



HOUSING ELEMENT ADVISORY COMMITTEE

Agenda

Wednesday, July 8, 2020
Faraday Center, Room 173A
1635 Faraday Avenue Carlsbad, CA 92008
3:00 p.m.

Per State of California Executive Order N-29-20, and in the interest of public health and safety, we are temporarily taking actions to prevent and mitigate the effects of the COVID-19 pandemic by holding Housing Element Advisory Committee meetings electronically or by teleconferencing.

The Housing Element Advisory Committee meeting will be accessible electronically to all members of the public seeking to observe and address the committee.

The Housing Element Advisory Committee meeting can be watched via livestream or replayed on the city website at www.carlsbadca.gov.

You can participate in the meeting by e-mailing your comments to the Planning Division at planning@carlsbadca.gov prior to commencement of the agenda item. Your comments will be transmitted to the Housing Element Advisory Committee at the start of the agenda item.

If you desire to have your comment read into the record at the Housing Element Advisory Committee meeting, please indicate so in the first line of your e-mail and limit your e-mail to 500 words or less.

These procedures shall remain in place during the period in which state or local health officials have imposed or recommended social distancing measures.

- CALL TO ORDER

ROLL CALL

Housing Element Advisory Committee (HEAC)			
Member	Represents	Member	Represents
Carolyn Luna, HEAC Chair	Planning Commission representative	Brandon Perez	Traffic & Mobility Commission representative
Diane Proulx, HEAC Vice-chair	Northeast Quadrant resident representative	Sheri Sachs	Senior Commission representative
David Barnett	Northwest Quadrant resident representative	Carl Streicher	At-large resident representative
Joy Evans	Housing Commission representative	Daniel Weis	Southwest Quadrant resident representative
Terri Novak	Southeast Quadrant resident representative		

- APPROVAL OF MINUTES
Minutes of the Housing Element Advisory Committee meeting of June 22, 2020

- PUBLIC COMMENT

*If you desire to comment about an item not listed on the agenda, please e-mail your comments to the Planning Division at planning@carlsbadca.gov before the public comment portion of the agenda begins. The city will read comments as requested up to a total of 15 minutes. All other comments requested to be read by the city will trail until the end of the meeting. As a reminder, if you desire to have your comment read into the record, **please indicate so in the first line** of your e-mail and limit your e-mail to 500 words or less.*

In conformance with the Brown Act, no committee action can occur on items presented during Public Comment.

- NEW BUSINESS

Item No.		Action
1.	Regional Housing Needs Allocation – Draft Housing Sites Identification Approach*	Discussion/Direction
2.	Schedule Update	Discussion
3.	Public Engagement Update*	Discussion

- COMMITTEE MEMBER COMMENTS

- STAFF/CONSULTANT COMMENTS

- CONTINUATION OF PUBLIC COMMENT

This portion of the agenda is set aside for continuation of public comments, if necessary, due to exceeding the total time allotted in the first public comment section.

- NEXT SCHEDULED MEETING

August 12, 2020
Faraday Center
1635 Faraday Avenue
Carlsbad, CA 92008

- ADJOURNMENT

*Next to an agenda item indicates an attachment

**Next to an agenda item indicates the item will be provided separately.



HOUSING ELEMENT ADVISORY COMMITTEE

Minutes

June 22, 2020

CALL TO ORDER: 3:01 p.m.

ROLL CALL: Committee members Luna, Barnett, Novak, Perez, Sachs. Committee member Evans joined the meeting at 3:03 p.m. but was unable to participate in the remainder of the meeting. Committee member Proulx joined the meeting at 3:03 p.m. Committee member Streicher joined the meeting at 3:04 p.m. Committee member Weis joined the meeting at 4:41 p.m. (8/0/1 Weis absent)

APPROVAL OF MINUTES:

Motion by Novak, seconded by Perez to approve the committee meeting minutes of May 27, 2020. Motion carried 8/0/1 (Weis absent).

PUBLIC COMMENTS:

None.

