



envision CARLSBAD

Stakeholder Interviews Report

August 2009



Envision Carlsbad Citizens' Committee

<u>EC³ Primary Member</u>	<u>EC³ Alternate Member</u>
Ken Alfrey	William Kloetzer
Fred Sandquist	David Robertson
Mat Huff*	Barbara Hamilton
Jim Farley	Farrah Douglas
Jim Comstock	Jack Cumming
Hap L'Heureux	Robert Nielsen
Gina McBride	Mike Howes
Julie Baker	–
Eric Larson	–
Paul Thompson*	Jean Moreno*/Greg Nelson
Diane Lantz	Allen Sweet
Kirk Cowles	Joseph Troya*/Guy Roney
Diane Proulx	Glen Etherington
Lisa Tuomi-Francis	David Lloyd
Jeff Segall	Robert Gates
John O'Reilly	Jim Bradley
Kent McCormick	Jeanne Sprague-Bentley
Andrew Benson	Sean Sexton
Sean Bentley	Chris Korogi

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

City Staff

Gary Barberio, *Assistant Planning Director*
Chris DeCerbo, *Principal Planner*
David de Cordova, *Principal Planner*
Sandra Holder, *Community Development Director*
Jennifer Jesser, *Senior Planner*
Rachel McGuire, *Communications Coordinator*
Barbara Nedros, *Administrative Secretary*
Don Neu, *Planning Director*
Heather Pizzuto, *Library Director*
Kristina Ray, *Communications Manager*
Glen Van Peski, *Senior Civil Engineer*
Colette Wengenroth, *Finance Manager*

Consultant Staff

DYETT & BHATIA Urban and Regional Planners

Rajeev Bhatia, *Principal*
Melissa McMahan, *Associate*
Diana Nankin, *Senior Graphic Designer*



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1 INTRODUCTION

1.1 Envision Carlsbad

Envision Carlsbad is a City-sponsored community visioning process that invites residents to work together to create a new vision and plan for Carlsbad's future. For the past two decades, Carlsbad has been growing and developing 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 90 percent built-out, development will occur primarily through infill and redevelopment. New opportunities and challenges are emerging related to the protection and enhancement of the city's attractive setting and quality of life that residents value. City leaders are looking for community guidance on which direction to take Carlsbad in the future.

Envision Carlsbad is providing community members and stakeholders with a variety of opportunities to participate in the creation of a future vision that reflects the community's most important values and priorities. Opportunities include:

- Envisions Carlsbad Citizens' Committee (EC³);
- Community workshops;
- Stakeholder interviews;
- Community-wide survey (mail and online);
- Citywide mailed newsletters; and
- the Envision Carlsbad website.



In Fall 2009, input received from these processes will be synthesized into a report describing the community’s vision for its future. This vision document will identify the most important quality-of-life factors that should be considered when making city operational and budgetary decisions, and it will provide the framework for updating important City planning documents such as the General Plan, the Zoning Ordinance, and the Local Coastal Program.

1.2 This Report

This report describes the process and results of one of the important components of Envision Carlsbad: the stakeholder interviews. This report is the third in a series of reports summarizing the results of public participation activities held as a part of Envision Carlsbad. Earlier reports include the Community Workshops Report and the Public Opinion Visioning Survey Report, both completed in June 2009, and available through the Envision Carlsbad Website (www.envisioncarlsbad.org).

Stakeholder Interviews

While all community members are “stakeholders” in Carlsbad’s long-term future, one-on-one interviews with individuals representing a spectrum of interests and organizations were conducted to explore issues and needs. The structure of the interviews enabled individuals to be more candid and in-depth 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 the individuals 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 this way, stakeholder interviews were focused on getting input from groups or individuals who might not have been involved in Envision Carlsbad otherwise.

Report Organization

The rest of this report is organized into sections describing the stakeholder interview process and participation and the major emerging themes. Uniquely, the themes in this report were compared as they emerged to those identified in the Community Workshops Report and the Public Opinion Vision Survey Report. Similarities and differences are highlighted in order to provide more guidance for the tailoring of the overall Carlsbad Community Vision.



2 STAKEHOLDER INTERVIEW PROCESS

2.1 Schedule and Attendance

Stakeholder interviews were conducted from January to May 2009. With the input of City staff and the EC³, 134 organizations were invited for interviews. Of these, 81 organizations were scheduled to participate. Interviews were typically attended by one, two, or three members of an organization; however, in a few cases as many as six persons attended at one time. In some instances—such as organizations involved with lagoon conservation and restoration—multiple organizations were interviewed at one time. Through these interviews, City staff and consultants spoke with over 142 individuals who represent a stakeholder interest in the community, some of whom did not have the chance to participate in either the public opinion survey or the community workshops.

2.2 Organizations Interviewed

A complete list of organizations invited and interviewed is provided in Appendix A. These 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 preservation, the youth, seniors, lagoons, arts and culture, the libraries, bicycling, sports leagues, specific neighborhoods, affordable housing, homelessness, and people



with disabilities. Still other organizations interviewed represented local schools and parent-teacher associations, religious communities, and county or regional bodies.

2.3 Interview Materials and Process

Stakeholder interviews were typically conducted with one interviewer and one note-taker. Training was provided by the City Communication Manager on techniques to use to assure a successful interview. A guide was prepared for use by interviewers to help ensure consistent interview styles and scope, even when different people conducted interviews. The guide provided space to record the date, time, interviewer(s), and interviewee(s); introductory information about the Envision Carlsbad process; and five basic guiding questions as a starting point for dialogue, and moving the interview along. The guiding questions were:

- As a representative of [organization name], what do you value most about the Carlsbad community?
- As you look ahead to the next 10 to 20 years, what are three important challenges and three opportunities you anticipate for the Carlsbad community?
- What would be your organization's advice to the City for addressing these challenges and opportunities?
- What would make Carlsbad a better place to live, work, and play today and in the future?
- What other thoughts can you share about Carlsbad's future?

The original interview guide is provided for reference in Appendix B.

Most interviews occurred during work-day hours at either the Library Learning Center or the Planning Department offices. Interviews were spaced one-hour apart but typically took 45 minutes to an hour to complete, with single-person interviews generally running shorter and larger group interviews generally taking more time. Before closing each interview, interviewers asked participants what else they knew about the Envision Carlsbad process, and pamphlets about the survey, workshops, and website were provided as necessary to encourage ongoing participation.



3 INTERVIEW THEMES

3.1 Analysis Methodology

Themes emerging from the interviews were determined through a process of compiling, coding, and analyzing interview notes. Specifically, all interview notes were reviewed in digital format, and issue or theme statements were copied directly from the notes into a spreadsheet. Each statement was assigned an organization type (e.g. “Business”) and one or more codes that categorized the statement. For instance, the statement “Beautiful community that is well-kept and has a nice image” was coded with “Community Character,” and the statement “the lagoons could be restored to be productive in shellfish... this would create income and habitat” was coded first with “Environmental Protection” and secondarily with “Economy.” When interview statements aligned with the emerging vision direction as informed by the workshops and survey reports (as presented at the June 10, 2009 EC³ meeting), codes similar to those themes were employed to show the consistency.

Once all of the stakeholder comments were coded (over 1,000 theme statements were identified, or an average of 14 theme statements per interview), they were sorted by code, and related codes were grouped. A record of all the coded statements grouped by theme is provided in Appendix C.

The sections below first list the key themes that emerged in this analysis, and then go into more detail for each theme, including describing the ways in which the themes are similar or different from other Envision



Carlsbad outreach results. The themes are described in terms of what stakeholders would like to see happen or continue into the future, and discussed in order by number of stakeholder groups who mentioned the theme, with major themes being mentioned by roughly 50 percent or more of stakeholder groups.

As with the community workshops, it is important to recognize that the themes and issues presented in this report are not necessarily representative of the opinions of the community at large, or a comprehensive assessment of opportunities and challenges. The stakeholders were not randomly sampled from the population nor were their responses weighted, as in the case of the opinion survey, to better match the characteristics of the population as a whole. The stakeholders do not speak for the community, but rather they speak for themselves and their organizations. Nonetheless, the stakeholder interviews are valuable for confirming and refining the vision emerging from community engagement and outreach.

3.2 Major Themes Discussion

Maintaining Carlsbad’s Image, Character, and Community Connectedness

Carlsbad cares about community.

About three-quarters of stakeholder groups described maintaining Carlsbad’s image, character or sense of community connectedness as important to their vision of Carlsbad. Most of the images of Carlsbad expressed by stakeholders—“beautiful,” “well-kept,” “clean and quiet,” “safe,” “rural,” “well-planned,” “a reputation for doing things right”—are important facets of Carlsbad’s appeal. From one business perspective, Carlsbad was identified simply as “the best community in Southern California” according to their own market research when deciding where to do business. It is not only the outside “image” of Carlsbad that is strong, but the “feel” of being in Carlsbad, described as a combination of “big city atmosphere and small beach community feel,” and as “quaint and traditional, but not antiquated.” Still other stakeholders highlighted the human aspect: “Carlsbad cares about community.” Stakeholders identified Carlsbad as family-friendly, progressive, and having a culture of giving. Relationships and friendships were often described as one of the most valuable things about the Carlsbad community. With nature’s added benefits of light, scenery, coastline, and weather—what one stakeholder described as “the best



climate in the world”—Carlsbad’s overall image is both a testament and a contributor to the City’s success.

Nonetheless, stakeholders also emphasized the importance of Carlsbad actively maintaining and improving its image, character, and community connections. A few stakeholders felt that Carlsbad has yet to, but should, form a unique identity “beyond being a bedroom community for San Diego.” Other stakeholders felt Carlsbad lacked a strong sense of community, with some specific concerns about the use of the four geographic quadrant distinctions, as well as a perception of weak community connections in multi-family apartment buildings. Many recommended that the City create more public gathering places and opportunities for community interaction.

In many ways this theme is similar to the feedback received through the public opinion survey and the community workshops. One important difference, though, was that the emphasis on the Carlsbad “image” from an outside perspective was somewhat stronger than the emphasis on “character” from a resident’s perspective. This was expected, however, since the stakeholder interviews were the only public participation component designed to engage non-residents.

