (Erin.Prahler@coastal.ca.gov); Gabriel Buhr (gbuhr@coastal.ca.gov)
Subject: RE: Open Space Requirement & Coastal South Carlsbad Park issues
Importance: High

Debbie:

I hope all is well with you.

Jean asked that I forward the attached letter and exhibits to you for inclusion in the public discussion and actions related to South Coastal Carlsbad Park and Open Space issues, the Citywide LCP Amendment and Growth Management Program Amendments: and Shopoff's proposed amendments to the Poinsettia Shores Master Plan and Local Coastal Program, and Local Facilities Management Plan for Zone 9.

For reference I included the August 31, 2017 email, which directly relates to the issues in this email. The email 9-months ago raised important policy issues and asked the City to start a Community Based Planning Process to address the critical Citywide and Regional Park and Open Space shortages in Coastal South Carlsbad. We hope the City will provide our community and all of Carlsbad with that opportunity to openly discuss the Park and open space issues and opportunities relative to the last meaningful vacant coastal land in San Diego County.

Thank you,
Lance

From: Debbie Fountain [<mailto:Debbie.Fountain@carlsbadca.gov>]

Sent: Thursday, April 19, 2018 5:32 PM

To: Lance Schulte; Jean Camp

Cc: 'Mike Sebahar'; 'Gail Norman'; 'John Gama'; 'Harry Peacock'; 'Farhad Sharifi'; 'Jim Burke'; 'Patti Travis'; 'Dennis & Val Cowan'; 'jodi marie jones'; 'Lee Leibenson'; 'Jim Nardi'; Don Neu; Jason Goff; Chris Hazeltine

Subject: Open Space Requirement

Hi Jean and others. Thank you for attending the City Council meeting on Tuesday, April 17th and sharing your very professional presentation on the desire and need for a public park on the Ponto property. It was nicely done. I know we, as city staff, do not agree with the San Pacifico resident committee on this matter, but I want you to know that we do respect your opinions and appreciate the substantial research on the matter. We also understand the desire for a project different than that which has been proposed by Shopoff.

At the City Council meeting on April 17th, Chris Hazeltine, our Parks and Recreation Director, addressed the park deficiency for the southwest quadrant per the growth management plan and shared that Veteran's Park has been planned to resolve that deficiency. I understand that is not the answer you believe is appropriate or accurate because you believe you are entitled to a park closer to your homes and one that serves as more of neighborhood park rather than a community park. We will need to accept that we have a difference of professional opinion on this matter. Staff will, however, continue to work with the developer to best address the requirements of all of the various regulatory documents and development policies that apply to development of the subject property. City staff accepts and acknowledges that we do need to complete an analysis and consider the results on how the proposed development provides for lower cost visitor accommodations or recreational facilities. We are committing to completing that analysis as well before the project review is complete.

Please know that staff is working hard to complete a thorough review of the proposed development and is preparing to respond to all of the questions to date on how the proposed development does (or does not) meet the city standards, requirements, regulatory policies and other related matters. We have not completed all of the required analysis and review to date. Therefore, it is not currently possible for us to answer all of your questions, but we are taking all of the input we have received to date from residents into consideration as we continue our review. Even if we do not respond to each correspondence individually, the information is being received, considered and made part of the record for the development.

Finally, I just wanted to share the following information on the open space concern discussed at the City Council meeting on April 17th. The performance standard set forth within the Growth Management Plan indicates that fifteen percent of the total land area in the Local Facility Management Zone (LFMZ) exclusive of environmentally constrained non-developable land must be set aside for permanent open space and must be available concurrent with development. To date, the Facility Adequacy Analysis indicates that adequate open space has been provided to meet the performance standard, and that it is provided concurrent with approval of development projects. The location of performance standard open space must be indicated during project-specific analysis. It must be in addition to any constrained areas, such

as protected wildlife habitat or slopes greater than 40%.

It is very important to note that at the time the Citywide Facilities and Improvements Plan (CFIP) was adopted (1986), the LFMZ's were divided into: a) those that were already developed and considered in compliance with Growth Management, and b) those that still needed to comply with the open space performance standard. In 1986, LFMZs 1 through 10, and 16 were already developed and considered to be in compliance with the open space performance standard. Subsequent to the adoption of the CFIP, LFMZs 11-15, 17-21, and 23-25 have provided adequate open space to meet the performance standard concurrent with development. LFMZ 22 is still developing and, as future development occurs, open space will be required to meet the performance standard. Except for Zone 22, all zones have been determined to have met the Growth Management open space performance standard. We accept that you have a different opinion about compliance with this requirement on a development project by project basis.

As a final note, the City Council has asked staff to prepare a planning and resourcing strategy for moving forward on an effort that they are referring to as *Growth Management 2.0*. The Council would like to consider what is next for the Growth Management Plan. The issues you have raised help to create the awareness that it is a very good time for this type of discussion.

Thank you again,

Debbie Fountain
Community & Economic Development Director
City of Carlsbad
1635 Faraday Avenue
1200 Carlsbad Village Drive
Carlsbad, Ca. 92008
Debbie.fountain@carlsbadca.gov
(760) 434-2935 – office
(760) 720-2037 – fax
www.carlsbadca.gov

May 2, 2018

Ms Debbie Fountain
Community & Economic Development Director
City of Carlsbad
1635 Faraday Ave
1200 Carlsbad Village Drive
Carlsbad, CA 92008

RE: Parks Deficit in SW Quadrant and Problems with Veteran's Park

Our partial response to your Emailed Letter to Me Regarding Open Space, Parks and the Shopoff Project dated 4/19/2018

Dear Ms Fountain,

Thank you for your email to me regarding my April 17th presentation to City Council and the issues I've raised on behalf of the Ponto Beachfront Development Review Committee regarding open space, park space and the Shopoff development project. My response to your letter regarding the 6.6 Acre Parks Deficit in the SW Quadrant follows. We request that this letter be included in the public record for the City Park discussions, Citywide Local Coastal Program and Growth Management Program Amendments, Shopoff's proposed Local Coastal Program Amendment relative to Planning Area F on the Poinsettia Shores Master Plan/LCP and LFMP Zone 9 Amendment.

Re SW Park Deficit

First I have some questions:

- 1) How much money has the City of Carlsbad received from Southwest Carlsbad people, business owners, developers, and whomever else in taxes, facilities, Park-in-lieu fees, etc for parks and park maintenance? Where has that money gone?
- 2) How much of the annual Parks Department budget (total and percentage) for the past 5 years has been spent in each quadrant of Carlsbad on parks and on park maintenance?
- 3) How much money is available and how much is budgeted to design and develop Veteran's Park?
- 4) As Philip Armstrong mentioned during Public Comments on the Council Goals Workshop on April 17, 2018, The Trust for Public Land, in partnership with the National Recreation and Park Association and the Urban Land Institute, is leading a nationwide movement to ensure that there are great parks within a 10 minute walk of every person, in every neighborhood, in every city across America.

Parks are essential to the physical, social, environmental, and economic health of a community and in cities across America, mayors are coming together to endorse the 10 minute walk to a Park Standard for all.

Will our City, Mayor and Council accept and embrace this challenge???

- 5) How will the parks deficit within a 10 minute walk of Southwest Coastal Carlsbad be met within the next 5 years? Why is southwest coastal Carlsbad being denied a nearby park? (A lineal park is decades away from becoming a reality.)

My presentation and your maps clearly indicate that there is no Coastal park in Southern Carlsbad, while there are 10 Coastal Parks in Northern Carlsbad. There is a 6 mile gap between coastal parks – from Power Plant Park in the north to Moonlight Park in Encinitas. There is an obvious gap in recreational facilities (i.e. Park) services to over 64,000 southern Carlsbad residents. Southwest Carlsbad lacks recreational facilities, like a Park, which you should confirm during your required analysis for the Local Coastal Plan update.

The City's proposed solution of meeting the Park deficits for all quadrants by allocating acreage in Veteran's Park is ridiculous and unacceptable to the majority of all Carlsbad residents for a number of reasons. Two obvious reasons are the location and topography – the area is over 5 miles away from our neighborhood in southwest Carlsbad and as a Community Park, it is not accessible, useful or meaningful for most residents. Anyone who is elderly or handicapped cannot use most of the hilly Park and none of us will drive there 3 times a day to walk our dogs or take our kids there to play.

Just because Veteran's Park has been "planned" as your solution, it is not a good decision and does not make sense. This looks to be another project like The Crossings at Carlsbad, the golf course which I understand was one of the most expensive golf courses to develop in the country – Are you now trying to repeat that experience/mistake by making Veteran's Park one of the most expensive parks to develop in the country?

Here are some things the City should consider when proposing Veteran's Park as a solution:

Issues with Veteran's Park

1. Cost factors

The Proposed Veteran's Park site is very hilly and will require significant grading and grading costs to make any reasonably sized flat pads for recreational use. The up-front grading costs and long term manufactured slope landscape maintenance costs should be factored into the "total costs" of using the Proposed Veteran's Park site as a Park. The total overall cost factors will be similar to the very high development costs the City paid by forcing that Crossings golf course on the same adjacent hilly topography with endangered species habitat. Like the Crossing's golf course, the most expensive public golf course per hole to develop in the USA, the City may find they are creating a very expensive Park, and that like the adjacent Crossings golf Course is difficult to use and suboptimal in design.

The grading and slope maintenance costs per acre of flat useable park acre should be defined up-front in a preliminary feasibility and cost estimate analysis to determine the costs per useable Park acre, and define the amount of flat useable acreage the site could yield. This critical information is needed up-front to make sure it is a smart decision to proceed to look at the site for a Park. We should have learned from the next-door Crossings golf course experience, and not recreate the high cost and suboptimal functioning of putting a flat recreational use on hilly topography adjacent to endangered habitat.

2. Recreational Use Limitations

The topography limitations of the Proposed Veteran's Park site will effectively limit what types of potential or feasible recreation uses and park facilities/amenities can be considered for the proposed site. Based on the grading cost and following parking cost issues, the hilly site's limitation of potential or feasible recreation uses and park facilities/amenities should be addressed in the preliminary feasibility and cost estimate analysis. Are we spending a lot of money to develop a park that can't be used to provide the needed recreation uses and park facilities/amenities?

3. Isolated Location

The Proposed Veteran's Park site is largely isolated from residential land uses that it is intended to serve. The Crossings golf course is to the south, endangered habitat is to the north, the Agua Hedionda Lagoon and open space is the west, and the industrial area [which already has a park to serve its needs] is the east. This isolation is particularly problematic for the majority $\frac{3}{4}$ of the City population many miles away in the SW, SE and NE Quadrants that the park is proposed to serve.

The circuitous roadway access makes the distances between the Proposed Veteran's Park site and all Carlsbad residents even farther and increases VMT as that is the only way to access this proposed park. Because driving a circuitous distance is the only rational means to get to Proposed Veteran's Park the Proposed Park will require an extensive amount of parking spaces to provide access. This VMT impacts/costs should be addressed in the preliminary feasibility and cost estimate analysis.

The amount of parking spaces needed to serve the intended users [SW, SE, NE and NW Quadrant populations], and how the parking lot grading costs, maintenance costs, and reduction in useable Park acreage due to parking needs should be factored into the in the preliminary feasibility and cost estimate analysis.

4. Duplication of Services

The Proposed Veteran's Park site is in an area already surrounded and well served by City Parks. The existing/planned park land exiting industrial Park less that 1-mile away, future Robinson Ranch Park 1-mile away, and the future Agua Hedionda Lagoon open space and likely partial park use is .5-1-mile away. The area surrounding Proposed Veteran's Park is rich in Park land resources [and poor in demand for park resources due to minimal surrounding residential use] and as such is not an effective, efficient means to meet Park needs in underserved areas.

This overlap of park resources in the Proposed Veteran's Park area that creates and results in gaps in park resources in underserved areas in the SW, SE, NE and NW Quadrant neighborhoods should be fully factored into the in the preliminary feasibility and cost estimate analysis. Parks to be functional must be well distributed and most accessible [best by walking/biking to reduce VMT, and reduce parking lot needs that reduce useable park acreage] to resident populations. The Proposed Veteran's Park over concentration of park resources that will exacerbate City Neighborhood park gaps should be fully factored into the in the preliminary feasibility and cost estimate analysis in that is a prime consideration in creating an equitable, efficient, accessible and functional park network.

5. **Better Use/Residential Use of Veteran's Park**

The Proposed Veteran's Park site however is a very good site for higher density residential use as smaller residential building footprints and stepped foundations can better fit into a hilly topography, there is adjacent high density residential use so land use compatibility is maintained, the site is within short walking/biking distances to major employment [industrial area], schools and parks [including a portion of Proposed Veteran's Park's the most Park feasible areas], and high quality visual open space resources [open space, golf course and lagoon views].

The site provides a special, unique and highly efficient opportunity to provide high density residential and provide a 'land swap' site to get parks in neighborhoods that are not served by parks. The current isolated nature and size of the site provides an opportunity to master plan land use and neighborhood compatibility. The use of Proposed Veteran's Park as a penitential master planned high density housing neighborhood that can be used as a "Land Swap Site" to trade with land owners and developers in neighborhoods without parks should be fully factored into the in the preliminary feasibility and cost estimate analysis, and should be discussed as a potentially very valuable affordable housing strategy and resource to address affordable housing needs in a location close to employment and public services [parks/schools].

Why a Park at Ponto in Southwest Carlsbad makes sense.

1. The letter and spirit of the City's Growth Management Plan require the supply of 6.6 acres of City Park to be built in the same Coastal South Carlsbad Quadrant where the City Park demand was created; not 5+ miles away.
2. There are currently 947 homes with a population of 2,233 west of I-5 and South of Poinsettia that created the demand for 6.6 acres of City Park. The developers and population of this area generated taxes, facilities and park-in-lieu-fees paid to the City to buy and build 6.6 acres of City Park per the City's Minimum Park Standard in the Growth Management Program. However there is no City Park in this area. The nearest park is not very accessible - 2.3 miles away and across I-5.
3. Not providing a Coastal South Carlsbad City Park is unfair to all Carlsbad Citizens. See the attached notated pages 87-88 from Carlsbad's Park Master Plan.

4. The lack of a Coastal South Carlsbad City Park is a large part of a larger 6-mile Regional Coastal Park Gap – between Moonlight Park in Encinitas and the Power Plant Park at PCH/Cannon in Coastal North Carlsbad. 26,000 inland Carlsbad homes and 64,000 residents are without a Coastal South Carlsbad Park.
5. Having no Coastal South Carlsbad City Park is unfair to the thousands of Carlsbad visitors – who often come to Carlsbad for Coastal recreation. The lack of a Coastal South Carlsbad City Park is a disservice to South Carlsbad’s resorts, hotels and campground – their (and our) guests have needs for Coastal Recreation in South Carlsbad. No Coastal South Carlsbad Park is bad for our resorts/hotels.
6. City use of development impact fees – the park-in-lieu-fees – outside the Coastal South Carlsbad impact area they were intended to serve is not right.
7. A City park should be within a reasonable walk/bike ride away from where the demand was created. Not locating Coastal South Carlsbad’s City Park in Coastal South Carlsbad is inconsistent with the City’s core and fundamental Community Vision, inconsistent with many of the City’s General Plan Policies, inconsistent with City Council Goals to reduce driving and make our City more walk/bike able, and inconsistent with the sound park planning principle to provide parks within walking distance of park demand.
8. The Ponto area is short 30 acres of unconstrained Open Space per the required Growth Management Program Standard. The developers and City failed to provide this required Open Space. A Ponto Coastal Park would also count as Open Space and thus efficiently apply to both the Park and Open Space deficits in Coastal South Carlsbad and Ponto.

Solution to Correct Coastal Southwest Carlsbad City Park Deficit

The Ponto area, specifically Planning Area F, is the only logical location that has vacant land in the size, dimensions, and location synergy to become Carlsbad’s first Coastal South Carlsbad City Park.

The City’s and State of California Local Coastal Program requires Ponto’s Planning Area F, which is currently Coastal Planned as “Non-residential Reserve”, and areas west of it to be considered and documented for use as a Public Park before any Coastal land use is assigned to it. This Ponto Coastal Park is the most effective and efficient solution to fill a 6+ mile Regional Coastal Park gap, and addresses State Coastal Act policies to provide a more open and accessible coastline with affordable recreation.

A Planning Area F Ponto Coastal Park is about the same size and shape as Carlsbad’s Holiday Park east of I-5 and south of Carlsbad Village Drive. Like Holiday Park, Planning Area F Ponto Coastal Park will provide a special community Coastal gathering place for events and family gatherings.

A Planning Area F Ponto Coastal Park has a synergistic land use relationship with the surrounding Cape Rey resort, proposed Kam Sang Resort, State Campground, Hotels at I-5 and Poinsettia Lane, and a proposed adjacent restaurant and retail center. Enhancing this land use compatibility is Planning Area F’s unique location a short walk to the beach, and connection to the Batiquitos Lagoon Bluff Top Trail System. The unique opportunity to employ Planning Area F’s land use synergy and connections for special coastal events by the City and Aviara Park Hyatt and La Costa Resorts are very rare and worth creating.

An attached concept Ponto Coastal Park plan shows how a 6.3 acre portion of Planning Area F can meet the City's High Priority Park needs with multiple formal and informal play fields, picnic areas, a walking-running path, dog park, and special community space opportunities to for events and functions.

So as a close to this letter, on behalf of the Ponto Beachfront Development Review Committee and the local community, we do NOT support Veteran's Park as an appropriate solution to fill the 6.6 acre Park deficit for southwest Carlsbad.

Council needs to take action now to provide a Coastal South Carlsbad Park at Planning Area F in Ponto.

I look forward to hearing from you.

Sincerely,

Jean S. Camp

On behalf of the Ponto Beachfront Development Review Committee

Cc:

Carlsbad Mayor Matt Hall matt.hall@carlsbadca.gov

Carlsbad City Manager manager@carlsbadca.gov

Carlsbad City Council council@carlsbadca.gov

Carlsbad Planning Commission Don.Neu@carlsbadca.gov

Coastal Commission erin.prahler@coastal.ca.gov

Coastal Commission gabriel.buhr@coastal.ca.gov

Jason Goff, Carlsbad Planner jason.goff@carlsbadca.gov

Carlsbad Parks Commission chris.hazeltine@carlsbadca.gov

Chris Hazeltine chris.hazeltine@carlsbadca.gov

Ponto Beachfront Development
Review Committee lleibenson@waltersmanagement.com

4.13.1 COMMUNITY PARKS



The center of Veteran's Park is incorrectly located on Palomar Airport Road ... seen at the base of the red arrow. The correct location is approximately at the point of the red arrow (on Faraday Road) and the correct corresponding as-the-crow-fly's service area is within the red circle. Veteran's Park is proposed to serve Southwest Carlsbad's park demand, but only a small sliver of Veterans Park as-the-crow-fly's service area is on the edge of Southwest Carlsbad. Due to indirect roadways the driving distance is much further than shown in the red circle.

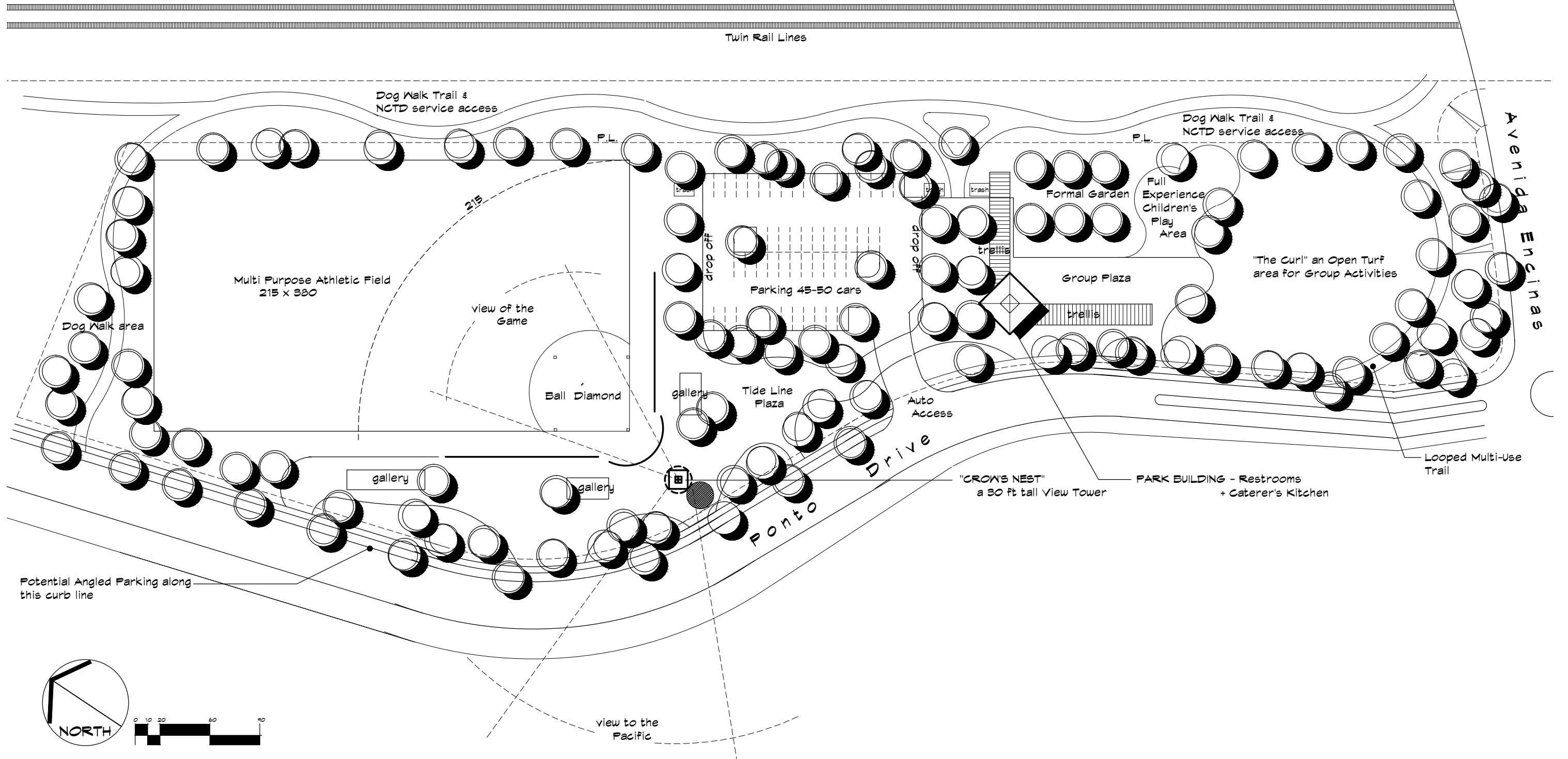
How Ponto Serves Region



- A Ponto Coastal Park fills a critical 6 mile gap of coastline without a Coastal Park - 8.6% of SD County coastline
- A Ponto Coastal Park Serves **over 26,000 homes & 64,000 citizens just in South Carlsbad without a Coastal Park**
- **Serves many more** people outside Carlsbad

Concept Site Plan

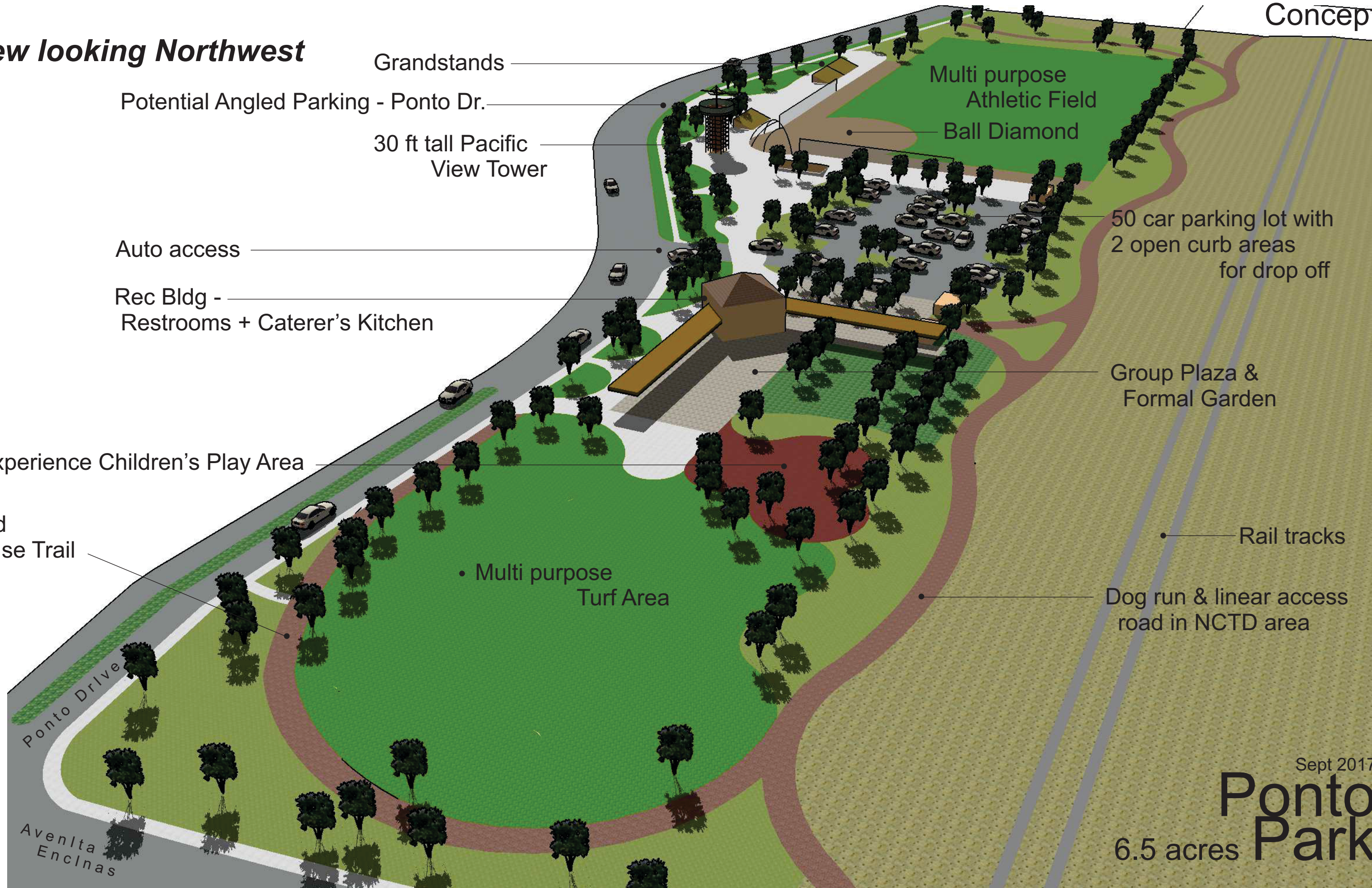
6.5 acres



WILKINSON
design group
CARLSBAD CA
760 434 2152

Sept 2017
Ponto
Neighborhood
Carlsbad ca. **Park**

View looking Northwest



Grandstands

Potential Angled Parking - Ponto Dr.

30 ft tall Pacific View Tower

Auto access

Rec Bldg - Restrooms + Caterer's Kitchen

Multi purpose Athletic Field
Ball Diamond

50 car parking lot with 2 open curb areas for drop off

Group Plaza & Formal Garden

Full Experience Children's Play Area

Looped Multi Use Trail

Multi purpose Turf Area

Rail tracks

Dog run & linear access road in NCTD area

Ponto Drive

Avenida Encinas



Sept 2017
Ponto Park
6.5 acres

Carlsbad Ca.



August 31, 2017

To:

Carlsbad City Council council@carlsbadca.gov

Carlsbad Parks & Recreation Commission at mike.pacheco@carlsbadca.gov

Carlsbad Planning Commission at Don.Neu@carlsbadca.gov

Kevin Crawford, City Manager at manager@carlsbadca.gov

Chris Hazeltine, Parks & Recreation, City of Carlsbad chris.hazeltine@carlsbadca.gov

Don Neu, Planning, City of Carlsbad Don.Neu@carlsbadca.gov

Subject: City Park Standard in Southwest and South Carlsbad

Dear Carlsbad City Council:

The San Pacifico Community Association (SPCA) represents over 450 homes (around 1,000 Citizens) in the Southwest Quadrant/Park District of Carlsbad, and is the primary component and stakeholder of the Poinsettia Shores Planned Community (Poinsettia Shores Master Plan and Local Coastal Program). SPCA supported the residents in creating the Ponto Beachfront Development Review Committee (PBDRC) to:

- Provide information to all San Pacifico residents (and surrounding neighborhoods) on the developments. (See www.PontoLocals.com)
- Obtain and consolidate constructive feedback from the residents. Give this feedback to the residents, developers and City so that we can have productive/timely input into the projects and their designs.
- Act as a strong, unified voice and with the support of our residents in upcoming Planning, Council and Coastal Commission meetings.

