

Carlsbad Community Vision

November 2009





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EC³ Primary Member

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 Jim Comstock
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 Paul Thompson*/Allen Sweet
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EC³ Alternate Member

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 Farah Douglas
 Jack Cumming
 Robert Nielsen
 Mike Howes
 –
 –
 Jean Moreno*/Greg Nelson
 –
 Joseph Troya*/Guy Roney
 Glen Etherington
 –
 Robert Gates
 Jim Bradley
 Jeanne Sprague-Bentley
 Sean Sexton
 Chris Korogi

**Member resigned from the EC³ prior to the date of this report.*

The EC³ is comprised of Carlsbad residents (19 primary members and 17 alternates) who represent the following perspectives:

- Environmental (3 primary members)
- Social (3 primary members)
- Economic (3 primary members)
- General Citizen (8 primary members, 2 from each quadrant)
- Youth (2 primary members, high school students)



CONTENTS

- Introduction and Purpose 2
- Identifying the Vision 6
- Vision Summary 10
- The Vision:**
 - Small Town Feel, Beach Community Character,
and Connectedness 12
 - Open Space and the Natural Environment 14
 - Access to Recreation and
Active, Healthy Lifestyles 16
 - The Local Economy, Business Diversity,
and Tourism 18
 - Walking, Biking, Public Transportation,
and Connectivity 20
 - Sustainability 22
 - History, the Arts, and Cultural Resources 24
 - High-Quality Education and Community Services 26
 - Neighborhood Revitalization,
Community Design, and Livability 28
- Next Steps for Achieving the Vision 30

Why Envision Carlsbad?



**A vision answers
the question,
“Where do we
want to go?”**

A vision is sometimes described as an ideal picture of the future. However, it is much more than this – it is a community’s aspiration, and its inspiration. It is a description of what Carlsbad would like to achieve or accomplish, and will serve as the framework for choosing courses of action. The vision answers the question, “Where do we want to go?”

A vision is not just an answer, it is also a process. **Visioning requires working together** to articulate the Carlsbad community’s dreams and hopes for the future. Visioning activities are designed to **open channels of communication and open minds to new ideas**. By undertaking the process of creating a vision for Carlsbad, community members are also enhancing their own perception of future challenges, opportunities, and dreams. It is with all of these roles in mind that “Envision Carlsbad” was born.

Why Envision Carlsbad?

For over two decades, Carlsbad has been developing and changing based on the premise of available land to accommodate a growing population. Carlsbad’s basic guiding documents, such as the General Plan, were created on that premise. Today, however, with the city almost built-out, development will occur primarily through infill and redevelopment, which will shape the community in new and perhaps unexpected ways. In some cases challenges are emerging related to the protection and enhancement of the city’s attractive setting and the quality of life that residents value.

The City Council, community leaders, and City staff are facing these challenges head-on and initiated “Envision Carlsbad” to engage the entire community in a process of envisioning and planning for the future. This process has not only helped to define a set of widely-shared community values, but it has also exposed areas of tension and competing ideas. Future decision-making will require careful community consultation and sometimes difficult trade-offs between important goals.



The Community Vision

The Carlsbad Community Vision (Vision) reflects the community’s aspirations for Carlsbad’s future. It is a clear and motivational summary of the vision expressed by community members during the first phase of Envision Carlsbad. The Vision is based upon nine core values that were commonly expressed by the community. These values represent the qualities and characteristics of Carlsbad that community members aspire to protect, maintain, improve, change, or achieve in the future.

In many respects, the Vision reflects the values of the community that are under stress (i.e., there is some sense that the particular value must be protected, or needs to be adjusted to meet the desires of the community). As a result, some aspects of Carlsbad that are valued by the community today may not be perceived to require protection or adjustment, and therefore, may not be fully expressed in the Vision.

In some instances, the Vision also reflects competing desires. For example, “open space and the natural environment” is a core value of the Vision, and some community members desire open space areas to remain undisturbed in their natural state, while others desire open space areas to be more accessible for recreational opportunities such as hiking, biking, or nature study.

The Vision does not attempt to resolve tensions between competing values, nor does it account for potential constraints, such as financial feasibility

or legal context. It is nonetheless a critical guiding tool for community leaders and City staff who must initiate the next steps toward achieving the Vision, which include updating important City policy and regulatory documents, such as the General Plan, Local Coastal Program, and Zoning Ordinance, as well as other policies and practices that guide the City’s operations.

Timeframe

This Vision portrays broad themes and aspirations for Carlsbad’s future. While some of these may be realized in the short- or medium-term (5-20 years), others are ideals toward which the community will continually strive.

“We need to inspire people to believe they can help co-create a better future.”

Style and Organization



Commitment to the Vision

The Vision represents community consensus on what Carlsbad hopes to achieve in the future. It is described using the word “will” to represent the community’s commitment to the Vision and their intent to achieve it. However, because implementation strategies have not yet been evaluated in regard to competing values or trade-offs, some components of the Vision may require more time to achieve or may not be fully realized. The Vision is dynamic, far-reaching, and broad enough to accommodate alternative future strategies and implementation approaches. As community dialog continues in the next phase of Envision Carlsbad, agreement on preferred implementation approaches will require evaluation of trade-offs, and careful balancing of environmental, social, and economic considerations.

Organization

Following this Introduction and Purpose, the document is comprised of three more sections— Identifying the Vision, The Vision, and Next Steps for Achieving the Vision—summarized as follows:

Identifying the Vision: describes the key components of the community outreach conducted for the first phase of Envision Carlsbad.

The Vision: is based upon nine core values identified by the community. Therefore, there are nine focused descriptions of the Vision as it relates to each of these core values. The order in which the Vision is described does not reflect priority of the core values.

Next Steps for Achieving the Vision: describes the application of the Vision to City operations and long-range planning, and highlights opportunities for ongoing community involvement.



"We need a vision that brings people together."

Community Involvement



The first phase of Envision Carlsbad consisted of numerous forms of public outreach and involvement conducted from December 2008 through June 2009.