Supporting the Local Economy, Business, and Tourism

Though most stakeholders interviewed were not businesspeople, comments about supporting the local economy, business, and tourism were noted in about two-thirds of all interviews conducted, making the subject more prevalent in stakeholder interviews than it was in the community workshops. The comments tended to fit into one of four categories: concern about how the City would weather the overall economic downturn and adapt to changing economic conditions in the future, suggestions for improving the business environment, support for a more clear (and proactive) tourism strategy, and desire for more shopping, dining, and other amenities.

Stakeholders admitted it was difficult to look past the current economy when trying to envision Carlsbad’s future. The current economy constrains businesses’ ability to finance property acquisition, to invest in necessary repairs and improvements, to hire new employees, and to maintain a positive outlook overall. For example, the airport faces declining interest in private aviation, but also lacks the public investment and community-wide support to make the upgrades necessary to provide more commercial service. In another example, auto dealers face the dual challenge of reduced customer demand and reduced

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customer access to loan financing. In yet another example, stakeholder organizations providing social services expressed concern that the current economy is resulting in more demand for their services (e.g. food banks) at the same time that there is less funding to provide them. Beyond these current economic stresses, stakeholders also anticipate that buildout of the City will result in slower growth than the City has seen in the past couple decades, and thus less revenue to support public services. Stakeholders suggested that the City may need to open up to new ideas for making businesses profitable in order to bolster long-term revenue streams.

While some stakeholders described Carlsbad as “business-friendly” and “a strong financial community,” and a few businesspeople testified to having good working relationships with the City, the bulk of the comments about business identified a need to do more to retain and attract high-quality businesses. Some stakeholders suggested that zoning and permitting processes could be evaluated and refined to contribute to a more strategic approach to economic development. Acknowledging that it is expensive to operate a business in Carlsbad, others emphasized that better City communication and partnerships with the business community would be key to retaining businesses wooed by financial incentives elsewhere in the region. Still other stakeholders emphasized that the City should work to attract businesses that provide well-paying, professional (“white” or “green” collar) jobs.

According to several diverse stakeholders, tourism is an important economic opportunity for Carlsbad because it has the potential of bringing in income using the very resources that make the City attractive to existing residents—resources like the ocean and beach, lagoons, shopping and dining, and the arts, sports, and cultural events that happen throughout the year. Stakeholders made many recommendations to improve Carlsbad as a tourist destination, for instance: “develop the beachfront areas by building a marina or wharf,” “provide places to build world-class shopping,” “showcase artifacts within the City as a tourist attraction,” and “encourage more national-scale events.” Stakeholder comments about shopping, dining, and other amenities tend to go hand in hand with recommendations for improving the City as a tourist destination. Stakeholders suggested more and better restaurants, enhancement of the Westfield-Plaza Camino Real mall, more diverse shopping opportunities, more places to get healthy “fast” foods, and upscale groceries, restaurants, shopping, and arts.

In terms of the economy, business, jobs, and tourism, the City already has some great tools at its disposal. Multiple stakeholders recognized



the Chamber of Commerce as an important asset, and one described it as “one of the country’s best.” (This comment was not from the Chamber of Commerce.) Several stakeholders expressed appreciation for the support of the Chamber and the business community. The Business Expo sponsored by the Chamber of Commerce was also identified as a valuable event worth supporting into the future.

Increasing Mobility through Walking, Biking, Transit, and Connectivity

Almost two-thirds of stakeholder groups mentioned some form of mobility improvement as a part of their vision for Carlsbad in the future. Most comments were about increasing walking, biking, and transit options, though many also related to street system connections and specific improvements to reduce congestion.

Many stakeholders recognized that the development pattern of the City today makes routine walking and biking difficult because of the distances between destinations: between neighborhoods and services, neighborhoods and recreation facilities, and neighborhoods and downtown or the ocean. The critique was not so much about biking for sport—Carlsbad is very popular with the competitive road biking community—but rather about integrating walking and biking into residents’ everyday lives. Stakeholders expressed an interest in more trails for walking and biking, as well as more mixed development so that destinations (such as parks) could actually be closer to home. Some stakeholders pointed out opportunities to connect existing trail networks to one another, as well as to the street bike and sidewalk network. Other stakeholders with an eye to equal access emphasized that details such as adequate curb cuts and tree shading would make sidewalks more appealing and accessible to residents. Interstate 5 and the train tracks were mentioned by stakeholders as big obstacles to walking and biking to the ocean. Stakeholders suggested that at least for I-5, the City would have to work closely with Caltrans in order to find a suitable solution to the problem. In addition to the City considering ways to improve the walking and biking network, stakeholders also pointed out that businesses and organizations should make it easier to park a bike in the course of routine activities such as going to work, school, shopping, or going to a restaurant to eat. Stakeholders also mentioned Safe Routes to School as a good program that would increase walking and decrease traffic during the morning and evening rush hours when kids are traveling to and from school.

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Many stakeholders appreciated the City's success thus far in controlling and managing growth through land use decisions and regulations.

In terms of public transportation, stakeholders suggested that provision of shuttle routes targeting the beach, the malls, the Village, hotels, major employment areas, medical facilities, the airport, and the train stations could increase accessibility for people who do not drive and decrease traffic congestion by providing drivers with other alternatives. Stakeholders suggested that the City partner with businesses in providing shuttle services. Stakeholders also suggested that it would be important to consult with the community when decisions about shuttle routes and stops are made.

Balancing Growth Management with Good Land Use and Urban Design

Over 60 percent of stakeholder groups interviewed mentioned growth management or land use planning as important subjects to address in Carlsbad in the future. Similar to feedback received through the public opinion survey and the community workshops, many stakeholders appreciated the City's success thus far in controlling and managing growth through land use decisions and regulations. These stakeholders envisioned a future in which there is a greater mix of uses in the Village, density is linked to transit, services are available closer to neighborhoods, and more activities are possible along the coastline. However, many stakeholders expressed concern that in the future growth management and responsible planning would be a bigger challenge.

Opinions on how to manage growth diverged. Some stakeholders described a desire to maintain the small-town community character in Carlsbad, and expressed concern that more density or population growth would deteriorate those qualities of the city. Others, particularly the business community and related organizations, expressed concern that the City is not adapting quickly enough to the buildout situation, and that more flexibility should be built into the system so that appropriate infill development is possible. Some stakeholders specifically said that densities in the city should not increase; others specifically said that densities in the city should increase. Proponents of density increases most commonly referred to the downtown/Village, and usually recommended models of "smart growth" that include more housing and activities near transit, and more housing near services, as well as mixed-use development (such as housing above retail). Advocates of increased densities stated this would be the only way to develop while protecting open space. Still others mentioned that recent higher density development in the City has been dispersed, lacking good access to either transit or services.



Overall, the issue of land use decisions and conflicts arose as an integral part of stakeholders' conceptions of the challenges of proper growth management and long-range planning. Priorities included protecting the coastline, open space, and lagoons from incompatible uses in the future and protecting the airport from encroachment by incompatible uses such as residential. Using the coastline as an example, some stakeholders described specific uses they did not want to see as a result of growth in the future, such as high-rise hotels and condos which they felt would conflict with views and access to the ocean and beach. On the other hand, some stakeholders identified potential new coastline uses that they did want to see, such as restaurants, a pier, and a marina, all of which should be designed to enable more people to enjoy the views. In several cases stakeholders described good design choices as a way to accommodate necessary development while ensuring compatibility with surrounding land uses. Stakeholders generally advised the City to consider these potential conflicts when approving future infill or re-development projects.

Another frequently mentioned land use issue was parking. Some stakeholders thought there was a parking problem, particularly downtown, while others disagreed. Of concern to some was the impact of new growth and infill development on the existing parking supply, and the protection of free parking that provides access to the beach. Other stakeholders emphasized that an improved public transportation system would alleviate the pressure on parking downtown while also increasing access to the beach.

Preserving Open Space and Environmental Assets

Close to one-half of stakeholder groups interviewed mentioned protected natural open space and other environmental assets as part of their vision for Carlsbad. Numerous stakeholders expressed appreciation for the existing City policies and programs that have led to the open space network that exists today. The primary open space assets described were lagoons, agricultural lands, and general habitat areas.

While some stakeholders discussed open space in terms of its human use (described in more detail below), others were desirous of open space primarily for undisturbed habitat. Some stakeholders expressed concern that the City has not acquired enough open space to protect it from future development. A related concern was that the City might wait too long and critical open space connections would be lost as land is developed. Instead, stakeholders suggested the City should

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take immediate steps to preserve the land most important to strategic maintenance of the overall open space network. For some stakeholders, greater open space coincided with their desire to limit population growth in the city.

Another open space purpose was agriculture. Some stakeholders expressed concern that people no longer make the connection between agricultural production and consumption. Stakeholders brought up the agricultural history of the region and their belief that Carlsbad as a community does not sufficiently celebrate farmers and this history. On the other hand, other stakeholders expressed frustration that the notion of agriculture today may be romanticized and too disconnected with economic reality. While some stakeholders expressed interest in preserving the strawberry and flower fields along the Cannon Road corridor as agricultural uses, others questioned their long-term feasibility without substantial public financial subsidies.

Improving Outdoor Recreation Access and Activities for all Ages

Somewhat different than the comments about preserving open space for habitat and natural resource purposes, almost half of stakeholder groups interviewed mentioned active open space and recreation as an integral aspect of a livable community. These stakeholders were particularly interested in increasing the community’s access to outdoor recreation opportunities and facilities. For some the principal consideration was quantity—they would like the City to develop more parks and fields for active use, or make school parks available through expanding joint-use programs with school districts. While one stakeholder asked for more of “anything that provides physical activity,” other specific facilities and programs in demand include fields for soccer and lacrosse, swimming pools, play areas for small children, and activities for teens.