Since PBDRC has been formed there has been a growing participation and concurrence from other Carlsbad areas and groups on the consensus PBDRC has consolidated.

PBDRC and the SPCA are pleased that the City has taken action to fix a timeline defect in the Growth Management Program related to meeting a City Park standard. However there is another truly once in a lifetime opportunity to improve how the City Park standard is proposed to be met in Ponto and coastal South Carlsbad that we would like to request of the City Council. This opportunity stems from the fact that Ponto is the only vacant coastal land in South Carlsbad and is currently being evaluated for low-priority housing and other types of development. Should it be developed in this way, there will never be another opportunity to have a meaningful park in coastal Southwest Carlsbad west of Interstate 5. The request is to work with Pontolocals to provide a comprehensive and open process for citizens of the City [primarily Southwest and Southeast Carlsbad Citizens] to discuss and define possible better approaches to implement a coastal park in Southwest that can serve all of South Carlsbad. We recently had a community meeting attended by approximately 200 people and this letter reflects some of the near unanimous (90%+) concerns from that meeting. We believe these concerns are also likely to be reflective of many others living in South Carlsbad, and also in North Carlsbad.

The City Park Standard is “3.0 acres of Community Park or Special Use Area per 1,000 population **within the Park District**”. So for every 1,000 Citizens in a Park District, such as the coastal Southwest Quadrant Park District, there is to be 3 acres of City Park to meet the standard. The rationale for such a location specific standard is that parks should be distributed so as to be reasonably accessible by all citizens. It is also important to have reasonable and safe park access via walking and biking, not just by motor vehicles. The staff report on correcting the timeline defect in the Park Standard stated that correcting the timeline to correct the park quadrant deficits is “... specifically relevant to the southwest and southeast quadrants. As stated in the report a need for more park acreage in those two quadrants was identified four years ago (during FY 2012-13).” A 6.6 acre park deficit within the Southwest quadrant was identified in the Growth Management Monitoring Report for FY 2014-15. However the report indicates that “Based on the Fiscal Year 2015-16 Capital Improvement Program list of projects, Veteran’s Memorial Park (91.5 acres, with 22.9 acres applied to each quadrant) is proposed to be constructed prior to buildout.” Under this proposal the future Veteran’s Park, that is located in the Northwest Park District and located many miles away from the coastal Southwest and Southeast Quadrants and Park Districts, would be used to meet the population and citizen demand for Parks for citizens within the coastal Southwest and Southeast Quadrant’s Park Districts. We know there is an outstanding opportunity for the City to do a great thing for the community and to add tremendous value to the quality of life by augmenting, enhancing, and/or adjusting planned park supply to better serve citizens and the City; and be more consistent with the General Plan and core values of the Growth Management Plan.

The fundamental intent of creating four Park Districts (one for each quadrant) and managing and matching demand and supply of City Parks into smaller geographical areas (quadrant park districts) is to make the supply of City Parks reasonably accessible to their demand and more equitably distributed for citizens. Equitable distribution of City Park facilities is the right thing to do and has many citizen and city benefits:

- Children and elderly can more easily walk and bike to City Parks when they are close by and within a safe walking and bicycling distance with properly designed access pathways;
- Park supply created so far away from park demand creates the need to drive in a car to access the park, thus increasing vehicle miles traveled (VMT). Depending on locations this also limits park access for citizens without cars or unable to drive;
- When city parks are accessible to their demand by walking/bicycling then less city park land is needed to park cars. Citizens get more actual useable park space for each acre of park land;
- When city parks are close to their demand busy families can quickly get to them after their workday which allows more park time for families during busy weekends;
- Nearby city parks create a stronger sense of stewardship for the “neighborhoods” park and city parks in general. Citizens watch out and care for their nearby park;
- Nearby city parks that are equitably distributed and based on surrounding neighborhood demand serve to strengthen neighborhood quality and property values by providing park amenities close by. It is both a good neighborhood and economic development strategy to assure park demand and supply are locationally matched; and
- Fundamentally it is the right thing to do to place park demand and supply in close proximity to each other and promote and equitable distribution public facility demand and supply.

In coastal Southwest Carlsbad and South Carlsbad we have some glaring gaps in demand and supply of city parks. For instance:

The Carlsbad General Plan Open Space, Conservation and Recreation Element, Figure 4-3 Parks: Shows no existing or planned coastal parks or special use areas west of Interstate 5 for all of South Carlsbad. In North Carlsbad there are 10, parks and special use areas west of Interstate 5 and on or close to the beach (9 of these are existing parks and 1 is a future park). This seems a clear and inherently unfair distribution of coastal park facilities. This unfair distribution severely reduces critical access to coastal park open space near the beach for South Carlsbad Citizens (half the City and over 26,000 homes, and over 64,000 citizens).

This unserved demand for city park space in coastal South Carlsbad is evidenced by the dangerous use of the Carlsbad Boulevard [old highway 101] road shoulder and bike lanes and campground road for recreational purposes, parking demand and the frequent unauthorized recreational use of Ponto vacant land. People are using whatever land they can for needed recreational use. South Carlsbad Citizens in Aviara, La Costa, Rancho Carrillo, Bressi Ranch, La Costa Valley and all the other South Carlsbad inland neighborhoods have no coastal South Carlsbad City Beach Park areas to access the coast. Their only option is to drive significant distances (with increase VMT and greenhouse gas emissions) crosstown to access city beach parks in the North, or travel to Encinitas. This forces increased VMT and greenhouse gas emissions which is counter to both State and General Plan goals. Citizens in South Carlsbad only have a State Beach pay parking lot and a retreating primarily steep cobble beach as their "local" beach. The non-beach portion of the South Carlsbad State Beach campground is a road and lodging facility for primarily out-of-town visitors that are near this beach. It is not a city park. The Campground is not designed to serve the park needs of Carlsbad citizens, but is a great place primarily for visitors to affordably pay to spend nights camping near the beach. The lack of any park facilities at the campground is evidenced by the frequent use of the campground driveway (a significant area of the campground) by children and adults as a play area.

There is an added benefit in that adding a coastal South Carlsbad Ponto Beach Park would help alleviate growing overcrowding, and increased traffic and parking congestion at North Carlsbad's coastal parks.

Citizens west of Interstate 5 in South Carlsbad have very limited access to a city park. Depending on the neighborhood one lives in, access our nearest park [Poinsettia Park] is between a 2 to 4 mile trip. Residents must cross Interstate 5 using one of only two crossings in the space of over 3 miles. These crossings are on major multi-lane, higher speed roadways (Poinsettia Lane or Palomar Airport Road). The route is not the most safe or direct, and it forces one to drive in a vehicle to access a park which increases VMT. Park access for children, the elderly, and those walking dogs west of Interstate 5 in South Carlsbad is severely restricted or effectively eliminated.

Coastal Southwest and all of South Carlsbad have not met their quadrant's Park area standard since 2012 (per the City's Growth Management Program). A specific comprehensive and open discussion with the Southwest and all if South Carlsbad citizens on how that deficient should be resolved should occur. The current City solution to meet local park needs of coastal Southwest and South Carlsbad with a paper allocation of park acreage in the Northwest part of the City that is many miles away does not seem right. It seems inconsistent with the core values and Vision of our City.

From Carlsbad General Plan Community Vision:

"...the Carlsbad Community Vision, which is the foundation for this plan." This is the foundation for the General Plan.

“...In the future, ... social connections will be enhanced through ... more public gathering places, family-friendly activities, and open spaces within walking distance of people’s homes ...”

“The community is proud of the exceptional amount of open space in the city, and envisions a future of continued City commitment to open space protection and strategic acquisitions to further the city’s open space system.”

“Parks, Fields, and Facilities for All Ages: The network of parks and recreation facilities will be improved to meet the community’s active lifestyle needs. Such improvements may include the strategic addition of more parks, ... New facilities will be located to maximize use and access by all neighborhoods, tailored to the needs of local populations, and designed with all ages in mind.”

“Beach Uses and Improvements: The beach is an important outdoor recreational resource, and protecting and enhancing access to the beach and the quality of the beach experience is a top community priority.”

“... Access to the beach and the quality of the beach experience will be improved through new compatible and supportive uses on or in close proximity to the beach, which may include ... a park ...”

“Tailored Tourism Strategy: Tourism is an important component of the city’s economy today, and it remains an attractive economic sector for the future since it emphasizes the very resources that make the city attractive to existing residents—the ocean and beach ...”

“Easy and convenient pedestrian connections will be available from every neighborhood to help children get safely to schools and parks.”

From General Plan Land Use Element:

“Beach Access and Activity: ...the community expressed an overwhelming preference for an active waterfront development strategy, which provides opportunities for activities and uses to be more integrated with the ocean. ... Access to the beach will be enhanced through ... open space, parking, and amenities ...”

General Plan Land Use Policy: “2-G.20 Develop an active ocean waterfront, with new growth accommodated west of Interstate 5, to enable residents and visitors to enjoy more opportunities for ... recreating along the coastline. Develop public gathering places and recreational opportunities along the coastal corridor.”

The City’s Park and Recreation Master Plan includes many areas of direction that strongly support a coastal park west of interstate 5 in South Carlsbad. Many of the most important park facilities and program needs identified in the City’s Park and Recreation Master Plan could be most efficiently addressed with a coastal park in the Ponto area. There are also significant and unique opportunities to create both public/private and public/public partnerships that would not only help reduce City recreation costs but also expand and create unique and special recreational program opportunities currently identified in the City’s Park and Recreation Master Plan.

A Ponto city coastal park also implements a major General Plan policy which calls for an active waterfront and creates solutions to long standing Local Coastal Program policy and State Parks Campground issues. There are very unique and special land use compatibility opportunities and synergy from a coastal city park in south Carlsbad and Ponto area that are inline and implement high priorities identified in the City's Park and Recreation Master Plan.

In summary, Carlsbad has a once in a generation opportunity to create very special coastal South Carlsbad Ponto Beach Park in South Carlsbad. This opportunity will be true to our Carlsbad Community Vision and General Plan and the heart and soul of our Growth Management Plan's standard of matching park demand with park supply within a particular park district. We believe this request benefits not only coastal Southwest Carlsbad and South Carlsbad but all of Carlsbad and is more consistent with the City General Plan, Growth Management Program, and Parks Master Plan and will result in a better, more valued and more sustainable City.

We are a key Stakeholder in Ponto and the Poinsettia Shores Maser Plan and Local Coastal Program. We have been hearing similar concerns from other Carlsbad citizens about coastal beach park access and request that the City Council seize this opportunity to work with us to establish a comprehensive and open community discussion about the strategic acquisition of a coastal South Carlsbad Ponto Beach Park for South Carlsbad citizens and businesses. We also request before a solution to the 2012 Southwest quadrant park standard deficit is created we have an open citizen discussion with the Citizens of coastal Southwest Carlsbad on how that solution can better address the park demand created in the Southwest Park District with a better park supply created within that District. Like our City Park Standard says: "3.0 acres of Community Park or Special Use Area per 1,000 population **within the Park District**". We request that a coastal City Park West of Interstate 5 be developed in South Carlsbad to be fair and equitable and to meet the needs of South Carlsbad for a coastal City Park to serve all the Citizens of South Carlsbad. This can take advantage of special land use synergies to help promote public/private collaboration, create added property and transit occupancy tax revenues for the City by creating a valuable and synergistic amenity [where none now exists] for over half the City and over 26,000 homes, along with providing support to our City's visitor serving businesses and activities. It is the right and smart thing to do.

The San Pacifico Community Association and PBDRC as key Stakeholders in Ponto wish to be a key participant any proposed City or CCC actions regarding these subjects, and would like to meet with you to see how we can discuss and advance this for the benefit of South Carlsbad Citizens. As we are citizen volunteers we sincerely appreciate advance notification to allow for preparation and coordination with our work lives and to communicate back to our members and other South Carlsbad Citizens. We wish to be notified in advance of any proposed actions related to the issues in thus letter. The San Pacifico Community Association contact information is:

San Pacifico Community Association and PBDRC
c/o Walters Management, Lee Leibenson
9665 Chesapeake Drive, Suite 300
San Diego, CA 92123
lleibenson@waltersmanagement.com

The Ponto Beachfront Development Review Committee conducted the research cited in this letter. Along with general communications, please contact the following if you have technical questions regarding this letter. Key Committee contact information is:

jeanscamp@yahoo.com

sebbiessixpack@att.net;

meyers-schulte@sbcglobal.net

Thank you for your consideration.

San Pacifico Community Association Board of Directors:

Mr. Jim Nardi jtnardi1@msn.com

Mr. Bill Van Cleve billvancleve@prodigy.net

Mr. Adriaan van Zyl Vanzyl.aakc@live.com

Mr. Tony Ruffolo tonyruffolo616@gmail.com

Mr. Chas Wick chaswick@reagan.com

cc:

Board of Directors

California Coastal Commission at Erin.Prahler@coastal.ca.gov and gbuhr@coastal.ca.gov

Carlsbad Draft LCPA public comment - Ponto Coastal Park FW: Contact-us

Lance Schulte <meyers-schulte@sbcglobal.net>

Sat 1/18/2020 3:04 PM

To: Council Internet Email <CityCouncil@carlsbadca.gov>; Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>

Jennifer:

This citizen email appears to have been submitted via the people for Ponto email as opposed via the website, so we are forwarding to you for inclusion as official public comment on Carlsbad's proposed Draft LCP Land Use Plan Amendment for Ponto. Please acknowledge your receipt so we can confirm with Sue her thoughts were received by the City.

Also, citizens have been asking if the City will reply to the Nov 20, 2019 verbal and written requests presented to the Carlsbad Planning Commission/City and copied to the CCC. Can you please provide a status on those Nov 20, 2019 requests? We would like to let them know what, if anything, is happening to their input and requests.

Thanks.

Lance

From: info@peopleforponto.com [mailto:info@peopleforponto.com]

Sent: Saturday, January 18, 2020 2:37 PM

To: info@peopleforponto.com

Subject: Contact-us

APontoContact_usID: 2736

Form inserted: 1/18/2020 4:35:33 PM

Form updated: 1/18/2020 4:35:33 PM

First Name: suzanne

Last Name: Berger

Email: Bergersuzanne1940@gmail.com

Message: Save our open space! Please...no high density housing. A public park will benefit all of Carlsbad.

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Carlsbad DLCPA Public Comments - FW: Contact-us

Lance Schulte <meyers-schulte@sbcglobal.net>

Fri 1/24/2020 5:01 PM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

Cc: Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov <lisa.urbach@parks.ca.gov>; Kathleen@carlsbad.org <Kathleen@carlsbad.org>; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov <gbuhr@coastal.ca.gov>; cort.hitchens@coastal.ca.gov <cort.hitchens@coastal.ca.gov>; Erin.Prahler@coastal.ca.gov <Erin.Prahler@coastal.ca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com <info@peopleforponto.com>

Jenifer:

Can you please add the following to your official public comments on the proposed Draft LCP Amendment to the Land Use Plan? Please status confirm so I may get back to Jordan.

Thanks,

Lance

From: info@peopleforponto.com [mailto:info@peopleforponto.com]

Sent: Thursday, January 23, 2020 10:00 PM

To: info@peopleforponto.com

Subject: Contact-us

APontoContact_usID: 2739

Form inserted: 1/23/2020 11:58:25 PM

Form updated: 1/23/2020 11:58:25 PM

First Name: Jordan

Last Name: Jacobs

Email: jordanjacobsmith@gmail.com

Message: My original message for the development a being built at Ponto. I wrote too much for it to be submitted, but I want my full message to be seen I am firmly against residential developments being built at Ponto. I, as well as many others would like to preserve what we have left. By adding more developments it takes away Carlsbads raw beauty & nature that it offers to everyone. The people who have lived here for years or the children that have grown up in the area, like myself, are slowly seeing their favorite places being ruined by developments & it takes away something special from the people that call this place home. I support the City to build a citizen-based park. It is a great way for families & children to connect, improves air quality, does not destroy animal habitat, everyone can enjoy Ponto's beauty & nature. Many will visit & the residents will be thrilled to see a place they love be turned into something where people can connect & share what we love most about the area

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RE: Carlsbad Draft LCPA public comment - Ponto Coastal Park FW: Contact-us

Lance Schulte <meyers-schulte@sbcglobal.net>

Mon 1/27/2020 8:09 AM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>**Cc:** Don Neu <Don.Neu@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; People for Ponto <info@peopleforponto.com>; Fred Sandquist <sandquist2@earthlink.net>; David Hill <dashill4551@gmail.com>; 'Stacy King' <stacy.king.us@gmail.com>; John Gama <Gama.John@scrippshealth.org>; Gail Norman <GNorman_ca@yahoo.com>

Jenifer:

Thanks for your email. I would like to request that your email and my response/request be included as public comments on the City Staff proposed Draft LCPA. I sincerely appreciate receiving a reply to my follow-up email regarding citizens' Oct 20, 2019 requests. I am not sure if you provided a reply to the other citizens, so I am including them so they are aware.

As a city planner who has successfully completed several Complete LCP Amendments (one involving over 5 LCPs being consolidated into one LCP just like you are doing), I respectfully disagree, regarding your comments regarding the "redline". You can't Amend something without knowing how you are Amending what you have in the LCP. That 'Redline' document is the very First Part of the Amendment Process. For each Existing LCP Policy you can easily provide a statement saying that policy is 1) retained in Proposed Policy #; 2) Modified in Proposed Policy # because – in a short statement; or 3) deleted because – in a short statement. This is logical and reasonable way to create a 'redline' and provides for citizens, the Planning Commission and City Council, and CA Coastal Commission a simple and clear understanding of HOW the LCP is being proposed to be Amended by the Carlsbad planning staff. Is it possible for City Staff or Citizens to request the City Council to direct I staff to provide such a 'redline'? If so can you suggest the process for that request?

Regarding your 'significant public outreach' statements; with respect to the Ponto issues, I respectfully disagree. Multiple Carlsbad Public Records Requests confirmed that both the Ponto Beachfront Village Vision Plan and General Plan Update planning processes and public outreach and participation processes were both fundamentally flawed in regards to Ponto and Ponto Planning Area F. The City did not conduct public outreach to disclose to the public and allow the public the opportunity to know and understand the Ponto Planning Area F Local Coastal Program land Use requirements and issues of over 15-years. As you know these multiple 'planning mistakes' in public outreach and planning process were for the first time disclosed, as a somewhat vague verbal comment, by Don during Planning Commission questioning on Oct 20, 2019. The City has in fact NOT provided any clear public outreach to citizens regarding the Ponto Planning Area F's Existing LCP requirements and the City's proposed land use changes, and the City's prior 'planning mistakes' at Ponto. This is a key part of the reason you are receiving significant citizen opposition to Staff's proposed Amendment to LCP LCUP at Ponto. You have received well over 2,000 via the People for Ponto website along with multiple petitions handed in and community survey results (over 90%) asking for a Ponto Coastal Park. The City Staff's proposed Coastal land use Amendments at Ponto clearly were NOT properly and accurately publicly communicated and vetted by the City's prior 'public outreach'. That is why full disclosure and Public Workshops are being requested by citizens. It is documented in the City's own Public Records Requests that the City's prior public outreach and planning process by the City (over many years) was flawed. A new and true Public Outreach and Public Workshop on the Planning Area F Existing LCP requirements and proposed land use changes would correct the over 15-years of flawed public outreach and 'planning mistakes' by the City at Ponto. Again, this is a rational and reasonable request, serves your and City's interest. If the City staff's recommendation is not to consider these concerns, and not take the question or recommendation to the City Council on the request, then is it possible to request the City Council to direct I staff to provide the needed public outreach and a public workshops on the Ponto Planning Area F issues? If so can you suggest the process for that request?

To give you some actual understanding of the short-falls in the City's prior and currently proposed public outreach on the Ponto Planning Area F issues. as mentioned on Oct 20, 2019 I am an over 30-year resident of Carlsbad, an over 20-year resident at Ponto, and a former Carlsbad city planner who is more aware of planning issues than a

regular or shorter term citizen; and I was totally unaware of the Ponto Planning Area F LCP Land Use requirements until I dug into the Poinsettia Shores Planning Community LCP, then had to conduct multiple Carlsbad public records requests and meetings with City and CA Coastal Commission staff to be made aware of these issues. How can you say 'significant public outreach' on the Ponto and Ponto Planning Area F issues has occurred when someone like me, a long time Ponto City resident with extensive planning knowledge was totally unaware of the Ponto Planning Area F issues? How can you say 'significant public outreach on Ponto and Ponto Planning Area F issues has occurred when the City also failed to outreach to the Poinsettia Shores Planned Community (i.e. San Pacifico Community Association) of which Planning Area F belongs to, get our Planned Community's input on the City's proposed change to their Planned Community? The San Pacifico Community Association has since 2017 asked the City for public workshops to address the Ponto issues. Repeated Public Records Requests have failed to document any City public outreach on the Ponto Planning Area F issues. Fellow citizens have confirmed they also were unaware of the Ponto Planning Area F issues and have asked us why did the City not provide this information to them or outreach to get their input.

Please know I recognize mistakes may have occurred in the past. The reasons for those mistakes is yet unknown. The key question for you as a planner and the City is how you now respond to those mistakes. By covering the issues up or by fully and publicly acknowledge prior planning mistakes, and properly correcting those mistakes by providing for the very first time a proper and accurate public outreach and a reset public participation program to create a Community-based planning process with true Community workshops, and with a 'redline' version of the Existing LCP/Proposed Draft LCP so citizens, and decision makers, can clearly understand the proposed Amendments and implications.

Thank you. Please know I know the effort you have. I have been in your shoes several times in my planning career and forged successful consensus outcomes from what started out as very contentious circumstances. I am providing you in my suggestions that experience and citizen-planner-support in doing the right thing.

Sincerely,
Lance Schulte

From: Jennifer Jesser [mailto:Jennifer.Jesser@carlsbadca.gov]
Sent: Thursday, January 23, 2020 9:07 AM
To: Lance Schulte
Cc: Don Neu
Subject: Re: Carlsbad Draft LCPA public comment - Ponto Coastal Park FW: Contact-us

Lance,

Ms. Berger's comments have been added to the draft LCP comments.

Regarding your request for a redline version of the existing vs proposed LCP, the draft LCP update is a complete comprehensive update of the existing LCP and combines multiple separate LCP land use plans into one single land use plan. It is not practical to create a redline version of the five existing land use plans.

Regarding your request for more citizen workshops, the draft LCP update is a continuation of the General Plan update work. A primary objective of the draft LCP update is to ensure consistency between General Plan and LCP policies. During the General Plan update, significant public outreach was conducted regarding land use planning throughout the city. The draft LCP update is informed by the General Plan land use planning work. The scope of work for the LCP update, as approved by the City Council, does not include the same level of community outreach conducted for the General Plan (as the objective of the LCP update is consistency with the General Plan; not repeating the General Plan land use planning efforts).

Sincerely,



Jennifer Jesser
Senior Planner
Community Development Department
Planning Division
1635 Faraday Ave.
Carlsbad, CA 92008
www.carlsbadca.gov

760-602-4637 | jennifer.jesser@carlsbadca.gov

From: Lance Schulte <meyers-schulte@sbcglobal.net>
Sent: Saturday, January 18, 2020 3:04 PM
To: Council Internet Email <CityCouncil@carlsbadca.gov>; Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>
Subject: Carlsbad Draft LCPA public comment - Ponto Coastal Park FW: Contact-us

Jennifer:

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Thanks.
Lance

From: info@peopleforponto.com [<mailto:info@peopleforponto.com>]
Sent: Saturday, January 18, 2020 2:37 PM
To: info@peopleforponto.com
Subject: Contact-us

APontoContact_usID: 2736

Form inserted: 1/18/2020 4:35:33 PM

Form updated: 1/18/2020 4:35:33 PM

First Name: suzanne

Last Name: Berger

Email: Bergersuzanne1940@gmail.com

Message: Save our open space! Please...no high density housing. A public park will benefit all of Carlsbad.

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FW: Ponto Beachfront Review Committee Submission - DLCPA public comments

Lance Schulte <meyers-schulte@sbcglobal.net>

Wed 1/29/2020 8:41 AM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

Cc: Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov <lisa.urbach@parks.ca.gov>; Kathleen@carlsbad.org <Kathleen@carlsbad.org>; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov <gbuhr@coastal.ca.gov>; cort.hitchens@coastal.ca.gov <cort.hitchens@coastal.ca.gov>; Erin.Praher@coastal.ca.gov <Erin.Praher@coastal.ca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com <info@peopleforponto.com>; Nika Richardson <richardson@waltersmanagement.com>; Chas Wick <chaswick@reagan.com>

Jenifer:

Although this should already be included as public comments on the DLCPA for Ponto, please confirm it was already included or you are only seeing this now?

Below are survey results of San Pacifico Community Association members in Mya 2017 that were submitted to the City. Ponto's Planning Area F is one of the planning areas of our San Pacifico Community Association, so we are logically a major stakeholder in any proposed land use regulation change on Planning Area F. See in particular the level of citizen concern and % of expressed comments/desires in the survey.

Although Shopoff has abandoned his applications and there has been no action on them for over 1-year the City is still keeping the applications alive for some reason. Getting an answer as to why the City is keeping the applications would be appreciated.

Thanks,
Lance

From: Gail Norman [mailto:gnorman_ca@yahoo.com]

Sent: Monday, February 19, 2018 4:09 PM

To: council@carlsbadca.gov; mike.pacheco@carlsbadca.gov; Don.Neu@carlsbadca.gov; manager@carlsbadca.gov; chris.hazeltine@carlsbadca.gov; gbuhr@coastal.ca.gov; Erin.Praher@coastal.ca.gov

Cc: Jim Nardi; WILLIAM VAN CLEVE; Avril van Zyl; Tony Ruffolo; Chas Wick; jeanscamp@yahoo.com; sebbiessixpack@att.net; Lance Schulte; Lee Leibenson

Subject: Ponto Beachfront Review Committee Submission

Dear Carlsbad City Council, Planning Commission and Planning Staff; and California Coastal Commission Staff

The following is being submitted by the San Pacifico Community Association Ponto Beachfront Development Review Committee. The Committee is composed of about 20 citizens and is charged by the San Pacifico Community Association with identifying and communicating Community consensus on proposed development in our Ponto Community. We would appreciate receiving a reply; and if you have any questions regarding its contents please contact the following committee members at:

Jean Camp: jeanscamp@yahoo.com

Michael Sebahar: sebbiessixpack@att.net

Lance Schulte: meyers-schulte@sbcglobal.net

Gail Norman: gnorman_ca@yahoo.com

John Gamma: Johngama99@gmail.com

Copy:

Lee Leibenson: lleibenson@waltersmanagement.com

Jim Nardi: jtnardi1@msn.com

Subject: Shopoff Ponto West and Ponto East land use planning and development permit applications - 1st application submittal 5/1/15 - GPA-15-01, MP-175 (L), LCPA-15-03, HMP-15-04, MS-15-02 & MS-15-03, CT-15-02 & CT-15-03, PUD-15-07 & PUD-15-08, SDP-15-08, CDP-15-14 & CDP-15-15; and 2nd application submittal 4/20/17 - MP-16-01, LCAP-16-02 amend 2017-01, HMP-15-04 & HMP-16-02, MS-16-02, CT-16-03, PUD-16-01 & PUD-16-02, SDP-16-02, CDP-16-07 & CDP-16-08

The San Pacifico Community Association requests the community desires expressed in the following survey from our Community meeting on May 3rd be entered into the public record for the above planning applications, and any subsequent City and California Coastal Commission planning applications for the properties East and West of Ponto Road and North of Avenida Encinas [Shopoff option site]. The San Pacifico Community Association is the majority property association in the Poinsettia Shores Planned Community [Poinsettia Shores Master Plan and Local Coastal Program] of which the properties East and West of Ponto Road and North of Avenida Encinas [Shopoff option site] are also apart. The Community consensus does not think the above proposed land use planning and development permit applications are compatible with the established lower density land use, lower development intensity, building height and mass, and character of our Coastal Planned Community and the Coastal Act, requirement that development be "visually compatible with the character of the surrounding area."