Envision Carlsbad Citizens' Committee

The Envision Carlsbad Citizens' Committee (EC³) was created to promote balanced consideration of the broad range of perspectives that would be heard through the Envision Carlsbad process. Some committee members were selected to broadly represent environmental, economic, and social perspectives in the community. Others were selected to broadly represent neighborhoods in each zip code area (quadrant) of the city. Two members are high school students specifically selected to represent the youth perspective.

During the first phase of Envision Carlsbad, the EC³ served as an important conduit of information to community members, interest groups, and other organizations in order to encourage broad participation. EC³ members provided input on the community-wide survey, helped identify stakeholders to be interviewed, and attended workshops to get a first-hand sense of the values and needs of the community. The EC³ reviewed and responded to each of the interim working reports containing the analysis and emerging themes from

each component of the visioning process. The EC³ also reviewed and responded to this report. The EC³ provided continuity through the first phase of Envision Carlsbad. Looking ahead, the City Council will consider the role of the EC³ as the City transitions into later phases of Envision Carlsbad, such as long-range planning efforts and vision implementation.

Community-wide Newsletter and Survey

The Envision Carlsbad outreach program began with a newsletter and public opinion survey to assess residents' perceptions regarding the quality of life in their neighborhood and the city; evaluate perceptions regarding Carlsbad's natural environment, local economy, and social setting; and identify program and facility priorities. A census-style approach was used to provide all residents an equal opportunity to participate in the survey. An introductory letter and survey were mailed to every household within the city (41,643 households) giving them the option of returning the enclosed survey

envisioncarlsbadNEWS
Issue 1 • March 2009

Welcome to Envision Carlsbad!

Envision Carlsbad is a city-sponsored program that invites residents to work together to create a vision and plan for Carlsbad's future.

What are your hopes for Carlsbad's future?
This is your chance to meet your neighbors and share with them how you "envision" your ideal future for Carlsbad. City employees identify supporting jobs? A clean environment? Safe streets? High-quality schools? Parks and open spaces? What qualities of a city are most important to you and your family in Carlsbad. Have all the qualities you want?

Whether you have a little time or a lot, you can get involved in Envision Carlsbad!

WORKSHOP DATES AND LOCATIONS

- March 23, 2009**
8 to 9:30 p.m. • City of Carlsbad Safety Center
2160 Ocean View, Carlsbad, CA 92009
- March 25, 2009**
8 to 9:30 p.m. • The City Wellness Center
8210 El Camino Real, Carlsbad, CA 92009
- April 15, 2009**
8 to 9:30 p.m. • Avenue Oaks Elementary School
6100 Avenue Oaks, Carlsbad, CA 92011
- April 16, 2009**
8 to 9:30 p.m. • City of Carlsbad Senior Center
759 Pine Ave., Carlsbad, CA 92008

Working Group Leads: To get involved, please contact the lead for information on how to attend: (619) 433-7044

CITY OF CARLSBAD RESIDENT SURVEY

In an effort to improve the quality of life in Carlsbad, the City is surveying Carlsbad residents to find out some of your attitudes and opinions regarding our city. The survey is being processed by an independent research firm, and all of your individual responses will remain confidential.

If you have any questions about the survey or would like to receive the survey in Spanish, please contact Jennifer Jansen at (760) 432-4457.

1. How long have you lived in Carlsbad?
 Less than 1 year 1 to 4 years 5 to 9 years 10 to 14 years 15 years or more

2. Overall, how would you rate the quality of life in your neighborhood?
 Excellent Good Fair Poor Very poor Not sure

3. Overall, how would you rate the quality of life in the entire City of Carlsbad?
 Excellent Good Fair Poor Very poor Not sure

4. The City of Carlsbad is considering different priorities in planning for the City's future. For each priority listed below, please indicate if it should be a high priority, medium priority or low priority in thinking about Carlsbad's future.

	High	Medium	Low	Not
A. Providing parks and recreational facilities in the City for active recreational uses...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Protecting undeveloped areas for living and working...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Protecting natural habitats in and around Carlsbad...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Creating new walking and biking trails within Carlsbad...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Increasing transit to the City to maintain and improve the services and programs that Carlsbad currently offers...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Improving traffic flow in and around Carlsbad...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Maintaining or improving property values within the City...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Providing a range of housing options of different types & price levels within Carlsbad...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Preserving historic buildings and places within Carlsbad...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. If there were one thing the City of Carlsbad should be focused on in the future to improve the quality of life for its residents, that has not already been mentioned, what would it be?



(postage paid) or taking the online version of the survey. A Spanish version of the survey was also available upon request. The survey, which averaged 15 minutes to complete, consisted of a series of closed-ended and some open-ended questions. The data collection period for the project was March 6 through May 1, 2009. In total, 7,167 completed responses were received (6,871 mail, 296 online), resulting in an exceptionally high response rate of 17.2 percent (typical community survey response rates are closer to 6-10 percent). A summary of the public opinion survey results can be found at www.envisioncarlsbad.org.

Community Workshops

The next component of Envision Carlsbad was the community workshops. These were designed to engage the attention, interest, and active involvement of a broad spectrum of Carlsbad community members, and provide opportunities for energetic group discussion of and effective input into the community's vision of Carlsbad's future.

The format used for the workshops was called the "World Café." The World Café allowed community members to participate in a series of successive small group discussions of short duration (approximately 15-20 minutes each), followed by identification of common themes. Transitions between discussions were signaled by a Maître d' (the facilitator), at which point participants moved to a new table for their next discussion. During each "rotation" participants responded to a new prompting question and

interacted with a new set of community members. The workshops closed with a small-group drawing exercise and reporting back to the larger group about the common themes contained in the table drawings.

Four community workshops were held in March and April 2009 on four different weekday evenings in four geographically different locations based on zip code: the City of Carlsbad Safety Center, Tri-City Wellness Center, Aviara Oaks Elementary School, and the City of Carlsbad Senior Center. Days and locations were varied to increase access to the workshops. One of the workshops also offered childcare to make it easier for parents with young children to attend. All workshops were held from 6:00pm until 8:30pm, and had the same content and structure. In all, over 265 community members attended the workshops. Members of the EC³ also participated in the community workshops, as well as a separate World Café workshop for EC³ members (primary and alternate members). A summary of the workshops results can be found at www.envisioncarlsbad.org.