NEW BUSINESS:

Chair Luna directed everyone's attention to the screen where a PowerPoint presentation for tonight's new business items would be displayed.

1. Regional Housing Needs Allocation – Draft Housing Sites Identification

Consultant Rust presented Agenda Item 1. Agenda Item 1 was discussed in three subtopic categories including; RHNA Overview, Housing Sites Inventory, and HEAC Sites Discussion - Addressing Remaining Needs.

RHNA Overview

Consultant Rust discussed subtopic one, RHNA Overview. Mr. Rust discussed the sixth cycle housing element including the projected period and planning period. Additionally, Mr. Rust discussed SANDAG's numbers including the City's target numbers, income category breakdown, and housing affordability.

No comments or questions were made at this time.

Housing Sites Inventory

Consultant Rust moved on to subtopic two, Housing Sites Inventory. Mr. Rust discussed site suitability in regards to physical and jurisdictional constraints. Mr. Rust discussed land use designations for both residential and non-residential along with a discussion on density and extending density limits.

Mr. Rust responded to comments and questions .

Committee member Novak asked for clarification on the concept of density bonuses.

Committee member Luna asked for clarification on the difference between density bonuses and inclusionary housing.

Consultant Rust continued the discussion on subtopic two, Housing Sites Inventory. Mr. Rust presented a draft Sites Map Book that was provided to each committee member and started to discuss the six potential housing unit sources to help the city meet its RHNA, including current planning projects, ADU's, vacant sites, redesignation of industrial/other sites to residential, redesignation of commercial sites to residential, and underutilized.

Mr. Rust further responded to comments and questions.

Committee member Perez asked for clarification on any protocols in regards to visiting sites that are private property and/or are restricted property.

Consultant Rust continued with presenting potential housing sites. Mr. Rust presented the remaining maps and potential housing sites that have been identified to be the most feasible so far. Mr. Rust further discussed each of the six housing unit sources in depth and provided examples for each.

Mr. Rust further responded to comments and questions.

Committee member Streicher asked for further information on why the lower income RHNA target numbers can be more difficult to meet.

Committee member Luna asked for clarification on how ADU's get incorporated into the draft element and what that further means for RHNA target numbers.

Committee member Streicher commented on financing and the general confusion about ADU's. Mr. Streicher stated that if there was a more streamlined process, ADU's could potentially spike in popularity.

Committee member Perez commented that there are a lot of questions in the community regarding the difference between ADU's and JADU's and what a person can implement with the specific type of home they have. Mr. Perez echoed committee member Streicher in that a more streamlined process and clearer information could potentially make ADU's a popular and good option.

Committee member Luna acknowledged that someone who is livestreaming the HEAC meeting may potentially be seeing their property for the first time. Committee member Luna clarified that nothing has been redesignated or changed and that everything is at the discretion of the property owner.

Consultant Rust moved on to subtopic three, HEAC Sites Discussion. Mr. Rust discussed the status of hitting RHNA target numbers taking into consideration the sites that were presented.

Committee member Luna requested comments and feedback from the other committee members.

Committee member Barnett inquired about how the committee could potentially get creative in identifying more sites for the moderate-income category.

Committee member Novak asked for clarification on how combining the very low income category with the low income category works and whether there are any red flags so far in reaching both those categories when separated.

Committee member Perez asked for clarification on a few different items. Mr. Perez asked for clarification on one site (Map 14 in the Sites Map Book) on whether or not that site is actually vacant and how updated the list of sites that Mr. Rust presented is. Furthermore, Mr. Perez commented that some properties he has noticed, particularly in the northeast area of the City are just sitting idle. Mr. Perez asked for clarification on who he can go to for clarification on the status of some properties. Finally, Mr. Perez asked for clarification on whether or not site constraints such as steep slopes would automatically make a site unsuitable for potential housing development.

Committee member Proulx asked for further information on whether or not the high density sites will be intermixed throughout the City and not concentrated in one area.

Committee member Sachs inquired about potentially splitting up the sites between HEAC members if that were to make seeing the sites in person more manageable. Committee member Sachs asked for clarification on what happens in 2029 if the City is highly developed and land is more limited.