Some stakeholders saw the need for appropriate delineation of parks, trails, and open space matched to actual users. For example, one stakeholder claimed that some of the city’s parks are underutilized because they are not designed to meet people’s needs. Another stakeholder felt that there is a need for more recreation opportunities for teens, and that in particular parks are not geared to teens. Other stakeholders identified problems with the definition of “trail,” in that desirable trails for walkers, bikers, and recreational motorcyclists have different needs, and should be separated as part of trail designations. These stakeholders suggested the City should obtain more input directly from user



groups prior to making decisions about the development of outdoor recreation facilities such as parks and trails.

Pursuing Sustainability

About 40 percent of stakeholders either mentioned sustainability or “greenness” explicitly or commented on topics such as water conservation and desalination or energy use and generation that are closely tied to sustainability.

The proposed desalination plant was frequently mentioned, and those who spoke on this topic often supported it, although some saw this as being energy inefficient, and emphasized the need for water conservation and increased use of recycled water. The “purple pipes”/reclaimed water were mentioned as a good example of the City’s effort thus far, but some stakeholders expressed concern that a complete parallel system would be expensive and potentially infeasible. Other recommendations for sustainable water management included reduction of impervious surfaces (to increase infiltration), installation of and education about smart irrigation controllers, treating wastewater to drinking water standards, and watershed-level conservation coordination. Stakeholders also mentioned enhancing recycling and composting to reduce waste as another way of striving for sustainability.

Stakeholder comments about energy ranged from support for a new power plant to opposition, raising energy rates to encourage conservation, and installation of solar panels in parking lots. Some stakeholders felt that Carlsbad “could become an incubator for alternative energy, research for energy, pulling the city itself off the grid.” By “looking for ways to be the Silicon Valley of energy,” the city could eventually be energy self-sufficient and even consider renewable energy generation as “the next major revenue source for the City.”

A pervasive theme was a desire to see Carlsbad emerge as a leader in green development and sustainability. Stakeholders recommended the City use public dialog to continue to gather sustainability ideas, and consider appointing a “green coordinator” on staff to foster public/private partnerships on sustainability initiatives.

By “looking for ways to be the Silicon Valley of energy,” the city could eventually be energy self-sufficient and even consider renewable energy generation as “the next major revenue source for the City.”



3.3 Secondary Themes Discussion

Increasing Affordability and Housing Options

*One stakeholder stated,
“This is not a
community where
people live, it’s for work
because it’s too
expensive to live here.”*

While there was some ambiguity on this subject in the results of the community survey, numerous stakeholders (almost 40 percent of groups interviewed) noted housing affordability as an issue affecting families, businesses, and other organizations in Carlsbad. One stakeholder stated, “This is not a community where people live, it’s for work because it’s too expensive to live here.” Some stakeholders expressed concern that Carlsbad’s youth would be unable to afford to live in the city when they grow up. One stakeholder felt that even low-income families have more housing options in Carlsbad than middle-income ones because the latter do not qualify for the same kinds of assistance available to the former.

From an employer’s perspective, several business representatives mentioned that many of their employees would like to live in Carlsbad, but are unable to afford to do so. These employees commute from outside the city, exacerbating local traffic congestion. Several employers mentioned that the expensive housing market in Carlsbad, despite the recent downturn, is a detriment to attracting and retaining employees, and adds to the cost of doing business as employees expect higher compensation.

In addition to housing, some non-profit stakeholders would like to see affordable meeting locations in the city. Non-profits looking to expand their services into Carlsbad also mentioned the lack of availability of suitable, affordable office space for purchase or for rent.

Some suggestions for addressing the affordability issue include permitting more duplexes to fill the need for somewhat smaller, more affordable units, and directly supporting housing priced and marketed for employees who work in Carlsbad. A recommendation related to office space was to consider ways of improving or revising lease terms for city-owned buildings well in advance of leases expiring, so businesses or organizations have a chance to consult with the City before considering relocating to a less expensive location.

Providing Services for Community Health and Safety

There were a substantial number of comments from stakeholders pertaining to services for community health and safety. These touched on the needs of the homeless, senior citizens, and veterans, as well



as physical and mental health services and public safety services in general. A number of stakeholders were appreciative of the low crime rate and quality policing and hoped that would continue into the future. Stakeholders pointed out that there will be new needs based on a changing (aging) population, particularly if Carlsbad wants to be a multigenerational community. Specific suggestions for new services or facilities included a hospital and other medical services within the city, new retirement living options near services and transit, better signage to warn drivers to watch out for bikes and pedestrians, better lighting along streets and alleyways at night, and more sidewalks.

Revitalizing the Downtown/Village and Barrio

Revitalizing the downtown/Village and the Barrio neighborhood was a recurrent theme that cut across stakeholder interests and was closely related to other comments about business, the economy, and shopping and dining. Most who spoke on the topic felt that the Village's potential as an attractive destination for residents and visitors remains unrealized: "Carlsbad's Village is a little bit aged and dimmer than it was in the past. When people get off the train, there should be a reason to stop there again." Another stakeholder felt that "a kind of vibrancy is missing here." Other phrases used include "the Village area is strange and would benefit from a sense of coherence," and "there is no 'there' there."

Nonetheless, according to one stakeholder, "The Village is an example of walkability from the old days." Another observed, "The downtown 'bones' are good and it has good mixes. There's opportunity for people to live, work, and play there, but not in the rest of Carlsbad." Recommendations to improve the Village included adding more interesting shops and restaurants, more parking, and generally increasing "diversity, visibility, and people" in the area. Some people saw in the Village an opportunity to add more housing proximate to transit and services, which would also take pressure off of development elsewhere and help protect open space in the city.

Lastly, stakeholders noted it was important not to forget the Barrio neighborhood when planning for the revitalization of downtown. Rather, organizations and community members based in the Barrio can contribute ideas to shape City investment in these areas and to celebrate the history and culture of the neighborhood. Stakeholders described the Barrio neighborhood as a "diamond in the rough" – it is in a great location close to the ocean, but absentee landlords do a poor job taking care of properties. Stakeholders would like the City to put more effort into cleaning up the

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"Carlsbad's Village is a little bit aged and dimmer than it was in the past. When people get off the train, there should be a reason to stop there again."



Barrio neighborhood through pro-active code enforcement and a greater police presence, traffic calming, and better lighting. Stakeholders felt the same zoning should apply to the Barrio that applies to the Village, with mixed-use in key locations and density and height increased to provide a stimulus for new, more walkable development. Stakeholders also requested that the City facilitate safe pedestrian beach access from Chestnut Avenue. Finally, the City should help to celebrate the history and culture of the Barrio through ongoing support of the Fiesta del Barrio, neighborhood beautification competitions, and the consideration of a new Barrio Museum.

Maintaining High-Quality Schools and Expanding Educational Opportunities

Several stakeholder groups commended the high-quality school system in Carlsbad, and emphasized the need to maintain high-quality schools and expanded educational opportunities for all ages. While these stakeholders value what the schools and school districts currently have to offer, they also noted inequalities in educational quality and facilities among the three different school districts that serve Carlsbad, and hoped to see these reduced. Stakeholders saw the City supporting education efforts in a few specific directions: advocacy for an institute of higher learning (college, university) to locate in Carlsbad; development of partnerships with businesses and schools to encourage learning projects and specialized courses in up-and-coming trades (green business and design, for example); and creation of more learning opportunities, particularly for the retired, parents, and those who speak English as a second language.

Stakeholders also described the potential for converting old warehouses to studios in an effort to promote art.

Supporting and Expanding Art and Cultural Resources

About a quarter of stakeholder groups interviewed identified the need to support and expand art and cultural resources. Stakeholders expressed appreciation for the libraries and the cultural events currently supported, such as Jazz in the Parks and the Barrio Fiesta; however, many stakeholders said that more events and resources are needed. Some specific suggestions included building a new entertainment venue capable of hosting large performances that would draw a regional crowd, developing a new Barrio Museum, providing more affordable spaces for art production and public display, hosting more cultural events during the year, and working with local tribes to develop new ways to promote and display information about local Native



American tribal heritage. Stakeholders also described the potential for converting old warehouses to studios in an effort to promote art.

3.4 Government Role

Stakeholders were specifically asked about what the City could do to help them better support their missions and objectives, and help realize their vision for Carlsbad's future. Many stakeholders congratulated the City for good planning and decision-making, for consistency, and for support. Stakeholders commented that the "City had a good plan for development and executed it well," "Carlsbad is governed far better than other cities," and the "quality of life in Carlsbad is outstanding" and "this is due to good government and excellent service from City employees." A majority of stakeholders (87 percent of groups interviewed) identified government practices and attitudes as integral to the City's past and future success. Below is a summary of major points related to the government role in ensuring the community's vision for Carlsbad can be achieved in the future.

The "quality of life in Carlsbad is outstanding" and "this is due to good government and excellent service from City employees."

Supporting Civic Engagement and Open Communication with the Community

Many stakeholders expressed appreciation for the communication between City government, staff, and community members. Some said it was easy to participate through resources such as the City website and weekly Council meetings. Others, however, expressed a feeling of being disconnected from civic affairs, and desired more opportunity to engage with government decision-makers. Suggestions offered included more diverse appointments to citizen committees, using technology (such as wireless networks) to improve communications systems, and communication and involvement opportunities designed to reach the business community (e.g. connect the Economic Development Department with the business community) and younger adult residents specifically. A few stakeholders mentioned that their organizations' members would like to volunteer—for City government functions or for other efforts in the City—but are not readily able to identify opportunities to do so; the City could help by devoting its resources (such as the City website) for connecting volunteers with opportunities.

"Carlsbad is tough. Fees are high and sometimes change several times in a process. It is difficult to get the City to sign off on engineering, to say 'we are done.'"

Supporting Local Organizations and Businesses

Several stakeholders expressed appreciation for the support the City has offered for their business or organization in Carlsbad. In some



cases the support was in the form of good relationships with staff or elected or appointed officials, in other cases the support was financial. Along with this appreciation, though, came suggestions that the City continue to think of ways that it could better support business and organizations.