"Continue to listen to the community's needs and desires, and keep citizen engagement alive."

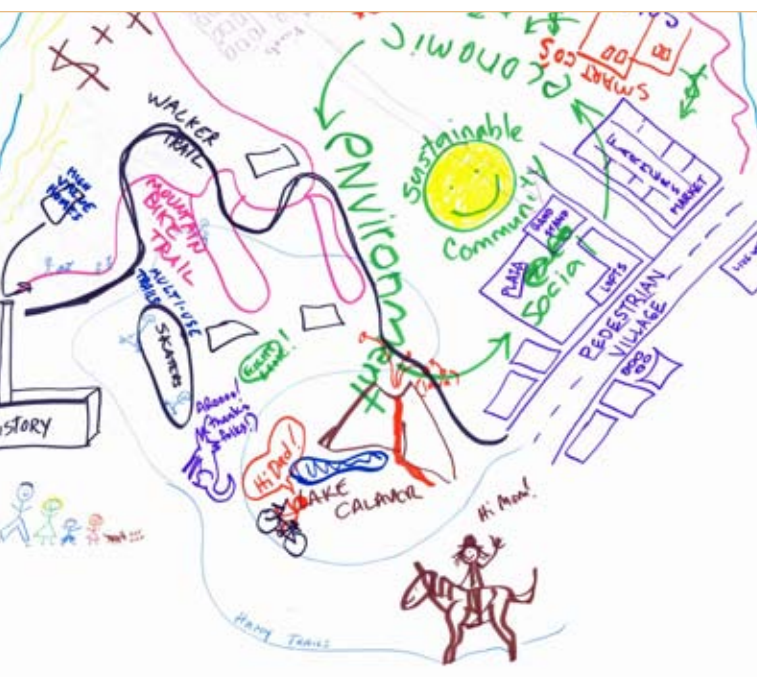
Community Involvement



Stakeholder Interviews

Stakeholder interviews were conducted from January to May 2009. The interviews enabled individuals to be more candid than they otherwise might be in open community forums, and allowed questions to be focused on topics most germane to the mission of the organization represented. Unlike the public opinion survey and workshops, the stakeholder interviews also included non-residents who conduct business in Carlsbad, as well as people who work for organizations that serve Carlsbad residents, including some (such as affordable housing providers), who might be based outside the community. In all, 134 organizations

were invited for interviews, of which 81 agreed to participate. Organizations interviewed included local businesses in fields such as biotechnology, automobile sales, real estate, retail, entertainment, hospitality, and manufacturing. Non-profit or volunteer organizations interviewed represented interests such as environmental and lagoon preservation, youth clubs, arts and culture, libraries, medical centers, bicycling, sports leagues, specific neighborhoods, affordable housing, homelessness, and people with disabilities. Other organizations interviewed represented local schools, parent-teacher associations, and religious communities. A summary of the stakeholder interviews can be found at www.envisioncarlsbad.org.



Envision Carlsbad Website

Information on the process and progress of Envision Carlsbad activities is provided for easy reference at the Envision Carlsbad website, found at www.envisioncarlsbad.org. Community members have been able to access and take the public opinion survey via the website, as well as find dates and times of activities, meeting agendas, and summary reports of outreach efforts described.



*“Get citizens to be seen,
be present, be involved.”*

Core Values and Vision Summary Statements



The Vision

CORE VALUE	VISION STATEMENT
Small Town Feel, Beach Community Character, and Connectedness	<i>Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the city's culture of civic engagement, volunteerism, and philanthropy.</i>
Open Space and the Natural Environment	<i>Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.</i>
Access to Recreation and Active, Healthy Lifestyles	<i>Promote active lifestyles and community health by furthering access to trails, parks, beaches, and other recreation opportunities.</i>
The Local Economy, Business Diversity, and Tourism	<i>Strengthen the city's strong and diverse economy and its position as an employment hub in North San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.</i>
Walking, Biking, Public Transportation, and Connectivity	<i>Increase travel options through enhanced walking, bicycling, and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.</i>



CORE VALUE	VISION STATEMENT
Sustainability	<i>Build on the City's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling, and foods.</i>
History, the Arts, and Cultural Resources	<i>Emphasize the arts by promoting a multitude of events and productions year-round, cutting-edge venues to host world-class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.</i>
High Quality Education and Community Services	<i>Support quality, comprehensive education and life-long learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.</i>
Neighborhood Revitalization, Community Design, and Livability	<i>Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline, and link density to public transportation. Revitalize the Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.</i>

Small Town Feel, Beach Community Character, and Connectedness

Core Value



Vision Statement

Enhance Carlsbad’s defining attributes—its small town feel and beach community character. Build on the city’s culture of civic engagement, volunteerism, and philanthropy.

Character and Quality of Life

Carlsbad’s small town feel and beach community character are defining attributes of the city. The combination of the city’s sophisticated cultural ambience and “beach community feel” create a traditional, small-town identity without feeling old-fashioned. With nature’s added benefits of sunshine, scenery, coastline, and weather—“the best climate in the world”—Carlsbad’s overall image is both a testament and a contributor to the City’s success. The community is united in desiring that Carlsbad remains beautiful, well-kept, clean, quiet, safe, and well-planned. Carlsbad will work to maintain both community character and quality of life by “embracing the past with a vision for the future.”

Social Connectedness

Carlsbad is full of caring, friendly people with a sense of volunteerism and pride. The social atmosphere in the city is family-oriented, progressive, multi-generational, and stable. Residents share a community spirit

and culture of giving and philanthropy, making relationships one of the most valuable aspects about the Carlsbad community. Community members value the cultural acceptance and diversity in the city, and the way old and new lifestyles come together. In the future, cultural and generational diversity and social connections will be enhanced through opportunities for volunteerism and civic engagement; more public gathering places, family-friendly activities, and open spaces within walking distance of people’s homes and workplaces; and more events that connect residents to one another and keep them active in the community.