Committee member Streicher asked for clarification on a group of sites presented and whether those are vacant lots zoned as commercial that could potentially be rezoned for residential. Mr. Streicher then asked whether there are any physical commercial structures that could be considered as underutilized.

Committee member Perez asked for clarification on a specific site on Map 15 in the Sites Map Book as to whether that site is the same as a senior living housing project being built in that area.

Committee member Luna requested the potential for separating the sites out by quadrants for each quadrant representative.

Committee member Weis requested clarification on the Southwest Quadrant boundary. Committee member Weis agreed that it would be easier to have sites separated into quadrants.

Committee member Novak commented that it would be helpful to have the sites separated by quadrants.

Committee member Proulx stated that she would also like the sites separated by quadrants.

Committee member Barnett concurred with having the sites separated by quadrants.

Committee member Streicher stated he will work with the maps in the Map Book as he does not have a designated quadrant.

Committee member Perez stated he will also work with the maps in the Sites Map Book.

Consultant Rust clarified what format the committee members would like the overall sites map. The overall sites map will be given out electronically.

COMMITTEE MEMBER COMMENTS:

Committee member Streicher proposed to push the meetings back to 6:00 p.m.

Committee member Luna took a poll for feedback on the current start time of the HEAC meetings.

City Planner Neu commented on the difficulty of changing the current start time but would look into seeing if it is possible.

STAFF/CONSULTANT COMMENTS:

Senior Planner Donnell stated that the next HEAC meeting is primarily on public outreach and communication.

CONTINUATION OF PUBLIC COMMENT:

None.

NEXT REGULATORY SCHEDULED MEETING:

July 8, 2020. Time TBD.

ADJOURNMENT:

Motion by Proulx. Seconded by Streicher. Motion carried 8/0/1 (Evans absent).

The meeting was adjourned at 5:00 p.m.

Jenna Shaw
Minutes Clerk



HOUSING ELEMENT ADVISORY COMMITTEE

Staff Report

Meeting Date: July 8, 2020

To: Housing Element Advisory Committee Members

From: Scott Donnell, Senior Planner

Staff Contact: Scott Donnell, Senior Planner
Scott.donnell@carlsbadca.gov, 760-602-4618

Subject: Regional Housing Needs Allocation – Draft Housing Sites Identification Approach

Item No. 1

Recommended Action

Recommend approval on the approach to housing sites identification to meet the draft Regional Housing Needs Allocation.

Executive Summary

For the past few months, the Housing Element Advisory Committee has received information on the need for housing in Carlsbad to accommodate projected growth. The state regularly forecasts the need for housing in each region (such as San Diego County) based on population projections, and then each region distributes this projected need to each city and unincorporated county area. This is referred to as the Regional Housing Needs Allocation (or Assessment), or simply "RHNA." An overview of RHNA was provided at the committee's March and May meetings.

Along with presentations on RHNA, the committee has also started to discuss approaches to identify sites that have the potential for producing housing. Approaches used to identify potential housing sites have been presented to the committee and include analyzing sites that are vacant, underutilized, or hold potential for land re-designation to either allow housing (on sites currently designated for non-residential uses) or to allow increased housing densities on residentially designated sites.

The parameters for housing site selection also takes into consideration both physical and jurisdictional site constraints. To review these constraints and site parameters, committee members may review the slide presentation prepared for the June 22, 2020 committee meeting, available at <https://www.carlsbadca.gov/services/depts/planning/housing/committee.asp>.

At this time, Staff would like additional direction from committee members regarding the approach to potential housing site selection for use in the Housing Element Update. Staff has recommended a multi-pronged plan, utilizing all of the approaches discussed above and summarized in the June 22 presentation. As part of its discussion, the committee is asked to consider ranking the approaches. For example, committee members could emphasize one approach over another, such as placing a greater priority on increasing densities on residential properties than converting non-residential sites. In any case, a focus on the approach and rank, versus a focus on a particular property, is encouraged.