While several stakeholders from the business community found the City very cooperative, some others expressed frustration with the time and expense associated with permitting processes. According to one stakeholder, “Carlsbad is tough. Fees are high and sometimes change several times in a process. It is difficult to get the City to sign off on engineering, to say ‘we are done.’” In the words of another stakeholder, “we plan special events to attract people to the Village, and we almost have to plan 2-3 years in advance to get through the staff even before the Council people see it... we plan special events now with the mindset ‘what can we do so we don’t have to involve the City.’” Other stakeholders mentioned that impact fees are higher in Carlsbad than in other communities, and City signage rules make it difficult to promote events and services. Many stakeholders requested that the City consider ways to reduce processing time, iterations of review, fees, and other regulations that make doing business and promoting community activities in Carlsbad difficult.

Carlsbad is capable of being a regional leader and role model if it will make the difficult choices, collaborate with neighboring communities, and share resources.

Demonstrating Fiscal Responsibility and Adaptability in a Changing Economy

While most stakeholders were pleased with the quality of life achieved in Carlsbad, many expressed concern that with population growth and development bound to slow with buildout, the City government’s sources of financing would also dwindle and put pressure on the services already in place. One stakeholder described this challenge as “getting into maintenance mode as opposed to development mode.” Some suggestions to maintain fiscal responsibility included “dampening” the City’s appetite for big projects, such as the golf course and being open to new ideas about development and revenue that may be possible, particularly in the Village. When thinking about what industries are desirable for future employment growth, some suggested being cautious about raising fees and taxes.

Being a Good Neighbor and Showing Regional Leadership

“Carlsbad is, and can continue to be, a leader in many areas but most importantly, the environment, fiscal responsibility, and the arts and learning,” said one stakeholder. Some stakeholders noted that Carlsbad

has not always had smooth relationships with its neighbors, but there was still the sense that Carlsbad is capable of being a regional leader and role model if it will make the difficult choices, collaborate with neighboring communities, and share resources.

3.5 Closing and Next Steps

The stakeholder interviews results described above will be used to refine and expand on the emerging themes that have thus far been identified through the results of the community workshops and the public opinion vision survey. EC³ feedback on this outreach report will provide critical support and guidance to shape the overall vision.

The next and last report in this series will be the summary vision report. This final report will be designed to provide a clear and concise summary of the vision described by community members over the more than seven months of public outreach and involvement opportunities facilitated by the City. The report will be designed as a guiding tool for community leaders and City staff who must initiate the next steps forward in the process of updating important long-range planning documents such as the General Plan, the Local Coastal Program, and the Zoning Ordinance, as well as other aspects of City functioning.

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APPENDIX A: LIST OF ALL ORGANIZATIONS INVITED AND INTERVIEWED

Interviewed

Access to Independence of North County	Carlsbad Convention and Visitors Bureau	Four Seasons Resort Aviara
Acushnet Company	Carlsbad Educational Foundation	Friends of Carrillo Ranch
Agua Hedionda Foundation	Carlsbad High School	Friends of the Carlsbad Library
Army and Navy Academy	Carlsbad Library and Arts Foundation	Fun 05 Friends Play Group
Batiquitos Lagoon Foundation	Carlsbad Lightning Soccer Club	Gemological Institute of America
Boy Scouts of America, Santa Margarita District	Carlsbad Village Business Association	Grand Pacific Palisades Resort & Hotel
Boys and Girls Club	Carlsbad Village Improvement Partnership	Green Encinitas
Buena Vista Audubon Society	Carlsbad Youth Baseball	Hoehn Honda
Buena Vista Lagoon Foundation	Carlsbad-Oceanside Art League (COAL)	Imagine Carlsbad
Building Industry Association of San Diego	Carlitas Company (Flowerfields)	Interfaith Community Services
Calavera Hills HOA	Carrillo Ranch Master HOA	Invitrogen (formerly Life Technologies)
Calavera Hills Middle School PTA	Coastal Kids Play Group	Jim Boylan
California State University San Marcos	Community Housing Works	La Costa 35 Athletic Club
Callaway Golf	D. Gallegos (Archaeology)	La Costa Glen Carlsbad
Caring Residents of Carlsbad	Don Christianson	La Costa Resort and Spa
Carlsbad Chamber of Commerce	Encinitas Union School District	League of Women Voters
	Fiesta Del Barrio Association	Merlin Entertainments Holdings, Inc. (Legoland)
		Mira Costa College
		Morrow Development

Museum of Making Music
New Village Arts
North County Community Services
North County Cycle Club
North San Diego County Association of Realtors
Pacific Ridge School
Palomar Airport Advisory Committee
Palomar Airport Association
Parents Superintendent Advisory Council for Carlsbad Schools
Pilgrim United Church of Christ/ Children's Center
Poseidon Resources (Desalination Plant)
Preserve Calavera
San Diego Charitable Foundation (formerly Endow Carlsbad)
San Diego County Bicycle Coalition
San Diego County Farm Bureau
San Diego Gas and Electric
San Diego Mountain Biking Association
San Diego North County Economic Development Council
San Dieguito Union High School District
San Luis Rey Band of Mission Indians
Scripps Health
Sierra Club (San Diego Chapter)
Systems, Machines, Automation Components Corp.
Taylormade – Addidas Golf
TERI, Inc.
Thomas Enterprises (The Forum)
Tri-City Medical Center
U.S. Green Building Council – San Diego Chapter

ViaSat Inc.
Walk San Diego
Westfield

Other Organizations Invited (declined or no response)

Asymtek
Aviara Master HOA
Aviara Oaks Middle PTA
Aviara Parkway Farms, Inc
Bressi Ranch Master HOA
California Coastal Coalition
California Native Plant Society – San Diego County Chapter
Carlsbad Hi-Noon Rotary
Carlsbad Historical Society
Carlsbad Lions Club
Carlsbad Pop Warner
Carlsbad Premium Outlets
Carlsbad Union School District
Carlsbad Volvo
Carlsbad Watershed Network c/o San Elijo Lagoon Conservancy
Carlsbad Youth Lacrosse
Catholic Charities
Center for Social Advocacy
Community Interface Services
Emerson Network Power
Girl Scouts San Diego – Imperial Council
Hoehn Acura
Hoehn Audi
Hoehn Infiniti
Hoehn Mercedes-Benz
Hoehn Porsche
Hubbs Seaworld Research Institute
Ken Grody Ford

Kiwanis Club
Knights of Columbus, Council #9022
KSL Development
La Costa Canyon High School
La Costa Valley Master HOA
North Coast Calvary Chapel
Optimist Club of Carlsbad
Palomar College
Poinsettia Elementary PTA
Rotary Club of Carlsbad
San Diego Coastkeeper
San Diego County Tax Payers Association
San Marcos Unified School District
Seroptimist International of Oceanside-Carlsbad
St. Patrick's Catholic Church
Surfrider Foundation (San Diego Chapter)
Toyota Carlsbad
Upper Deck Company
Valley Middle PTA
Veterans of Foreign Wars (VFW Post 11505)
Weseloh Chevrolet
Worthington Dodge
Zimmer Dental



APPENDIX B: STAKEHOLDER INTERVIEW GUIDE

Stakeholder Interview Guide

BASIC INFORMATION

Date:

Time:

Interviewer(s):

Interviewees (Organization(s)):

Interviewees (Name(s), Title(s) if appropriate):

GUIDANCE TO THE INTERVIEWER

Introduce Envision Carlsbad

Envision Carlsbad is a city-sponsored program that invites residents to work together to create a vision and a plan for Carlsbad's future. All Carlsbad residents and community members will be offered a variety of opportunities to participate in the creation of a vision for the future that reflects the community's most important values and priorities. The resulting community vision will then be used to help guide city leaders in making the right decisions to fulfill that vision.

You can contribute to the community vision by telling us about the most important and valuable aspects of your community experience today, and any challenges or opportunities you perceive to protecting and enhancing your quality of life in Carlsbad now and for the next 20 years.

Welcome Stakeholder

[Organization name] represents a specific and perhaps unique perspective on the needs, values, and hopes of Carlsbad citizens. Thank you very much for deciding to participate, and for contributing your time and ideas to this process.

Meeting Purpose and Process

The stakeholder interview is one component of the larger community visioning process, which includes other approaches such as a community wide survey, community workshops, a website, and other efforts. This meeting, which will take about 45 minutes of your time, is a chance for us to ask you some very open-ended questions about your vision for the Carlsbad's future, with a particular focus on the role of your organization in Carlsbad.

We will take notes during this interview as we go in order to collect as much of your feedback as possible. We have a short list of guiding questions, but feel free to ask questions and offer additional feedback beyond the questions during the interview.

What questions can I answer, before we begin?

INTERVIEW QUESTIONS

These are **general** guiding questions for all interviews. Follow-up or probing questions will be necessary to cater to the specific interests of the organization and the flow of conversation.

For Note Recorders: During the interview, please take written notes of each question, including follow-up questions and answers (when writing notes indicate the date, interviewee, and question that the notes apply to). At the conclusion of each interview, write down the key themes that emerged from the interview. Within a day or two following the interview, type your notes into the “Envision Carlsbad Stakeholder Interview Notes” document that will be emailed to you. If you prefer, you can type the notes on a laptop during the interview; however that may be distracting to the interviewee.

- 1. As a representative of [organization name], what do you value most about the Carlsbad community?**
- 2. As you look ahead to the next 10 to 20 years, what are three important challenges and three opportunities you anticipate for the Carlsbad community?**
- 3. What would be your organization’s advice to the City for addressing these challenges and opportunities?**
- 4. What would make Carlsbad a better place to live, work, and play today and in the future?**
- 5. What other thoughts can you share about Carlsbad’s future?**

Thank you for your contribution to this process! Please continue to stay involved.

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APPENDIX C: LIST OF CODED STAKEHOLDER COMMENTS

The following comments are grouped by theme and primary comment code.

Maintaining Carlsbad's Image, Character, and Community Connectedness

Climate

The climate.

Value: Best climate in the world.

Weather.

Community Character

Business friendly.

Good labor base.

People move here to live and it will be hard to convince people that Carlsbad needs to move forward. Residents bought into the suburban lifestyle. Change is often driven from outside the community and people need to react to that. They shouldn't resist and say we've always done it this way.

Buildings are within walking distance. They like the environment and it's important to be close to each other that's why they continue to expand here.