We wish the City would utilize a Community based planning approach vs. a developer driven and focused process to develop that last remaining vacant Coastal land in South Carlsbad.

The Community survey: On May 3rd, a San Pacifico Community meeting was held and approximately 200 citizens from San Pacifico attended. A Shopoff representative was invited and attended. The meeting provided summary information about the current planning processes and the two developers' proposals. Some paper surveys were available and about 60 were completed and returned that evening. Those unable to get a paper survey were able to complete an almost identical survey on-line at www.pontolocals.com. About 90 more surveys were completed on-line. The following tabulates both survey results.

Ponto East and Ponto West - Shopoff questions – May 3, 2017

1. **DWELLING DENSITY:** The area East of Ponto Road is now zoned R-23 (15 dwelling units per acre minimum to 23 dwelling units per acre maximum), not including State affordable housing density bonus:

- Shopoff is proposing 137 dwellings on 6.5 net acres (= 21 dwelling units/acre)
- Potentially with additional dwellings for an affordable housing density bonus

Should Shopoff's proposed density be reduced closer to the 15 dwelling an acre minimum as per the General Plan?

148/156 = yes = 95%

8/156 = no = 5%

2. **HEIGHT OF BUILDINGS:** currently proposed on the East side of Ponto Road are:

- 40 feet high (3 story)
- These buildings would be the tallest along the SW Carlsbad coast
- Commercial buildings like hotels are limited to 35 feet tall
- The building heights for the Poinsettia Shores Planned Community [which San Pacifico is majority of the development and the Shopoff and Kam Sang proposals are minor developments] limits building heights to 30-35 feet.
- All San Pacifico residential buildings except Satalina [35 feet tall] are no taller than 30 feet and must have a minimum 3/12 roof pitch
- The Ponto Beachfront Village Vision Plan that provides additional development guidance for the Shopoff proposed development specifically calls this area the "townhomes" area and shows 2-story [under 30 feet] townhomes as the 'vision' for the site.

Should the Shopoff proposed 3-story and 40 feet building heights be reduced to 2-story and/or no taller than 30-35 feet maximum to be consistent with the vision and more compatible with the Poinsettia Shores and San Pacifico community?

157/162 = yes = 97%

5/162 = no = 3%

3. **BUILDING INTENSITY:** The Shopoff proposed stack flat residential buildings have underground parking to allow more land use intensity and building mass. The proposed buildings run in a fairly contiguous cluster west of the railroad right-of-way from Avenida Encinas north to Ponto Storage.

- Shopoff's proposed residential square footage [not including any balconies, private recreation or ancillary buildings] is 247,100 square feet total in 3 stories at 40 feet high.
- For reference the Carlsbad Costco building is about 115,500 square feet in 1 story at 35 feet high. So Shopoff's proposed residential building footprint is approximately 72% of the Carlsbad Costco, though it would be 5 feet higher than Costco.

Is Shopoff's proposed building intensity compatible with San Pacifico and the Poinsettia Shores Community and appropriate?

149/159 = no = 94%

10/159 = yes = 6%

Should Shopoff place story poles on-site to show and photo document the proposed building mass?

146/155 = yes = 94%

9/155 = no = 6%

4. **THE BEACHFRONT VILLAGE COMMERCIAL SITE:** west of Ponto Drive proposes some design issues that may be of concern:

- A driveway entrance/exit along Avenida Encinas will make pedestrian/bike travel to the beach less safe.
- The site is proposed to filled with soil to lift the ground level at Coast Highway 9 feet higher and buildings put upon this higher 'building pad'
- The proposed building designs and material qualities may be of concern
- A proposed grassy park-like 'common area' that can be used by customers and community may connect with the City's land and planned trail under Coast Highway [Carlsbad Boulevard]

A. Should a driveway if needed be on Avenida Encinas or on Coast Highway?

68/108 = Coast Highway = 63%

56/98 = Ponto Road = 57%

22/108 = Avenida Encinas = 20%

4/59 = Both = 7%

3/59 = Neither = 5%

B. Should the site be filled 9 feet or to what height?

108/152 = no = 71%

14/152 = yes = 9%

30/152 = not sure = 20%

C. Are the proposed building design and qualities sufficient to be the commercial and community heart of the Ponto Beachfront Village? Suggestions?

31/43 = No = 72%

4/43 = yes = 9%

8/43 = did not respond = 19%

D. Is the proposed 'common area' desirable? If so, do you prefer seating, grass area, trail, or other?

102/150 = yes = 68%

29/150 = no = 19%

23/150 = don't know = 15%

36/91 = Grassy area = 39.6%

31/91 = Trail = 34.1%

17/91 = Other = 18.7%

16/91 = skipped = 17.6%

7/91 = Seating = 7.7%

5. **THE POINSETTIA SHORES MASTER PLAN** and Local Coastal Program require prior to any land use change on the Shopoff site [approximately 10 net acres] a documented evaluation of making the East of Ponto Drive site recreation facilities (i.e. "public park"), or lower cost beach visitor accommodations.

- Since 2012 the San Pacifico, Ponto and entire Southwest quadrant of Carlsbad have been in a Park standard deficient [not meeting the City's minimum 3 acres of Park per 1,000 population City Growth Management Program Standard].
- In 2015 our Southwest quadrant needed 6.6 acres of new City Park to comply with Growth Management Standards.

Should the Shopoff East site [or portion of the site] be: (circle one or more, give examples)

1. Recreational, _____
2. Lower cost visitor accommodations, _____
3. Residential, or _____
4. Visitor serving commercial/recreation uses? _____
5. Other _____

140/155 = Park/recreational = 92%

27/155 = Visitor serving commercial & recreation = 17%

6/155 = Residential = 4%

2/155 = Lower cost visitor accommodations = 1%

6. **PARKING:** There is not a lot of excess or extra parking in the current Shopoff proposal and this will not be a "Gated" community. Concerns have been raised regarding vacation rental by owner (VRBO) and beach access parking in this new development.

- Parking in this area is already a problem on weekends and during the summer
- Additional residential units and VRBO will make this problem worse

A. Should Shopoff modify their development plans to accommodate more parking for potential VRBO parking in their development? Yes ___ or No ___.

125/160 = yes = 78%

23/160 = no = 15%

B. Have you experienced problems with VRBO and parking in your neighborhood and if so, explain.

79/139 = no = 57%

38/139 = yes = 27%

22/139 = did not respond = 16%

C. What parking solutions would you propose?

Following are the replies, it appears a good study to define the needed parking supply and design solution to assure sufficient parking is desired.

- Require city standards or adhere to city vision plan.
- A professional parking study should be conducted that evaluates the current and future PUBLIC parking demands, before it is a daily problem.
- A reasonably priced parking lot/structure.
- All new buildings must have sufficient parking planned onsite.
- Ample parking within Shopoff plans to cover daily business transactions, new homeowners, and beach parking which will inevitably be in that area.
- angled parking on street, underground parking
- Below ground parking garages
- Eliminate the proposed development.
- I propose that the city better address the vacation rental issue.
- I really do favor angled parking on Ponto as an alternative, regardless of the VRBO issue.
- I think underground would be ideal, however, what about water drainage and flooding being close to the water. Would homeless people make it a new home?
- I think VRBO and AirBnb needs to be addressed like it is in our community CC&Rs. They should not allow Vacation rentals for no less than 30 days minimum. Maybe even give them stricter rules. As for parking, the city needs to regulate the people who camp and live in their vehicles on Ponto drive. Hopefully Shop off can help mitigate this growing problem with some type of solution.

- I'd propose angled parking on the street with meters and a requirement that homeowners park in their designated areas. I suggest Shopoff make the resident space sizes wide enough to include all vehicles, large and small.
- I'm not a parking expert but please don't try to use loop holes in the planning of buildings to wiggle out of providing proper parking.
- Increase parking for the airBandB demand. The issues parking, noise, use of common areas, change in neighborhood character are all fairly obvious and having to be addressed. The City needs to do its job to make sure the impacts are addressed. If City standards are out-of-date or inadequate then change them to address the impacts.
- Keep development parking to traditional Carlsbad standards. No "park in lieu" fees. Two bedroom condo or hotel suites should have two off road parking spaces. In recent history, Carlsbad has been allowing development without adequate parking!
- less buildings will mean less parking needed
- Lower density, stricter rules with rentals.
- mandatory two parking spaces/garage with no street park 11pm-5a.m
- More off-street parking.
- More parking at the beach on 101. Diagonal parking to allow for more -- explore parking on east side of 101.
- More parking spots within plan. Traffic appears to be a major problem now. More people...twice the cars.
- No VRBO should be allowed.
- Not have this development
- not sure
- parking garages
- Parking passes to hang in car window? BTW - THANK YOU for all your hard work. I am very appreciative for what you are doing for our neighborhood!
- Parking structure to the north
- Provide a larger area for VRBO as well as occasional day visitors. Only limited parking is presently provided. Lately as we have become more know more cars are parked on weekends on the streets.
- public underground parking
- rated parking in strip between Carlsbad state park and Carlsbad boulevard; train station; roadside in front of water plant on Encinas; park/ride at I-5 and La Costa Dr. in Encinitas
- Subterranean parking for all businesses and residents
- The job of a traffic engineer

- **The more underground parking the better. Security at night to enforce only residential parking. Additional storage units for residents to store bicycles & surfboards.**

- **There simply should be REQUIRED the actual needed amount of parking according to the proposed density PLUS additional accommodation for public needs.**

- **underground**

- **Underground garage.**

- **Underground parking**

- **underground parking**

- **Underground parking or drop the number of units. It's not rocket science**

- **What happened to underground parking? Look at the above ground parking structure Hilton put in do we want a series of parking structures west of the railroad?**

Ponto South - Kam Sang questions – May 3, 2017

1. **THE BATIQUITOS LAGOON BLUFF TOP TRAIL:** [like we have in San Pacifico along the bluff and railroad right-of-way] will be required to connected to and loop around the Kam Sang property and connect with Coast Highway.

- There is a possibility to create a bridge over the railroad right-of-way at the Batiqitos Lagoon bluff top to connect the San Pacifico and Kam Sang Segment at the bluff top.
- A bridge would provide a direct trail connection along bluff top and may increase employee and visitor on-street parking demand in San Pacifico.

Is a bridge over the railroad right-of-way at the bluff top desirable and why or why not?

80/150 = no = 53%

64/150 = yes = 43%

2. **DESIGN ISSUES:** The Kam Sang site is a spectacular property with exceptional coastal views and ‘world-class’ potential that one can see when looking over the site from the Avenida Encinas bridge and sidewalk.

- The sidewalk on the Avenida Encinas Bridge will be a connecting segment of the Batiqitos Lagoon Bluff Top Trail.
- How open space planning, landscape design, and building siting and design provide visual access to the coast, ‘frame’ the site and incorporate the Batiqitos Lagoon Bluff Top Trail will be a key design issues.

Should Kam Sang begin site planning and design with these coastal access features – trails and views - as prime considerations?

146/158 = yes = 92%

6/158 = no = 4%

Should Kam Sang work with the San Pacifico Community to help craft design options?

63/63 = yes = 100%

3. POINSETTIA SHORES MASTER PLANNED COMMUNITY: The Kam Sang Property is a part of the Poinsettia Shores Master Planned Community.

- San Pacifico is about 71% of the Poinsettia Shores Planned Community
- Rosalina is about 11%
- Shopoff and Kam Sang are each about 9%.
- Master planning is done to assure compatibility and a master planned design quality and synergy among land uses within the Master Planned Community. The initial Kam Sang proposed design raised design and compatibility concerns to some San Pacifico Community members and the City staff.

Should the San Pacifico Community be engaged in working with Kam Sang and the City to assure compatibility, design quality and synergy are maintained and enhanced for Kam Sang and San Pacifico?

146/158 = yes = 92%

6/158 = no = 4%

Should Kam Sang work with the San Pacifico Community?

155/158 = yes = 98%

1/158 = no = <1%

4. **HABITAT AND COASTAL SAGE SCRUB:** The Kam Sang site is partially constrained by coastal sage scrub habitat that is required to be preserved and buffered.

- The reduced buildable site size may make providing high quality resort amenities and site design difficult or suboptimal, or require building intensity that diminishes quality.
- The Poinsettia Shores Master Plan and Local Coastal Program require the City to consider visitor serving and park use before any land use change is considered.

Should the City consider changes to the City’s General Plan north of Avenida Encinas to allow a larger site for Kam Sang to build a high quality resort?

98/157 = no = 62%

36/157 = yes = 23%

23/157 = did not respond = 15%

Other Ideas / input?

See all comments

Name: _____

Address: _____

Contact Phone or Email: _____

Community you live in: _____

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

RE: Automatic reply: Develop Ponto Right - Support Letter - confirmation that prior since 2017 public comments on Ponto are a part of DLCPA public comments

Lance Schulte <meyers-schulte@sbcglobal.net>

Thu 1/30/2020 7:07 AM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>**Cc:** Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov <lisa.urbach@parks.ca.gov>; Kathleen@carlsbad.org <Kathleen@carlsbad.org>; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov <gbuhr@coastal.ca.gov>; cort.hitchens@coastal.ca.gov <cort.hitchens@coastal.ca.gov>; Erin.Prahler@coastal.ca.gov <Erin.Prahler@coastal.ca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com <info@peopleforponto.com>; Jeff Murphy <Jeff.Murphy@carlsbadca.gov>; Mike Sebahar <sebbiesixpack@att.net>; jodi marie jones <jodimariejones@hotmail.com>

Jennifer:

Thanks. Can you please include this email as part of official public comments on the DLCPA?

Can you Please provide written confirmation that the prior citizens comments since 2017 regarding the LCP, park, open space, and land use issues are being included in the DLCPA public comments? We understand over 2,600 comments have been submitted to the City and CCC since 2017.

Please provided specific written confirmation as it is vital these public comments are part of the record. Remember it was only in 2017 when via Public Records Requests citizens First found out the Ponto 'planning mistakes' and fundamental public disclosure and planning process failures of the prior Ponto Beachfront Village Vision Plan and General Plan Update. We also found questions about the Growth Management Program Open Space Standard compliance at Ponto, but that is subject to a lawsuit by others. Once citizens became aware of the since 1996 City and CCC requirement on Planning Area F that required the City to disclose, consider and document the need for a Public Park, citizens have overwhelmingly voted for a Public Park. Their sudden awareness and comments to the City and CCC should be received and considered by the City during the DLCPA process. Can you please confirm you are doing that.

Thanks,
Lance

From: Jennifer Jesser [mailto:Jennifer.Jesser@carlsbadca.gov]**Sent:** Thursday, January 30, 2020 6:44 AM**To:** Lance Schulte**Cc:** Matthew Hall; Council Internet Email; Scott Chadwick; Kyle Lancaster; lisa.urbach@parks.ca.gov; Kathleen@carlsbad.org; Mike Pacheco; gbuhr@coastal.ca.gov; cort.hitchens@coastal.ca.gov; Erin.Prahler@coastal.ca.gov; Don Neu; Gary Barberio; info@peopleforponto.com; Jeff Murphy**Subject:** RE: Automatic reply: Develop Ponto Right - Support Letter

Lance,

Your email and the emails you reference have been received by the city and will be made a part of the comments on the draft LCP.

Sincerely,
Jennifer



Jennifer Jesser
Senior Planner
Community Development Department
Planning Division
1635 Faraday Ave.
Carlsbad, CA 92008
www.carlsbadca.gov

760-602-4637 | jennifer.jesser@carlsbadca.gov

From: Lance Schulte <meyers-schulte@sbcglobal.net>
Sent: Tuesday, January 28, 2020 11:02 PM
To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>
Cc: Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov; Kathleen@carlsbad.org; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov; cort.hitchens@coastal.ca.gov; Erin.Prahler@coastal.ca.gov; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com
Subject: FW: Automatic reply: Develop Ponto Right - Support Letter

Jennifer:

This is reply People for Ponto receives to all the emailed public comments provided the City (see cc line that lists the email the Support Letters are addressed to) on Ponto DLCPA issues. I assume you are the 'appropriate person' and these communications have been provided to you. Can you please confirm?

Lance

From: Council Internet Email [<mailto:CityCouncil@carlsbadca.gov>]
Sent: Tuesday, January 28, 2020 10:55 PM
To: info@peopleforponto.com
Subject: Automatic reply: Develop Ponto Right - Support Letter

Thank you for your email. We value your opinion and we appreciate the time you have taken to share it with the Carlsbad City Council. If an action is required from your email, the appropriate person will be in contact with you soon.

CAUTION: *Do not open attachments or click on links unless you recognize the sender and know the content is safe.*

CAUTION: *Do not open attachments or click on links unless you recognize the sender and know the content is safe.*

From: [Don Neu](#)
To: [Jennifer Jesser](#)
Subject: FW: Develop Ponto Right - prior Ponto Coastal Park Support Letters and public comments to be included in Parks Master Plan public Comments
Date: Friday, February 7, 2020 8:07:45 AM
Importance: High

FYI

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]
Sent: Thursday, February 6, 2020 6:25 PM
To: info@peopleforponto.com; Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov; Kathleen@carlsbad.org; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov; cort.hitchens@coastal.ca.gov; Erin.Prahler@coastal.ca.gov; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>
Cc: People for Ponto <info@peopleforponto.com>; Mick Calarco <Mick.Calarco@carlsbadca.gov>
Subject: RE: Develop Ponto Right - prior Ponto Coastal Park Support Letters and public comments to be included in Parks Master Plan public Comments
Importance: High

Dear City Council, Kyle Lancaster, Mike Pacheco, and Mick Calarco:

We would like to receive confirmation that all the People for Ponto and other public comments as part of the public comments submitted on the:

1. Shopoff developer proposed application to change the Local Coastal Program Land Use on Planning Area F at Ponto,
2. the City Staff's proposed Draft Local Coastal Program Land Use Plan Amendment to change the Land Use on Planning Area F for the developer

be included in the City's Park Master Plan Update. Can you please confirm all this prior citizen input is also included in the Parks Master Plan Update?

These prior public comments and requests to the City Council and Kyle Lancaster, parks Director directly relate to Park needs at Ponto and Coastal South Carlsbad, and the City's Planning Area F LCP LUP Requirements to consider a Public Park at the site. The public input is from over 2,500 citizen and public communications already sent to the City Council and City Staff (as noted in the above To address list). In addition to those 2,500 citizen and public communications over 90-pages of extensive public comments and data showing among other things the City's Park Master Plan's Park Service Area deficit (Park Service inequity) at Ponto and Coastal South Carlsbad, Park Acreage Deficit in South Carlsbad, the lack of any City Park West of I-5 and rail corridor in all South Carlsbad, CA Coastal Act policies and Coastal Recreation data/issues, along with other City policy and regulation supporting a Park at Ponto. All this prior public input should be included in the Parks Master Plan Update. Can you please confirm that that is the case? Or do we have to re-email all these prior public comments?

Thanks,
Lance
People for Ponto

One example of prior public comments submitted about Park deficits at Ponto and Coastal South Carlsbad and request for a City Park at Ponto:

From: info@peopleforponto.com [<mailto:info@peopleforponto.com>]

Sent: Tuesday, January 28, 2020 4:18 PM

To: Matt.Hall@carlsbadca.gov; CityCouncil@carlsbadca.gov; Scott.Chadwick@carlsbadca.gov; Kyle.Lancaster@carlsbadca.gov; lisa.urbach@parks.ca.gov; Kathleen@carlsbad.org; mike.pacheco@carlsbadca.gov; gbuhr@coastal.ca.gov; cort.hitchens@coastal.ca.gov; Erin.Prahler@coastal.ca.gov; Don.Neu@carlsbadca.gov; Gary.Barberio@carlsbadca.gov; info@peopleforponto.com

Subject: Develop Ponto Right - Support Letter

Dear Mayor Hall, Carlsbad City Council, and California Coastal Commission:

I am informed that

1. Carlsbad must consider on Planning Area F at Ponto the need for a public park at Ponto as part of the Draft Local Coastal Program Amendment.
2. There is no public park at Ponto even though City Park Standards requires a minimum of 6.5 acres of parkland for Ponto.
3. There is a current 6.6 acre park deficit in Coastal Southwest quadrant of Carlsbad, (south of Palomar Airport Road and west of El Camino Real).
4. There are no Coastal Parks in all of South Carlsbad. 64,000 South Carlsbad citizens have no Coastal Park.
5. Ponto is at the center of a larger 6-mile stretch of coastline in that has no Coastal Parks.
6. Ponto has a city documented 30 acre open-space standard deficit that a Coastal Park would help resolves.
7. And most importantly, I am informed that the City is currently ignoring these issues and in the Draft Local Coastal Program Amendment is proposing to eliminate the last opportunity to create a much needed Coastal Park at Ponto

Accordingly, I am requesting and making my position known that:

- I want the Draft Local Coastal Program Amendment to provide for a Coastal Park at Ponto.
- I want the City to provide a true Citizen-based Park Planning process for Ponto.
- I want the City of Carlsbad to budget money in their capital improvement program to purchase Planning Area F and build a park at Ponto to serve residents and visitors alike.
- I want to preserve what little Coastal Open Space Carlsbad has remaining for future generations and our visitor industry.
- I am not in favor of future residential development at Ponto, but think this last small amount of vacant Coastal land should be reserved for Coastal Recreation.

One of the reasons that this lovely community continues to attract residents and tourists is the beauty of our natural surroundings, including coastline , parks and open spaces. Residential development is highly desired.. but INLAND, please! Protect our Coastal open spaces, for our good, and our visitors, for now AND the future. Once we squander it, it cannot easily be reclaimed...

Thank you
Barbara M Kesten
bkesten01@gmail.com
7476 Capstan Drive

Date submitted: 1/28/2020 6:18:23 PM

*This email was sent on behalf of the person named in this email using peopleforponto.com Please reply directly to the sender of the email as detailed within the email above.

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Tammy Cloud-McMinn

From: Council Internet Email
Sent: Friday, May 29, 2020 10:25 AM
To: City Clerk
Subject: FW: Please read following email into the record at the June City Council Budget meeting(s) - DLCPA and Parks Master Plan Update Public Input - FW: 2020-2021 FY Budget Hearing 2 June 2020

All Receive - Agenda Item # 8
For the Information of the:
CITY COUNCIL
Date 6/2 CA CC
CM ACM DCM (3)

From: Lance Schulte <meyers-schulte@sbcglobal.net>
Sent: Friday, May 29, 2020 9:58 AM
To: Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <scott.chadwick@carlsbadca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>
Cc: Lisa Urbach <lisa.urbach@parks.ca.gov>; Laura Walsh <lauraw@surfridersd.org>; Fred Sandquist <sandquist2@earthlink.net>; Jeff Regan <jr66outback@gmail.com>; David Hill <dashill4551@gmail.com>
Subject: Please read following email into the record at the June City Council Budget meeting(s) - DLCPA and Parks Master Plan Update Public Input - FW: 2020-2021 FY Budget Hearing 2 June 2020

Please read following email into the record at the June City Council Budget meeting(s):

Dear City Council and CA Coastal Commission:

We request this and the following email to also be included as Public Input for the City's/CCC's Draft Local Coastal Program Amendment and Parks Master Plan Update processes. An email confirmation of those inclusions is requested. Thank you.

There is a glaring City and regional need for Coastal Park in South Carlsbad as has been well documented and expressed by a significant number of citizens and visitors. The Carlsbad City Council has the ability to address this need with a Ponto Coastal Park, as the site is required by the City's Local Coastal Program to be studied for a "Public Park", the site is for sale, and the City has the policy/regulatory justification and financial capacity/flexibility to make this much needed investment in Coastal Recreation and our important Visitor Serving Industry in South Carlsbad. Ponto Coastal Park is sound long-term investment in the fiscal sustainability and quality of life in Carlsbad.

We love Carlsbad and our Coast. As has been communicated to the City on many occasion, but receiving no City response, citizens are working to generate donations/collaborations to help the City or State of California advance a Ponto Coastal Park.

Citizens have also repeatedly asked for a true and honest Community-based (not developer based) Coastal planning process for Ponto. The City Staff finally after 3-years on 1/28/20 acknowledged that the City made multiple "Ponto planning mistakes" dating back over 10-years. These multiple mistakes were first documented in the 2010 CA Coastal Commission's denial of the (developer focused) Ponto Beachfront Village Vision Plan. These City "Ponto planning mistakes" denied citizens to fully understand issues so as to participate in the prior Ponto planning processes.

I request the City Council:

- Acknowledge the multiple decade long City "Ponto planning mistakes" and those multiple City mistakes flawed prior City planning at Ponto.

- Acknowledge the clear documented and significant citizen expressed need for Ponto Coastal Park in the Budget, DLCPA and PMPU processes.
- Correct those City “mistakes” by providing a Ponto Coastal Park as part of this budget process
- Direct staff to provide a true community-based Coastal planning process for Ponto that will correct the past City mistakes and help design Ponto Coastal Park.

Please know I love Carlsbad and our coast, and am fiscally prudent. Ponto Coastal Park is a valuable and cost effective investment for future generations of Carlsbad citizens and visitors.

Sincerely,
Lance Schulte
34-year Carlsbad citizen

From: Harry Peacock [<mailto:hrpeacock41@gmail.com>]
Sent: Thursday, May 28, 2020 5:33 PM
To: CityCouncil@carlsbadca.gov
Cc: Chas Wick; Jodi Marie Jones; Lance Schulte; Mike Sebahar; Scott Chadwick
Subject: 2020-2021 FY Budget Hearing 2 June 2020

In your upcoming budget hearing on June 2nd you will be getting transmitted testimony from People for Ponto urging the members of the Council to take formal action when adopting the 2020-2021 budget to set aside funds for the acquisition of the current Ponto Planning Area F site to finally fulfill the City's obligation under the Growth Management Plan to provide three acres of park property per 1,000 city residents.

The City acknowledges that a shortfall of 6.5 acres remains to be addressed to fulfill this obligation to the Ponto area and its surrounding neighborhoods to the north and east.

This budget should address both short-term Covid-19 impacts, and both the near and longer-term investments needed for Economic Recovery and Revitalization.

The quality of the Carlsbad coastline, existing Northern Coastal Parks and open spaces are continually rated by Carlsbad's citizens and businesses as the critical foundation of our quality of life and economic vitality which relies heavily on the hospitality industry. A Coastal Park at Ponto is a critically needed investment. As such it represents the last opportunity for the City to make an investment for Carlsbad's long-term sustainability. South Carlsbad citizens, visitors, and the hospitality Industry have no Southern Coastal Park. Ponto is the only remaining place to provide the needed investment for both residents and visitors and at the same time advance economic recovery and revitalization of South Carlsbad's significant hospitality industry. As you know and the Carlsbad Visitors Bureau has noted over and over coastal recreation is the #1 attraction for visitors even more popular than Lego Land

As you know by now a significant number of citizens have submitted testimony to this desire at both the FY 2019-20 Budget Public Input Report (notwithstanding the dilution of specific citizen input provided at both the March 4, 2019 and 2020 Workshops).

Citizen input on the need for a Ponto Park was the #1 specific place need and desire citizens mentioned in the Public Input process. More than 85 specific citizen comments on Ponto area park needs and over 90% of citizen's polled requested that Council budget to address this need. These comments specifically addressed how they would like their (Park) tax dollars budgeted. Additionally, some 2,500 similar public input emails and petitions have been submitted as public comments on

Cc: 'Laura Walsh'; 'Fred Sandquist'; 'David Hill'; 'Jeff Regan'; 'People for Ponto'; Lisa Urbach; Lance Schulte
Subject: Carlsbad Draft Local Coastal Program Amendment - 130-pages of 6-2-20 Public Input to City Council on Ponto Coastal Park need and request Council Budget to address the need - part 3 of 4

Dear City of Carlsbad and CA Coastal Commission:

People for Ponto would like to submit the following public input for the 6/23/20 City Budget Meeting and on the City Staff proposed Draft Local Coastal Program Amendment to change the land use of Planning Area F from its Existing Non-Residential Reserve land use to City proposed low-coastal priority high-density residential and general commercial land uses. The public input had to be divided into four (4) parts due to the file size of the 130-pages of Citizen input.

As opposed what was said by 2 Council members on 6/2/20 the City's LCP policy covering Planning Area F is not a Citywide LCP policy, but is specific to the Sammis/Poinsettia Shores LCP area, and the policy's scope and regulatory authority is limited by the boundaries of the Sammis/Poinsettia Shores LCP area.