For additional information, please refer to the city's RHNA informational bulletin, previous committee agendas and reports, and other resources on the Housing Plan Update webpage, www.carlsbadca.gov/housingplan.

Public Notification

This item was noticed in accordance with the Ralph M. Brown Act and was available for viewing at least 72 hours prior to the meeting date.



Staff Report

Meeting Date: July 8, 2020

To: Housing Element Advisory Committee Members

From: Scott Donnell, Senior Planner

Staff Contact: Scott Donnell, Senior Planner
Scott.donnell@carlsbadca.gov, 760-602-4618

Subject: Public Engagement

Item No.

3

Recommended Action

Receive an update on public engagement efforts to date and discuss additional strategies to help ensure community needs, values and priorities are reflected in the housing element plan.

Executive Summary

One of the roles of the Housing Element Advisory Committee is to help encourage broad community participation throughout the Housing Element update. City of Carlsbad staff will provide an update on outreach and engagement efforts to date, discuss how COVID-19 has affected public involvement plans, and seek feedback on an updated approach to help ensure community members have ample opportunity to provide input into the Housing Element update.

Background

Public participation in the Housing Element update is critical to creating a plan that reflects the community's needs, values and priorities. It is also mandated under California Government Code 65583(c)(7), which states: "The local government shall make a diligent effort to achieve public participation of all economic segments of the community in the development of the housing element, and the program shall describe this effort."

To date, the Housing Element Advisory Committee has been involved in public outreach and engagement efforts through the following:

- March 11, 2020 – received a presentation and provided input on the communication plan, stakeholders and informational materials
- April 8, 2020 – provided feedback on the draft list of stakeholders
- May 13, 2020 – provided input on informational materials
- June 26, 2020 – received the first Housing Element e-newsletter to share with their contacts

Discussion

Given limitations on public gatherings due to COVID-19, the communication plan has been updated, and staff is seeking input from the committee on the revised approach and how the committee can help increase public participation. Instead of an in person meeting, city staff are recommending an online survey, presentations to

community groups, promotion of advisory committee meetings and stakeholder virtual meetings, coupled with a comprehensive promotional campaign to encourage participation and feedback.

Public Notification

This item was noticed in accordance with the Ralph M. Brown Act and was available for viewing at least 72 hours prior to the meeting date.

Housing Element Update Public Outreach and Involvement Plan

Since 1969, California has required that all local governments adequately plan to meet the housing needs of everyone in the community. Cities and counties fulfil this requirement by creating a general plan, which serves as the local government's "blueprint" for how it will grow and develop. Housing is one of several required elements of a general plan, and the "housing element" must be updated when the state determines additional housing is needed.

Based on demographic trends and other factors, the state allocates a certain number of housing units to each region. The regional association of governments then divvies up that number among the cities and county. In addition to finding locations for its share of new housing, the city will also address new state housing laws and the city's voter-approved growth management program during the housing element update.

Public involvement

Housing issues affect the entire community, including residents, employers, and the public and private sectors. Public involvement is critical to creating a housing plan that reflects the needs, values and priorities of these diverse stakeholders. Government Code 65583(c)(7) requires: "The local government shall make a diligent effort to achieve public participation of all economic segments of the community in the development of the housing element, and the program shall describe this effort."

- The jurisdiction must make a diligent effort to include all economic segments of the community (including residents and/or their representatives) in the development and update of the housing element.
- The housing element should clearly describe efforts to engage the community throughout the housing-element process (e.g., types of outreach, meetings.) and clearly describe the implementation of the housing-element process.
- The housing element should describe who was invited to participate, which groups actually participated, general comments received, and how comments were incorporated into the housing element.
- The housing element should describe any ongoing efforts to engage the public and stakeholders in the implementation of the housing element.

Communication goal and objectives

In addition to meeting the legal requirements for public participation, the City of Carlsbad has identified the following communication goal and objectives to support the successful update and approval of its housing element.

Goal: Create a housing element that meets all state requirements and deadlines and is generally understood and supported by interested stakeholders.