Quaint, small-town feel, love the downtown, antique stores.

Value: My colleagues and the people I do business with. I have great friendships here. We all want the same thing – we want people to enjoy downtown and out of downtown.

There is obvious pride in the community and the schools are great.

Resistance to change is the hardest for Carlsbad.

Strong preservation movement and culture in Carlsbad.

City has a nice blend of residential and restaurants and beaches, and still enough open space and fields and enough diversity; [he] hopes it can stay that way while

meeting state law regarding providing housing.

Carlsbad cares about community

Carlsbad has a reputation for doing things right, but needs to watch the perception of pushing people out, elitism.

Ethos of being a closed system; unintended consequence of leaving people out – applies to housing, planning, government processes.

Value: You seem to have it all here – ocean, great businesses, diverse tax base, a desalination plant coming online soon.

Small town feel. Open space. Well planned community. The amount of amenities. Trails, Circulation.

The kids and the family and the facilities are most valuable.

Aging population.

Great location = coastal SoCal. Wonderful place for people to live, arts, raise a family.

Due to the City's great volunteer base, its great support to date, and its forward-thinking focus on sustainability, North County Community Services believes there potentially several areas for a partnership with the City.

Work together to create a sustainable community; eco-friendly environment; Isolation of seniors; Mira Costa College has viable program to combat this.

Sand castle building contest would be great.

It is a progressive community.

A culture of giving; The sharing that happens in the community.

Ability to retain the "small town" atmosphere.

an escape from real life, idyllic, aspects of big city life, nightlife, ... good restaurants, things to do at night, as well as a quiet little sea side town.

Attract faculty to live in Carlsbad. Academic, intellectually thoughtful people add to community's resilience, are forward thinking.

Beautiful community that is well-kept and has a nice image.

Carlsbad is a very attractive community for families to move into.

Carlsbad is attractive to Executives who can not only work in Carlsbad but live here and spend their money in north San Diego County

Demographic of Carlsbad customer is a value.

Encourage more young families to settle here.

Encouraging younger people to settle in Carlsbad.

Feeling of a small rural community.

Great city to live in.

History of Carlsbad is very important to it's residents.

Honors members of the community.

It is a very family friendly community.

Keep rural feel.

Keeping the hometown localized family type environment is critical.

Moved here for the family atmosphere.

Older areas of town are in need of landscape repair and streetscape improvements.

Opportunities to volunteer.

Pay attention to the quality of neighborhoods (up keep, provide services, amenities).

People that genuinely care about the community and support it, maintain it.

Preserve what makes Carlsbad Carlsbad.

Preserving the history of the Barrio.

Quality of life is geared for the General Plan and it has not been deviated from but the quality of life will not continue as it is unless the plan changes; Advice would be to "Stop, Look and Listen".

Quality of life; it's a "magnet" city in that it draws good people; it's a great city that is run well.

Sense of identity besides geography/location alone.

The actual sense of community, people are involved, people care and they are concerned about the future of our children.

The area is a "diamond in the rough" because it is so close the ocean; Acknowledge and celebrate the history and culture of the Barrio.

The Boy Scouts organization is always looking for volunteers from the community.

The City should encourage all areas to form one, cohesive core of identity, which stands out from the other surrounding cities as each area within the City currently seems to possess individual identities; almost as if there are three or four different cities within Carlsbad.

The community is very engaged – They want to keep it safe, beautiful, raise families, retire; wide range of age groups here that are vocal and active.

The light, scenery, proximity to the coastline, and weather attracts artists to the community.

We feel as if we are in a good community, good positive relationship, with neighbors and community. Great place to live. Cannot succumb to negativity.

Community Connectedness

Economic Development Department could communicate to the North San Diego County Association of Realtors weekly during our weekly meetings.

Need a vision that brings people together; sad that we don't have a better working relationship with our city; city leaders don't [seem to] care about our kids.

Bring all 4 quadrants together.

Biggest concern is the quadrant aspect... an underlying divisiveness.

City needs to find a way to bring everything together with a vision supported by everyone. Clearly communicated to everyone... all get on board to support.

Community involved (volunteers).

Doesn't feel a high sense of community. She thinks because she does not live in a single family home she is missing some of the community feeling.

Finding ways to get newcomers to the community involved to develop their own epicenters.

Getting other groups involved that benefit from the libraries, such as the Friends of Art (Jazz in the Parks, Use library galleries).

Keep city "all together" (north and south) and not as disjointed as it is.

Keeping people interested in being involved and not getting apathetic.

Like that we are a small town—run into your neighbors.

Maintain communication with the Chamber of Commerce—much of the private sector's communication is through the Chamber.

Maintain community feel – opportunities for multiple generations to live here and understand one another's needs.

Need regional planning (with other cities and SANDAG).

Need to engage seniors, capacity to give back.

Next generation of technology needs to bridge digital divide rather than exacerbate it.

Quiet, slow pace of the community; "bedroom community" feel.

The new neighborhoods have more of a sense of community – all moved in together, kids go to school together, more connected.

The transition from being a one-high-school district to being a two-high-school district will provide many community outreach opportunities.

We value relationship with community.

Diversity

Maintain an open mind; referred to "universal design" where all the doors are wide, light switches are all at a lower height; it's much more cost effective to put those in up front rather than make the changes later.

Military families are over income for low income assistance, and would benefit by services affordable to them.

Keeping up with the diversity of the population as it relates to city/ social services.

Lack of diversity in the community, including housing and income.

Providing resources that address existing and future demographics. (getting more resources for seniors) Really identifying the needs of seniors in the future, which will not be the same as the needs of seniors today.

Senior Commission. Is badly publicized and has nothing of importance on their agendas. They should be focused on "active seniors" as well as traditional senior programs.

Be open to those of differing socio-economic status. Address problems of citizens at all socio-

economic levels. Carlsbad has traditionally been a white, upper-middle-class community but has a lot of residents that don't fit that criteria. Somehow we need to break through barriers and support people with special needs, English as a Second Language programs, and ensure that the Hispanic population and kids get the resources that they need.

Carlsbad needs to address the needs of the changing population. There is a great opportunity for Carlsbad to showcase and lead other communities in their partnerships with organizations such as TERI, which support some aspects of this changing population.

More can be done to maintain our cultural diversity.

Gathering Places

A low intensity retail center that feels like a village with common village green with a bandstand would be wonderful.

Civic auditorium. Is there an opportunity to do one at the planned new high school. Check the Poway Performing Arts Center as a possible model.

Developing a people gathering place where people want and need to go; interact with people outside of your immediate neighborhood.

Need more things for people to do locally.

Value Meeting rooms- where community can conduct their business.

We need community gathering places throughout the community and more walkable areas.

Carlsbad has been known as a very strong redevelopment city, but developers are not really interested in building community facilities.

Likes the Farmers Market.

Hold meetings/gatherings at Mira Costa College; provides exposure, marketing, image of open access.

More public education; More support for open space where people can meet.

Appreciates the holding of sports events such as the Carlsbad 5000, marathon, and the Street Fair, to keep people aware that Carlsbad is a great place to be.

Develop or encourage the development of a "central hub" for shopping and entertainment.

Providing a neighborhood "place" for people to gather and meet.

Image

Appealing geographic location with good business opportunities. Value the coastal location.

Business-friendly, family-oriented.

A kind of vibrancy is missing here, compared to Encinitas. What was developed for Encinitas downtown our current City Council would not let someone to get away with it. The art adds to the warmth for Encinitas. I would love to see Witch Creek Winery do something with that – it's a big blank canvas.

Geography (ocean), cleanliness of community.

Help to create a true "sense of place"—it's called the Village, let it live up to it's name. Help make

it different and special: unique restaurants, art galleries and performing arts venues, etc.

Very attractive City; There are no high rises near beach like other cities. I think it was a great idea to limit height for aesthetic and limit density near the beach.

Carlsbad needs a unique identity; be choosy regarding retailers, restaurants, etc.; be mindful of expenditures of sales and property tax revenues.

Power Plant being relocated. Poseidon will be there... but the big stack is ugly. Better way to "tone it down". But even a new Power Plant in its current location. But better looking.

City is not bike, ped or dog friendly.

Value: Good reputation.

Wonderful natural resources that brought most us to this area. Lagoons. The Coast.

Beach community (access to the beach).

Proximity to the ocean.

Carlsbad is the best community in Southern California. We did a lot of market research before selecting Carlsbad as the place to build.

Quality of life; jewel of the County; its history.

We like the Big City atmosphere, but small beach community feel.

Carlsbad has to create its own name and image.

"Live, Work and Play" no long works here.

Carlsbad has always been proactive in discussing and promoting community involvement.

Carlsbad has developed a clear vision regarding its residential community along with a good business base including the Airport.

Carlsbad is a beautiful, clean, quiet city.

City is seen as an "elitist" community that doesn't play well with its neighbors; it rubs people the wrong way.

Create a statement of vision that gets promoted locally and regionally.

Desalination plant project and the Hubbs fish hatchery should get more exposure as unique things happening in Carlsbad.

Forming a unique identity beyond being a bedroom community of San Diego.

Getting rid of the power plant and the transmission lines.

Good reputation as a high quality place to live and they'd like to keep it that way.

Image of Carlsbad: more of a young family, growth oriented, still growing. Carlsbad is more business friendly.

It has been relatively easy to do big housing developments in open space, as eyes turn toward older parts of town, people are going to get emotional about the changes they see coming.

Likes that when she tells people she lives in Carlsbad people associated that with living in a high quality city. Style of homes, schools, cleanliness of streets and stores, not much crime, etc.

Love the "feeling" in Carlsbad – it is quaint and traditional but not antiquated. It has changed with the times. Can't imagine it

better than what we have so the challenge will be to maintain it.

Need to be very careful of image, who is welcome.

Not being viewed as a beach town.

Power Plant is eyesore – very anti-environment.

Provide the city identity on Coast Highway (Carlsbad Blvd.)

Quality of life to our organization is building in the best community in Southern California that represents a great place to live, shop, play, etc. located within 2 miles of the coast, highways (N/S/E/W), and having the right demographics that represent families, business people, and retired people where you hit all values of living.