There is however an additional Citywide Coastal Recreation issue related to CCC concerns about Carlsbad's proposed LUP land use changes and proposed Local Coastal Program Amendment (LCPA) adequately providing for a 'buildout' need for Coastal Recreation land. It is not clear if 'buildout' is a set final amount of City and State population and development or represents accommodating an endless amount of population and development in Carlsbad and the State of California. If 'Buildout' is an endless amount of population growth and development, then how is an endless amount of City Parks and Open Space provided, and how is an endless amount of Coastal Recreation provided to accommodate endless statewide growth? The preservation and acquisition of vacant Coastal land should be a City priority until these questions can permanently answered; because once land is developed it will never be available for Park and Coastal Recreation use.

Two City Council motions [1/28/20 & 6/2/20] to specifically address Planning Area F's site specific LCP requirements to consider and document the "Public Park" needs were rejected by a 2-2 City Council tie. These 2-2 rejections have been extremely frustrating for Carlsbad citizens, adjacent citizens in our Coastal Zone, and some visitors in that about 3,000 emailed requests/potions citing the obvious and documented Park Need at Ponto and asking the City and Council to address the City's documented "Park Inequity" at Ponto and Ponto being outside the "Park Service Area". Citizens provided 130-pages of additional public testimony on 6/2/20 citing the Ponto Park need and also asking the City to budget for that need.

The City at its 1/28/20 City Council meeting for the 1st time started to acknowledge over 15-years of the City's "Ponto planning mistakes" that the CA Coastal Commission and CA Coastal Commission Staff first identified in their 2010 rejection of the City's proposed Ponto Beachfront Village Vision Plan LCPA.

These over 15-years of City "Ponto planning mistakes" were particularly destructive in that the City did not fully-openly-publicly disclose to citizens the existence of the Planning Area F LCP policy/regulations and other City Park supply/demand information. Thus the City's "Ponto planning mistakes" perverted and prevented public participation in City and Coastal planning for over the past 15-years. Citizens can't participate in the Coastal [or City] planning process if they are not provided correct information, and allowed to use correct information to consider and then provide informed public input. City Commissions and the City Council are also hindered in making informed decisions if citizen input is compromised by withholding or misrepresenting information used to provide Citizen Input to City Commissions and Council. The City has had a fundamentally flawed planning process at Ponto going back over 15-years. You can't correct these significant and long-standing flaws with a quick 'gloss-over', or by ignoring or hiding it. The significant public input now about Ponto Coastal Park needs is due to the City's flawed planning processes and citizens only recently, and partially, becoming aware of the City's "Ponto planning mistakes", documented "Park Inequity", and City Park and Open Space deficits at Ponto.

Citizens are concerned that after all the following public requests to address the Ponto Coastal Park needs, and the City's now acknowledged over 15-years of City "Ponto planning mistakes" there are some on the City Council that still appear to continue to not follow the City's and State's site specific Planning Area F LCP policy within the Sammis/Poinsettia Shores LCP, and even after the following significant public comments into the City Council.

Citizens can't understand why some on the City Council, and Staff, are purposely not forthcoming or misleading Citizens on vital Ponto planning information, and then ignoring citizen input such as:

1. Over 2,500 emails and signed petitions citing the need for Ponto Coastal Park and asking the City Council to address that need,
2. 85 citizens identifying Ponto Coastal Park as the most requested specific facility need for the City Council to budget coming out of the City's Budget Public Input Process.
3. 130-pages of public testimony at the 6/2/20 City Council Budget meeting citing the need to fund acquisition of Ponto Coastal Park [see 4 attached files],
4. Multiple requests by citizen and Coastal related non-profits to meet with the City to try to address the Ponto Coastal Park needs and opportunities for productive collaboration to address the need. The City has not responded to these multiple requests to meet.

Documented Public input on 6/2/20 City Council Meeting Budget [agenda item #8] at City website: This link is to the same data as the attached 4 files of 130-pages of public input on the Ponto Coastal Park Needs and the request the City Council Budget for that need. We request these 130-pages of public input be included as DLCPA public input by the City and CCC, and particularly for City staff proposed land use changes to Planning Area F at Ponto: <https://www.carlsbadca.gov/cityhall/clerk/meetings/default.asp>

Documented video of 1/28/20 City Staff proposed Draft LCP Amendment introduction, and 6/2/20 City Council Meeting Budget [agenda item #8] at City website: The videos present heartfelt and logical Citizen testimony, and show the City Council twice by 2-2 tie failing to addressing the specific existing LCP land use requirements/regulations for Planning Area F at Ponto. We request these City Council actions be included as DLCPA information for the CA Coastal Commission to consider on how the City is apparently not addressing existing LCP Policy regarding Planning Area F at Ponto, and not addressing high-priority Coastal Recreation needs at Ponto:

1/28/20 City Council meeting – item #14: <https://carlsbadca.swagit.com/play/01282020-2176>

6/2/20 City Council meeting – item #8: <https://carlsbadca.swagit.com/play/06022020-906>

Thank you,

Lance Schulte

34-year Carlsbad Citizen and one of many People for Ponto

www.peopleforponto.com

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From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]
Sent: Wednesday, June 24, 2020 9:19 AM
To: 'Erin Prahler' <Erin.Prahler@coastal.ca.gov>; 'Cort Hitchens' <cort.hitchens@coastal.ca.gov>; 'Gabriel Buhr' <gbuhr@coastal.ca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; City Clerk <Clerk@carlsbadca.gov>
Cc: 'Laura Walsh' <lauraw@surfridersd.org>; 'Fred Sandquist' <sandquist2@earthlink.net>; 'David Hill' <dashill4551@gmail.com>; 'Jeff Regan' <jr66outback@gmail.com>; 'People for Ponto' <info@peopleforponto.com>; 'Lisa Urbach' <lisa.urbach@parks.ca.gov>; Mike Sebahar <sebbiesixpack@att.net>; 'Harry Peacock new' <hrpeacock41@gmail.com>; Chas Wick <chaswick@reagan.com>; jodi marie jones <jodimariejones@hotmail.com>
Subject: Carlsbad Draft Local Coastal Program Amendment - 6-23-20 Public to the City Council on Ponto Coastal Park need and request Council Budget to address the need

Dear City of Carlsbad and CA Coastal Commission:

People for Ponto would like to submit the following and attached public input submitted at the 6/23/20 City Budget Meeting and for inclusion in the City Staff proposed Draft Local Coastal Program Amendment to change the land use of Planning Area F from its Existing Non-Residential Reserve land use to City proposed low-coastal priority high-density residential and general commercial land uses.

In addition to the Public Input in the attachments above the following was also verbally presented to the City:

6-23-20 City Council Budget meeting – public testimony by Lance Schulte

People for Ponto submitted 130-pages of public testimony on 6/2/20, would like to submit the following public input to both the 6/23/20 City Budget Meeting and the City proposed Draft Local Coastal Program Amendment – and with reference to a proposed change the land use of Planning Area F from its Existing Non-Residential Reserve land use to City proposed low-coastal priority high-density residential and general commercial land uses. Contrary to what was said by 2 Council members the City's LCP policy covering Planning Area F is not a Citywide LCP policy, but is specific to the Sammis/Poinsettia Shores LCP area, and the policy's scope and regulatory authority is limited by the boundaries of the Sammis/Poinsettia Shores LCP area.

The Planning Area F Ponto Coastal Park is critical to the long-term economic vitality and sustainability of South Carlsbad's neighborhoods and extensive Visitor Industry; and Carlsbad's 1st and 3rd highest revenue sources.

Beyond Ponto there is an additional and separate Citywide Coastal Recreation requirement related to CA Coastal Commission concerns about Carlsbad's proposed LUP land use changes and proposed Local Coastal Program Amendment (LCPA) adequately providing for a Citywide 'buildout' need for Coastal Recreation land.

It is not clear if 'buildout' is a set and final amount of City and State population and development or if 'buildout' represents accommodating an endless amount of future population and development in Carlsbad and the State of California. If 'Buildout' is an endless future amount of population growth and development, then how is the City planning to provide a commensurate endless amount of City Parks and Open Space? How is an endless amount of Coastal Recreation provided to accommodate endless amount of City and Statewide growth?

Until these questions can be authoritatively answered by the City and State of California the preservation and acquisition of vacant Coastal land should be a City priority. Because once land is developed it will never be available for Park and Coastal Recreation use. Continual population and development growth without corresponding Park and Open Space growth will lead to a gradual but eventual undermining of the quality of life for Carlsbad and California, and our Carlsbad economy. It is for these and other important reasons People for Ponto ask the City to budget for the purchase of Planning Area F for Coastal

Recreation and City Park needs – needs that City has documented exist now, and needs that will only grow more critical and important in the future.

Thank you, People for Ponto love Carlsbad and our California Coast. We hope you love Carlsbad also and you take responsibility as a steward of our California Coast.

Thank you for incorporating and considering citizen and visitor Coastal Recreation needs at Ponto, and following the specific Planning Area F requirements that may designate Planning Area F for a needed “Public Park”.

Lance Schulte
34-year Carlsbad Citizen and one of many People for Ponto
www.peopleforponto.com

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Carlsbad Park Needs at Ponto & park (City Coastal) planning - Oceanside's award winning Park Master Plan address gaps in park service

Lance Schulte <meyers-schulte@sbcglobal.net>

Wed 9/9/2020 2:01 PM

To: Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>; David De Cordova <David.deCordova@carlsbadca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Ross, Toni@Coastal <Toni.Ross@coastal.ca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>

Cc: People for Ponto <info@peopleforponto.com>; Phil Urbina <philipur@gmail.com>; Teresa Acosta <Teresaforcarlsbad@gmail.com>; Lela Panagides <lpanagides@gmail.com>; Brhiggins1@gmail.com <Brhiggins1@gmail.com>

Dear City Council; Parks, Planning and Housing Commissions; and CA Coastal Commission:

The Oceanside Parks and Recreation Master Plan (PRMP) recently won an award from the San Diego/Imperial County Section of the American Planning Association. <http://sdapa.org/2020-comprehensive-plan-large-jurisdiction-award-of-merit-city-of-oceanside/>

Oceanside's PRMP provides a guide for the prioritization of necessary actions to meet Oceanside's park needs. The plan took a holistic approach integrating the following key elements:

- Investigated household participation in outdoor activities, team sports, **assessed community priorities and needs**, and compared with nationwide fitness activity trends to inform the recommended park and amenity level of service standard;
- **Analyzed equitable distribution of parks, assessed the coverage of park service area, identified gaps and barriers for park access;**
- Evaluated park connectivity for all modes, included a trail development effort; **Organized community workshops, stakeholder interviews and pop-up events to document the needs of the community;**
- **Developed a metric and methodology to assess the level of service of parks and recreation facilities based on current and future population;**
- **Delineated infill potential and access improvement opportunities for 25 parks, and identified 10 opportunity sites in three major geographic gaps in park facilities;**
- **Recommend strategies that help to fill in park service coverage gaps,** leverage existing parklands, amenities and school facilities, identify potential land availability for infill or new parks to keep the city up to its adopted standards for future population growth; and

Oceanside should be commended:

- Oceanside is addressing Park Service Gaps. Carlsbad is not addressing and has no Plan to correct Park Service Gaps (or Park Inequity)
- Oceanside has a 5 acres of City Park Standard per 1,000 population while Carlsbad only has a Park Standard of 3 acres of City Park per 1,000 Population. Carlsbad's park Standard is only providing 60% as much as Oceanside. Carlsbad requires Carlsbad developers to only provide 60% of the amount of Parks Oceanside requires of Oceanside developers. It is disappointing that Carlsbad's Park Standards are so low relative to Oceanside. Also Encinitas also has a 5 acres per 1,000 population Park Standard and a large 15 acres of Park per 1,000 population Goal.

As North County residents we are happy for Oceanside.

But as Carlsbad Citizens we ask the Carlsbad City Council, Parks, Planning and Housing Commissions:

1. Why is Carlsbad doing so poorly relative to Oceanside in providing Park Acreage – only 3-acres v.5-acres per 1,000 population?
2. Why does Carlsbad have no Plan or Policy to fill in Park Service Gaps?
3. Why is Carlsbad not distributing parks throughout the City to be within walking distance of Citizens and children?

4. Why is Carlsbad forcing Citizens to drive to parks and then because of that loose Parkland to needed Parking lots? 30% of Alga Norte Park is parking lot and not a park.
5. Why has/is Carlsbad not addressing the documented Park Needs at Ponto as required by the existing Carlsbad Local Coastal Program before proposing to change the Coastal Land Use Plan at Ponto Planning Area F?
6. Why has the Carlsbad City Council not responded to Citizens and addressed the overwhelming Carlsbad Citizen need and specific requests for a Ponto Park on Planning Area F – over 2,500 emails and over 200-pages of public testimony?

Since 2017 People for Ponto Carlsbad Citizens have been documenting to the CA Coastal Commission & City Council (requesting sharing with the City Park, Planning and Housing Commissions) the overwhelming Citizen and City and Regional Coastal Recreation visitor need for a Ponto Park. We have also been expressing the Following are key data points:

1. Since 1996 Ponto Planning Area F was/is required to studied for a needed “Public Park” but the City never told Citizens this and never did the Ponto Park Needs Study.
2. Ponto is “Unserved” and an area of “Park Inequity” per Carlsbad’s Park Master Plan (pages 86-88).
3. Ponto is in the middle of a 6-mile ‘Coastal Park Gap’. There is no Coastal Park west of the railroad tracks for 6-miles of coastline.
4. The City falsely allowed (and is continuing to falsely allow) Ponto developers to overdevelop Ponto, by falsely not requiring developers provide their required 15% unconstrained Open Space as per Carlsbad’s Growth Management Open Space Standard. The City falsely said “in 1986 that Ponto was already developed or had provided 15% of the unconstrained land at Ponto as useable open space”. This was false in 1986 and is still not true. The City falsely did not require developers to provide their required unconstrained Open Space at Ponto. City parcel maps and database documents show this falsehood, and that per Carlsbad’s Growth Management Open Space Standard Ponto is MISSING 30-acres of unconstrained Open Space at Ponto and in violation of Carlsbad’s Growth Management Standards. A Ponto Park would help correct the City’s overdevelopment of Ponto.
5. Ponto is the most significant of the few last remaining vacant Coastal lands (west of I-5/railroad tracks) that can provide the Coastal Park needed in South Carlsbad and this regional section of coastline. Once vacant Coastal land is developed it likely will never be available for Coastal Recreation or Park.
6. CA State law and multiple court cases (and basic common sense) note the CA Coastal Act and its Polices like High-Priority Coastal Recreation land use supersede other CA laws such as Housing laws.
7. Ponto homeowners paid City “park-in-lieu fees” sufficient to provide a 6.6 acre Park to meet Carlsbad’s 3-acre per 1,000 population Park Standard, but the City spent that money someplace else.

A City Council response, and a Council proposal to work with Carlsbad Citizens to save our few remaining vacant Coastal lands (like Ponto) for vitally needed Coastal Recreation and bring up Carlsbad’s Park Standards, would be appreciated.

Respectfully,

Lance Schulte
People for Ponto &
34-year Carlsbad Citizen

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From: [Lance Schulte](#)
To: [Melanie Saucier](#)
Cc: [Cort Hitchens](#); [Erin Prahler](#); [Gabriel Buhr](#); kaily@surfridersd.org; [Council Internet Email](#); [Mike Sebahar](#); jodi.marie.jones; hrpeacock41@gmail.com; [Chas Wick](#); [WILLIAM VAN CLEVE](#); [Jim Nardi](#); [Nika Richardson](#)
Subject: Carlsbad LCPA comments for the public record - FW: Community input for Veterans Park and SW Quadrant Park deficit & LCP Coastal Park issues
Date: Monday, October 28, 2019 7:57:19 AM
Attachments: [image005.png](#)

Melanie:

I assume you already have the emails below included in your official record of LCPA comments. However, we wanted to forward to you, and ask for your official email confirmation that the above will be part of the City's official record of LCPA public comments; and ask how and when these comments will be discussed and addressed by City Staff, Planning Commission, Parks Commission, and City Council. Your email confirmation is greatly appreciated.

Sincerely,
Lance Schulte
People for Ponto

Carlsbad's LCPA contact:
Melanie Saucier
Associate Planner
1635 Faraday Avenue
Carlsbad, CA 92008
760-602-4605

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]
Sent: Tuesday, September 10, 2019 8:25 AM
To: 'Debbie Fountain'; 'Barbara Kennedy'; 'Kyle Lancaster'; 'Mike Pacheco'; Scott Chadwick (Scott.Chadwick@carlsbadca.gov); Gary Barberio (Gary.Barberio@carlsbadca.gov)
Cc: 'jodi marie jones'; 'Stacy King'; 'Mike Sebahar'; 'Gail Norman'; 'Chas Wick'; 'Harry Peacock'; 'Owen Rassman'; 'Jean Camp'; Cort Hitchens (cort.hitchens@coastal.ca.gov); Erin Prahler (Erin.Prahler@coastal.ca.gov); Gabriel Buhr (gbuhr@coastal.ca.gov)
Subject: RE: Community input for Veterans Park and SW Quadrant Park deficit & LCP Coastal Park issues

Debbie, Barbra, Kyle, and Mike:

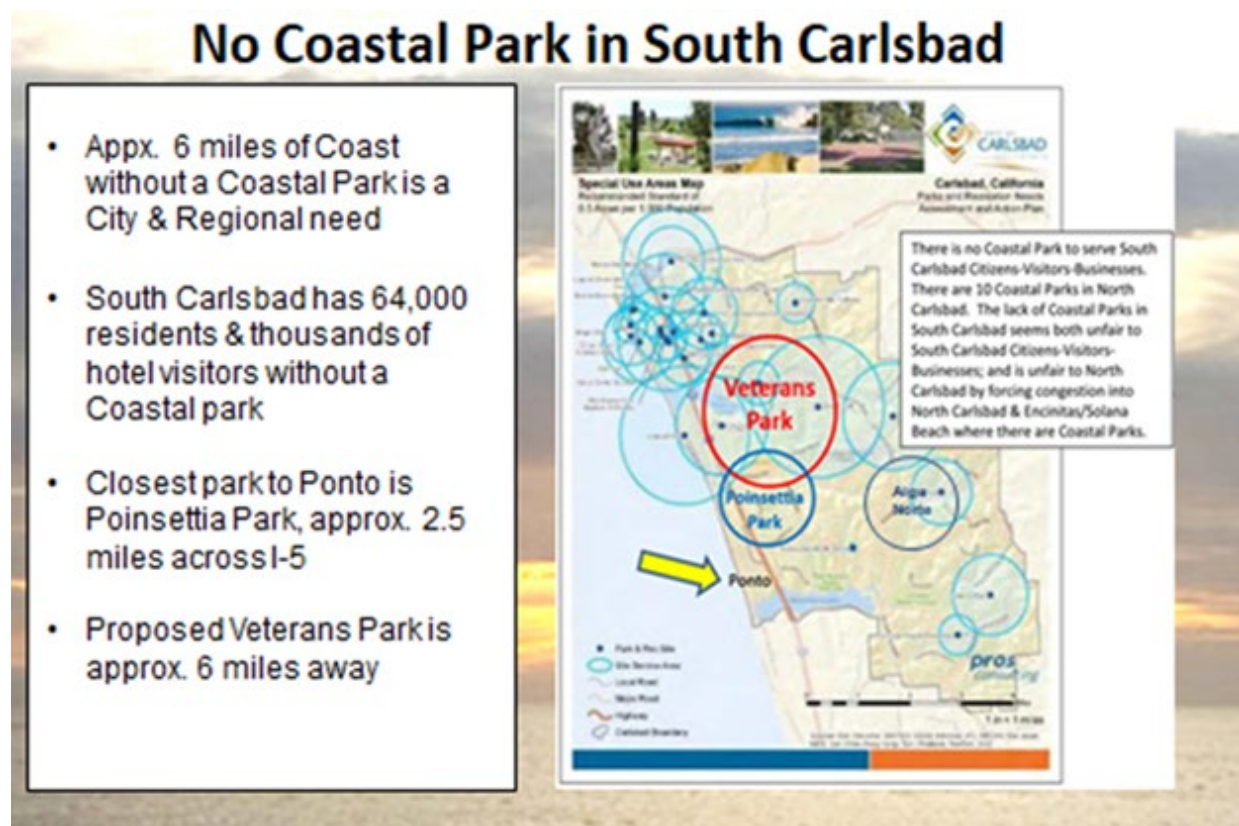
In June, Debbie said [see email below] the volumes of citizen input via emails/letters/city council presentations, etc. provided since 2017 on the Park deficiencies and service area gaps in Ponto and the City's LCP requirement on Planning Area F to evaluate a Public Park at Ponto be provided as part of the City Park planning processes, Veterans Park citizen input and park planning, and City's LCP and land use planning processes.

Although we are disappointed in that it took 2-years of persistent citizen follow-up for the city staff to finally provide the Planning and Parks Commissions with citizen communication addressed to the Planning and Parks Commissions, we are greatly appreciative if the communications are finally being delivered/documentated by staff. Can the City Staff please confirm to People for Ponto that the citizen

communications [emails/letters/city council presentations, etc.] provided since 2017 have been provided to both the Planning and Parks Commissions and are now fully incorporated by the City into the citizen input for Veterans Park citizen input and planning process?

As was communicated to the City on several occasions, the following image visually reflects many of the citizen concerns and issues, and clearly shows the Ponto and Coastal South Carlsbad park inequity issues.

Thanks,
Lance



From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]

Sent: Monday, June 24, 2019 3:17 PM

To: 'Debbie Fountain'; 'Barbara Kennedy'; 'Kyle Lancaster'; 'Mike Pacheco'

Cc: 'jodi marie jones'; 'Stacy King'; 'Mike Sebahar'; 'Gail Norman'; 'Chas Wick'; 'Harry Peacock'; 'Owen Rassman'; 'Jean Camp'

Subject: RE: Community input for Veterans Park and SW Quadrant Park deficit

Debbie:

Thank you for your email. I recently returned from a long overseas trip and getting back up to speed. Thanks Don for forwarding to the Planning Commission. The Ponto issues are key Citywide Policy issues and multi-layer and jurisdiction so forwarding as addressed and received is very appropriate. We would like to speak to the Planning Commission on these issues. Is it possible to have some

agenda time to do that? That is what Planning and other City Commissions were originally established for.

Sorry for the delay in getting back to you, I assume you have already sent all the citizen concerns since 2017 to the Parks Commission by now. It is concerning that addressed communications to the Park Commission were not delivered, but good that is now be done. Please know that all the communication, including the PowerPoint presentations to the City Council, came electronically to the City, so I think you have them all electronically. I think there is now over 1,200 communications. The nature of citizen input is that comments come over time. Yes, please distribute the citizen desires broadly. Citizens speak to very broad fundamental issues of overall City Policy regarding planning, parks and quality of life and fundamental honesty and fairness. The City's Guiding Principles, that are supposed to be the foundation for the General Plan and Parks Master Plan, seem at odds with some of the past decisions made at Ponto and currently contemplated actions. The big Guiding Principles of Carlsbad are not being remotely achieved in the current Ponto situation as initially outlined in our community's 2017 email. For example to force a drive across town to access their minimally required neighborhood park acreage and putting kids on long walks and bike rides on busy arterial roadways to access a park just does not make sense with many people, and is counter to may City Policies and State Planning. Like with the Planning Commission we would like to speak to the Parks Commission and have some agenda time for that. Kyle, would that be possible? In the furtherance of better communication/coordination maybe a joint Planning and Parks Commission session would be helpful as the issues are intermingled.

As things evolve there will assuredly be more citizen communication coming. Let us know how we can better provide that to you and all that should consider it.

I know we say this all the time, but please know we are not the enemy. We are big-hearted concerned citizens that truly care about Carlsbad, its future and future generations. By any honest measurement there is a significant Coastal Park deficit in South Carlsbad that negatively effects all Carlsbad - including the hotel industry. At Ponto we are missing 30-acers of normally required developer required Growth Management Standard quality Open Space. This missing 30-acers of Growth Management Standard quality Open Space shows in how people use Planning Area F now for recreation and why our kids have to play ball in our streets.

Thanks.
Lance

From: Debbie Fountain [mailto:Debbie.Fountain@carlsbadca.gov]
Sent: Tuesday, May 14, 2019 9:03 AM
To: Lance Schulte; Barbara Kennedy; Kyle Lancaster; Mike Pacheco
Cc: 'jodi marie jones'; 'Stacy King'; 'Mike Sebahar'; 'Gail Norman'; 'Chas Wick'; 'Harry Peacock'; 'Owen Rassman'; 'Jean Camp'
Subject: Re: Community input for Veterans Park and SW Quadrant Park deficit

Hi Lance.

I spoke with CED staff. Even though the project had not yet been submitted to the Planning Commission for their review and action, all of your emails or other information related to the Ponto development were forwarded to the Planning Commission at the time they were sent by you and others, if the Planning Commission was listed on the email address. I do not have specific dates, but they were forwarded upon receipt by the City Planner. They would not normally be sent forward to Planning Commission until the project was ready for review, but they were sent to the Planning Commission for general information purposes.

The emails and petitions were printed out and are hard copies in the project file for the Ponto Development by Shopoff/property owner. We do not currently have them in electronic form to be able to easily forward. We can (and will) scan all of the hard copies and forward to Parks & Recreation for their information as comments on the proposed Veteran's Park development, but we have not done that yet. If you have all of the emails in electronic form in one file that might be a quicker way to get those comments to the Parks & Recreation Commission.

Please clarify for me that you wish to have the document you attached to this email only sent to the Parks & Recreation Commission and the City Council for budget considerations, or you want all of the previous emails and correspondence you have sent over the past year or so related to the Shopoff development and the resident desire for a park rather than the development also forwarded to Parks & Recreation and City Council. You provided a good summary of the residents' desires and justification in the attachment, but I am not sure that is all that you wanted forwarded. So, please clarify and advise.

Thanks,

Debbie

From: Lance Schulte <meyers-schulte@sbcglobal.net>

Sent: Wednesday, May 8, 2019 4:06 AM

To: Scott Chadwick; Barbara Kennedy; Debbie Fountain; Kyle Lancaster; Elaine Lukey; Gary Barberio

Cc: 'jodi marie jones'; 'Stacy King'; 'Mike Sebahar'; 'Gail Norman'; 'Chas Wick'; 'Harry Peacock'; 'Owen Rassman'; 'Erin Prahler'; 'Gabriel Buhr'; 'Hitchens, Cort@Coastal'; 'Jean Camp'

Subject: RE: Community input for Veterans Park and SW Quadrant Park deficit

Scott:

Hope your week is going well.

It has been about 2-weeks and wanted to check in on the documented status of the questions in our 4/25/19 email, and also confirm that the attached citizen communications and 900+ emails are a part of the official public record and staff report regarding the upcoming City Council City Budget meeting(s).

If the responsible Staff can please 'reply to all' that would be appreciated.

Thanks,

Lance

From: Scott Chadwick [mailto:Scott.Chadwick@carlsbadca.gov]

Sent: Thursday, April 25, 2019 9:33 AM

To: Lance Schulte; Barbara Kennedy; Debbie Fountain; Kyle Lancaster; Elaine Lukey; Gary Barberio

Cc: 'jodi marie jones'; 'Stacy King'; 'Mike Sebahar'; 'Gail Norman'; 'Chas Wick'; 'Harry Peacock'; 'Owen Rassman'; 'Erin Prahler'; 'Gabriel Buhr'; 'Hitchens, Cort@Coastal'; Jean Camp

Subject: RE: Community input for Veterans Park and SW Quadrant Park deficit

Importance: High

Morning, Lance-

Thank you for your email. Staff will be responding to your questions. Given that these questions involve multiple departments, we will be coordinating so as to ensure we only have one response versus a piecemeal approach.