Strategic objectives

- Identify and engage community members with an interest in the housing element early in the process so their values and priorities can be addressed from the outset.
- Communicate clearly, avoiding jargon, so community members understand why the housing element update is important and how they can engage in the process.
- Provide a variety of opportunities for interested community members to participate in a way that is comfortable and convenient for them.
- Maintain a constructive dialogue with the community focused on overall values and tradeoffs of various locations.
- Get input that is useable by the project team, and demonstrate to the community how their input was used.

Messages

Growth management has served us well.

Since the 1980s, the City of Carlsbad’s approach to managing growth has resulted in a well planned city that provides an excellent quality of life while maintaining fiscal health.

- Development has paid its own way.
- New housing is only approved when the infrastructure and amenities are there to support it,
- Carlsbad’s long term population was reduced from about 250,000 to 135,000 through voter approved limits on new housing.

Things have changed.

The City of Carlsbad’s approach to managing growth is being challenged by new state laws and housing requirements.

- The state is requiring the City of Carlsbad to identify locations for about 3,900 new homes, above and beyond what is already planned.
- New state laws have taken away a lot of the city’s control over the approval of new housing.

That’s why we need to work together.

Just like we have done in the past, the entire community needs to work together to make sure that Carlsbad maintains its small town feel and quality of life as we continue to grow.

- The housing element update is an opportunity to do this.
- If we don’t get an update approved by the state by the deadline, we’ll lose even more control over local housing.

We’ve done it before; we can do it again.

Cities throughout California are faced with similar challenges. This is an opportunity for Carlsbad to once again become a model for effectively managing growth.

Audiences

This plan acknowledges that the housing element update affects the entire community. As a result, communication efforts will be broad. However, the following groups are likely to have a greater interest and will therefore receive more focus:

Residents (median income and above)

Density/infill concerns
Property values (going up or down)
Affordability
Long time residents concerned about losing the city's character
Residents concerned about adult children being able to stay in Carlsbad
Residents in different parts of the city (concerns over equity)
Residents who live near potential housing sites

Residents (low income)

Looking for affordable rentals
Looking for affordable homes to buy
Concerned about being displaced due to new laws
Seniors of varying levels of independence
Groups that advocate for low income residents

Developers/builders/property owners/investors

Looking to maximize return on investments
Looking to protect property values/neighborhood quality of life
Affordable housing developers (non profit and for profit)

Businesses/employers

Concern about attracting workers
Availability and affordability of worker housing
Overall economic development/business health of the city/region

Social service providers

Health and human-service providers
Homeless advocates
Mental health service providers
Places of worship
Farm workers
Shelter providers
Groups that represent those with social service needs

Community leaders

Involved community members (social service clubs, boards of local non profits)
Leaders of special interest groups (environmental, business, mobility, community character)
HOA boards

Internal

City Council members

City manager

City attorney

Members of the Housing Element Advisory Committee, Housing Commission, Planning Commission, Senior Commission, Traffic & Mobility Commission, Historic Preservation Commission

City leadership team

Community Development Department staff

Staff from public safety, transportation, environmental management, parks and recreation and other city functions related to housing element issues

Tactics

Materials

Develop informational materials with a common visual look and written in a clear, concise easy to understand way:

- Project website
- Project Q&A
- Infographic/maps/charts/images
- Informational video
- Email newsletter
- Mailer to neighborhoods

Master database (ongoing)

Create and maintain a master database of interested and affected community members and other stakeholders. Provide project updates at key milestones and invite participation.

Ongoing outreach

Maintain a steady stream of information about housing issues, laws, the housing element update, growth management and other related topics as well as opportunities for community involvement. Utilize the full range of city channels:

- Traditional media
- Social media
- NextDoor
- City cable channel
- City website home page
- Signs
- Direct mail
- Online advertising

Housing Element Advisory Committee (January 2020 – November 2020)

Work with the nine-member advisory committee to update the Housing Element over the course of up to 12 meetings. Share relevant information with the committee and gather their input on various items needed to update the Housing Element (communication plan, new state housing laws, housing site criteria, environmental considerations, draft plan, etc.). Utilize the meetings as an opportunity for interested community members to learn about and participate in the process.