The City potential for more but it could be better.

Ocean and Beach

Beach Preservation Committee, State Parks and City should set a model of cooperation, but they are at loggerheads.

Value most the proximity to the ocean.

The ocean, the beach.

Don't have the beach amenities we need. Ex: public restrooms, food and beverage outlets while at the beach. Daytime parking.

Maintain the beaches—they are good for walking along, but there are other barriers for access such as lack of parking and the rocks.

Charging for parking at Tamarack Beach - place where local residents to go and park and not have to pay.

Beach protection: Long continuous walk along beach lost. Without beaches, tourist destination value declines; allure lost.

Carlsbad's proximity to ocean is vital for business—especially tourism.

Beach atmosphere of the city and feel Carlsbad offers a high quality of life for residents.

Beaches.

Defining/developing beachfront (i.e., extend boardwalk all through city shoreline); done correctly, ocean views will be preserved.

Developing beach activities (i.e., pier).

More trash cans along the beach.

Proximity to the ocean.

The beach environment and proximity to the ocean.

Value: Close to the ocean, ocean breeze, cooler weather than inland.

Quality of Life

Better controls are needed for the airport. Concerned the airport may get more jets. Need [enforcement of] noise abatement program. Low flying aircraft issues.

The building of the City is really done. In this new general plan, concentrate on improving the quality of life. A little sanity to the procedures...

The City needs to push for sound walls along the 5 freeway (due to its expansion) even if it is under SANDAG's jurisdiction.

Extension of the runway will offer opportunities for safer and quieter airport operations.

Supporting the Local Economy, Business, and Tourism

Business

Airport is important. It's much bigger than it looks. And is important for bringing in the top-flight companies. Especially as Lindbergh gets overloaded and does not expand. Not a mega-airport — but fulfilling more needs than currently.

We would like to be able to divest the property for an appropriate price .

Challenge is retaining vitality to community that Carlsbad has. In 15 years it won't be shiny, it will just be sub-urban. It will take serious economic development and zoning to bring commercial industry closer to communities.

Definition of "fast track" should be looked when and used when appropriate (i.e. how can we entice you to locate here? Lower fees, offer tax incentives?).

Long term tax revenue generators such as "big box" stores (not high end) offering a bigger variety of necessities; this would make shopping much more convenient for the residents and keep tax revenue from these sales, etc., in Carlsbad.

Maintaining City as destination for businesses; supporting businesses is critical.

More diversity of businesses to create a variety of incomes sources for the city. More software companies. Make city processes more business friendly. Clean technology. High paying jobs in the city so people can work in the city which they live.

Only have 1 big box. Need to explore opportunity for tax dollars.

The City will continue to see more businesses leave because the surrounding communities are luring them away with tax incentives, fees, etc.

To be more competitive to business renters in Carlsbad the City should look at lease structures and expirations at least 3-4 years before expiring, to see what they can do to keep the lessees here and help renew leases.

Encourage, support, develop small businesses. That will help Carlsbad maintain its unique community. Keep building codes, tax codes, licenses, etc. easy for the small business not just attractive for big business.

City has a role in redoing the zoning and to encourage business to come; They are being punitive, restricting commerce.

City is restrictive with permitting, slow, and not responsive; need to work with business instead of opposing business.

Continue to promote the businesses they have; Attracting some young professionals.

Development here in Carlsbad is a little difficult – a lot of restrictions; can do business for less somewhere else.

Fast-tracking the permitting process, including offering expedited services for an additional fee; tax incentives to encourage more companies to move here to continue growth.

Don't know what the City is doing to help [grow airport]. There is less than 20% of trips

that are from Carlsbad for Via Sat business. We need to get larger planes into the airport.

Challenges: limited length of the runway and resulting inability to attract additional airline service.

Having the airport is a plus but a challenge is that there is only one airline that flies to/from LA now as opposed to 5 like before.

Would be nice to have more airline partners instead of just 1 that we have now. Great that terminal expanded. Better than driving to SD.

Balancing: attracting employers and maintaining open space.

The arts are good for business!!

Opportunities: Be mindful (aware) of businesses that are closing and work to support.

Attract high quality business people.

Business Expo is great event that the city should keep supporting.

Business relationships are important for scouts.

Challenge: Business misunderstood by City. They think because La Costa Glen is so popular and the future need is great for these type of facilities. Therefore the City believes it should approve more similar facilities without regard to quality of operator or location. May lead to market saturation.

Challenges: public perception regarding any expansion of the airport services.

Chamber of Commerce is a great outlet.

Chamber of Commerce is recognized as one of the country's best.

Encouraging more biological/life sciences companies to conduct business in Carlsbad.

Small businesses have been very generous.

There's no name on the street, so folks have a hard time finding them!

Values the strong support from the business community, including the Chamber of Commerce, and the general support provided by the City of Carlsbad.

Visibility and scope within city – would like to have freeway exit co-named.

Zoning about satellite dishes is out of date and it isn't for today's use.

A lot of the things that brought us here aren't here anymore.

Consider Palomar Airport as a commuter terminal alternative to Lindbergh Field.

Their building is across the street from it and can't use it most of the time. Easier to go to SD airport because can just walk to airport from train station. There isn't good transportation connecting to the Palomar Airport. Cab service is so bad. Prefer just to go to SD.

Good socio-economics of the population make it a good business climate.

Economy

A marina would be nice.

Major HOA challenges are foreclosures, and people not paying their dues, which affects the HOA reserves.

Recession, consumer spending – for us, it's margin preservation.

Prices haven't really gone up and there's only so much you can do to reduce costs, especially in Carlsbad. Land costs, energy costs, wage costs.

[Publicize] economic engines of Carlsbad so Mira Costa College can service these needs.

City should use incentives to draw more businesses into the city.

Economic constraints on the Airport and the ability for it to survive financially is a concern and/or challenge for ongoing operations.

Extension of the runway will offer opportunities for safer and quieter airport operations, as well as enhance the business that will generate greater fees and revenues for both the airport and the City.

Hard for Carlsbad to fill up those business parks.

Property foreclosures, maintaining economic confidence/small business activity.

Update Westfield site.

Re: power plant: have to balance revenues with quality of life considerations.

"Nothing keeps us here that is non-economic". Oceanside is currently offering tax incentives for us to move up there.

Once built out, where is the new tax base and income going to be generated?

The village gets compared to the other shopping centers... completely different environment and structure... they are being treated as though it were a mall.

Challenges: the future financial viability of the Airport due to limited public investments.

Challenge: State has no long-range plan for supporting infrastructure, pits schools against cities for funding.

Needs for their services are increasing due to the poor economy. More residents from Carlsbad were assisted through their food distribution program this year. The challenge is to find ways to meet the needs with limited funding.

Volunteers and fundraising are other challenges. Carlsbad Youth Baseball recently lost 20-25k with a credit card/online company that stopped making payments.

A base issue of attracting and retaining businesses... so many scared retailers... keeping the ones we have healthy....

We have a city council that do not understand business. They do not understand that there needs to be a cohesive relationship between business and government in order for the relationship to be successful.

Strong financial community.

City needs to maintain its economic base/tax base, and create higher-paying jobs.

We have tried three times to bring research up here... and they say no because there is no proximity to other science... city has to decide to create something other than an industrial pad for a commercial building.

What kinds of jobs people will have who live here.

Challenge: Recession has made it harder for City to keep to its values in terms of adhering to

land use, zoning, etc. May result in too much congestion.

Need to monitor the glut of new hotels, stagger the openings of new ones so they don't go out of business.

As we approach build-out, revenue streams will be less. Homeowners are a strain. So you see Vista, Oceanside, etc. look for big box stores.

They're hoping restaurants will be built where Olympic Resort is at. There's a great opportunity to bring restaurants to eastern side of El Camino Real. There isn't anywhere to go to eat.

We need to create an economic base that is more internally sustainable and not subject to outside influences. We need more of a local focus.

Commented on Ponto Area as maybe an area where some of those ideas could happen (low cost dining, boardwalk, etc).

Could support more hotel development in the city as there seems to be an issue with rooms seasonally.

Don't understand the airport – public \$ redeveloped the terminal, right? Why? Runway doesn't work for larger planes. 1 carrier, only goes to LAX... warfare about airport... zoned land to prevent airport expansion. If you wait long enough, those groups (who care about noise, traffic impacts) will make it so you won't be able to do anything.

Large commitment to lodging as \$ base, but no coherent vision of the tourism strategy, no integrated strategy, lacks a conference center, whether for

entertainment or for business, don't have the resources here, beaches are nice, but they are not adequate [to make up for a whole strategy].

State Street in Santa Barbara as a good example of a place where both tourists and residents want to go.

Suggested a beachfront boardwalk (European style) with restaurant uses to create walking/dining type experiences.

The City needs to focus on more sustainable forms of tax bases such as more retail (less housing development), hotels, and tourist attractions.

Would like more low cost dining establishments along the coast.

Better retail and shopping opportunities.

Challenges his organization and/or the Airport is facing including declining private aviation interest.

Difficult to look past current economy, but ...

Difficulty in obtaining financing to buy land; finding qualified employees.

Economic condition – recession.

In the short term, the challenges they face are economic, both in terms of customer's willingness to purchase product, and their ability to get good loans.

Keeping the local economy strong through careful planning.

One thing the city can take a clear lead on is to make sure to identify the skill sets needed for the jobs being created in the city and then working with the local colleges to ensure education is accessible.

Jobs

Extension of the runway at Palomar Airport would support Carlsbad's sustainability efforts by keeping business and jobs within the City.

Carlsbad is not just strong in housing but employment too.

Keep the City up as it grows. Average salary in Carlsbad is \$90,000. Need to create good-paying jobs in Carlsbad. Most people making \$90,000 don't work in Carlsbad. Need to bring some 'green' companies, so the high wage earners don't have to commute to Los Angeles or Encinitas.

Going forward the jobs here will be professional jobs not factory jobs. Plan your zoning and infrastructure for more intensive use. This building was originally 2/3 factory, 1/3 offices. Now it's going to be the future home of R&D. To accommodate we had to build a multi-level parking structure.