Best-

Scott



Scott Chadwick

City Manager

City of Carlsbad

1200 Carlsbad Village Drive

Carlsbad, CA 92008

www.carlsbadca.gov

760-434-2820 | scott.chadwick@carlsbadca.gov

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From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]

Sent: Thursday, April 25, 2019 8:11 AM

To: Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Barbara Kennedy <Barbara.Kennedy@carlsbadca.gov>; Debbie Fountain <Debbie.Fountain@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>

Cc: 'jodi marie jones' <jodimariejones@hotmail.com>; 'Stacy King' <stacy.king.us@gmail.com>; 'Mike Sebahar' <sebbiesixpack@att.net>; 'Gail Norman' <gnorman_ca@yahoo.com>; 'Chas Wick' <chaswick@reagan.com>; 'Harry Peacock' <bhpeacock@att.net>; 'Owen Rassman' <owen@rassman.com>; 'Erin Prahler' <Erin.Prahler@coastal.ca.gov>; 'Gabriel Buhr' <gbuhr@coastal.ca.gov>; 'Hitchens, Cort@Coastal' <cort.hitchens@coastal.ca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Jean Camp <kinaincarlsbad@gmail.com>

Subject: RE: Community input for Veterans Park and SW Quadrant Park deficit

Importance: High

Scott:

I hope all is well with you, and Thank You for having a regular meetings with People for Ponto. A willingness to engage in open communication is the key to forging sound solutions. The attached communications (staring in 2017) from a polling of community members, was addressed to the City Council, Planning and Parks Commissions and various key City staff working on the Ponto, Parks, Veterans Park; and LCP, Growth Management and Parks Master Plan Update processes. The over 900 emails to the City that also reference these issues.

We would like documented confirmation when this citizen and community input was sent to the City Council, Planning and parks Commissions, and when it was input into the public record of public input for Ponto, Parks, Veterans Park; and LCP, Growth Management and Parks Master Plan Update processes.

Thanks.

Lance

PS: Following are notes to City Staff on these issues. The response or non-response to our inquiries was confusing, so our questions are included in this email so they are on the same page and to facilitate open and clear communication. Please know we are not trying to pick on anyone on Staff, but just want to know when the citizen communications were provided to those addressed and to those relevant City projects/processes to document this public input.

Barb:

We have still not received a reply to the questions of our prior emails. We will be getting back to the growing number of People for Ponto citizens on the status of their input submitted to the City on the Veterans Park, Park and Open Space deficits in Coastal South Carlsbad. In your role as Veterans Park Project Manager we would like confirmation from the City that the above

citizen input and over 900 emails on Veterans Park are being considered and is a part of the official public record. If it is not a part of the official public record, we would like to know why so we can communicate that back to citizens and the community.

Kyle:

When Mike and I spoke at the 3/19/19 Carlsbad Parks Commission meeting asking if the Parks Commission received the above citizen communication addressed to the Parks Commission and the over 900 emails on Parks issues. The Parks Commission did not seem aware of the citizen communication to them, but said you would get back to Mike and I on if/when those communications were provided by staff to the Parks Commission. Like with Barb above, we are trying to get information on the status of citizen concerns addressed to the Parks Commission on the Parks and Open Space deficits in Coastal South Carlsbad. Can you please let us know if/when these citizens communications were provided to the Parks Commission, and if the issues are being scheduled for any upcoming Park Commission meetings?

Debbie:

As Barb referenced your city coordinative role, can you let us know if/when the Planning Commission was provided the attached communications addressed to them, the over 900 emails, and the prior public hearing presentations made to the City Council; and if said communications are a part of the official record as these address the Growth Management Program Update issues relative to the Growth Management Open Space Standard deficit in LFMP-9, Coastal South Carlsbad Park deficits, and City policy and ordinance requirements. Like our questions to Barb and Kyle, we want to know the documented status so we can let citizens know the status of their input.

Barb, Kyle, and Debbie:

Please know we are not picking on you or making any inferences, but simply want to know in a documented way if/when citizen communications to City Staff, and City Commissions (made up of citizens) was received and how it is being considered, and if/how citizens will be invited to participate in the discussions/decision processes relevant to citizen concerns

From: Lance Schulte [<mailto:meyers-schulte@sbcglobal.net>]

Sent: Thursday, March 21, 2019 10:54 AM

To: 'Barbara Kennedy'; debbie.fountain@carlsbadca.gov

Cc: 'jodi marie jones'; 'Stacy King'; 'Mike Sebahar'; 'Gail Norman'; 'Chas Wick'; 'Harry Peacock'; 'Owen Rassman'; 'Erin Prahler'; 'Gabriel Buhr'; 'Hitchens, Cort@Coastal'

Subject: RE: Community input for Veterans Park and SW Quadrant Park deficit

Barb:

Thanks. We may have further communication. But this did not answer our basic questions. Did you as Veterans Park PM receive from Debbie our 2017 to present communications [including 900 emails] regarding Veteran Park and community concerns about Veterans Park?

If you did receive them when did you receive them? Are they part of the Public Record for Veterans Park?

I have included Debbie in the this email, if she is the spokesperson for you.

Thanks,

Lance

From: Barbara Kennedy [<mailto:Barbara.Kennedy@carlsbadca.gov>]

Sent: Thursday, March 21, 2019 8:05 AM

To: Lance Schulte

Cc: jodi marie jones; 'Stacy King'; Mike Sebahar; 'Gail Norman'; Chas Wick; Harry Peacock; Owen Rassman; Erin Prahler; Gabriel Buhr; Hitchens, Cort@Coastal

Subject: RE: Community input for Veterans Park and SW Quadrant Park deficit

Hi Lance-

Thank you for your email. Per the attached letter dated June 11, 2018, staff has been advised that Debbie Fountain will be the city's single point of contact for the growth management program as related to proposed private development in the Ponto area. Please contact Debbie Fountain at Debbie.fountain@carlsbadcagov

Best regards-

Barb



Barbara Kennedy, Park Planner
Parks & Recreation Administration
799 Pine Ave., Ste. 200
Carlsbad, CA 92008
www.carlsbadca.gov

office 760-434-2974 | fax 760-434-5088 | barbara.kennedy@carlsbadca.gov

From: Lance Schulte [<mailto:meyers-schulte@sbcglobal.net>]

Sent: Tuesday, March 19, 2019 12:41 PM

To: Barbara Kennedy <Barbara.Kennedy@carlsbadca.gov>

Cc: jodi marie jones <jodimariejones@hotmail.com>; 'Stacy King' <stacy.king.us@gmail.com>; Mike Sebahar <sebbiesixpack@att.net>; 'Gail Norman' <gnorman_ca@yahoo.com>; Chas Wick <chaswick@reagan.com>; Harry Peacock <bhpeacock@att.net>; Owen Rassman <owen@rassman.com>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; Hitchens, Cort@Coastal <cort.hitchens@coastal.ca.gov>

Subject: Community input for Veterans Park and SW Quadrant Park deficit

Barbra:

I hope all is well with you. Sorry I missed the first Veterans Park community input meeting due to travels. I understand there will be additional Veterans Park community meetings. If so do you know the dates/times/locations and can you let me know them?

We have gathered a lot of community input and desires concerning the 6.6 park deficit in the SW Quadrant since 2012 and the LCP requirements for Planning Area F to consider a Public Park at Ponto, that would effectively solve that deficit and also provide the only Coastal Park for South Carlsbad by filling a critical 4-6 mile Coastal Park gap for South Carlsbad and the North San Diego County Coastal region. A Ponto Coastal Park would also 'double-count' to also address the documented 30-acre Growth Management Program Open Space Standard deficit along the Coast at Ponto.

Attached are communications of community input into these Veterans Park and SW and SE Quadrant parks issues that we would like included in the public record and made part of the public discussion of Veterans Park planning and resources. The most relevant are items #1,2,3,4 and 7. We have also gathered over 900 emails that have been submitted to the City Council on these issues that should be a part of the public record for Veterans Park community input. Have you seen them and are they a part of the public record and discussion? We have also made several presentations to the City Council on these issues that we would like to confirm are part of the Veterans Park public record and discussion.

I and/or our community am available to meet with you to provide any additional data/background and discuss community concerns. Let me know. It would be good to see you.

Lace

M=760.805.3525

RE: LCPA public Comment - request for receipt of public comments & documents

Lance Schulte <meyers-schulte@sbcglobal.net>

Thu 10/31/2019 4:04 PM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>**Cc:** Melanie Saucier <Melanie.Saucier@carlsbadca.gov>; Celia Brewer <Celia.Brewer@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; 'Cort Hitchens' <cort.hitchens@coastal.ca.gov>; 'Erin Prahler' <Erin.Prahler@coastal.ca.gov>; 'Gabriel Buhr' <gbuhr@coastal.ca.gov>; 'Mike Sebahar' <sebbiesixpack@att.net>; 'Harry Peacock' <hrpeacock41@gmail.com>; 'John Gama' <Gama.John@scrippshealth.org>; 'John Gama' <johngama99@gmail.com>; 'Chas Wick' <chaswick@reagan.com>; 'Stacy King' <stacy.king.us@gmail.com>; Don Neu <Don.Neu@carlsbadca.gov>; Nika Richardson <richardson@waltersmanagement.com>; WILLIAM VAN CLEVE <billvanclave@prodigy.net>; Jim Nardi <jtnardi1@msn.com>

Jennifer:

Thank you. I sincerely appreciate the opportunity you are providing to communicate and coordinate on these important issues. Can this email please be included in LCPA Public Comments due to the information below?

For your staff analysis of “lower-cost recreation and visitor accommodations in the Ponto area” would you like images of our Ponto (San Pacifico Community Association) kids setting up play areas and playing in our streets due to lack of recreation playfields in Ponto? As you know from prior citizen comments, we have conducted several surveys of our San Pacifico Community Association that comprises the bulk of Ponto and over 90% of these Carlsbad Citizens have repeatedly said we need a Ponto Coastal Park at Planning Area F as part of the Planning Area F’s current LCP requirements. Do you have and acknowledge that San Pacifico Community Association community survey data collected by People for Ponto?

The City’s Parks Master Plan’s adopted Park Service Area maps also clearly shows the City’s Park Service Area gap at Ponto and Coastal South Carlsbad.

As you know the City approved and developed land use at Ponto (west of I-5 & south of Poinsettia Lane) includes 947 home (with a population of 2,233) plus several commercial developments (Ralph Center and Cape Rey Resort). Based on the City’s minimum park standard [3-acres per 1,000 population + commercial land use park needs], this land use should have provided a minimum of 6.7 acre City Park. As noted below People for Ponto/Carlsbad citizens provided in a 7/24/18 PowerPoint presentation to the City Council meeting [council meeting 7/24/18 Agenda Item 19] on “Carlsbad Parks Update” on one (1) slide with this information and questions:

“Ponto’s Carlsbad Park In-Lieu Fees & Coastal Parks & Quality of Life Results

- 947 homes (2,233 pop.) w. of I-5 & s. of Poinsettia Lane
- City’s minimum Park standard requires 6.7 acres of Park
- Homeowners paid City taxes & park-in-lieu-fees to buy & build 6.7 acres of City Park, but No Park in area.
- Taxes/fees didn’t increase any Park acreage.
- Nearest Park 2.3 miles across I-5. The Veteran's Park ‘solution’ over 5-miles away & basically inaccessible.
- Over 90% of Community surveyed wants a Park in Ponto
- Why no Ponto Park? Ponto fees paid for it, Community wants it, and proposed Park solutions don’t really work?”

Hopefully, Staff’s Ponto Park needs analysis will consider this data and community input. If there are other data questions or data points that would be helpful in staff’s analysis please let us know.

Again. Thank you for communicating.

Lance

From: Jennifer Jesser [mailto:Jennifer.Jesser@carlsbadca.gov]
Sent: Thursday, October 31, 2019 1:18 PM
To: Lance Schulte
Cc: Melanie Saucier; Celia Brewer; Council Internet Email; 'Cort Hitchens'; 'Erin Prahler'; 'Gabriel Buhr'; 'Mike Sebahar'; 'Harry Peacock'; 'John Gama'; 'John Gama'; 'Chas Wick'; 'Stacy King'; Don Neu
Subject: RE: LCPA public Comment - request for receipt of public comments & documents

Lance,

All comments on the LCP update will be included with the staff reports to Planning Commission and City Council; the application to CCC will include copies of the city staff reports and attachments. Public hearings with the Planning Commission and City Council are anticipated to be scheduled in early 2020.

Regarding concerns about recreation uses in the Ponto area, the staff reports will include an analysis of the need for lower-cost recreation and visitor accommodations in the Ponto area.

Regards,
Jennifer



Jennifer Jesser
Senior Planner
Community and Economic Development Department
Planning Division
1635 Faraday Ave.
Carlsbad, CA 92008
www.carlsbadca.gov

760-602-4637 | jennifer.jesser@carlsbadca.gov

From: Lance Schulte <meyers-schulte@sbcglobal.net>
Sent: Thursday, October 31, 2019 11:15 AM
To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>
Cc: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>; Celia Brewer <Celia.Brewer@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; 'Cort Hitchens' <cort.hitchens@coastal.ca.gov>; 'Erin Prahler' <Erin.Prahler@coastal.ca.gov>; 'Gabriel Buhr' <gbuhr@coastal.ca.gov>; 'Mike Sebahar' <sebbiesixpack@att.net>; 'Harry Peacock' <hrpeacock41@gmail.com>; 'John Gama' <GamaJohn@scrippshealth.org>; 'John Gama' <johngama99@gmail.com>; 'Chas Wick' <chaswick@reagan.com>; 'Stacy King' <stacy.king.us@gmail.com>; Don Neu <Don.Neu@carlsbadca.gov>
Subject: RE: LCPA public Comment - request for receipt of public comments & documents

Jenifer:

Thank you for your confirmation. May I ask how those comments will be referenced, accounted for and discussed during the Public Review period at both City and CCC processes?

The growing concerned citizens and coastal visitors would like to know how and when their comments will be considered, discussed and responded to by City Staff, the Planning and Parks Commissions and City Council.

Knowing these processes early, with adequate time to clear work/travel schedules, will allow citizens and the public to participate in the processes. They have asked us, so what is the City doing with our comments, what/when is the process for our comments to be considered, when are those processes scheduled, etc.? Any information you can provide regarding that would be appreciated.

Thanks,
Lance

From: Jennifer Jesser [<mailto:Jennifer.Jesser@carlsbadca.gov>]

Sent: Thursday, October 31, 2019 9:16 AM

To: Lance Schulte

Cc: Melanie Saucier; Celia Brewer; Council Internet Email; Cort Hitchens; Erin Praher; Gabriel Buhr; Mike Sebahar; 'Harry Peacock'; John Gama; 'John Gama'; Chas Wick; 'Stacy King'; Don Neu

Subject: RE: LCPA public Comment - request for receipt of public comments & documents

Hi Lance,

I received your email and will include the comments you forwarded as part of the comments on the draft LCP update.

Best regards,



Jennifer Jesser

Senior Planner

Community and Economic Development Department

Planning Division

1635 Faraday Ave.

Carlsbad, CA 92008

www.carlsbadca.gov

760-602-4637 | jennifer.jesser@carlsbadca.gov

From: Lance Schulte <meyers-schulte@sbcglobal.net>

Sent: Wednesday, October 30, 2019 2:50 PM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

Cc: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>; Celia Brewer <Celia.Brewer@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>; Erin Praher <Erin.Praher@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; Mike Sebahar <sebbiesixpack@att.net>; 'Harry Peacock' <hrpeacock41@gmail.com>; John Gama <Gama.John@scrippshealth.org>; 'John Gama'

<johngama99@gmail.com>; Chas Wick <chaswick@reagan.com>; 'Stacy King' <stacy.king.us@gmail.com>

Subject: LCPA public Comment - request for receipt of public comments & documents

Jenifer:

I am forwarding the attached emails submitted as public comment on the proposed draft LCPA, as I heard you are LCPA project manager. I wanted to get a receipt confirmation of these and this email as LCPA public comments. I am sorry to ask this but on August 27th, as part of People for Ponto I met with Mayor Hall and Councilperson Blackburn and staff Gary Barbario and Debbie Fountain on LCP issues related to the 11-acre Planning Area F site at Ponto that the existing LCP currently designates "Non-residential Reserve" and which the City's LCPA is proposing to mostly change to low-coastal-priority high density residential use. Planning Area F has [since 1996] an LCP requirement to consider and document the need for high-coastal-priority uses prior to changing the existing "Non-residential Reserve" Coastal land use and zoning. Carlsbad's Park Master Plan [pp 87 & 88] shows Ponto and a significant portion of South Coastal Carlsbad is not within the City's adopted Park Service Areas, and that South Carlsbad has no City Parks west of I-5 and v. over 37-acres within 10 City Parks in North Carlsbad. See following copy of the email and image compiled from the City's Park Master Plan that was the genesis of the August 27th meeting.

Beginning of email:

From: Lance Schulte <meyers-schulte@sbcglobal.net>

Sent: Monday, July 15, 2019 2:26 PM

To: Andrea Dykes <Andrea.Dykes@carlsbadca.gov>

Cc: People for Ponto <info@peopleforponto.com>

Subject: meetings with Matt Hall and Keith Blackburn

Andi

I hope your week is starting well.

I/we would like to see if we can have meetings with Matt hall and Keith Blackburn. The meetings would be concerning the South Carlsbad Coastal Park gap/deficit/shortfall.

This is an update of data provided earlier by Carlsbad Citizens to the Carlsbad City Council, Planning, and Parks Commissions; and California Coastal Commission regarding the 11-acre Planning Area F site at Ponto and the Carlsbad Local Coastal Program and Carlsbad's Growth Management Program and Local Facilities Management Plan for Zone 9 [Ponto]. For the 11-acre Planning Area F site at Ponto the City of Carlsbad is required by the CA Coastal Act to **"... As part of any future planning effort, the City and Developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park) on the west side of the railroad."**

Below is an image requested by Carlsbad Councilman Keith Blackburn [*note: correct to reflect the request was from Michael Schumacher*] to show Poinsettia Park's official service area relative to the South Coastal Carlsbad Park gap and deficit. The blue circle(s) show the City's adopted service areas from the City of Carlsbad Parks Master Plan for each City Park based on the park size and the population surrounding the park. A large circle represents a large park and/or low population surrounding the park. The image below shows all the City Parks (both Community Parks and Special Use Areas in Coastal Carlsbad (except for Aviara Park that is east of Poinsettia Park and west of Alga Norte Park). Data is compiled from City of Carlsbad Parks Master Plan pp 87-88.

No Coastal Park in South Carlsbad

- Appx. 6 miles of Coast without a Coastal Park is a City & Regional need
- South Carlsbad has 64,000 residents & thousands of hotel visitors without a Coastal park
- Closest park to Ponto is Poinsettia Park, approx. 2.5 miles across I-5
- Proposed Veterans Park is approx. 6 miles away



Thanks Andi, there would likely be only 1-2 citizens attending.

Thanks again,

Lance

End of email

I am concerned in that in that August 27th meeting all four refused to discuss the Parks Master Plan and LCP/LCPA related issues, stating they could not discuss these misses due to the North County Advocates lawsuit filed against the City for non-compliance with the City's Growth Management Program. I was confused as to how the City was linking our People for Ponto Parks Master Plan and LCP/LCPA discussion with the Growth Management Plan and North County Advocates Growth Management Plan lawsuit?

Can the City kindly provide an explanation as to why/how the City is linking the Parks Master Plan and LCP/LCPA with the Growth Management Plan and Growth Management Plan lawsuit?

Given the linkage if the City Staff and City Council were prevented from talking about Parks Master Plan and LCP/LCPA due to the Growth Management Plan lawsuit, how can the City proceed to process the LCPA, and start the Parks Master Plan Update? As a citizen it is very confusing, and am not sure if the attached communications are being considered or can be discussed by City Staff and City Council as part of the LCPA.

As I explained at the August 27th meeting with Mayor Hall and Councilperson Blackburn and staff Gary Barbario and Debbie Fountain People for Ponto is not a part of North County Advocates and their lawsuit against the City. However, both People for Ponto and North County Advocates found similar significant questions regarding compliance with the Growth Management Program Open Space Standard in Local Facility Management Plan Zone 9.

Regarding the LCPA public review process, I also wanted to see if citizens could be provided:

1. an editable version of the LCPA can be provided to facilitate cut/paste of text/images into public comments, and

2. if an editable side-by-side existing LCP text and proposed LCPA text file is available? This would allow citizens a clear understanding of the proposed changes to the existing LCP text and allow citizens to effectively compare and provide comments?

These simple to provide tools would be very helpful to citizens wishing to understand and comment on the proposed Amendments to the current LCP.

Thank you,
Lance Schulte

FW: Carlsbad Public Records Request Center Correspondence Request :: C001027-111419

Lance Schulte <meyers-schulte@sbcglobal.net>

Wed 12/11/2019 7:21 AM

To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>; Melanie Saucier <Melanie.Saucier@carlsbadca.gov>
Cc: Tammy Cloud-McMinn <Tammy.Cloud-McMinn@carlsbadca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>; People for Ponto <info@peopleforponto.com>

Jenifer:

Please include the emails below as Public Comments on the proposed Draft LCP Amendment to the Land Use Plan.

Thanks,
Lance

From: Lance Schulte [mailto:meyers-schulte@sbcglobal.net]
Sent: Wednesday, December 11, 2019 7:07 AM
To: 'Tammy Cloud-McMinn'
Cc: People for Ponto
Subject: RE: Carlsbad Public Records Request Center Correspondence Request :: C001027-111419

Tammy:

Sorry to hear about your surgery. I hope you are recovering well and back to 100% soon.

Thank you for your response, at least I heard something back from the City on my Nov 14 question on an Aug meeting. I was just trying to understand how the City could be doing two opposing things at once – talk about Coastal Park issues at Ponto as part of the DLCPA and Parks Master Plan, yet NOT talk about Coastal Park issues at Ponto due to the NCA GMP lawsuit. Trying to get an answer to those two opposing actions by the City so as to let our citizens know what is going on relative to the City's addressing Coastal Park issues at Ponto was all I was asking.

So can I summarize that the City will never reply to question I asked Nov 14, 2019 (registered as C0001027-111419)? City confirmation would be appreciated. It seems a non-response by the City to an important question of political process is not consistent with the vision and principles of the City.

Thanks and Happy Holidays to you and yours.

Lance

From: Tammy Cloud-McMinn [mailto:Tammy.Cloud-McMinn@carlsbadca.gov]
Sent: Tuesday, December 10, 2019 6:52 PM
To: Lance Schulte
Subject: FW: Carlsbad Public Records Request Center Correspondence Request :: C001027-111419

Hi Lance – I was out with shoulder surgery for 2.5 weeks and I just pushed this response out to you in error. Please disregard. 😊

Thank you!

Kind regards,
Tammy McMinn, CPMC, CMC
Deputy City Clerk
City of Carlsbad
760-434-2953

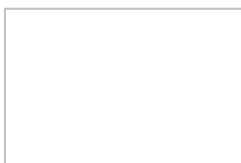
From: Sheila Cobian
Sent: Tuesday, December 10, 2019 6:08 PM
To: Tammy Cloud-McMinn <Tammy.Cloud-McMinn@carlsbadca.gov>
Subject: Fwd: Carlsbad Public Records Request Center Correspondence Request :: C001027-111419

Looks like something went wrong with this one ...it was entered by Hector in error to begin with . I hope council and Lance didn't get this response....which looks like was no response at all really. Can you figure out what happened with this?
Sent from my iPhone

Begin forwarded message:

From: CARLSBAD COUNCIL INQUIRY CENTER <carlsbadca@mycusthelp.net>
Date: December 10, 2019 at 3:44:28 PM PST
To: "meyers-schulte@sbcglobal.net" <meyers-schulte@sbcglobal.net>
Cc: Sheila Cobian <Sheila.Cobian@carlsbadca.gov>, Gary Barberio <Gary.Barberio@carlsbadca.gov>, Scott Chadwick <Scott.Chadwick@carlsbadca.gov>, Elaine Lukey <Elaine.Lukey@carlsbadca.gov>
Subject: Carlsbad Public Records Request Center Correspondence Request :: C001027-111419

--- Please respond above this line ---



RE: Council Inquiry of November 14, 2019., Reference # C001027-111419.

Dear Lance Schulte,

The City of Carlsbad received a request from you on November 14, 2019. Your request mentioned:

Inquiry: Jenifer:

I wanted to follow-up with you and the City Attorney regarding the following email, particularly the questions raised:

"I am concerned in that in that August 27th meeting all four refused to discuss the Parks Master Plan and LCP/LCPA related issues, stating they could not discuss these misses due to the North County Advocates lawsuit filed against the City for non-compliance with the City's Growth Management Program. I was confused as to how the City was linking our People for Ponto Parks Master Plan

and LCP/LCPA discussion with the Growth Management Plan and North County Advocates Growth Management Plan lawsuit?

Can the City kindly provide an explanation as to why/how the City is linking the Parks Master Plan and LCP/LCPA with the Growth Management Plan and Growth Management Plan lawsuit?

Given the linkage if the City Staff and City Council were prevented from talking about Parks Master Plan and LCP/LCPA due to the Growth Management Plan lawsuit, how can the City proceed to process the LCPA, and start the Parks Master Plan Update? As a citizen it is very confusing, and am not sure if the attached communications are being considered or can be discussed by City Staff and City Council as part of the LCPA.

As I explained at the August 27th meeting with Mayor Hall and Councilperson Blackburn and staff Gary Barbario and Debbie Fountain People for Ponto is not a part of North County Advocates and their lawsuit against the City. However, both People for Ponto and North County Advocates found similar significant questions regarding compliance with the Growth Management Program Open Space Standard in Local Facility Management Plan Zone 9.”

Can the City please provide an explanation to Citizens as to how/why the City is linking the NCA Growth Management Program lawsuit with the LCPA and Parks Master Plan Update; and how can the City proceed on this issues if the City Staff and City Council members were/are prevented from discussing these LCPA and Parks Master Plan issues due to the NCA lawsuit?

Thank you,
Lance

Response:

If you have any questions or need additional information, please feel free to contact my office at 760-434-5021.

Sincerely,

Hector Gomez
Deputy City Clerk
Community Services

To monitor the progress or update this request please log into the [Correspondence Center](#)



Tammy Cloud-McMinn

From: Liz J <lizjonesd@gmail.com>
Sent: Tuesday, June 23, 2020 1:57 PM
To: City Clerk
Subject: Agenda Item 9 - Ponto Park

All Receive - Agenda Item # 9
For the Information of the:
CITY COUNCIL
Date 6/23 CA CC
CM ACM DCM (3)

Dear Mayor Hall and Carlsbad City Council,

Thank you for continuing the discussion around the development of Pont Park.

My family lives in the area and frequents Ponto State beach often. We would very much like to have a park in Planning Area F and would frequent it regularly. This area of Carlsbad is lacking in public spaces and a park in that location would be an exceptional addition to enhancing our outdoor spaces and lifestyle.

I'm asking you to approve a park in Planning Area F for the good of our South Carlsbad Community.

With gratitude for your consideration,
Liz Jones

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

To: Mayor Matt Hall, Distinguished Carlsbad City Council, California Coastal Commission

And Melanie Saucier, Associate Planner Scott Donnell, Senior Planner

From: Marcia McNitt Young and Douglas Young

Re: Support for Ponto LCP Southern Waterfront/ Multi Use Development Plans

Date: January 27,2020

We write to you as residents of the San Pacifico Development in the South Ponto area of Carlsbad in response to a request received by the People for Ponto and to state our opposition to their proposals.

By way of background, we are native Californians who have seen the development along the Coast of California for the past 45 years , having owned real estate in the San Diego area for that same period of time. We descend from a family of city planners, (Eagle Rock, Los Angeles, Whittier, San Marino). He was President of Association of City Planners and author of the Laws of Zoning and is credited in 1927 with establishing court tested abilities of communities to initiate and review legislation. He helped provide for growth management and future planning when none existed in most all American cities. For years he worked on the guidelines for the organization of city governments planning regulations. Many of these guidelines are still in city charters today.

City planning issues and discussions come naturally to us. We support the current draft Carlsbad Local Coastal Plan/Ponto Southern Waterfront. The LCP Land Use Plan Update Dated Sept. 19 , 2019 provides for the needs of the citizens of this City and offers revenue producing sources for same. Revenue producing development provides for future generations to enjoy Carlsbad as we know it and provides necessary income for flood control, sand replacement and erosion and all other issues.

We would like to clarify our position regarding the form letter with check boxes from "People From Ponto". We have received this letter and **we disagree** with all that is stated therein. In fact, we take issue with the request that residents send to everyone in their email contacts and to any strangers to gather signatures. The validity of signatures gathered in this manner speaks volumes to the lack of integrity of the process and destroys the public comments from the tax paying citizens of Carlsbad .