Managed Growth

The City has been successful in managing growth through good land use decisions and planning. Opinions on how best to manage growth in the future are plentiful—with “less” growth and “balanced” growth representing two popular positions. Regardless of the ultimate growth strategy, Carlsbad will strive to maintain the city’s desirable characteristics while enabling infill development and redevelopment where appropriate. The suitability of higher densities is another topic on which the community has diverse viewpoints. In the future, any higher density development will be located carefully, in places with ready access to transit, infrastructure, and services, and in harmony with existing development patterns.



*“Maintain the community
feel... opportunities for
multiple generations to live
here and understand one
another’s needs.”*

Open Space and the Natural Environment

Core Value



Vision Statement

Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.

The Carlsbad community values its open space for visual beauty, ecological functions (for example, clean air and water, habitats, and wildlife movement corridors), and for some, as a way to control growth.

Protecting natural habitats in and around Carlsbad is a high priority for residents. 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.

The Ocean, Beaches, Lagoons, and Habitat

The ocean, beaches, lagoons, other waterways, and natural habitat are critical natural resources and vital components of the city's setting. They provide habitat for wildlife, recreation opportunities, and aesthetic value, and are also engines of the tourism side of the economy. Community members look forward to continued enjoyment of clean, healthy, and accessible lagoons, beaches, and natural habitat areas due to ongoing conservation, restoration, and active maintenance efforts.

Open Space Heritage and Partnerships

The open space network can help the city celebrate its history, including its agricultural and horticultural heritage. Examples of Carlsbad's open space resources that connect the city to its past include the lagoons, the Strawberry Fields, and the Flower Fields. In the future, Carlsbad will continue to support efforts that promote the economic viability of the Strawberry Fields and the Flower Fields. Protection and enhancement of the city's open space resources and heritage will be achieved through partnerships with regional and State agencies, advocacy and preservation organizations, and the active volunteer base of the community. Partnerships with the lagoon nature centers and foundations to provide educational programs will ensure that current and future generations have an awareness of the history and natural environments of Carlsbad's three lagoons.

“Connecting with nature is important. The trails provide a link to nature. It is about quieting down enough to hear the sounds of nature.”



*“We need to preserve
archaeological,
biological, geologic, and
open space resources.”*

Access to Recreation and Active, Healthy Lifestyles

Core Value



Promote active lifestyles and community health by furthering access to trails, parks, beaches, and other recreation opportunities.

Vision Statement

Carlsbad is an active community with valuable recreation resources, such as the beach, numerous parks and sports fields, and proximate hillsides.

Recreation programs and outdoor special events, such as world-class golf and tennis tournaments, and marathons, are popular and widely supported. Outdoor recreation and active lifestyles will continue to be a priority for Carlsbad in the future, and therefore it will be a priority to maintain and improve these resources.

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, sports fields and courts, swimming pools, a teen center, dog parks, children's play areas, and increased availability of school parks through expanded joint-use programs between the City and local school districts. 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.

Well-Connected Trails for Every Use

Carlsbad will have active open space areas for hiking, biking, dog-walking, exploring, education, and even ecotourism. New and enhanced walking and biking paths, designed in collaboration with the community, will provide convenient connections to destinations. A spectrum of clearly designated trails will meet the unique needs of walkers and cyclists. This enhanced, fully connected trail system will not only provide more opportunities for active living, but also create new, non-vehicular connections between neighborhoods, open spaces, lagoons, and the beach, and potentially even commercial areas. In this way, people of all ages will be able to get around town safely, comfortably, and conveniently.

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. In the future, the beach will be maintained as a safe, accessible, and attractive recreational resource through partnerships with regional and State agencies, and other organizations. 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 food vendors, ocean view restaurants, a dog beach area, a park or outdoor venue for community events, enhanced trail networks, preserved parking areas, and increased services.

Carlsbad Community Vision



A visible trails system to link the three lagoons to the coaster stations, El Salto Falls to the ocean... to connect our environmental resource areas to public transportation.

The Local Economy, Business Diversity, and Tourism

Core Value



Vision Statement

Strengthen the city's strong and diverse economy and its position as an employment hub in North San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

Current economic conditions are challenging for many, but by striving for a strong, balanced, and diverse local economy, the City will be able to support the facilities and amenities the community desires.