Online survey (July 2020)

Gather input on future housing site criteria to inform alternatives through an online engagement tool. Promote awareness of the survey through city communication channels.

Outreach to boards and commissions (July – November 2020)

Work with commission representatives who are serving the on Housing Element Advisory Committee to provide regular updates and seek feedback from the Housing Commission, Planning Commission, Senior Commission, Traffic & Mobility Commission and Historic Preservation Commission. Arrange staff presentations as needed to boards and commissions to provide information and gather input.

Outreach to Spanish speaking community members (July – November 2020)

Conduct outreach to Spanish speaking community members to get input on the future housing site criteria. Outreach will be conducted by Spanish speaking team member via combination of in person/phone interviews. Provide translated versions of general informational materials.

Stakeholder interviews (July 2020 – November 2020)

Invite key stakeholder groups to participate in relevant Housing Element Advisory Committee meetings where topics of interest to them will be discussed. If needed, hold a virtual meeting or call with key stakeholders individually to understanding their needs, values and priorities.

Virtual scoping meeting (July/August 2020)

During the 30-day Notice of Preparation review process, hold a public scoping meeting online to inform the public on the environmental issues they should expect to see addressed in the EIR as well as gather public input.

Virtual public workshop (September 2020)

Hold an interactive, facilitated public workshop online to get input on future housing site alternatives. Promote awareness of the online workshop through city communication channels and a direct mailer to neighborhoods and key stakeholders.

Public input report (October 2020)

Compile a summary of all public involvement efforts and input received. Make this summary available on the project website and in the housing element itself. For transparency, capture and attach emailed comments, letters and online survey results.

Final plan approval (January 2021 – April 2021)

Hold public hearings where city staff will present the methodology and conclusions of the Housing Element Update process, as well as the final plan, to the Housing Commission, Planning Commission and City Council for approval. Promote awareness of public hearings through city communication channels. Follow up with all community members who provided input to thank them for their participation and provide a link to the final plan.

STAKEHOLDERS LIST

Updated June 2020

ADVOCACY ORGANIZATIONS

Alpha Project
 Alpha Project Casa Base
 BIA
 Boys and Girls Club Carlsbad Bressi
 Boys and Girls Club Carlsbad Village
 Bread of Life Rescue Mission
 Brother Benno Foundation
 Casa de Amparo
 Catholic Charities La Posada
 Chicano Federation
 Community HousingWorks
 Community Resource Center
 Corporation for Supportive Housing
 Dreams for Change
 Habitat for Humanity
 Home Start Inc
 Homeless Veterans of San Diego
 Interfaith Community Services
 Interfaith Community Services' Hawthorne Veteran and Family
 Resource Center
 Legal Aid Society of San Diego - Fair Housing
 MAAC Project
 Meals on Wheels
 Mercy Housing California
 MITE/North Coastal Regional Recovery
 MVPvets
 Neighborhood Housing Association
 North County YIMBY
 Operation HOPE - North County
 Salvation Army
 Stand Up for Kids
 Townspeople
 United Way
 Veterans Association of North County
 Voices for Children
 Women's Resource Center
 YMCA San Diego County

HOAs / PROPERTY MANAGEMENT

4 Points Management
 5th Avenue Property Management
 Arrow Real Estate
 Association Management Group
 Avlara Master Association
 Barbara McLain Properties
 Benchmark Property Management
 Bernardo Santa FE HOA
 Bressi Ranch Community Association
 Carlsbad Property Management-Corner Stone-Property
 Management in North County
 Carlsbad Surfside Villas HOA
 Carlsbad Village Association
 Chamberlain Property Management
 Corona La Costa HOA
 DAS Property Management
 Feel Good Property Management
 Golden Key Properties
 GRG Management Co.
 Hyder Property Management Professionals
 Irvine Company
 Jockey Club Homeowners Association
 Keystone Pacific
 La Costa Oaks Community Association
 Madison Square Properties
 McLain Properties
 MGR property management
 Mission View Estates HOA
 North County Premier Property Management
 North San Diego Property Management
 Pilot Property Management
 Prescott Management
 Professional Community Management
 Property Advantage
 Property Advantage, Inc.
 Property Alliance
 Rancho Carillo HOA
 Rancho Carlsbad Owner's Association
 Rancho Santa Fe Vista HOA
 Real Property Management