Again, we support LCP-2-P-19 through LCP-2-23 as stated in the Carlsbad Local Coastal Program Land Use Plan "Ponto/Southern Waterfront" (pages 27-28-29 in above referenced document dated September 19,2019). We **support** the City's stated plans as outlined in reference to the general commercial development of this area, inclusive of mixed use with residential, public gathering plazas; walkways, revenue generating establishments such as restaurants; shops, boutiques (all of which South Carlsbad is lacking). To date, South Ponto has none of these revenue producing amenities that residents of North Carlsbad (the Village) Bressi Ranch and Aviara (the Forum) enjoy. A mixed use development would provide these much needed and lacking amenities; would support citizens of all ages from the very old to the young and provide continuous revenue source for the City for generations to come. Providing walkways, trails, access to the beach community activity center and retail provides a variety for all residents with varying interests to enjoy.

We **SUPPORT FUTURE MULTI USE DEVELOPMENT** in Ponto/Southern Waterfront area. Thank you for your consideration. And thank you for the timeless effort you all provide for the residents of Carlsbad both today and future generations.

From: [Marcia Young](#)
To: [Matthew Hall](#); [Melanie Saucier](#)
Subject: last night council meeting and lcp coastal update plan
Date: Wednesday, January 29, 2020 8:26:38 AM

Good Morning

We watched the entire council meeting last night -- and realized you have a member of our city council who is a mouthpiece for PONTO -- I write again as I listened to the comment 2500 emails -- those emails need to be verified as to who are citizens. Cori kept saying we need community input -- indeed community input -- they have asked and I know for a fact that neighbors have sent the People of Ponto list to everyone in their email contact lists -- friends who might live in Canada or Africa for all we know. If they want community input they need to be honest -- and they have had more than 7 plus years as this was in draft form

You the council members have done your jobs -- and you can reinvent the wheel - to remove three sections just because someone now doesn't like something that has been on the table for years is wrong.

Stay your course -- it was so obvious of the "mole" sitting on the City Council. One needs to have the entire interests of our citizens

Marcia McNitt Young

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Tammy Cloud-McMinn

From: Marcia Young <mmyoung@stanfordalumni.org>
Sent: Tuesday, June 23, 2020 10:57 AM
To: City Clerk
Subject: *Item 9 on Agenda -- June 23rd Ponto Park Issue

All Receive - Agenda Item # 9
For the Information of the:
CITY COUNCIL
Date 6/23 CA CC
CM ACM DCM (3)

As residents of San Pacifico and South Ponto we oppose Ponto Park and vote with the Mayor and Keith Blackburn to oppose using Contingency Funding to further pursue this issue. This has been a difficult year for the businesses of Carlsbad with Covid and no contingency funds used be used pursuing this topic. We support development of the area

Doug and Marcia Young

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Tammy Cloud-McMinn

From: no Cooley <sebbiesixpack@att.net>
Sent: Thursday, May 28, 2020 2:53 PM
To: Council Internet Email; City Clerk; Scott Chadwick; Gary Barberio; Don Neu; Jennifer Jesser; Kyle Lancaster; Erin.Prahler@coastal.ca.gov; cort.hitchens@coastal.ca.gov; gbuhr@coastal.ca.gov
Cc: sandquist2@earthlink.net; lauraw@surfridersd.org; info@peopleforponto.com; lisa.urbach@parks.ca.gov; jr66outback@gmail.com; dashill4551@gmail.com; Doug Gibson
Subject: Please read into the record at the City Council meeting(s) on the Budget, and include as public comment on the Draft Local Coastal Program Amendment and Parks Master Plan Update
Attachments: Carlsbad FY 2019-20 Budget Public Input Report - Summary analysis for Public Comments on Budget-DLCPA-PMU.pdf

All Receive - Agenda Item # 8
For the Information of the:
CITY COUNCIL
Date 6/2 CA CC
CM ACM DCM (3)

Please read into the record at the City Council meeting:

Dear Carlsbad City Council:

This budget should address both short-term Covid-19 impacts, and near/longer-term investments needed for Economic Recovery and Revitalization.

The quality of our Carlsbad coastline, Coastal Parks, and open spaces are continually rated by Carlsbad citizens and businesses as the critical foundation of our quality of life, economic strength, and tourism industry. Ponto Coastal Park is a critically needed investment, and the last opportunity for the City to make an investment for Carlsbad's long-term sustainability. South Carlsbad Citizens, visitors, and the Visitor Industry have no Southern Coastal Park. Ponto is the only place to provide that needed investment for residents and visitors, and to advance Economic Recovery and Revitalize South Carlsbad's significant Visitor Industry. Coastal Recreation is the major attraction for visitors.

With these understandings, we submit this testimony and attachment. The attachment highlights significant numbers of citizens asking for a Ponto Coastal Park as documented in the FY 2019-20 Budget Public Input Report; and notes concerns about Report dilution of specific citizen input provided at both the March 4, 2019 and 2020 Workshops.

The need for a Ponto Park was the most frequent specific place need/desire citizens mentioned in the Public Input process. The attached documents 85 specific, verbatim citizen comments on Ponto area park needs and over 90% of these citizens request that Council budget to address this need. These 85 Verbatim Citizen comments specifically address how they would like their (Park) tax dollars budgeted. Additionally, 2,500 similar public input email/petitions submitted as public comments on Carlsbad's Draft Local Coastal Program Amendment and Park Master Plan Update processes spoke to the need for a Ponto Coastal Park.

As you know, the 11-acre Ponto Planning Area F site is for sale. This site is similar in size/shape as Holiday Park, providing a Coastal site for similar multipurpose community functions. Carlsbad's Local Coastal Program (and thus General Plan and Zoning Code) requires the City to first consider and document the need for a "Public Park" before any land use can be planned for the Planning Area F site.

The City's Park Master Plan already documents the need for a Ponto "Public Park", showing the area as "unserved" by City Parks and an area of Park "inequity" correlating well with Citizen input.

The City also received offers of potential donations and cost-saving collaborations from Carlsbad Citizens and non-profits to advance the much needed Ponto Coastal Park. The City disappointingly has not replied to these extraordinary opportunities.

Therefore, it is requested the City budget for a Ponto Coastal Park and contact the Planning Area F landowner regarding site purchase.

Consistent with Budget Public Input Report page 3, please provide this testimony and attachment to the Planning and Parks Commissions; and Coastal Commission as public input on the City Staff's proposed 1) City Budget, 2) Draft Local Coastal Program Amendment, and 3) Parks Master Plan Update.

Thank you,

Michael Sebahar
Co-founder
People for Ponto

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Tammy Cloud-McMinn

From: no Cooley <sebbiesixpack@att.net>
Sent: Tuesday, June 23, 2020 1:21 PM
To: City Clerk
Subject: Please read onto record at City Council Meeting

All Receive - Agenda Item # 9
For the Information of the:
CITY COUNCIL
Date 6/23 CA CC
CM ACM DCM (3)

Dear Carlsbad City Council Members,

Thousands of people in Carlsbad have spoken about their priorities and the #1 reported priority is a park at Ponto. It is owed to us. Veterans Park as a substitute will not suffice. It is too far away. It will change the look of the city in ways which will benefit not only citizens, but visitors and local businesses as well. Stop making excuses about why this can't be done and take bold action that will lead to a wonderful landmark feature for the coastal city of Carlsbad, CA.

Michael Sebahar, M.D.
Co-founder People for Ponto

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Tammy Cloud-McMinn

From: natalie shapiro <bloomingtrillium@yahoo.com>
Sent: Monday, June 1, 2020 2:10 PM
To: City Clerk
Subject: Please read into record City Council meeting June 2

All Receive - Agenda Item # 8
For the Information of the:
CITY COUNCIL
Date 6/2 CA CC
CM ACM DCM (3)

Please read this comment into the record.

For Agenda Item #8

I am in support of a park at Ponto and ask that either funding of the development of a park or a study on the development of a park be included in the 2020-2021 City of Carlsbad budget. This area is one of the last undeveloped coast pieces of land and should remain undeveloped.

Thank you,

Natalie Shapiro (City of Carlsbad resident for 8 years)

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From: [Mrs. Hughes](#)
To: [Melanie Saucier](#)
Subject: Develop Ponto Right
Date: Monday, January 20, 2020 9:08:19 AM

I am informed that

There is a current 6.6-acre park deficit in the Coastal Southwest quadrant of Carlsbad (south of Palomar Airport Road and west of El Camino Real), and that there are no Coastal Parks in all South Carlsbad and for a 4-6-mile section of San Diego County's coastline. There is a 30-acre open-space deficit in Zone 9 (Ponto area - west of I-5 and south of Poinsettia).

The State and City of Carlsbad's Local Coastal Program (LCP) require that Planning Area F at Ponto (the 11-acre undeveloped area west of the railroad tracks, north of Avenida Encinas and south of Cape Rey Hotel) be considered as a public park for the benefit of Carlsbad residents and visitors.

And most importantly, I am informed that the 11-acre Planning Area F is NOW available for purchase.

Accordingly, I am requesting and making my position known that:

- I want the City of Carlsbad to budget money in their capital improvement program to purchase Planning Area F and build a park at Ponto to serve residents and visitors alike.
- I want to preserve what little Coastal Open Space Carlsbad has remaining for future generations and our visitor industry.
- I am not in favor of future residential development at Ponto.

Additional Comments:

I request that my comments be put on record in the official public records for Planning Area F and I would like confirmation that my request has been honored.

Thank You,

Patricia Hughes
7215 San Luis St.
Carlsbad, CA 92011

[CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.](#)

From: info@peopleforponto.com
To: [Jennifer Jesser](#)
Cc: [Lance Schulte](#)
Subject: FW: Develop Ponto Right emails
Date: Thursday, January 30, 2020 5:42:53 PM
Attachments: [Fw Public Park for Carlsbad Ponto Area.msg](#)
[Attention! Ponto Beach Parks and Open Space Deficit.msg](#)
[Ponto Development.msg](#)
[Ponto BeachParks and Open Space Deficit.msg](#)
[PLEASE CONSIDER MY VIEWS REGARDING PONTO BEACH DEVELOPMENT.msg](#)
[Support Open Space and a Coastal Park in Southwest Carlsbad- .msg](#)

Hello Jennifer

Please provide email confirmation of this email and attachments as public comments on the DLCPA for Ponto

Thank you

People for Ponto

-----Original Message-----

From: "info@peopleforponto.com" <info@peopleforponto.com>

Sent: Friday, October 12, 2018 7:45pm

To: Matt.Hall@carlsbadca.gov, CityCouncil@carlsbadca.gov, gbuhr@coastal.ca.gov,

Erin.Prahler@coastal.ca.gov

Subject: Develop Ponto Right emails

Emails in favor of a Park at Ponto and preserving Open Space in Carlsbad's Southwest Quadrant over the proposed high density, residential development in Area F.

We ask that these comments be put on record in the official public records for any projects proposed for this land.

The People for Ponto Committee

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

From: [Barbara Kesten](#)
Subject: Support Open Space and a Coastal Park in Southwest Carlsbad-
Date: Sunday, October 7, 2018 6:31:01 PM

I am writing to request your attention to important concerns. I need your attention to the absence of open space and the absence of parkland in the Southwest Coastal Carlsbad area and the Ponto area.

Please correct serious deficiencies, and address these issues constructively, now:
We have no city parks south of Palomar and West of I-5. Where should our families enjoy the outdoors?

There is a 6.6-acre beachfront park deficit in the Southwest quadrant per Carlsbad's Growth Management Plan standard of 3 acres per 1K people.

There is a THIRTY acre open space deficit in Zone 9 per the Growth Management Open Space Standard

There are no parks close to me. The closest park is east of I-5. Poinsettia Park is 2.5 miles away. This is not the distance I expect a child, or young teen or most adults can easily be walking, or even cycling to.

North Carlsbad has TEN coastal parks, whereas South Carlsbad has NONE. The Ponto area is one of the last vacant areas for a coastal park and North County and is the ideal area to develop a coastal park.

If the area known as Planning Area F (undeveloped area west of the railroad track, North of Avenida Encinas, and south of Caper Rey hotel) is to be developed, it must be looked at for "Non Residential Reserve" to residential and commercial, with a zoning of Residentials -23 units, NOT a high density residential community.

The homeowners and businesses in the Ponto Area have paid the City of Carlsbad "Park-in-lieu development impact fees" sufficient to buy and build over 6 acres of parkland on the coast; the area's residents WANT that parkland to be built for our use now.

I am very concerned that public records have confirmed that the City of Carlsbad has exempted developers from providing required open-space

Are the residents and VOTERS of Carlsbad not entitled to the open space that has been planned per the Growth Management plan, and paid for in fees?
We want our Open Space and a Coastal Park in Southwest Coastal Carlsbad. We support more open space, and more parks in this area... NOT high-density residential development!

I thank you for your attention to these very important matters.

Barbara Kesten

A concerned resident of Carlsbad

From: [Bill Bradford](mailto:Bill.Bradsford@peopleforponto.com)
To: info@peopleforponto.com
Subject: PLEASE CONSIDER MY VIEWS REGARDING PONTO BEACH DEVELOPMENT
Date: Monday, October 8, 2018 3:12:05 PM

Re: Ponto Beach / Parks and Open Space Deficit

Dear Mayor Hall, Carlsbad City Council, and California Coastal Commission:

I am informed that there is a current 6.6 acre park deficit in Coastal Southwest quadrant of Carlsbad, (south of Palomar Airport Road and west of El Camino Real); that there is a 30 acre open-space deficit in Zone 9 (west of I-5 and south of Poinsettia) of the Growth Management Plan; that the City is not requiring developers to first look at non-residential reserve and parks in Planning Area F (the large, undeveloped area west of the railroad tracks, north of Avenida Encinas and south of Cape Rey Hotel); and most importantly, I am informed that the City Council is currently reviewing plans to build a high-density, residential community in Planning Area F, a location perfectly situated to remedy the above deficits.

Accordingly, I am requesting and making my position known that:

1. I want the City of Carlsbad to build a park at Ponto to serve residents and visitors.
2. I believe any and all development west of I-5 should be dependent on developers providing the required and currently missing 30 acres of open-space.
3. I do not want high-density, residential development at Ponto.
4. I do not consider the proposed Veteran's Park, located 6 miles from Ponto, a suitable alternative to a Coastal Park and open-space for Ponto / west of I-5.
5. Traffic in this area is already very heavy and the proposed development will exacerbate the situation.

I thank you for your consideration!

William C. Bradford, property owner, 505 Stern Way,
Carlsbad 92011

From: [KC Krause](#)
To: [Council Internet Email](#); gbuhr@coastal.ca.gov; info@peopleforponto.com
Subject: Ponto Beach/Parks and Open Space Deficit
Date: Tuesday, October 9, 2018 5:49:20 PM

Dear Carlsbad City Council and California Coastal Commission,

There is a current 6.6 acre park deficit in Coastal Southwest quadrant of Carlsbad, (south of Palomar Airport Road and west of El Camino Real); that there is a 30 acre open-space deficit in Zone 9 (west of I-5 and south of Poinsettia) of the Growth Management Plan; that the City is not requiring developers to first look at non-residential reserve and parks in Planning Area F (the large, undeveloped area west of the railroad tracks, north of Avenida Encinas and south of Cape Rey Hotel); and most importantly, I am informed that the City Council is currently reviewing plans to build a high-density, residential community in Planning Area F, a location perfectly situated to remedy the above deficits.

Accordingly, I am requesting and making our families position known that:

1. I want the City of Carlsbad to build a park at Ponto to serve residents and visitors alike.
2. I believe any and all development west of I-5 should be dependent on developers providing the required and currently missing 30 acres of open-space.
3. I do not want high-density, residential development at Ponto.
4. I do not consider the proposed Veteran's Park, located 6 miles from Ponto, a suitable alternative to a Coastal Park and open-space for Ponto/west of I-5.

Our family has been blessed with 21 years of living in coastal Carlsbad. Our son had the amazing enriching experience of Carlsbad Junior Lifeguards at Ponto this summer. I have been blessed with 100's of hours surfing this beautiful & natural area which evokes Central California with its rugged unmanicured natural setting quietly set between Leucadia & The Campgrounds.

Thank you for your time & consideration,
The Krause Family
1206 Stratford Lane
Carlsbad, CA 92008

From: [Steven Kesten](#)
To: info@peopleforponto.com
Subject: Ponto Development
Date: Wednesday, October 10, 2018 6:20:44 AM

I am writing to request your attention to important concerns. I wish to express my sincere concern about the relative lack of open space and parkland in the Southwest Coastal Carlsbad area and the Ponto area.

As a resident of Carlsbad, I am respectfully requesting that these serious deficiencies are addressed and corrected. I am aware of the following facts that need to be considered:

- We have no city parks south of Palomar and West of I-5.
- There is a 6.6-acre beachfront park deficit in the Southwest quadrant per Carlsbad's Growth Management Plan standard of 3 acres per 1K people.
- There is a THIRTY acre open space deficit in Zone 9 per the Growth Management Open Space Standard
- There are no parks close to my home (7476 Capstan Dr.). The closest park is east of I-5. Poinsettia Park is 2.5 miles away.
- North Carlsbad has TEN coastal parks, whereas South Carlsbad has NONE. The Ponto area is one of the last vacant areas for a coastal park and North County and is the ideal area to develop a coastal park.
- If the area known as Planning Area F (undeveloped area west of the railroad track, North of Avenida Encinas, and south of Caper Rey hotel) is to be developed, it must be looked at for "Non Residential Reserve" to residential and commercial, with a zoning of Residentials -23 units, NOT a high density residential community.
- The homeowners and businesses in the Ponto Area have paid the City of Carlsbad "Park-in-lieu development impact fees" sufficient to buy and build over 6 acres of parkland on the coast; the area's residents WANT that parkland to be built for our use now.

I am very concerned that public records have confirmed that the City of Carlsbad has exempted developers from providing required open-space with inadequate discussion and consent from the community.

Are the residents and VOTERS of Carlsbad not entitled to the open space that has been planned per the Growth Management plan, and paid for in fees?

We want our Open Space and a Coastal Park in Southwest Coastal Carlsbad. We support more open space, and more parks in this area... NOT high-density residential development!

Steven Kesten
7476 Capstan Dr.
Carlsbad, CA

From: [Hilton Sher](#)
To: [Matthew Hall](#); [Council Internet Email](#); gbuhr@coastal.ca.gov
Cc: info@peopleforponto.com
Subject: Attention! Ponto Beach / Parks and Open Space Deficit
Date: Wednesday, October 10, 2018 3:59:20 PM

I am writing to request your attention to my concerns as a resident of Carlsbad.

I wish to express my sincere concern about the lack of action on the City's part to do their jobs and look out for the community in regards to the open space and parkland in the Southwest Coastal Carlsbad area and the Ponto area.

We do not wish to just concede to more developers that want to dump another development in a profitable space for them and leave the community with nothing to be proud of. Especially when that space could be used by the residents and general public for many years to come!

As a resident of Carlsbad, I am demanding that you pay attention to your constituents and requesting that these serious deficiencies are addressed and corrected. I am aware of the following facts that need to be considered:

- We have no city parks south of Palomar and West of I-5.
- There is a 6.6-acre beachfront park deficit in the Southwest quadrant per Carlsbad's Growth Management Plan standard of 3 acres per 1K people.
- There is a THIRTY-acre open space deficit in Zone 9 per the Growth Management Open Space Standard
- There are no parks close to my home (7449 Tribul Ln). The closest park is east of I-5. Poinsettia Park is 2.5 miles away.
- North Carlsbad has TEN coastal parks, whereas South Carlsbad has NONE. The Ponto area is one of the last vacant areas for a coastal park and North County and is the ideal area to develop a coastal park.
- If the area known as Planning Area F (undeveloped area west of the railroad track, North of Avenida Encinas, and south of Caper Rey hotel) is to be developed, it must be looked at for "Non Residential Reserve" to residential and commercial, with a zoning of Residential -23 units, NOT a high density residential community.
- The homeowners and businesses in the Ponto Area have paid the City of Carlsbad "Park-in-lieu development impact fees" sufficient to buy and build over 6 acres of parkland on the coast; the area's residents **WANT** that parkland to be built for our use now.

I am very concerned that public records have confirmed that the City of Carlsbad has exempted developers from providing required open-space with inadequate discussion and consent from the community.

The residents and VOTERS of Carlsbad are **entitled to the open space that has been planned per the Growth Management plan, and paid for in fees!**

We want our Open Space and a Coastal Park in Southwest Coastal Carlsbad. We support more open space and more parks in this area... NOT high-density residential development!

I look forward to and expect a response to these items...

Tepid regards,

Hilton Sher
7449 Tribul Ln.
Carlsbad, CA

From: info@peopleforponto.com
To: info@peopleforponto.com
Subject: Fw: Public Park for Carlsbad Ponto Area
Date: Friday, October 12, 2018 4:42:05 PM

for record keeping

From: Jean McNally [mailto:jmcnally2@sbcglobal.net]
Sent: Wednesday, September 19, 2018 10:40 AM
To: erin.prahler@coastal.ca.gov; gbuhr@coastal.ca.gov; citycouncil@carlsbadca.gov
Cc: info@peopleforponto.com
Subject: Public Park for Carlsbad Ponto Area

Hello,

My name is Jeannie McNally and I been a Carlsbad homeowner for 34 years. I want to thank both the City and the Coastal Commission for making Carlsbad the beautiful City that it is . However, there is one area that I would like improvement on and that is the development of a Coastal Park/Open Space in the Ponto area. Apparently this was overlooked in the past during development projects and I appreciate the Coastal Commission revisiting the need of this Park and considering other suitable Priority Coastal land uses.

I would like to request that there be a Community based planning process for Ponto so that everyone is on the same page to help fulfill the need for an area that has no parks in the 4 mile stretch of coastline.

Our shortfall of the 30 acre of Open Space that was required by Carlsbad's Growth Mgmt. Program can easily be met to fulfill your Mission goals of providing public parks/open space for access for local residents as well as visitors to the Hotels. A Public Coastal Park at the Ponto area (Local Facilities Management Plan F) can be the solution to utilizing the 30 acres of minimally required Open Space per the Growth Management Open Space Standard.

I urge that we do the right thing and follow our obligations that we have set forth in our Growth Mgmt. Plan. Conferring with the local Community only makes sense in trying to complete a successful project.

Thank you for your co-operation.

Jeannie McNally
7604194018



This email has been checked for viruses by Avast antivirus software.

www.avast.com

People for Ponto apologize for this late and hastily, review and comments. We just found out about the meeting this morning. We citizens know we can together achieve great things if you allow us to work with you.

Staff
Report

Page clarification/correction:

1 The LCP Land Use Plan Update is in fact an Amendment to an Existing LCP Land Use Plan. The Existing LCP Land Use Plan is already certified by the CA Coastal Commission as being consistent with the CA Coastal Act, except for some Amendments needed to address Sea Level Rise impacts and some other issues.

The LCP Amendment proposes to change the Existing CA Coastal Commission certified LCP Land Use Plan's "Non-residential Reserve" Land Use and Policy on Planning Area F to consider and document the need for "i.e. Public Park" at Ponto .

- 1 Staff summarizes the CA Coastal Act objectives to "ensure maximum public access to the coast and public recreation areas."
 - Carlsbad's Adopted Park Service Area/Equity Mapping shows there is no Park Service for the Ponto Area and Ponto Citizens, and no Park Service for the Coastal South Carlsbad area west of Interstate-5 and the rail corridor.
 - The City's mapping of land that meets the developer required Growth Management Open Space Standard of 15% Unconstrained land shows about 30-acres of this Open Space is missing at Ponto. This missing Open Space could have provided needed Park facilities that are missing at Ponto.
 - Citizens in over 2,500 emails to the City Council have cited the need for a Public Park at Ponto as part of the Existing LCP Land Use Plan Amendment proposed at Ponto. These requests area consistent with the CA Coastal Act.
- 3 2nd bullet: says city staff proposes to replace, amend, or retain various Existing LCP policies, so the Staff has a documented understanding how each Existing LCP policy is being treated in the proposed Amendment. Citizens asked in Oct 20, 2019 for this 'redline' version of the Existing LCP Policies and Land Use Maps so citizens can understand what the Amendments are so we as citizens could then provide informed public comment. This 'redline' version is also important for the City Council and Planning and other Commissions so they know what Amendments to Existing City LCP Land Use policy are being proposed. Citizens again request this 'redline' version that it appears the staff already has; as they know what Existing LCP Land Use policies are being replaced, amended, or retained.
- 4 V is incomplete: the community asked on Oct 20, 2019 for 3 things: 1) a 'redline' version as noted above, 2) true Public Workshops to help inform and resolve community concerns about the proposed LCP land Use Plan Amendments, and 3) more public review time to provide for the above two other requests. All 3 requests should be acknowledged in the staff report. All 3 requests are rational and reasonable considering the proposed Draft LCP Land Use Plan

Amendment is the “buildout” plan for Carlsbad’s Coastal Zone, and there were multiple documented fundamental “planning mistakes” regarding past City public information and participation in the Coastal Land Use planning. Providing such a process as outlined by the 3 requests would help to correct these documented public disclosure/participation and ‘planning mistakes’ that have gone on for many years. It is the right thing to do and most productive approach for all concerned.

7 Staff should accurately disclose that in 2010 the CA Coastal Commission in fact rejected the City’s proposed Ponto Beachfront Village Vision Plan for failing to disclose and comply with the then and current LCP Land Use Plan policy for Planning Area F at Ponto. Carlsbad Public Record Requests confirmed the staff did not disclose to citizens the existence LCP Land Use Plan policy for Planning Area F at Ponto, so citizens had no idea a Public Park at Planning Area F at Ponto needed to be considered. How can citizens, provide input if citizens don’t have complete and accurate information to review and comment on?

8 Staff should correctly disclose that the 2015 application at Planning Area F at Ponto is first for a Local Coastal Program Amendment and Master Plan Amendment. These are both applications to change City Land Use Plan Policy and Zoning regulations. The actual applications for ‘development’ permits can in fact not even be considered by the City until the Local Coastal Program Land Use of “Non-residential Reserve” is changed and Master Plan rezoning is approved. Only then can the ‘development’ permit application can applied for. The developer abandoned their application to change the LCP and Master Plan and then apply for developer permit review about a year ago. However, the city staff is keeping the application ‘alive’ even though there has been no progress on the application for over a year. It is unclear if the staff has authority to do this, or if the City Council has authority to withdrawal the application due to non-activity. The City has permit standards that withdraw applications if applicants make no progress on the applications after 6-months. What is troubling is that it appears the city staff proposal is to process the developer’s application to change the Existing LCP Land Use Plan for the developer.

Staff notes that the Planning Area F sites now designated as Residential R-23 and General Commercial by the Carlsbad General Plan Update. However, staff fails to disclose that until the Existing LCP Land Use Plan Amendment (as proposed by City Staff) is in fact approved by both the City and the CA Coastal Commission the Existing LCP Land Use Plan for Planning Area F supersedes the City’s General Plan Update. **Carlsbad’s General Plan Land Use Element clearly states this on page 2-26 stating: “The city’s LCP Land Use Plan will be updated consistent with this General Plan. However, to take effect, the LCP must be certified by the Coastal Commission as well as adopted by the city. Until such time that this occurs, the existing (as of 2013) LCP must be adhered to.”** So until the City Council adopts the staff’s proposed Draft LCP Land Use Plan Amendment, AND the CA Coastal Commission “certifies” that LCP LUP Amendment; the City’s General Plan Update Land Use change cannot take effect. The General Plan Land Use at Ponto Planning Area F has in fact not been changed by the General Plan Update, but can only change with staff’s proposed Draft LCP Land Use Plan Amendment that the City Council can choose to approve or disapprove. Also official Public Records Requests have documented that the City’s General Plan Update planning process was also fundamentally flawed at Ponto. Again, like during Ponto Beachfront Village Vision Plan planning process a few years earlier the city failed to comply with the then and current LCP Land Use Plan policy for Planning Area F at Ponto. The flawed General Plan Update process at Ponto prevented Citizens

from knowing the facts so they could properly participate and provide review and comment during the General Plan Update. The significant citizen comments to the City Council asking for a Ponto Coastal Park is reflective of the fundamental public disclosure and processing flaws that the city is only now acknowledging as one of the repeated 'planning mistakes' at Ponto. This is why citizens are asking for full disclosure of the facts and a complete planning process re-boot at Ponto. It also should be noted that the Existing LCP Land Use Policy for Planning Area F states that **"as part of any future planning effort ... consideration of a "Public Park" is required.** CA Coastal Commission Staff has indicated the City's proposed land use planning changes at Ponto as part of the General Plan Update are subject to change.