Business and Jobs

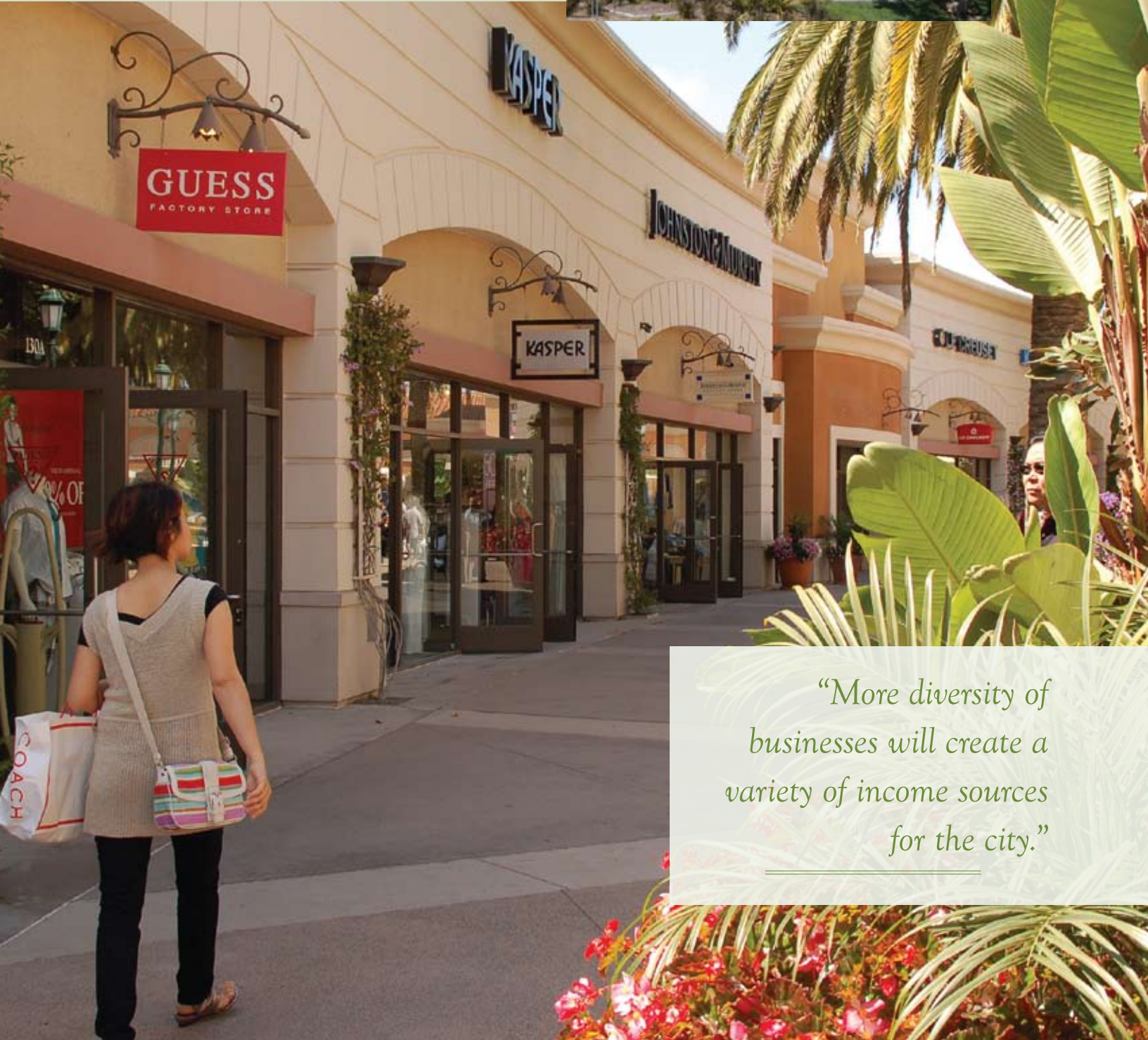
Carlsbad is home to internationally recognized companies that are industry leaders in sectors as diverse as golfing and bio- and advanced technology. These companies have a highly-educated workforce whose corporate travel needs are supported by Carlsbad's McClellan-Palomar Airport. Successful partnerships with businesses will increase opportunities for local, high quality, and well-paying jobs; support the cutting-edge sectors in the city; and attract emerging technologies such as green industries. Family-owned ("mom and pop") stores will be supported and obstacles removed to ensure their continued economic success. Carlsbad will work to maintain a positive business environment and remain an attractive location for new business, expansion, retention, and improvement.

Shopping and Dining

Carlsbad residents will be able to shop locally for most of their day-to-day needs at high quality shopping areas such as The Forum at Carlsbad, Carlsbad Premium Outlets, and an enhanced Westfield/Plaza Camino Real mall, and at an increasing number of small, independent, and specialty retail stores and services, particularly in the Village. The array of dining opportunities in the city will be expanded, and residents will have access to new upscale grocery stores and more restaurant choices.

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; lagoons; shopping and dining; and arts, sports, and cultural events. In particular, Carlsbad will take advantage of synergistic opportunities to meet the needs of tourists and residents through the protection and enhancement of Carlsbad's natural environments such as the beaches and lagoons, the provision of world class shopping and a wide variety of arts and cultural events, the hosting of more national-scale events, and the improvement of travel options through enhanced walking, bicycling, and public transportation systems. Opportunities for promoting ecotourism will be explored for their potential to help preserve the natural resources that the community values. Looking ahead, Carlsbad will enjoy a balance of businesses that provide tourism services and establishments that serve the needs of residents.



“More diversity of businesses will create a variety of income sources for the city.”

Walking, Biking, Public Transportation, and Connectivity

Core Value



Vision Statement

Increase travel options through enhanced walking, bicycling, and public transportation systems.

Enhance mobility through increased connectivity and intelligent transportation management.

Personal automobiles are the most common means of transportation in Carlsbad today. This is in part because the development pattern is dominated by suburban residential neighborhoods, single use districts, and a discontinuous street system. Along with rolling topography, these present major challenges for walking and bicycling. Traffic on main roads—which in many cases are the only connections between destinations—moves quickly, making bicyclists and pedestrians feel unsafe.