The type of company locating here is going to bring white collar workers.

Shopping, Dining, and Other Amenities

Need to enhance the Westfield mall.

Multiscreen cinema, grocery store (upscale), pharmacy, museums, 10 or 15 more restaurants.

The City should run the snack bar facilities and maybe each user group could contribute. This would allow the snack bar to be open all the time.

More healthy food places with drive throughs. With two kids, it's hard to get in and out of the car

to stop and get food or even to get gas if you have to go into the store to pay.

Improve the Plaza Camino Real Mall. Add housing and intensify the mall.

Need to upgrade the Plaza Camino Real Mall.

Better restaurants.

Mall (although its ready for some rehabilitation, they're glad it's in Carlsbad).

More diversity of shopping available to residents.

The city needs to provide upscale shopping, arts and things for the CEO's and their employees to spend their money so that the city can generate tax revenue.

The mall is not such an attraction anymore.

Close to hospitals, retail and other services.

Tourism

Showcase artifacts within the City as a tourist attraction.

Need The Village as a quaint destination, Carlsbad Premium outlets, Legoland. More dining establishments in the Village.

Cater to tourists with hotels and resorts.

City should evaluate what role tourism will plan in the overall economy in the future.

Encourage more tourism (hotels and restaurants). It is a clean industry that provides good income to the city.

Marketing should be more coherent, create a tourism zone.

Providing places to build world class shopping (e.g. 500,000 sq. ft. on 8 acres).

Tourism can promote mountain biking. Biking industry puts billions of dollars annually and there isn't really any city that has tapped into that.

Ecotourism—green hotels and motels (they don't want the five star places), maybe hike, kayak. The City is not against this, but a greater degree of cooperation will be helpful.

Creating a prestigious atmosphere like La Jolla/Del Mar

El Salto Falls – largest waterfall on the Southern Californian coast 40 ft high – commercial areas building artificial water features, and yet we have this right there that we have yet to learn to work with.

Encouraging hosting more national events and tourism.

More of a destination for tourists.

Creating destination-oriented development.

Highway System (I-5) – One of the biggest things that will impact tourism.

Capitalize on tourism.

Carlsbad and North County need to become identified as a destination. Carlsbad is much better known now than it was 20 years ago!

City could be more pro-business - i.e. provide shuttle service to the tourist areas in town, invest in marketing as tourist destination.

Develop the beachfront area by building a marina or wharf; make Carlsbad a destination.

Encourage more national-scale events.

Keeping industry here may be hard, but tourism is a natural.

Need variety of hotel rooms, accommodations available.

Opportunities: Tourism (build upon beautiful golf course, hotels, Legoland).

Tourism is an opportunity. Get rid of old power plant. Resort destination. City should step up and take better care of lagoons and beaches...

Tourism is important for our community.

Increasing Mobility through Walking, Biking, Transit, and Connectivity

Connectivity

Access to beach with small commercial uses (coffee shops, bakeries, etc.) along the route (where the transformers are located now on Chestnut Ave.)

Beach access from Chestnut to beach (underpass to beach).

Carlsbad is a hub of cycling related manufacturing and distribution. There's an opportunity to connect dirt trails with streets.

The greatest opportunity is to interconnect its existing trail network and to connect a well articulated plan and trail system.

In a good location. Can travel to Los Angeles, Las Vegas or Phoenix. Easy to get in and out of the community.

Mobility

Asked if the city has inventoried its curb cuts so that they are accessible not only for people in wheelchairs but for people who use strollers, etc.

Pay attention to issues regarding general accessibility, i.e. library access, lower curbs, etc.

Create more "walkable" areas connecting neighborhoods and quadrants to encourage a closer community.

A measure of success is if 6-10% of trips in community are made by bike. (Portland = 9%) if Carlsbad could take what's happening downtown (walkable, bikable, part of natural environment of village) hang on to that, and expand it, that would be the right direction. Bicyclists are an "indicator species" – if you see them, streets are safe; if you don't see them, people are afraid to be on the streets...

Carlsbad needs to build freeway bridges and put pressure on Caltrans to look at things besides auto through. Caltrans looks solely at automobile. Bike trails falls off the project. Carlsbad needs to tell SANDAG and Caltrans that the 5 shouldn't be a barrier separating Carlsbad.

Carlsbad needs to move forward with the Bicycle Master Plan. There needs to be implementation. Carlsbad has done the easy pieces and now needs to do more expensive projects.

City will tear up a bike lane and leave like that for months. The City was getting ready to pave the road. There is little consideration for bicyclists. This would help employees that ride to work, as well as those driving.

Connectivity would allow more people to commute with their bikes. When working on north county Multiple Species Conservation Plan/Carlsbad

Habitat Conservation Plan, incorporate these considerations into the plan.

Develop a bike lane master plan.

Going to need to focus on getting children on bikes... safe routes to school, driving children to school is ruining the community and the kids... no routine activity in their lives... Carlsbad is going to need to change that. Marin Co. has a similar development pattern and have an amazing program... Marin also took a big risk early on... when others were focusing on traffic, Marin focused on bike and ped. Will take political fortitude in a place like Carlsbad to take steps ("a little congestion may not be such a bad thing...") Educate community about the true cost of the decision to only design for autos.

Most of concerns deal with land use and roadway network. Getting across the 5 is a huge barrier. Taking your bike is a huge scare to get across.

Not sure of bike parking in businesses. Challenge is there's no place to store or park bike while shopping and eating.

Oceanside is working on biker friendliness and is jumping in with both feet. Carlsbad thinks they're done and Oceanside may be more of a biker friendly place than Carlsbad.

One issue is cyclists feeling like they have the right to be on the road. Some motorists don't want to share the road and feel they shouldn't be there. Carlsbad should work on public education and enforcement side on dealing with bike issues. She hasn't heard of programming. She hasn't heard of bike rodeos in schools.

Doesn't know if it's happening and it's not happening or it's so low profile.

We should have a much more walkable, bikable city, fewer cars, better public transportation. We need parking for bikes, carpool development, school buses.

Bike trails... even though there is a trail straight through Carlsbad, it is not a bike friendly community... they don't stripe bike lanes...

Coaster blocked a lot of passageways that we had to get to the beach. We should have better connections; other ways to get across the tracks.

Connect our trails. When a development is built, trails don't connect to those adjacent to them. It would be nice to walk down a trail all the way to the beach, or ride your bike.

Connections to the beach – train tracks and freeway make it difficult to get from the village to the beach... improve these connections, bridges, tunnels, beach Carlsbad village drive and grand are the only two ways.. we could put one up by Army Navy Academy, and another one down by chestnut ave.

Continue a bike path all the way to San Diego, which goes hand-in-hand with completing street construction; ideally, a coordinated system of bike routes linking points of interest throughout the City (i.e., beaches, downtown, schools, key intersections.

Creation of a trail system.

Demonstrated committed to trail network.

Expand bike access throughout city and pedestrian access through.

Incomplete transportation and infrastructure, making it difficult to reach campuses; regionally, ability to access education hampered by increasing congestion.

More bike racks downtown.

New road openings Melrose and Faraday help our employees from Escondido get here.

People close by hike the trails, walk the lagoons. Lot of what they want to do it trails—we can do more so, and connect them.

Punch through the rail trail. Nice if entire city could be linked safely and conveniently without having to get into a car.

Restoring the bike lanes on La Costa Avenue (from El Camino Real to Rancho Santa Fe Road) that have been closed since the landslides.

There is not enough pedestrian activity in Carlsbad.

Planning for people without getting in their car, to be able to raise their kids.

Public transportation is a huge issue. I hear complaints that we don't have enough inner city transportation available. We need that.

Traffic flow – we need to figure out a way to get people out of their cars.

Transportation: We need to get people out of their cars. We need to promote more energy efficient cars. We need to develop a creative electric vehicle or tram to connect between Plaza Camino Real and Quarry Creek to get

people back and forth between shopping centers or to gain access to bus transit center.

We need transportation infrastructure that includes more than just streets and roads.

Not much forethought about when road projects are done. An example is the Palomar Airport Road median changes. Coordination needs to be improved between the city and developers.

A lot of concern about roadway extensions and widening. Look at a plan to have the minimal impact and get the best transportation benefit. Rather than just going right through sensitive areas.

Carlsbad does not build roads, only waits for developers to pay for the road. The road is however used by the whole community.

Identify future infrastructure needs.

Maintain the quality of the infrastructure and streets.

Ways in the summer to provide a shuttle service to attractions in the city: 1) beach, 2) village, 3) Batiquitos Lagoon Walking Trail, 4) Carlsbad Premium Outlet Mall, 5) The Forum Shops, and 6) Legoland. This would be cheaper than trying to solve the parking issue.

Good road conditions, bike friendly.

Carlsbad is an example of a city that has comprehensively looked at roadway standards.

Encourages the city to establish policies that address climate and transit – they are a good place to start in making Carlsbad a better place to live, work, and play in the future.

Energy/Transport/Urban Design:

City needs to develop a vision of what it will look like in 2050 and how will transportation infrastructure fit into that. Example: it is hard for people to ride bikes, it is dangerous. Bikes might be a critical mode of transportation in 2050 and we should support infrastructure that does that. Transportation needs to be friendly, available and sustainable to the people can use it.

Look at regional bike plan – it offers some innovative ideas for promoting/supporting bike use.

Work done around Village train station is impressive.

At Palomar Airport Road and south, people block the bike lane with their cars as they are waiting for a parking spot, then people come and wait for the first car, and then they are really blocking traffic.

CalTrans widening I-5—City needs to be involved!!!

El Camino Real. There's a sense that traffic lights are set to 35 mph. Perception is Carlsbad is trying to push traffic to I-5. Frustrating. Traffic management is important.

Needs to focus on closing west bound lanes on Carlsbad Blvd. Need to make best use of coast and maybe move lanes over to east.

On College between SR 78 and Cannon move at high speed, adding some signals would slow them down.

The mayor said he doesn't want bike lanes on La Costa because he thinks it's too dangerous, but

in reality, there are a lot of bikers that use that road.