At the bottom of the page regarding SB 330, as noted above the "residential land use designation on the site" is not in effect until the currently proposed LCP Land Use Plan Amendment is both approved by the City Council AND also certified by the CA Coastal Commission, so SB 330 does not apply. Also SB 330 has specific language that exempts land use in the Coastal Zone. SB 330 (Skinner) Section 13 states: **"(2) Nothing in this section supersedes, limits, or otherwise modifies the requirements of the California Coastal Act of 1976** (Division 20 (commencing with Section 30000) of the Public Resources Code). **For a housing development project proposed within the coastal zone, nothing in this section shall be construed to prohibit an affected county or an affected city from enacting a development policy, standard, or condition necessary to implement or amend a certified local coastal program consistent with the California Coastal Act of 1976** (Division 20 (commencing with Section 30000) of the Public Resources Code)." This language is consistent with CA case law, and other housing laws that recognize the obvious – there is very limited amount of Coastal land v. significant land area inland. Limited Coastal Land per the CA Coastal Act is needed for "High-Priority" Coastal Land Uses" - i.e. Coastal Recreation and Low-cost visitor accommodations primarily in a city such as Carlsbad. The CA Coastal Act identifies both residential and general commercial land uses as "low-priority". So although affordable housing is important there are other more appropriate locations, than on the last remaining vacant Coastal land in Carlsbad that will be needed to address the "High-Priority" Coastal Land Uses to serve Carlsbad and California's 'buildout' needs. CA case law recognizes the supremacy of the CA Coastal Act over CA Housing Laws as noted in "Kalnel Gardens, LLC v. City of Los Angeles". This case law data has already been provided to the City Council as part of Staff's housing discussions over the past few years. The staff report should have disclosed the above information, as it appears SB 330 is not a factor at Ponto.

- 13 2005-2010 Housing Element: As noted above the General Plan Land Use Element states the General Plan Land Use Plan is not effective until the proposed Draft LCP Land Use Plan Amendment is both approved by the City Council AND certified by the CA Coastal Commission. So, the Housing Element Cannot recognize the proposed residential use change at Ponto until then. Also as noted before there were multiple documented fundamental 'planning mistakes' in public disclosure, participation and process that flawed the Housing Element. It should be noted that these flaws occurred during the time the CA Coastal Commission specifically rejected the Ponto Beachfront Village Vision Plan due to those flaws. The now City acknowledged 'planning mistakes' at Ponto prevented Carlsbad citizens from providing informed participation during the Housing Element.

Also, it is unclear why the staff misrepresented the amount of housing proposed in the Housing Element on the Ponto Planning Area F site as "the Ponto site for high density residential use at a

minimum density of 20 dwellings per acre (128 units minimum)”; as this is not true. The City’s General Plan promises only the minimum 15 dwelling units/acre for the R-23 Land Use designation. See the “Ponto” unit capacity table below from the City of Carlsbad General Plan Housing Element Table B-1 on page B-2 that lists 98 dwellings for the site on the east side of Ponto Road and 11 **optional dwellings** on the west side of Ponto Road for 109 total units for both sites, v. the 128 units mentioned by staff. Not sure why staff misrepresented the density by 17 to 30%.

Table B-1: Vacant Sites for Lower and Moderate Income Housing						
APN	General Plan Designation ¹	Zoning District	Site Size (Acres)	Unit Capacity, by Household Income		
				Very Low	Low	Moderate
2090901100 (Sunny Creek)	R15 (12 du/ac)	RD-M	9.6	-	-	115
2161404300 (Ponto)	R23	P-C	6.5	-	-	98
	GC (Mixed Use) ³	P-C	3	-	-	11

2007 Ponto Beachfront Village Vision Plan: As noted several times above there were fundamental public disclosure and participation flaws with this plan. It was rejected by the CA Coastal Commission in 2010 in part for those reasons. These flaws are confirmed by the City’s own data as a result of multiple Official Carlsbad Public Records Requests. This should be disclosed to the City Council and citizens.

- 14 2015 General Plan Update: As noted several times above there were also fundamental public disclosure and participation flaws with this General Plan Update with regards to Ponto. These flaws are confirmed by the City’s own data as a result of multiple Official Carlsbad Public Records Requests. This should be disclosed to the City Council and citizens.

Citizens are asking the City Staff and City Council:

- for honesty; to fully and publicly recognize and disclose the past “planning mistakes” at Ponto, and fundamental flaws from the from those mistakes that prevented citizens from knowing about and participating in the planning process for Ponto.
- To keep the Existing LCP Land Use Plan at Ponto until a new open-honest and inclusive Community-based planning process can be achieved at Ponto.
- To be honest with respect to Park Serve Area and Equity issues at Ponto and Coastal South Carlsbad west of I-5 and the rail corridor.
- Consider the needs for inland South Carlsbad citizens, visitors and business to have their ONLY Coastal Park.
- Consider the larger regional Coastal Park need, and the forever ‘buildout’ Coastal Recreation needs for future generations.
- To be true and honest in translating and implementing our Community Vision

FW: Need for park space in Southwest Carlsbad

Council Internet Email <CityCouncil@carlsbadca.gov>

Thu 8/20/2020 10:19 AM

Cc: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

FYI

From: pjaquette@aol.com <pjaquette@aol.com>

Sent: Thursday, August 20, 2020 8:38 AM

To: Council Internet Email <CityCouncil@carlsbadca.gov>; Matthew Hall <Matt.Hall@carlsbadca.gov>; Keith Blackburn <Keith.Blackburn@carlsbadca.gov>

Cc: Manager Internet Email <Manager@CarlsbadCA.gov>

Subject: Need for park space in Southwest Carlsbad

Dear Carlsbad City Officials,

I am writing to oppose high density development of the currently vacant land in the Ponto area of Southwest Carlsbad, and to support adding park space in our part of the city.

First, any grant of exemptions to current zoning requirements increasing density in this area would both change the character of the San Pacifico and Ponto areas and be an unjustified give away to current landowners. If any of these parcels are to be developed, they should be developed as the current zoning allows and with no higher density.

Second, the Southwest Carlsbad area has a park deficit under city and Coastal Commission planning guidelines. I understand that the Planning Area F parcel is currently for sale. This would be a great addition to Southwest Carlsbad as a public park. This would help alleviate the park area deficit in our area of Carlsbad and be a terrific addition to the quality of life for Carlsbad citizens and visitors alike.

How Carlsbad deals with this issue is my number one priority for the city, and will be my primary consideration in voting for Carlsbad elected officials.

Sincerely,

Peter Jaquette

555 Dew Point Ave.

Carlsbad, CA 92011

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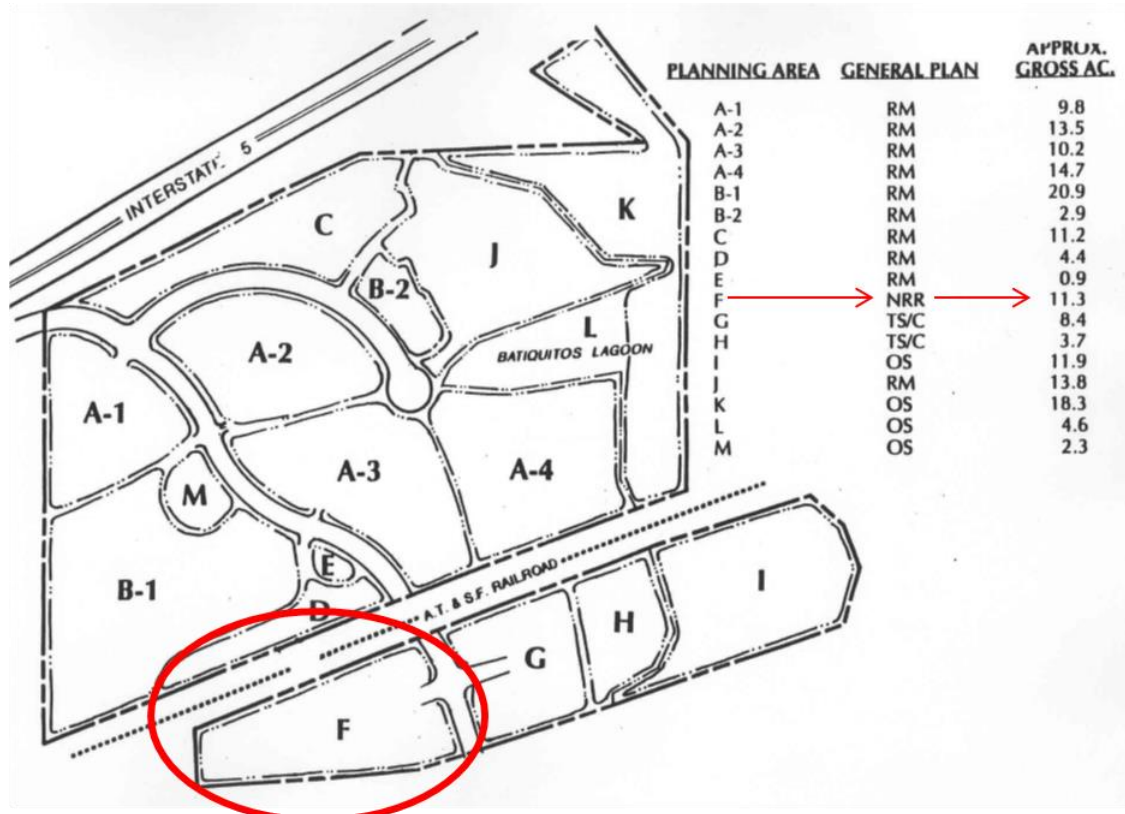


To:
 Carlsbad City Council council@carlsbadca.gov
 Carlsbad Parks & Recreation Commission at mike.pacheco@carlsbadca.gov
 Carlsbad Planning Commission at Don.Neu@carlsbadca.gov
 Scott Chadwick, City Manager Scott.Chadwick@carlsbadca.gov
 Kyle Lancaster, Parks and Recreation Kyle.Lancaster@carlsbadca.gov
 Don Neu, Planning, City of Carlsbad Don.Neu@carlsbadca.gov
 Erin Prahler, Gabe Buhr, and Cort Hitchens, California Coastal Commission Erin.Prahler@coastal.ca.gov
gbuhr@coastal.ca.gov and cort.hitchens@coastal.ca.gov

Subject: City Staff Proposed Draft Local Coastal Program Amendment to the Land Use Plan (PDLCPA-LUP) at Ponto, and Planning Area F within the San Pacifico Planned Community

Dear Carlsbad City Council, Planning and Parks Commissions; and CA Coastal Commission:

The San Pacifico Community Association (SPCA) represents over 450 homes (around 1,000 Citizens) in the Coastal South Carlsbad, more specifically at Ponto that is in the Southwest Quadrant/Park District of Carlsbad. SPCA is the primary component and stakeholder of the Poinsettia Shores Planned Community (Poinsettia Shores Master Plan and Local Coastal Program – PSMP/LCP). Planning Area F as shown in the following image from the Existing PSMP/LCP is one of the Planning Areas of SPCA, and is Currently General Planned as NRR- Non-residential Reserve in Carlsbad’s Existing Local Coastal Program.



In 2015 the SPCA formed a citizens Committee, since renamed www.peopleforponto.com due to the many concerned citizens that share our SPCA concerns on how Planning Area F and our other few remaining vacant Coastal land is used, to:

- Provide information to all San Pacifico residents (and surrounding neighborhoods) on the developments.
- Obtain and consolidate constructive feedback from the residents. Give this feedback to the residents, developers and City so that we can have productive/timely input into the projects and their designs.
- Act as a strong, unified voice and with the support of our residents in upcoming Planning, Council and Coastal Commission meetings.

Since 2015 we have become more educated on the City and Coastal land use planning situations at Ponto and have provided the attached 8/17/17, 12/4/17, 12/5/17, 2/20/18, 2/8/19, and 7/7/19.

In all these formal communications to the City, each which should be specifically addressed in the City and Citizens review and consideration of the PDLCPA-LUP, there are the following overriding themes that we have repeatedly asked the City to respond to in a way consistent with the City's stated Community Vision and basic honesty and openness:

- The prior city planning processes at Ponto were fundamentally flawed by not formally inviting and including our SPCA in the City's Ponto Beachfront Village Vision Plan (rejected by the CCC due to fundamental flaws), and the only 5 years later repeating that flaw in the City's General Plan Update. A Community Plan should be a Community Plan, and the City should have invited/involved our SPCA in the City's proposed changes to a Planning Area in our Community. Why our Community was not formally invited/involved by the City is an unanswered question. SPCA and other Citizens have repeatedly asked that these prior flawed processes reset land uses to the Existing LCPS' NRR land use until a true open/honest Citizen based Community Planning Process and workshops be conducted.
- Beyond the exclusion of the SPCA in the 'prior/current planning processes' noted above; there were (now City acknowledged) multiple mistakes in the Coastal land use planning processes at Ponto. Specifically City mistakes in complying with Carlsbad's Existing LCP requirements for Planning Area F that requires prior to any planning Process public discussion, consideration, and documentation of the need for a "Public Park" and/or "low-cost accommodations" [High-Coastal Priority Land Uses] prior to any proposed change to the NRR area. These mistakes fundamentally flawed these prior planning efforts, because they did not allow Citizens to know and provide input into the High-Priority Coastal Land Use Planning options available the Citizens consideration of the need for those options. These mistakes are currently being repeated in the PDLCPA-LUP as it does not contain the required public disclosure, analysis, consideration, and documentation of the need for these High-Coastal Priority Land Uses. How can Citizens provide meaningful Public Comment on the PDLCPA-LUP if the City did not fully disclose the Existing LCP requirement for Planning Area F, and provide the required data to evaluate that requirement? This is particularly concerning in that the PDLCPA-LUP does propose/plan significant loss of High-Coastal Priority and Uses due to Sea Level Rise and Coastal Bluff Erosion.
- The City has documented the Ponto area and all Coastal South Carlsbad (about 3-4 miles of coast) west of the I-5 freeway/Railroad track barriers are unserved by City Parks. The City's Park Master Plan (see below image) documents the City Park Service Areas (shown as circles) based on all existing and proposed park locations. This lack of City Parks to serve Coastal South Carlsbad and inland citizens/visitors is the main part of a larger 6-mile Coastal Park Regional Gap centered on Ponto. The 6-mile Coastal Park Gap is 8% of SD County's 70-mile coastline. This existing and PDLCPA-LUP proposed lack of a City Park in Coastal South Carlsbad's significant section of coastline, seems like an violation of multiple CA Coastal Act Policies along with Carlsbad's Community Vision – the General Plan's foundation. The fact that the Existing LCP is supposed to consider a Public Park at planning Area F, and that Sea Level Rise and Coastal Bluff Erosion will further impact Coastal Park access for section of coastline makes the PDLCPA-LUP more alarming.

No Coastal Park in South Carlsbad

- Appx. 6 miles of Coast without a Coastal Park is a City & Regional need
- South Carlsbad has 64,000 residents & thousands of hotel visitors without a Coastal park
- Closest park to Ponto is Poinsettia Park, approx. 2.5 miles across I-5
- Proposed Veterans Park is approx. 6 miles away



- In the absence of an informative and inviting Community-based planning process by the City, the People for Ponto Committee has worked hard to try informing and involving citizens about Ponto and Coastal planning issues. People for Ponto worked with limited volunteer citizen resources and time and with 30 Official Carlsbad Public Records Requests documented facts to inform citizens and find aforementioned 'Ponto planning mistakes'. Repeatedly Community surveys document (see attached) an almost unanimous (90% plus) support for a Ponto Coastal Park. Citizens have expressed a strong documented need for a Ponto Coastal Park and the City should provide a true Community-based planning process to explore that need and develop solutions as part of the Planning Area F LCP requirements.
- The City allowed Ponto area developers to not have to comply with the City's Growth Management Open Space Standard (GMOSS). This resulted in over-development of the Ponto area. This over-development exacerbates the lack of a Coastal Park at Ponto. If the SPCA developers were required to comply with the GMOSS then there likely would have been a Park or significant sized green space provided as part of the PSMP/LCP, like in other Master Plan Communities in Carlsbad; and the Planning Area F LCP requirements could potentially be different. The first image in this letter also shows the Open Space in our San Pacifico Planned Community – all but the 2.3-acre Planning Area M is Constrained steep-endangered habitat or water that cannot be used to comply with Carlsbad's Growth Management Standard for Open Space of a minimum of 15% (or 18.85-acres) of the 125.7-acres of Unconstrained land in our Planned Community as useable Open Space. Thus PSMP/LCP developers were allowed to develop Low-Coastal Priority Residential development on 16.55-acres of land that would have been reserved and developed as Open Space. The Growth Management Open Space Standard deficit is about 30-acres for the entire Zone 9 Local Facility Management Plan area according to documented City GIS data. The City not requiring the Zone 9 Local Facility Management Plan developers to meet GMOSS appears to maybe impact the PSMP/LCP. Correcting over-development of the Coast, particularly with low-priority residential land uses, is one of the fundamental rationales for CA citizens voting for Prop 20 and the CA Coastal Act.

As noting in our initial 8/31/17 letter to you , Carlsbad has a once in a generation opportunity to create very special coastal South Carlsbad Ponto Beach Park in South Carlsbad. This opportunity will be true to our Carlsbad Community Vision, CA Coastal Act Policies, and a needed Coastal Park legacy for future generations. We believe a much needed Ponto Coastal Park benefits not only coastal South Carlsbad but all of Carlsbad, and our North County neighbors and visitors. A High-Coastal-Priority Ponto Coastal Park is more consistent with the City General Plan, Growth Management Program, and Parks Master Plan than Low-Coastal-Priority residential and general commercial use, and will result in a better, more valued and more socially and economically sustainable City.

SPCA citizens are key Stakeholders in Ponto and the PSMP/LCP. Since 2015 we have been hearing similar concerns from other Carlsbad citizens about coastal park needs at Ponto and request that the City Council seize this opportunity to work with us to establish a comprehensive and open community discussion about the strategic acquisition of a coastal South Carlsbad Ponto Beach Park for South Carlsbad citizens and businesses. We request that the PDLCPA-LUP provide for meaningful (not a strip of extra landscaping) City Coastal Park West of Interstate 5 be developed in South Carlsbad to be fair and equitable and to meet the needs of South Carlsbad for a Coastal City Park to serve all the Citizens of South Carlsbad. This can take advantage of special land use synergies to help promote public/private collaboration, create added property and transit occupancy tax revenues for the City by creating a valuable and synergistic amenity [where none now exists] for over half the City and over 26,000 homes, along with providing support to our City's visitor serving businesses and activities.

The SPCA wishes to be formally apart of any proposed City or CCC Community-based planning process for the PDLCPA-LUP, and be provided notice of actions regarding these subjects. We would appreciate meeting with you to see how we can discuss and advance this for the benefit of South Carlsbad and all Carlsbad Citizens. As we are citizen volunteers we sincerely appreciate advance notification to allow for preparation and coordination with our work lives and to communicate back to our members and other South Carlsbad Citizens. The San Pacifico Community Association contact information is:

San Pacifico Community Association
c/o Walters Management, Lee Leibenson
9665 Chesapeake Drive, Suite 300
San Diego, CA 92123

Thank you for your consideration.

San Pacifico Community Association Board of Directors:

Mr. Jim Nardi jtnardi1@msn.com
Mr. Bill Van Cleve billvancleve@prodigy.net
Mr. Adriaan van Zyl Vanzyl.aakc@live.com
Mrs. Barbara Kesten bkesten01@gmail.com
Mr. Chas Wick chaswick@reagan.com

Attachments emails send:

8/17/17
12/4/17
12/5/17
2/20/18
2/8/19
7/7/19.

cc:

Board of Directors
People for Ponto info@peopleforponto.com

Tammy Cloud-McMinn

From: tom hall <tomhall2016@gmail.com>
Sent: Saturday, May 30, 2020 6:23 PM
To: City Clerk
Cc: info@peopleforponto.com
Subject: Ponto Park

All Receive - Agenda Item # 8
For the Information of the:
CITY COUNCIL
Date 6/2 CA CC
CM ACM DCM (3)

Dear City Council,
Please read this at your budget meeting.

My name is Tom Hall, and I have been a current resident of Carlsbad since 2008. I have lived in the Encinitas/Carlsbad area for over 20 years. I'm an executive for a major life insurance company, and work with thousands of insurance agents around the country. I attend church locally, volunteer locally and have spent many years celebrating life with my family down at Ponto Beach. You can often find me three times a week running the stairs just below the new Encinitas Beach Hotel project, or possibly watching a sunset with my wife. And at least once a week I will park on Ponto Road and head north up on 101 for a nice jog. We are blessed to live in a beautiful area. And it is so important that we keep it beautiful, and unique, and special. Adding more shopping centers, housing, restaurants or other development is not a good solution for our community. In my humble opinion, it will only create more traffic and slowly erode the unique beauty of this area. That is why I am asking you to please consider funding for a new park. Parks and trails provide our citizens opportunities to enjoy nature, the beach, fitness and spending time with family and friends. I urge you to highly consider establishing a park in the Ponto area that is currently be considered for development. Let's do the right thing.

Respectfully,
Tom Hall

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

From: Traci Huber <traciahuber@gmail.com>
Sent: Tuesday, January 14, 2020 6:10 PM
To: Kervin Krause <kervinkrause@gmail.com>
Cc: Melanie Saucier <Melanie.Saucier@carlsbadca.gov>; Patty Segovia Krause <Patty@sandiegopreviews.com>
Subject: Re: Local Coastal Carlsbad Land Use Update

Thank you for writing the letter Krause family. We agree wholeheartedly with you and add our names to your requests.

Ms. Saucier, please keep us up to date on plans. We are neighbors of the Krause's.

Thank you,
Matt, Traci, Phinn and Lyra Huber

Sent from my iPhone

On Jan 14, 2020, at 9:33 AM, Kervin Krause <kervinkrause@gmail.com> wrote:

Dear Melanie Saucier,

Thank you for all your work keeping 'CBad is Rad' such a great family-friendly beach town!

Our family is fortunate to have called Olde Carlsbad home since the late 90's.

We have attended many informative & well held meetings/presentations along the way - including the 2010 Community Vision.

~80-90% of the feedback we heard (from residents) over the decades was included in this vision, the hard part is implementing & following this well planned vision.

On that note we feel, there is a 6 acre park deficit in Coastal Southwest quadrant of Carlsbad, (south of Palomar Airport Road and west of El Camino Real); that there is a 30 acre open-space deficit in Zone 9 (west of I-5 and south of Poinsettia) of the Growth Management Plan; that the City is not requiring developers to first look at non-residential reserve and parks in Planning Area F (the large, undeveloped area west of the railroad tracks, north of Avenida Encinas and south of Cape Rey Hotel).

We want the City of Carlsbad to build a natural park (integrating with the coastal environment - like the existing lagoon areas & to some extent Terramar area) at Ponto to serve residents and visitors alike.

We believe any and all development west of I-5 should be dependent on developers providing the required and currently missing 30 acres of open-space.

We do not want too high-density, residential development at Ponto - one of the last easily accessible (our son enjoys Carlsbad Jr. LG's there every summer!) mostly untouched open beach/lagoon areas left along coastal Carlsbad.

Thank you,
Kervin, Patty & Ashby Segovia-Krause
1220 Stratford Lane
Carlsbad CA 92008

PS

Local Coastal Program Update



The City of Carlsbad released an update to the [Local Coastal Program](#), a plan for how land can be used in the coastal zone. The [draft plan](#) is available for public review and comment. The comment period has been extended to Jan. 31, 2020.

An informational meeting was held on Oct. 29, 2019, to provide an

overview of the updates made to the plan and answer questions.

The [presentation](#) provided at the informational meeting is available on the city website.

How to Provide Comments

The comment period has been extended. Comments should be provided via mail or email by Jan. 31, 2020 to:

Melanie Saucier
Associate Planner
1635 Faraday Avenue
Carlsbad, CA 92008
melanie.saucier@carlsbadca.gov
760-602-4605

The latest updates to the plan include new sections on the following:

- Sea level rise: What hazards affect Carlsbad's coastline due to sea level rise and how the city will address these hazards
- Lower-cost visitor accommodations: Protection of lower-cost visitor accommodations to provide access to the coast at a range of affordability levels
- Scenic coast viewshed protection: How the city will protect public views of the coast

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From: travisg2@gmail.com
To: [Melanie Saucier](#)
Subject: City of Carlsbad COASTAL UPDATE Associate Planner - Ponto/Southern Waterfront
Date: Sunday, October 20, 2019 9:35:43 PM

City of Carlsbad
Associate Planner
Melanie Saucier

Hi Melanie,

We received in the mail the LOCAL COASTAL PROGRAM UPDATE, which stated we could email you comments.

We are a home owner for 15 years in Waters End, South Carlsbad, west of I-5, across from Benihana Restaurant. We have lived in this area for 20 years. I was born and raised in California, living in California for all of my 50 years.

We would like to see FIRST CLASS multiple **4 or 5 star boutique hotels** built in these Ponto/Southern Waterfront areas, which are currently mostly dirt, raw land now. We believe this VERY VALUABLE ONE OF A KIND raw land provides Carlsbad the opportunity to build an ICONIC hotel resort(s) which will help the overall image, and values of property owners in all of Carlsbad. If you were to approve residential buildings in this space, we would prefer to see expensive new homes, very large square footage (ESTATE TYPE HOMES) homes in the \$2million to \$3million range.

Again we believe this raw land is ONE OF A KIND and presents an opportunity for Carlsbad to make a statement and approve buildings that would give Carlsbad's image a boost, to all of Carlsbad.

North San Diego has plenty of affordable, low income housing. We believe affordable, low income housing should NOT be built on any of these VALUABLE ICONIC real estate areas.

Also, if you wanted to rename this area, I would propose a name of **"LA COSTA BEACH"**. This area actually is directly west of La Costa, and so "LA COSTA BEACH" would be an accurate description, and a fair name. Granted, LA COSTA BEACH would still be part of Carlsbad.

WALKING TRAILS ARE VALUABLE HERE

I will add in these areas: the walking trails along the train tracks, and along the lagoon are very much appreciated here, as we and our neighbors often walk to the beach on these trails and thru the campgrounds, along the beach, and walk after work in these areas for exercise.

PROPOSALS TO BUILD

I have seen several different PROPOSALS for construction on these areas in the last 15 years. Most of the proposals are lackluster such as the: <http://www.pontobeachfront.com/overview>, which proposes: **136 condos, on 11 acre east of Ponto Drive and north of Avenida Encinas, which is absurd. We do NOT need condos to built on this ONE OF A KIND VALUABLE ICONIC land. If you need to build condos, then please Build condos east of I-5 and NOT west of I-5** I have seen pictures of the "New Ponto Beachfront" proposed construction and this looks lackluster, not that great. We do like to see restaurants built on this land, whether that be restaurants in a boutique hotel, resort spa, or possibly freestanding, preferably in boutique hotel, resort spa.

We do like the proposal to build the below "Five-star hotel planned for Ponto Beachfront."

We very much like the Cape Rey Hilton. We walk there for dinner with our family. We like being able to walk to restaurants.

We do NOT like the proposal to build the below detailed: **"76 luxury townhomes, 73 rental condominiums"**. Again this land is VERY VALUABLE AND ICONIC and we strongly oppose building of townhomes and condominiums, even with their description as luxury, as that description of luxury is probably just a marketing term to sell the proposal.

<https://www.sandiegouniontribune.com/communities/north-county/sd-no-hotel-project-20161207-story.html>

Five-star hotel planned for Ponto Beachfront



An architectural rendering of the five-star hotel proposed for the Ponto Beachfront Village.

(courtesy Kam Sang Co.)

By Phil Diehl
Dec. 8, 2016

A five-star resort hotel is being planned for a vacant ocean-view property at the southeast corner of Carlsbad Boulevard and Avenida Encinas, part of the long-sought transformation of Carlsbad's Ponto Beachfront Village area.

Representatives Arcadia-based Kam Sang Co. met this week with Ponto residents to present plans for the 14-acre project, which calls for 267 rooms, 46 time-shares, and a three-level parking structure with 820 spaces.

No company has been chosen to operate the hotel, but talks are underway with major brands such as **Ritz-Carlton**, Waldorf Astoria and others, officials said.

"It's a very unique property," said Kam Sang representative Phil Wolfram. "We want to bring something that's of value to the city and will make residents happy."

The site, along historic Highway 101 just north of Encinitas and the Batiquitos Lagoon, is considered a gateway for anyone entering Carlsbad from the south.