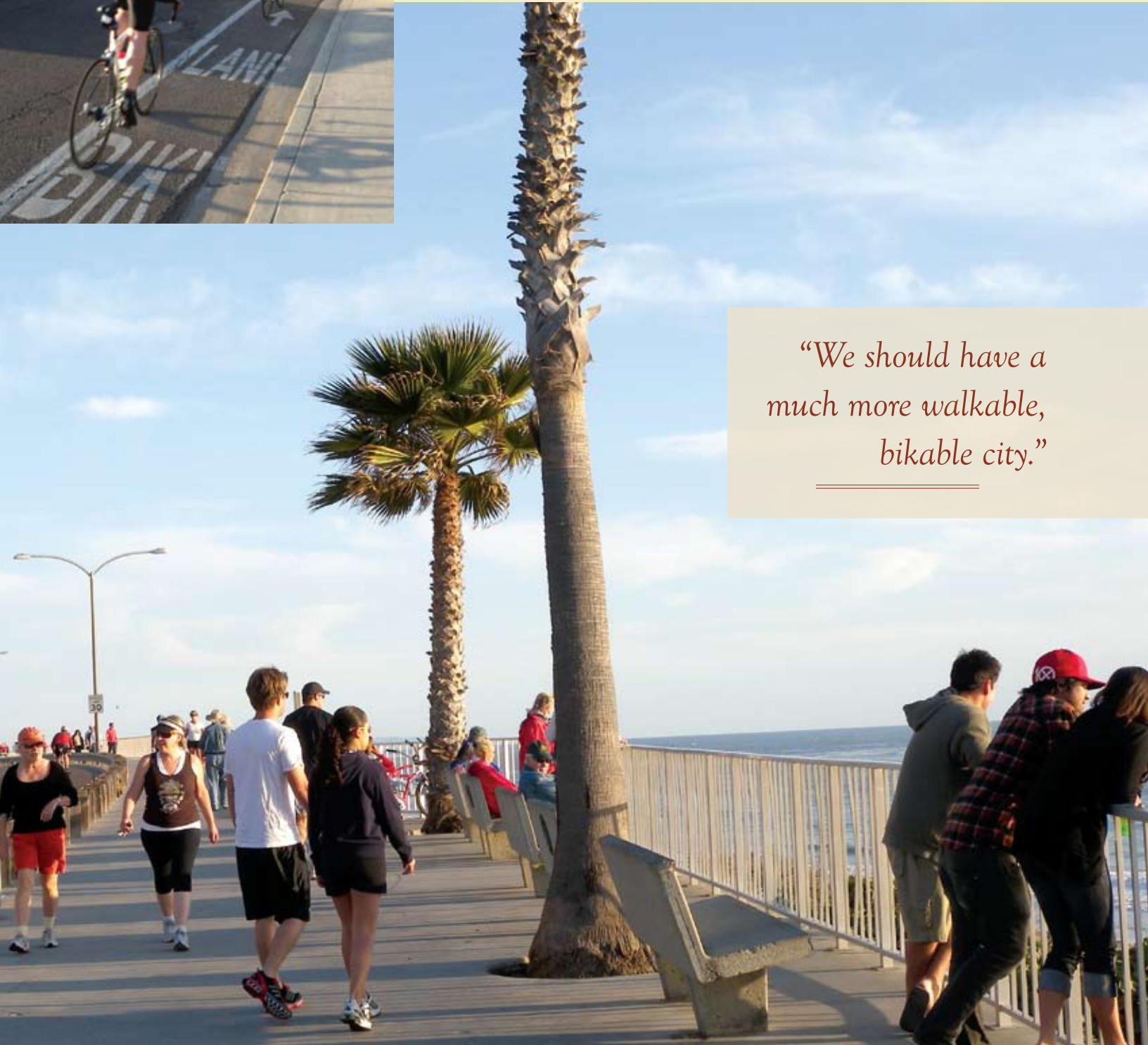
Community members see these challenges as opportunities to provide safer and more convenient mobility through a variety of modes. Carlsbad’s future transportation network will be a balanced blend of safe and connected walking and biking facilities; convenient, comfortable, and efficient public transit; and intelligent traffic management systems that move cars safely to their destinations.

Pedestrian and Bicyclist Needs

While the automobile will remain a dominant mode of transportation, better pedestrian and bike connectivity will help reduce auto-dependency and increase accessibility and healthy activity levels. Carlsbad will have an enhanced and fully connected system of sidewalks, paths, bike lanes, and trails. Easy and convenient pedestrian connections will be available from every neighborhood to help children get safely to schools and parks. New pedestrian and bicycle connections across the railroad tracks and I-5 will connect neighborhoods to the beach and ocean. Sidewalks will be more appealing and accessible to residents of all ages and physical abilities. Businesses will facilitate biking for routine activities such as going to work, school, shopping, or going to a restaurant to eat, by providing bike parking and supportive amenities such as changing rooms, showers, and lockers.

Transit as a Real Alternative

In the future, public transportation will connect the beaches, lagoons, parks, libraries, shopping areas, the Village, major employment areas, medical facilities, the airport, and the train stations to increase accessibility and decrease traffic congestion and parking problems. Public transportation will be frequent, reliable, quiet, and comfortable, and will be powered by renewable energy sources. With participatory community design of the routes, stops will be sensible and convenient to (almost) everyone.



*“We should have a
much more walkable,
bikable city.”*

Sustainability Core Value

Vision Statement

Build on the City's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling, and foods.

The City will continue ongoing public dialogue to gather sustainability ideas, and foster public/private partnerships on sustainability initiatives, in particular on the issues of sustainable water, energy, and foods.

Water Conservation, Recycling, and Desalination

Carlsbad is a national pioneer in water desalination, and will strive for continued water sustainability by instituting cutting-edge practices in water conservation and recycling. Recycling efforts will build on the city's existing "purple pipes" (the reclaimed water system) and will look ahead to future opportunities to improve and expand water recycling and conservation. Through these efforts, the City will be a leader in conservation coordination at the local level, and by participating at the regional watershed level as well.

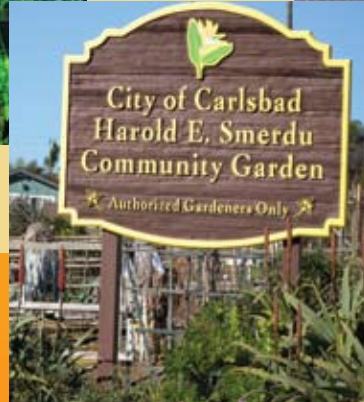


Energy Security and Independence

Carlsbad could be the Silicon Valley of energy, and become an incubator for alternative energy research. Carlsbad, will strive to be energy self-sufficient. Renewable energy options will be widely available to residents, through education about technologies such as solar roofs and wind turbines, and through sensible financial incentives and convenient technical assistance.

Food Sustainability and Waste Reduction

The community's agricultural heritage will be celebrated through educational programs and seasonal festivals that bring income to area farmers. The community will organize and initiate farmers' markets in major accessible locations, and local leaders will help to partner restaurants and growers to increase availability of local produce on menus around town. The waste stream will be reduced with the help of a citywide effort to promote recycling and composting. A new, efficient system for collection and redistribution of local compost back to area farms will form a sustainable life cycle for organic material in the community.



“Long range planning for sustainability means more than just environmental. We have to look at social and economic conditions as well, and work together toward solutions.”



History, the Arts, and Cultural Resources

Core Value



Vision
Statement

Emphasize the arts by promoting a multitude of events and productions year-round, cutting-edge venues to host world-class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.

Community Events and Activities

Events such as ArtSplash, Jazz in the Parks, and Fiesta del Barrio provide outlets for the arts and cultural community. In the future, there will be an even greater variety of arts and cultural activities and events throughout the year and across the city. Event announcements will be visible and easy to find, and there may even be multiple activities to choose from on any given weekend. The city's flourishing art and cultural scene will attract visitors from afar. Some activities will bring the arts and culture straight to schools, neighborhoods, and families with children, thereby ensuring the next generation cares as much about arts and culture as this one.