Santa Fe Ridge
Shapell
Silverado Community Management
Solari Property Management
Summit Management
The Prescott Companies
Tiburon Carlsbad Homeowners Association
Trilar Property Management
Trinity Property Management
Twin Oaks Valley Ranch
Walters Management
Western Senior Housing
USA Management

AGRICULTURE

San Diego County Farm Bureau
Buena Vista Audubon Foundation
Buena Vista Lagoon Foundation
Carlsbad Aquafarm
Carlsbad Ranch Company
Carlsbad Strawberry Company
Aviara Parkway Farms Inc
Oasis Nursery & Landscaping
Rudavlis Orchids
Jimmy Ukegawa
Kato Family Ltd Partnership
Mellano & Company

ASSOCIATIONS & LAND TRUSTS

Agua Hedionda Lagoon Foundation
Batiquitos Lagoon Foundation
Palomar Forum Business Park
Carlsbad Village Association
Carlsbad Village Association
Carlsbad Chamber of Commerce

HOUSING, DEVELOPMENT, REALTY

HG Fenton
Housing Development Partners
Kato Family Ltd Partnership
KB Home Coastal Inc.
Kimco Realty
Land Advisors Organization
MAA Architects
McKellar McGowan Real Estate Dev
Meta Housing Corporation
Mullen Construction

New Urban West
New Urban West
Nolen Communities
Province Group
Rancho Carlsbad Owners Association
San Diego Apartment Association
San Diego Housing Federation
San Diego North Economic Development Council
Shopoff Realty Investments, L.P.
Shopoff Realty Investments, LP
Solamar Mobile Estates
Southern California Rental Housing Association
Summerhill Apartment Communities
The Cantarini Ranch
The Dinerstein Companies
Tyler Court Senior Apartments
Urban Housing Communities LLC
Warmington Residential
Wermers Properties
WSL Dos Colinas R/E, LLC

LARGE EMPLOYERS

VIASAT INC
LEGOLAND CALIFORNIA LLC
LIFE TECHNOLOGIES
WEST COAST HOME HEALTH LLC
NORTEK SECURITY CONTROL LLC
OPTUMRX INC
HM ELECTRONICS INC
PARK HYATT AVIARA
GIA LABORATORY
GENOPTIX INC
IONIS PHARMACEUTICALS INC
ZODIAC POOL SYSTEMS LLC
NORDSON CORPORATION
COSTCO WHOLESALE CORPORATION
TOYOTA CARLSBAD
TOYOTA CARLSBAD - SCION CARLSBAD
GENOPTIX INC
LA COSTA GLEN CARLSBAD CCRC LLC
BREG INC
COMMUNITY INTERFACE SERVICES
GEMOLOGICAL INSTITUTE OF AMERICA INC
NORDSON ASYMTEK
KENDAL FLORAL SUPPLY