The proposed resort would have a 10,000-square-foot ballroom, two swimming pools and three different outdoor lawns that could each host events for 200 to 500 people. The building and parking areas would take up less than half the available land, with the rest used for landscaping, natural space and public hiking trails.

"We are sculpting the project so that views will be enhanced," said architect Kap Malik. The trails and restaurants on the property would be open to the public, he said.

"We want neighbors to come enjoy a cup of coffee," Malik said. "Not only the hotel guests, but **we want everybody in the neighborhood to come and enjoy the place.**"

The developer is also studying whether a pedestrian bridge could be built across the railroad tracks at the southern end of the property near the Batiquitos Lagoon. The bridge would link the trail around the resort to residential neighborhoods east of the tracks and perhaps to an existing public trail along the north shore of the lagoon.

A preliminary application for the project was submitted earlier this year to the Carlsbad planning department, but so far no formal application has been received, City Planner Don Neu said Thursday. Company officials said they plan to submit a formal application early next year, which would go before the city's Planning Commission for review and then to City Council for final approval.

Construction probably will take 18 to 24 months once the city approves the project, officials said. The proposed hotel is a key element of a development plan Carlsbad introduced in 2005 and approved in 2007 for the 50-acre Ponto Beachfront Village area. The overall plan calls for three hotels, restaurants, retail shops and homes. One of those hotels, the **Cape Rey Hilton**, opened in 2012 at Carlsbad Boulevard and Ponto Drive, and was the site of Wednesday's meeting between Kam Sang representatives and area residents. Most of the other Beachfront Village property is either vacant or occupied by decades-old businesses and single-family homes that will eventually be demolished to make way for the development. Twenty years ago the property included a junk yard, that's now long gone, and it still holds a storage-unit rental business. Irvine-based Shopoff Realty Investments has submitted plans to build a mixture of **76 luxury townhomes, 73 rental condominiums**, retail shops, restaurants and specialty stores on 11.3 acres north of Avenida Encinas. That project also awaits municipal approvals. Kam Sang Co. was established in 1979 by its President and CEO Ronnie Lam. Its properties include The Embassy Suites in Glendale, The Sheraton Hotel in Anaheim, Rancho Cielo Estates in Rancho Santa Fe, and the Kaleidoscope shopping center in Mission Viejo. Residents at Wednesday's meeting submitted written questions about the project that mostly focused on parking, views, building heights and access to trails. The parking structure will be at the center of the resort and obscured from public view, Malik said. The city requires a minimum of 806 spaces, he said. Cars will be able to line up for the entrance and valet parking without waiting on the access road. One resident expressed concerns about traffic the resort would bring from Interstate 5 onto Avenida Encinas, but Wolffgramm said the company would work with the city to minimize any problems.

I will add: we LOVE the new construction with is currently already under construction and is being built south of Ponto, and west of PCH. We believe it will be a very nice addition to this area, and a great extension of La Costa Resort and the Park Hyatt Aviara Golf Club & Spa, formerly the Four Seasons Resort just a few miles east.

Encinitas Beach Hotel. I PROPOSE THEY CALL THIS THE: "LA COSTA BEACH HOTEL"

After 30 years of planning, Leucadia hotel promises 'barefoot luxury'

by [Jordan Ingram](#) January 31, 2019 18:39:13

EDITOR'S NOTE: This article has been updated to include quotes from Leucadia business owners and North County residents about the luxury hotel project.

ENCINITAS — A luxury hotel three decades in the making will soon replace the boarded-up Cabo Grill & Cantina on its bluff-top perch overlooking South Ponto Beach near the intersection of North Coast Highway and La Costa Ave in Leucadia.

Fenway Capital Advisors and JMI Realty, which acquired the 4.3-acre site in 2017, began construction earlier this month of the \$110-million project tentatively called the "Encinitas Beach Hotel."

The sprawling 226,000-square-foot boutique resort is scheduled for completion in 2021.



An artist's rendering of the Encinitas Beach Hotel is pictured above. The luxury, eco-friendly resort boasts 124 rooms with ocean views. Courtesy photo The project is headed up by longtime North County residents, Fenway Managing Partner Larry Jackel and JMI Realty CEO John Kratzer, who have expressed their desire to create a luxury experience while preserving the feeling and funk of Leucadia.

"When we thought of the theme and feeling of the hotel, what came to mind is 'barefoot luxury,'" Jackel said. "It's not stuffy, it's laidback and relaxed — the feeling you get when you're in the Leucadia area."

According to Jackel and Kratzer, research and development is ongoing.

An important part of that process has been conversations with members of Leucadia 101 Main Street Association and longtime Leucadia business owners Paul Ecke III and Fred Caldwell.

John Kratzer of JMI Realty, left, and Larry Jackel of Fenway Capital Advisors.

Courtesy photos

"We've met with a lot of locals who own shops and who've been around for generations," Jackel said. "The thing we continue to hear from everybody is, 'what can you do to make this authentic and vintage to Leucadia?' We are open ears to all those things and excited to be able to do something luxurious and authentic."

The project's opening phase will feature a massive sand replenishment program, returning an estimated 45,000 cubic yards of sand to the city's beaches.

The sand is anticipated to be excavated later this week and will continue through the end of February, according to Assistant City Manager Mark Delin.

"The sand is a great match for Encinitas beaches," Delin said. "(It's) the same sandstone that has nourished the city's beaches for years."

The proposal has overcome numerous regulatory hurdles over the years, receiving necessary approvals from the City Council, California Coastal Commission and California State Parks, according to the project website.

Plans for the ambitious hotel, which were originally submitted in 1989 to the city of Encinitas as a companion development for La Costa Resort & Spa, include a main restaurant with a terrace and lounge, a bicycle-friendly café along North Coast Highway, an outdoor bar, a public spa, a fitness center for guests, meeting spaces, three wedding venues and a publicly accessible staircase from bluff to beach.

The building former known as the Cabo Grill & Cantina at the top of a bluff near the intersection of North Coast Highway 101 and La Costa Avenue will soon be torn down to make way for the ambitious Encinitas Beach Hotel. Photo by Jordan P. Ingram

As for its location on the Encinitas-Carlsbad border, one of the major selling points for future customers will be 124 rooms with unimpeded views of the Pacific Ocean and adjacent Batiquitos Lagoon.

The goal is to provide a gorgeous view while blending in with the local landscape — authentic and dynamic, but subtle.

"The way the hotel sits on the bluff, from an architectural perspective, we want it to **look like the bluff grew up around it,**" Kratzer said. **"The exterior of the building is intended to reflect the colors that exist in the environment. The building materials themselves will be predominantly wood, rock and materials that feel indigenous to the area."**



A view facing the Pacific Ocean from the bluff top where construction of the Encinitas Beach Hotel began earlier this month. Photo by Jordan P. Ingram

The hotel will create an estimated 100-plus new staff jobs, another significant benefit to the local economy.

As for the name, "Encinitas Beach Hotel," well, it's not set in stone.

"We'll take suggestions," Kratzer said. "But to be honest, we want to go through the (immersion process) first before we name the hotel."

Here's what neighboring Leucadia business owners and residents are saying about the project:

"I think it's a positive thing for business. As a resident I'm not a big fan. It was a great space for public use. It will bring more traffic to an already trafficked area." — *Ken Schulenburg, owner Handel's Homemade Ice Cream*

"Dumping mud and sewer pipes, asphalt and cement directly into the ocean for the currents to carry north to the South Carlsbad state beach is wrong. I hope this eco resort will take long term responsibility for what they have done and continually clean up the debris from the beaches." — *Robin Purcell, South Carlsbad Resident*

"I think it's great for business. It's a great location and will bring a lot of revenue for the city." — *Todd Laird, owner O' Hurleys Beach Bar*

For more details and progress reports on the project, visit www.encinitasbeachhotel.com or find them on Instagram [@encinitasbeachhotel](https://www.instagram.com/encinitasbeachhotel)

We understand there are people, haters who never want any new construction anywhere. That being said, we understand this land will be developed at some point, and we just want it to be done first class. Please develop this land first class, as it is truly an iconic land areas, that is NOT fitting for condos or townhomes.

Thank you,
Travis Galey
6996 Sweetwater Street, Carlsbad – HOME OWNER
760.420.7273

From: [Melanie Saucier](#)
To: [Don Neu](#); [Jennifer Jesser](#)
Subject: RE: Develop Ponto Right - Support Letter
Date: Monday, January 6, 2020 8:04:24 AM

Thanks Don. Is this considered an LCP comment that should be included in our files?

From: Don Neu
Sent: Monday, January 06, 2020 7:54 AM
To: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>; Melanie Saucier <Melanie.Saucier@carlsbadca.gov>
Subject: FW: Develop Ponto Right - Support Letter

FYI

From: info@peopleforponto.com [<mailto:info@peopleforponto.com>]
Sent: Monday, January 6, 2020 2:10 AM
To: Matthew Hall <Matt.Hall@carlsbadca.gov>; Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; lisa.urbach@parks.ca.gov; Kathleen@carlsbad.org; Mike Pacheco <Mike.Pacheco@carlsbadca.gov>; gbuhr@coastal.ca.gov; cort.hitchens@coastal.ca.gov; Erin.Praher@coastal.ca.gov; Don Neu <Don.Neu@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; info@peopleforponto.com
Subject: Develop Ponto Right - Support Letter

Dear Mayor Hall, Carlsbad City Council, and California Coastal Commission:

I am informed that there is a current 6.6 acre park deficit in Coastal Southwest quadrant of Carlsbad, (south of Palomar Airport Road and west of El Camino Real); that there is a 30 acre open-space deficit in Zone 9 (west of I-5 and south of Poinsettia) of the Growth Management Plan; that the City is not requiring developers to first look at non-residential reserve and parks in Planning Area F (the large, undeveloped area west of the railroad tracks, north of Avenida Encinas and south of Cape Rey Hotel); and most importantly, I am informed that the City Council is currently reviewing plans to build a high-density, residential community in Planning Area F, a location perfectly situated to remedy the above deficits.

Accordingly, I am requesting and making my position known that:

I want the City of Carlsbad to budget money in their capital improvement program to purchase Planning Area F and build a park at Ponto to serve residents and visitors alike.

I want to preserve what little Coastal Open Space Carlsbad has remaining for future generations and

our visitor industry.

I am not in favor of future residential development at Ponto.

Thank you

yonatan glassner

yonatan@surfcode.io

test test

Date submitted: 1/6/2020 4:07:48 AM

*This email was sent on behalf of the person named in this email using peopleforponto.com Please reply directly to the sender of the email as detailed within the email above.

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|

City Manager
City of Carlsbad
1200 Carlsbad Village Drive
Carlsbad, CA 92008
www.carlsbadca.gov



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From: Lance Schulte <meyers-schulte@sbcglobal.net>

Sent: Tuesday, November 10, 2020 6:22 AM

To: Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Ross, Toni@Coastal <Toni.Ross@coastal.ca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>; Lisa Urbach <lisa.urbach@parks.ca.gov>; Zachary.Olmstead@hcd.ca.gov; Megan.Kirkeby@hcd.ca.gov; Scott Donnell <Scott.Donnell@carlsbadca.gov>

Cc: Brhiggins1@gmail.com; Phil Urbina <philipur@gmail.com>; Lela Panagides <info@lelaforcarlsbad.com>; Team Teresa for Carlsbad <teamteresaforcarlsbad@gmail.com>; People for Ponto <info@peopleforponto.com>; Laura Walsh <lauraw@surfridersd.org>; 'Steve Puterski' <steve.puterski@gmail.com>; Philip Diehl <philip.diehl@sduniontribune.com>

Subject: RE: Citizen public input for Housing Element & Parks Master Plan Updates, & Draft Local Coastal Program Land Use Plan Amendment

Dear Carlsbad City Council, Housing-Parks-Planning Commissions & Housing Element Advisory Committee; & State of CA Coastal Commission, Parks, Housing & Community Development Department:

It has been about 1.5 months since the following email [and attachments] was sent. As yet there has been no response from anyone. Is it possible to get a reply to the questions? Again, we request this and the September 14th email be included in the formal public comments for Carlsbad's Draft Local Coastal Program Land Use Plan Amendment, Carlsbad's Housing Element Update Process, Carlsbad's Park Master Plan Update process; and that the City staff provide documentation of the transmittal of these emails and documents to those processes and to Carlsbad City Council, Housing-Parks-Planning Commissions & Housing Element Advisory Committee for their consideration in those processes.

The questions in the emails relate to the most basic and fundamental CA and City Coastal and affordable housing Laws; and how priorities are established by CA Law for potentially infinite population and visitor growth in a State/County/City with finite Coastal land resources and few remaining vacant Coastal lands. Due to the basic and policy foundation nature of the these questions, as a California citizen, I would assume there is clear established CA State Law, or president case law that answers the questions.

I am aware of both CA State Law and CA case law logically notes the supremacy of CA Coastal Law over CA affordable housing laws. However it would be very appropriate for have clear confirmation from the State of California, as the City of Carlsbad is both in the process of both Amending its Local Coastal Program Land Use Plan, and updating its Housing Element of the General Plan (and Parks Master Plan).

The clear communication of is does not seem to percolating down to City level and is not being clearly communicated by the City of Carlsbad to citizens and to the City Council, Planning-Housing and Parks Commissions, and to the Housing Element Advisory Committee; as these fundamental issues are not be clearly publicly disclosed and presented in staff reports on the staff proposed Draft Local Coastal Program Land Use Plan Amendment, proposed Housing Element Update, and Proposed Parks Master Plan Update. Without a clear, open,

honest and fully public disclosure and discussion of the fundamental Buildout issue of the finite amount of last remaining vacant Coastal land in accommodating the State of California's high-priority Coastal Recreation and Low-cost Visitor Accommodation land use needs for an infinite amount of future population and visitor growth in the aforementioned planning efforts, how can citizens, Commissioners, and Councilmembers make informed and wise decisions on the final developed use of our last remaining fragments of vacant Coastal land?

In reviewing how the Draft Local Coastal Program Land Use Plan Amendment, proposed Housing Element Update, and Proposed Parks Master Plan Update processes are being conducted, there seems no clear comprehensive public communication of the questions raised in these emails and attachments, nor clear, comprehensive and open discussion by the City processes of these issues. How can true CA and City Coastal and affordable housing planning be done without a clear documented citation from CA State Law regarding those questions raised.

I sincerely hope you will fully and publicly reply and make sure all the processes fully consider the formally submitted questions asked in these emails and attachments.

Lance Schulte

From: Lance Schulte [<mailto:meyers-schulte@sbcglobal.net>]

Sent: Monday, September 14, 2020 10:46 AM

To: Council Internet Email (CityCouncil@carlsbadca.gov); Scott Chadwick (Scott.Chadwick@carlsbadca.gov); Erin Prahler (Erin.Prahler@coastal.ca.gov); Ross, Toni@Coastal (Toni.Ross@coastal.ca.gov); Cort Hitchens (cort.hitchens@coastal.ca.gov); Lisa Urbach (lisa.urbach@parks.ca.gov); 'Zachary.Olmstead@hcd.ca.gov'; 'Megan.Kirkeby@hcd.ca.gov'; 'scott.donnell@carlsbadca.gov'

Cc: Brhiggins1@gmail.com; Phil Urbina (philipur@gmail.com); Lela Panagides (info@lelaforcarlsbad.com); Team Teresa for Carlsbad (teamteresaforcarlsbad@gmail.com); People for Ponto (info@peopleforponto.com); Laura Walsh (lauraw@surfridersd.org); 'Steve Puterski'; Philip Diehl (philip.diehl@sduniontribune.com)

Subject: Citizen public input for Housing Element & Parks Master Plan Updates, & Draft Local Coastal Program Land Use Plan Amendment

Dear Carlsbad City Council, Housing-Parks-Planning Commissions & Housing Element Advisory Committee; & State of CA Coastal Commission, Parks, Housing & Community Development Department:

As one of the many People for Ponto (www.peopleforponto.com), we wanted to make sure this email and attachments have been provided to you and that the issues/data in this email be publicly presented/discussed during both the City's and State's consideration of the above planning and any other related activities.

1. Legality of 'Buildout' and quality of life standards in both California and a City within California; and if planning for "buildout" is illegal, can we California Citizens be provide the specific citation in CA State Law that forbids the State and/or Cities within California from land use and public infrastructure planning to cap to a finite or "buildout" population/development condition. As California and Carlsbad citizens it important to know the State's legal policy on "buildout"; and State policy laws on how are an infinite amount of Coastal Recreation and other high-priority Coastal land uses can be correspondently provided for infinite population growth within a largely developed and finite (and shrinking due to sea level rise) Coastal Zone?

The following public testimony and questions were presented the 6/23/20 Carlsbad Budget meeting. Coordinated answers from the State of CA and City of Carlsbad on how State Coastal and Housing planning priorities are ordered and reconciled is important. Carlsbad has a very small fragment of remaining vacant coastal land and once it is developed it essentially lost forever. This is being planned now with the above mentioned planning efforts. Most all of Carlsbad's Coastal lands are already developed with Low-Coastal-Priority residential land use, or off-limits due to endangered habitat preservation. Coastal Parks or Campgrounds can only be provided along the Coast and they are currently very crowded, and will continue to get more crowed and eventually degrade over time by increased population demands if new Coastal Parks

and campgrounds are not created by coordinated Coastal Land Use planning by the State and City. How is the State of CA and City of Carlsbad to address maintaining our coastal quality of life (coastal recreation) with infinite population growth and rapidly shrinking coast land resources? Citizens need a coordinated State of CA and City response to: *“6-23-20 City Council Budget meeting – public testimony by Lance Schulte: People for Ponto submitted 130-pages of public testimony on 6/2/20, would like to submit the following public input to both the 6/23/20 City Budget Meeting and the City proposed Draft Local Coastal Program Amendment – and with reference to a proposed change the land use of Planning Area F from its Existing Non-Residential Reserve land use to City proposed low-coastal priority high-density residential and general commercial land uses. Contrary to what was said by 2 Council members the City’s LCP policy covering Planning Area F is not a Citywide LCP policy, but is specific to the Sammis/Poinsettia Shores LCP area, and the policy’s scope and regulatory authority is limited by the boundaries of the Sammis/Poinsettia Shores LCP area.*

The Planning Area F Ponto Coastal Park is critical to the long-term economic vitality and sustainability of South Carlsbad’s neighborhoods and extensive Visitor Industry; and Carlsbad’s 1st and 3rd highest revenue sources. Beyond Ponto there is an additional and separate Citywide Coastal Recreation requirement related to CA Coastal Commission concerns about Carlsbad’s proposed LUP land use changes and proposed Local Coastal Program Amendment (LCPA) adequately providing for a Citywide ‘buildout’ need for Coastal Recreation land. It is not clear if ‘buildout’ is a set and final amount of City and State population and development or if ‘buildout’ represents accommodating an endless amount of future population and development in Carlsbad and the State of California. If ‘Buildout’ is an endless future amount of population growth and development, then how is the City planning to provide a commensurate endless amount of City Parks and Open Space? How is an endless amount of Coastal Recreation provided to accommodate endless amount of City and Statewide growth?

Until these questions can be authoritatively answered by the City and State of California the preservation and acquisition of vacant Coastal land should be a City priority. Because once land is developed it will never be available for Park and Coastal Recreation use. Continual population and development growth without corresponding Park and Open Space growth will lead to a gradual but eventual undermining of the quality of life for Carlsbad and California, and our Carlsbad economy. It is for these and other important reasons People for Ponto ask the City to budget for the purchase of Planning Area F for Coastal Recreation and City Park needs – needs that City has documented exist now, and needs that will only grow more critical and important in the future.

Thank you, People for Ponto love Carlsbad and our California Coast. We hope you love Carlsbad also and you take responsibility as a steward of our California Coast.”

2. Attached is an email regarding clarification of apparent City errors/misrepresentations on 1/28/20 regarding a) the CA Coastal Act’s relationship with CA Housing laws regarding CA land use priorities and requirements within the CA Coastal Zone, and b) City planning documents and City planning and public disclosure mistakes regarding Ponto. The clarification of the issues noted on 1/28/20 should be comprehensive, and holistically and consistently disclosed/discussed in each of the City’s and State’s Coastal-Land Use Planning-Parks-Housing planning efforts showing the principles and legal requirements for how potential conflicts within State/City Policies are to be resolved.
3. Similar to #2 above, People for Ponto has provided public testimony/input of over 200-pages of documented data on the need for a “Public Park” and over 2,500 Citizens’ requests for that Park. Those 200+ pages and the email requests from 2,500 citizens, and the CA Coastal Commission direction to the City as noted below should also be shared with the Carlsbad’s Planning-Parks-Housing Commissions, and the City’s Housing Element as part of the respective land use-parks-housing discussions.

The CA Coastal Commission has also provided direction to the City regarding some of the City’s planning mistakes at Ponto, and those directions should also be shared with the City’s Planning-Parks-Housing Commissions and Housing Element Advisory Committee regarding Coastal Land Use planning at Ponto Planning Area F. CA Coastal Commission has provided the following direction to the Carlsbad:

- a. Following is from a 7/3/17 CCC letter to City Staff on the City’s proposed land use changes at Planning Area F. City Staff provided this to City Council on 1/28/20: *“The existing LUP includes policies that require certain visitor-serving developments and/or studies relevant to the Ponto/Southern Waterfront area. **For example, Planning Area F requires the city and***

developer to "consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e., public park) on the west side of the railroad. This is an issue that the San Pacifico HOA community group is raising in regards to the Shopoff/Ponto development proposal, and this study should be undertaken as a part of the visitor serving use inventory analysis described above. If this analysis determines that there is a deficit of low cost visitor accommodations or recreation facilities in this area, then Planning Area F should be considered as a site where these types of uses could be developed."

- b. In 2017 after citizens received the City's reply to Public Records Request 2017-260, citizens meet with CCC staff to reconfirm the City failed since before 2010 to publicly disclose and comply with Planning Area F's LCP requirements. CCC Staff acknowledged the City has not yet complied with the LCP and in an 8/16/2017 email said: "The City is currently undertaking a comprehensive update to their LCP funded in part through a CCC grant. As a part of this process the City will be consolidating all previous LCP segments into a single, unified LCP. **The City has received direction from both the Commission (May 2016 CCC hearing) and Commission staff, that as a part of this update the City shall undertake an inventory of visitor serving uses currently provided within the City's Coastal Zone which will then serve to inform updates to the City's land use and zoning maps as necessary. This inventory could have future implications for the appropriate land use and zoning associated with the Ponto area.**"

Please do not misinterpret these comments as anti-housing or anti-development, it is the exact opposite, they are in support of existing and future development. It is a logical recognition of what is the best use of very limited (and shrinking) vacant Coastal Land resources. It is prudent and sustainable State and City Coastal Land Use planning to best serve all CA residents – now and in the future. Housing can be developed in many large inland areas that are better connected with job centers and transit. New Coastal Parks can only be located on the last few remaining vacant parcels within a short distance to the coast. This very small area (vis-a-vis) large inland areas must serve all the coastal Park and recreation needs of California's almost 40 million residents and the additional millions of annual visitors to California's coast. This very small amount of Coastal land drives a lot what makes CA desirable and successful, but it is getting very overcrowded due to population/visitor growth while at the same time shrinking due to coastal erosion and sea level rise. Squandering the few remaining Coastal vacant land resources, and not reserving (planning) these lands for more high-priority Coastal Recreation Land Uses will ultimately undermine CA both socially and economically. The attached 'Carlsbad 2019 proposed Draft LCP Amendment' file should be provided to and reviewed by Carlsbad's Planning-Parks-Housing Commissions and the Housing Element Advisory committee in their consideration of Carlsbad's proposed Housing Element update and proposed Draft LCP Land Use Plan Amendment, and also jointly by CA HCD and CCC in providing Carlsbad direction on CA Coastal Land Use priorities in the Coastal Zone relative to those two (2) City proposals.

Thank you all for your consideration and comprehensive inclusion of the various issues in both the City and States upcoming evaluation of proposed Coastal land use plan, Housing Element and Parks Master Plan updates. There is precious little vacant Coastal land left and how it is planned to be used and developed is critical and needs full public disclosure/involvement and a comprehensive and coordinated approach.

Sincerely,
Lance Schulte
www.peopleforponto.com

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Public input to Carlsbad City Council-Planning-Parks-Housing Commissions and CA Coastal Commission on DLCPA-PMU-HEU processes

Lance Schulte <meyers-schulte@sbcglobal.net>

To: Council Internet Email <CityCouncil@carlsbadca.gov>; Scott Chadwick <Scott.Chadwick@carlsbadca.gov>; Gary Barberio <Gary.Barberio@carlsbadca.gov>; Don Neu <Don.Neu@carlsbadca.gov>; Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>; Kyle Lancaster <Kyle.Lancaster@carlsbadca.gov>; David De Cordova <David.deCordova@carlsbadca.gov>; Erin Prahler <Erin.Prahler@coastal.ca.gov>; Cort Hitchens <cort.hitchens@coastal.ca.gov>; Gabriel Buhr <gbuhr@coastal.ca.gov>; Fred Sandquist <sandquist2@earthlink.net>; Laura Walsh <lauraw@surfridersd.org>; People for Ponto <info@peopleforponto.com>

 1 attachments (489 KB)

2020 Jan 28 Carlsbad CC meeting item #14 public testimony.pdf;

Dear Carlsbad City Council, and Planning, Parks and Housing Commissions; and CA Coastal Commission:

People for Ponto submits this email, and the attachment that was provided to the Carlsbad City Council for Item#14 at the 1/28/20 meeting. The attachment provided at the 1/28/20 City Council meeting has not been recorded on the Carlsbad City website that documents public input provided at that 1/28/20 meeting. Consequently we request this email and attachment be provided to the Carlsbad City Council, and Planning, Parks and Housing Commissions; and CA Coastal Commission as public input on the City Staff proposed 1) Draft Local Coastal Program Amendment, 2) Parks Master Plan Update, and 3) Housing Element Update processes. The attachment documents apparent errors, omissions, and/or misrepresentations in the 1/28/20 Item #14 Staff Report/Presentation to the City Council. We wish this email and the attached public comments be provided to the Council and Commissions addressed to in this email and be included as public comments to be addressed in the 3 planning processes listed. Thank you.

Email confirmation of receipt and delivery of this email/attachment is requested. Thank you.

Sincerely,
Lance Schulte
People for Ponto

FW: Ponto development opinion

Council Internet Email <CityCouncil@carlsbadca.gov>

Mon 9/28/2020 8:28 AM

Cc: Jennifer Jesser <Jennifer.Jesser@carlsbadca.gov>

 1 attachments (568 KB)

2020-09-29-Protect-Ponto-Community-Zoom-Meeting-6pm.pdf;

From: Vicki Boswell <vickiboswell@gmail.com>
Sent: Friday, September 25, 2020 4:38 PM
To: Council Internet Email <CityCouncil@carlsbadca.gov>
Subject: Ponto development opinion

Good day Carlsbad City Council,

My name is Victoria Boswell and my husband Bruce and I are contacting you to let you know that we are **not** in favor of a park at the vacant lots at the corner of Avenida Encinas and Carlsbad Blvd, across from the campground. We are in favor of development. We were sad to see the developer hounded out from the People for Ponto group below.

We are in favor of development because a park so close to the beach means the available parking spaces will be used for beach parking. Carlsbad has plenty of parks elsewhere in the community that don't compete with the beach.

We believe development is a better option especially if affordable housing is baked in to the project. Living close to the beach should not be reserved for the privileged (like us, let's be honest) but also for low-income people. The beach is a natural place of beauty for ALL people.

The People for Ponto group positions itself as speaking for all residents at the San Pacifico community and that is simply not true. They just happen to be quite vocal.

As City of Carlsbad council members, it's your job to consider all points of view and make the decision that yields the greatest benefit to all its residents, not just a vocal few.

Sincerely,

Bruce and Victoria Boswell
7399 Seafarer Place
Carlsbad 92011
(858) 663-8513

Begin forwarded message:

From: People for Ponto <info@peopleforponto.com>
Subject: Sept 29th Community Zoom Meeting
Date: September 24, 2020 at 5:02:42 PM PDT
To: vickiboswell@gmail.com

Hello People for Ponto

Lots has happened since our last community meeting and lots is coming up in the near future. We've had some BIG WINS that you should feel proud and celebrate. And there will be more opportunities for you to Protect Ponto!

Join us Tuesday September 29th at 6pm via Zoom at www.peopleforponto.com/zoom

Tell a friend and we'll see you there!

People for Ponto Committee

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