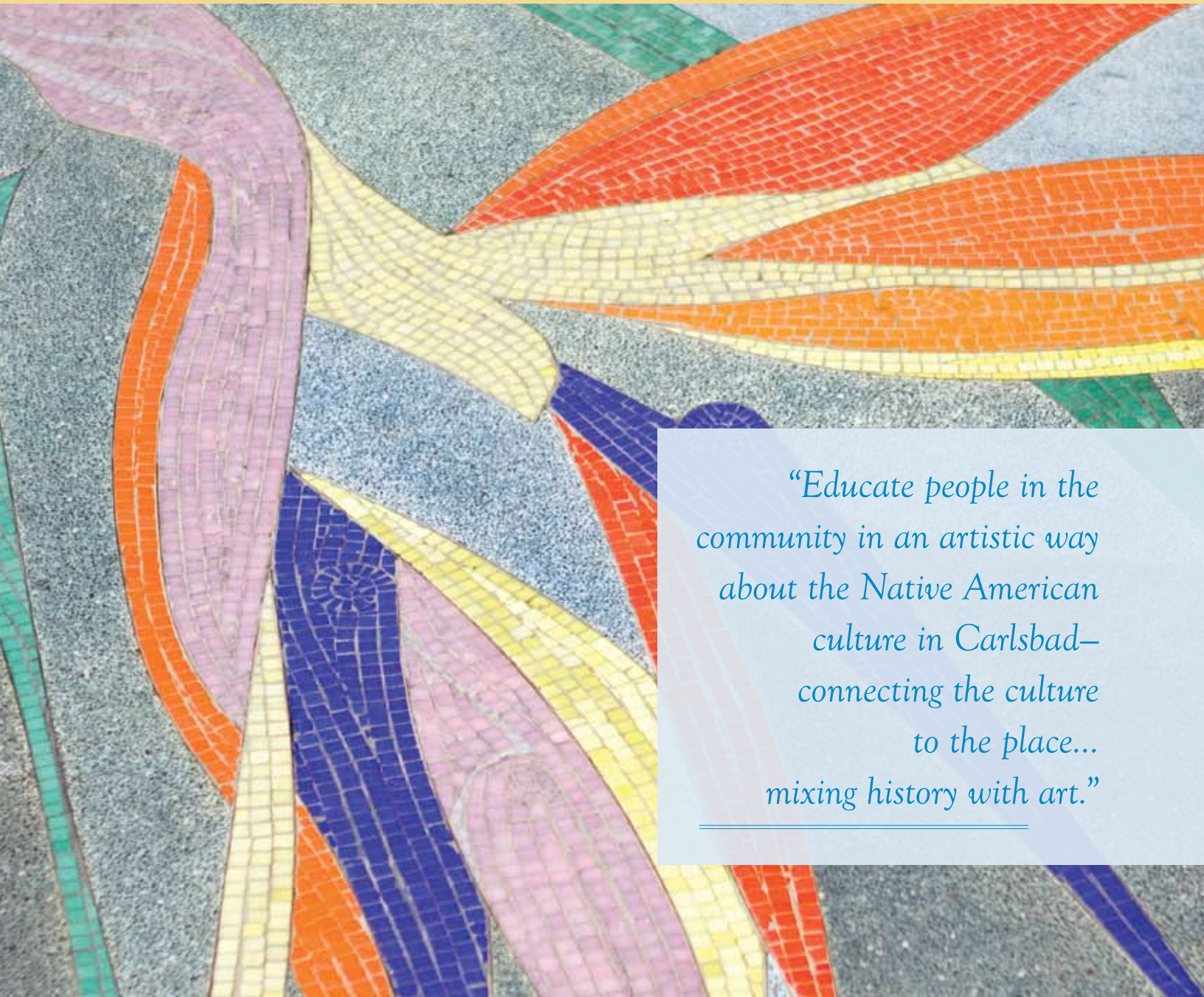
Libraries, Venues, and Art Space

While Carlsbad residents are proud of their libraries and other arts and cultural venues, they look forward to new arts and cultural facilities, too. In the future, venues and space for arts and cultural activities will be enhanced to draw local and regional crowds, and

to facilitate local art production. Such enhancements may include a new multi-purpose venue capable of hosting large indoor and outdoor performances, and the provision of small, affordable spaces for local artists to produce and display their art. Warehouses and other older buildings will be studied for redevelopment and reuse as art studios or live-work spaces, mingling cultural production and appreciation with commercial office use.

Cultural Facilities and Partnerships

Protecting and celebrating Carlsbad's rich history and cultural heritage is of high importance to the community. Examples of Carlsbad's historic and cultural resources include Rancho Carrillo, the Marron Adobe, the Barrio neighborhood, Magee House, the Village, and Carlsbad's Native American history. In the future, Carlsbad will continue to recognize and celebrate its history and cultural heritage by supporting facilities, programs, and activities that provide education and information about Carlsbad's heritage. Examples of such facilities, programs, and activities may include events and festivals to celebrate the city's heritage, partnerships with local schools to educate students about the city's history and culture, an enhanced Barrio Museum to curate and share the cultural history of the Barrio neighborhood, and a new Native American Cultural Center to provide information and activities related to local tribal heritage. Carlsbad will work with local tribes to partner in new ways to promote and display information about local Native American tribal history.



“Educate people in the community in an artistic way about the Native American culture in Carlsbad—connecting the culture to the place... mixing history with art.”

High-Quality Education and Community Services

Core Value

Vision Statement

Support quality, comprehensive education and life-long learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.