RQ CONSTRUCTION LLC
ROCKSTAR SAN DIEGO
24 HOUR FITNESS INC
CRESTONE GROUP BAKING COMPANIES
AMAZON.COM SERVICES INC
HILTON CAPE REY - CARLSBAD
VIASAT INC
GENMARK DIAGNOSTICS INC
VIASAT INC
BUFFINI AND COMPANY
VIASAT INC
VIASAT INC
SYSTEMS MACHINES AUTOMATION COMPONENTS CORPORATION LLC
VIASAT INC
SYSTEMS MACHINES AUTOMATION COMPONENTS CORP
SHERATON CARLSBAD RESORT AND SPA
WALMART
RESPIRONICS CALIFORNIA LLC
BROOKDALE AT CARLSBAD
BROOKDALE CARLSBAD
ORTHO ORGANIZERS INC
DEL MAR RECOVERY SOLUTIONS GP
MACY'S WEST STORES INC
SENDX MEDICAL INC
EC OPCO LAS VILLAS DEL CARLSBAD LP
DAVE AND BUSTER'S
MICRO-PROBE INCORPORATED
ACUTUS MEDICAL INC
NORTH COAST CALVARY CHAPEL
CALVARY CHAPEL CAFFE
CARLSBAD BY THE SEA
GENMARK DIAGNOSTICS INC
MEDSPHERE SYSTEMS CORPORATION
MAXLINEAR INC
HAVAS EDGE LLC
24 HOUR FITNESS
AGILITY CLINICAL INC
BJ'S RESTAURANT AND BREWHOUSE
COBRA GOLF INCORPORATED
SAFC PHARMA
VIASAT INC
SAFC PHARMA
BOB BAKER CHRYSLER JEEP DODGE FIAT
FERGUSON SM INC
3E COMPANY
ALPHATEC SPINE INC
SPECTRUM ASSEMBLY INC
SAFC PHARMA
THE UPPER DECK COMPANY
TRI-CITY WELLNESS CENTER
LEXUS CARLSBAD
VERSUM MATERIALS US LLC
LEXUS CARLSBAD
NORTH COAST MEDICAL SUPPLY
CARLSBAD TECHNOLOGY INC
ZEST DENTAL SOLUTIONS
SOUND TECHNOLOGIES
LUXTERA INC
KEN GRODY FORD - CARLSBAD
YARD HOUSE
SAN DIEGO SIGN COMPANY INC
HOEHN HONDA CERTIFIED USED CARS
THE OLIVE GARDEN ITALIAN RESTAURANT
VIASAT INC
PRANA LIVING LLC
SPROUTS FARMERS MARKET
HOEHN HONDA
HILTON RESORTS CORPORATION
CHOPRA ENTERPRISES LLC
RALPHS GROCERY COMPANY
PIZZA PORT BREWING COMPANY
NORTE INC
THE IRIS GROUP INC
BOB BAKER VOLKSWAGEN-SUBARU
ACQUAINTANCE-OFFICE TEAM-RX FINANCE AND ACCOUNTING
CAPITAL PARTNERS SERVICES CORP
VONS
L AND L PRINTERS CARLSBAD LLC
AETHERCOMM INC
HIGH MOON STUDIOS LLC
CISCO SYSTEMS INC
JC PENNEY CO INC
LOWE'S HOME CENTERS LLC
RUBIO'S RESTAURANTS INC
VONS
KARL STRAUSS BREWERY AND RESTAURANT - CARLSBAD
THE NEUROLOGY CENTER OF SOUTHERN CALIFORNIA

VANGUARD INDUSTRIES WEST INC

THE CROSSINGS AT CARLSBAD

VONS

CASA DE BANDINI

PRODUCT SLINGSHOT INC

OBALON THERAPEUTICS INC

FASHIONPHILE GROUP LLC

SPROUTS FARMERS MARKET

STARLIGHT CORPORATION

KING'S FISH HOUSE

GELSON'S MARKETS

MIGUEL'S COCINA

GOPRO MEDIA INC

PLANNING/ENGINEERING

Hofman Planning and Engineering

Planning Systems

Ladwig Design Group Inc

THT Design Consultant Group

KTGY Group

Howes Weiler Landy

TRANSPORTATION

North County Transit District

City Captain Transportation Carlsbad

UTILITIES

SDGE Distribution Operations South Region

SDGE

Leucadia Wastewater District

Carlsbad Municipal Water District

Olivenhain Municipal Water District

Vallecitos Water District

Waste and Recycling (City of Carlsbad)

HEALTHCARE

County Health and Human Services

Rady Childrens Specialist

San Diego County Department of Environmental Health

Scripps Memorial Hospital Encinitas

Targazyme

Tri-City Hospital District