Schools and Education

Carlsbad has an excellent public and private school system, including such institutions as the Army and Navy Academy, Pacific Ridge School, and the Gemological Institute of America. Maintaining the high quality of education is a priority for residents. In the future, all schools that serve Carlsbad (public and private) will boast exemplary facilities and educational achievements. Carlsbad will enjoy the fruits of new partnerships that expand educational opportunities for all ages, including: the development of an institute of higher learning at the college or university level; partnerships between businesses and schools to encourage learning projects and specialized courses in up-and-coming trades (green business and design, for example); and more adult learning opportunities, particularly for the retired, parents, and those who speak English as a second language. Carlsbad will be known as a community that values lifelong learning and education for all.

Changing Demographics

The City and other local and regional organizations have done a commendable job providing critical services and opportunities to Carlsbad residents over the years. Community members look forward to planning to accommodate the needs of an increasingly aging and diverse population.

In the future, Carlsbad will be a multi-generational community, with supportive services that accommodate the needs of the elderly as well as families with young children. Carlsbad will uphold universal design standards that foster accessibility, and will be a leader in innovative financing and design approaches to enhance availability of high-quality housing for all income levels. The housing supply will match the diverse population and workforce needs, essential to a sustainable economic future.

Public Safety

Carlsbad's safe neighborhoods and streets are highly valued by community members. In the future, Carlsbad will continue to enjoy a low crime-rate and safe neighborhoods and streets. Support of safety programs, such as neighborhood policing and the provision of adequate lighting along sidewalks and alleys, will help to ensure the community's continued safety. The City will work closely with businesses, especially those in the Village, to promote evening activities and an atmosphere of safety, even after dark. Plaza Camino Real and the beach will benefit from enhanced crime prevention efforts.





“Encourage local businesses to partner with the district for student apprenticeships and partnerships.”



Neighborhood Revitalization, Community Design, and Livability

Core Value



Vision Statement

Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline, and link density to public transportation. Revitalize the Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

Community Design and Livability

Community members envision a future in which there is a greater mix of uses, density is linked to public transportation, services are available closer to existing neighborhoods, and more activities and facilities are located along the coastline. This mix of activities in closer proximity to one another, rather than isolated single uses, will reduce distances to destinations. Recreation facilities will be developed closer to or within existing neighborhoods, and new neighborhood-scale services will be provided in convenient and sensible locations compatible with the surrounding residential uses.

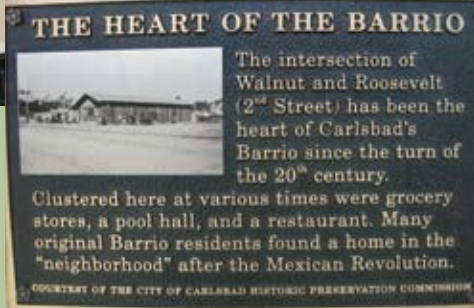
To achieve this, future development will be guided by principles of smart growth planning that include providing housing and activities near public

transportation and services, as well as considering appropriate opportunities for vertical mixed-use development (such as housing or offices above retail). These community design approaches will accommodate more people while protecting open space, community character, and quality of life, and recognizing that change may be limited in established neighborhoods.

Village (Downtown) Revitalization

Revitalizing the Village is integral to promoting the city’s identity. Community members appreciate the Village’s charm, its quaintness, and its connection to the past; however, revitalizing the Village will help to achieve its potential to serve as a community focal point and major tourist draw. Downtown has good “bones”—a walkable grid street system, proximity to the ocean, presence of historical buildings, and access from the freeway and rail transit. Carlsbad will capitalize on the Village’s potential as a place for people to live, work, and play, helping it emerge as a unique and

“The downtown bones are good and it has good mixes. There is opportunity for people to live, work, and play there.”



memorable center in San Diego County. The Village will provide opportunities for aging Carlsbad residents to move from remote neighborhoods to a district with walking access to services and amenities, and serve as an attractive location for younger residents too. New stores and restaurants that cater to residents and stay open late, cultural and arts activities that draw people from afar, and an increased village resident population base will infuse the Village with vitality that will also draw new businesses. The Village will accommodate new activities and buildings while still maintaining its small-town feel and charm.

Rejuvenation of the Barrio Neighborhood

Much like the Village, community members envision the Barrio as a historic neighborhood rejuvenated by care, attention, and investment. The Barrio will be safe, traffic will move more slowly, and streets and sidewalks will be better lit. In the future, there will be safe pedestrian beach access from the Barrio, and the City will help to celebrate the history and culture of the Barrio through ongoing support of cultural celebrations, neighborhood beautification efforts, and heritage education institutions such as the Barrio Museum. Organizations and community members will contribute ideas to rejuvenate and celebrate the history and culture of the neighborhood.

“We need to allow for innovation in the design process. People are living in different ways.”

Next Steps for Achieving the Vision

*“Carlsbad is capable of
being a regional leader
and role model.”*

Ongoing Community Participation

Ongoing community participation is essential as alternative strategies and trade-offs are evaluated and implementing policies to accomplish the vision are developed.

Please continue to visit the website www.envisioncarlsbad.org for news and further participation and feedback opportunities.

While this Vision reflects the broad aspirations of the Carlsbad community, it is also subject to economic and fiscal reality, federal and state laws, and ongoing community consultation about trade-offs and priorities. These and other factors, known and unknown, could affect the timing and implementation of the Vision.

Moving forward, the next step is for the City to evaluate the “match” between this community vision and current City policies and regulations. The results of that evaluation will be a concrete list of issues and actions designed to better align City policy with the community’s long-range goals. A two-pronged approach is envisioned:

- **Community Planning and Development.** As the “constitution” for the city’s development, the General Plan will outline concrete policies and actions to accomplish the vision. Technical analysis will complement the extensive community input. The Zoning Ordinance, the Local Coastal Program, and other plans for individual areas and capital facilities, such as bikeways, parks, and transportation, will also need to be updated for consistency with the new General Plan.
- **City Operations and Programs.** In addition to long-range community planning, the vision touches on virtually all dimensions of City operations—from providing services and maintaining and upgrading facilities, to communications systems and programming cultural events. These City functions will be aligned with the community vision.

For issues that are out of City hands, such as school decisions (the responsibility of the districts) or beach maintenance (a State responsibility), the City will initiate a dialogue with responsible parties to determine ways in which the City can form strategic partnerships with these organizations. Community members will be kept abreast of progress.