Timing lights because it takes so long to get down El Camino... I hit every red light.

Traffic and lack of public transportation.

Traffic as a concern.

Traffic calming.

Traffic is an issue.

Traffic is an issue. No challenge with parking but other retailers have issues.

Traffic is tough but the city is not alone (most cities have traffic issues). Would like the city to pay attention to traffic patterns.

Traffic light sequencing (as traffic continues to increase).

Traffic management.

Traffic signals – 50% of them need to be looked at and tweaked. The signal at Faraday and El Camino Real goes through all the cycles, even if the intersection is deserted.

Transportation – downtown is isolated from all the major lodging opportunities. Train stations—no way to get places from them. We need a fixed route/rail system that would give reliable public transit.

Transportation is a challenge.

Incorporate more trails – link existing neighborhoods to other uses.

Walking biking trails, opportunities for people to be outside, boardwalk is a great facility, always packed, find ways to do that in other parts of the city...

A shuttle might help with parking and traffic. Shuttle should have a

catchy theme and name, and go between the mall, outlet stores, beach and downtown. Rickshaws might be fun around downtown.

A Carlsbad shuttle should meet up with the Encinitas shuttle; Since there is no free parking down near the beach – it would be very good to have the shuttle bus.

Bus service/Transit issues – would like support from city for possible shuttle service.

Business community needs to become more involved so that access to businesses are available (through transit – business could sponsor shuttles to shopping centers, etc).

Carlsbad is very lucky to have the coaster and sprinter locations... I think that any linkage with better transit to get to those stations, or to the beach, would be great.

Enhance the transportation corridors. Use the enhancement as an opportunity to create transit corridors that are not rely on the use of cars. Use the expansion of lanes for buses.

Help with coordination of transportation services (i.e., make Boys & Girls Club a bus stop).

Increased train (and bus) service times.

Lack of transportation options around town and to other parts of the county.

Limited Sprinter, no direct line between California State University San Marcos and surrounding communities; need to pay attention to transportation methods other than car, look at public transportation differently.

Mass transit is critical for their work force (also identified as something that is lacking).

Mass transit leaves a lot to be desired. North County Transit agency is in charge but cities give input. Need an integrated system that connects.

North County Transit District should be more open, transparent about how they make their decisions, needs to be more aware of needs. Must be subsidized.

Need for better public transportation to alleviate congestion on city streets and around the school at the beginning and end of each school day.

Public transit – has to be accessible and easy to use, especially for older people.

Public transportation—or the lack thereof. It is very difficult for residents to get around the City via public transportation.

Relative lack of public transportation.

Smaller lines off the Sprinter train. Transportation for older residents.

Spruce up the transit center at the mall.

There also needs to be a School Bus system for the kids.

There needs to be a small rapid transit routes/system developed.

Think carefully about mass transportation options. Coaster ok but not high speed rail.

Transit opportunity between east and west sides.

Transportation (more trains, buses, etc.)

Transportation, particularly for an aging population; traffic configuration (street signs and traffic flow).

Transportation: Coaster and Amtrak are convenient.

Underground and/or aboveground transportation services (i.e., subway, monorail, etc.)

Want to live and work in same town in Carlsbad. It's harder now to do that now. There should be a focus on transit and affordable housing.

Adopt more walkable neighborhood, the commercial and retail areas were more walk friendly.

Carlsbad will realize that they messed up with the planning in 15 years when they realize they didn't set things up in the different communities. There may be some development to provide for commercial and retail opportunities in the residential communities. Gas will go up to \$4 again in the future and the undeveloped areas will find commuting a problem.

Major roads don't have sidewalks.

Bressi Ranch is a good model of walkability.

Walk San Diego is teaming with CalTrans on regional safe routes to school – Carlsbad might be chosen as a test-case city where they try to show how a safe routes to school plan can be established for suburban areas.

Easy to get around Carlsbad with alternatives.

Less vehicular and air traffic (noise impact), implementation of a fly over curfew, addition of

commuter stops to train stations in Carlsbad.

Synchronization of traffic lights, street repairs to older streets.

Balancing Growth Management with Good Land Use and Urban Design

Building Heights, Density, and Intensity Increases

Infill development. Higher densities; Increase density in downtown area—has transit, walkability. City Council has arbitrarily established lower densities.

The city needs to adapt because of build-out... Create more value in the land use by increasing densities. Change the mindset from building out of building up without causing over crowdedness. Increase density around the mass transit corridor. The aging neighborhoods can be in-filled with higher density developments.

Same zoning regulations as the Village Redevelopment area should be applied to the Barrio (e.g. mixed use in key locations, density and height regulations increased to provide a stimulus to new development and more walkable environment).

The City needs to develop a new attitude or it will be left behind. The maximum height limit for buildings needs to be increased. Allow for urban mixed use projects. Improve the timing of the traffic signals in the city.

Smart building: Ponto is well conceived; these kinds of projects have long-term value.

Ponto – and how it’s done. That can change the face of the City.

Higher density would make Carlsbad less desirable and diminish the quality of life.

Increase density about 23 units per acre which is the max now... some parts of town you can do that in, the village is one (whole downtown areas lagoon to lagoon)... plaza camino real is another place... (mall at north end of town), there are still a lot of single family small lots where you could increase the densities. I don’t think you can go over 4 or five stories.

Lack of flexibility model won’t work going forward. Future is urban infill. Need flexible planning tools (architectural design standards, building height, allow tandem parking). Form based zoning. Progressive parking standards. Multiple use developments. Where does the city want to go for population and economic growth. Cost to build. Fees, etc. Will be an incentive or disincentive to developers.

Also concerned about the city reaching buildout. Density increases will extend the potential for development. The city is processing applications at a decent clip. Density bonus would be nice. The company is comfortable building attached products to 3 stories.

Higher density product is over saturated.

Development

Continued beautification of Carlsbad Village Drive; more retail-friendly streets (outdoor cafes); enhance the downtown area with more cultural variety and restaurants.

More live/work developments not only in the downtown area but throughout the city.

There has been little change. Carlsbad hasn’t changed fast enough. Biggest issue is being open to change.

Realignment of Carlsbad Blvd. Create a greenbelt along the beach. Park land and more parking at the beach.

Availability of land.

I absolutely detest mass grading, can we do it differently. I know we don’t have to flatten everything...

Keeping buildings occupied through more creative leasing options.

Like the Alga Norte Park concept.

Old Highway 101 is an historical road which should be memorialized through signage and the old bridge should be preserved.

Parcel H – it has been such a point of contention; People wanted it to stay the way it is.

Preventing deterioration of the Northwest Quadrant.

Growth Management

Density of development here is too high and impacts property values.

Smart Growth: Near regional transportation, cluster to preserve open space, stop sprawling development.

Would like to see more smart growth, walkable communities and live/work communities. The city has done a good job with it so far.

Concerned that the city is approaching buildout. Two types

of cities. Those that are dying and those that are growing. Need to consider density or intensity increases to avoid stagnation to continue to provide wonderful services. Other cities are encouraging 4 to 6 story buildings. Bigger tenants need larger buildings. An example is Viasat that is spread among a number of buildings and has to repeat amenities and areas such as lobbies in each building. Height increases are needed. Allow daycare in business parks. Time is money. Need staff support to help them as well as flexible standards.

The city did a reasonable job coming up with the master plan concept, but the community thinks there is way too much development put into that area. .. also issues associated with definition of what counts as buffer to the lagoon.

City has to recognize the best role for land. Can put limits on square footage on new homes that are being built.

Managed growth. We are trying to maintain the open space environment. New trails.

The city should go slower on new development. People want to see the City cut back. Not much open space left.

Growth initiatives (attracting desirable and needed businesses); green environmental initiatives.

Limit density of development and require traffic improvements.

Carlsbad built out slower, growth push recent—in a few recent years we have seen a huge growth push; How this remaining growth is managed is critical. Stop this built out now. More

is not necessarily better. More infrastructure is more difficult to manage.

Carlsbad is becoming densely populated and growth control will be very important in the future in order to retain “small town” atmosphere; recommended the creation of larger minimum lot sizes.

Challenges: Growth management – especially in current economy.

(e.g. large industrial. vs. residential growth).

Controlling development by keeping in mind how the environment is impacted.

Hoping that cap on growth in Carlsbad will stay in place; eg. restricted access into Carlsbad by keeping Melrose closed.

I think there should be limits on how we try to expand the tax base. Limit new construction. I like that Carlsbad has a lot of parks.

Limiting new development.

Manage growth. She has seen a lot of growth in recent years and doesn't think it's sustainable.

More controlled growth along the coastline.

Much of Carlsbad is built out, but there is still land available and reuse opportunities.

Traffic, demand for space, keeping the balance between the idyllic Carlsbad vs. progressive growing Carlsbad. Business growth vs. environment, watershed conservation. Use of water, desalinated water.

We are opposed to the notion of walling off the ocean with high rise lux hotels and condos.

Well-managed growth. Has grown slowly, has maintained small-town feel, sense of community.

Land Constraints

Remaining places to build all have issues and may never come to fruition.

Land Use

Carlsbad has spread out so much.

Land Use Conflicts

Land use issues can be a challenge.

There may be pressure in the future, however, to continue to encroach upon the airport influence areas as the City gets built out and that this is something that needs to be considered very carefully .

Land Use Decisions

Carlsbad has always been a very land use planning oriented place. Even the citizens that have been here a while think of the city in more technical land use terms than usual.

Increase coastline utilization (i.e., build a pier, extend the seawall/ boardwalk).

Suggested that the Strawberry Fields be converted to a regional transit center, with park & ride, bus terminals, and employee and customer parking for Car Country.

Look for places to introduce uses like grocery and retail services.

Challenge: All local authority taken away except for property taxes and developer fees.

City has done long-range land-use planning.

Diversity of land use.

Most concerned with impact on use of site 5 re: Prop D.

No casinos in Carlsbad.

The challenge will be in balancing the needs of the community as a whole with the small minority of residents who oppose these actions. The City is expected to control operations of the Airport but they don't have the authority to do so. For example, the City Council can't set a curfew for the Airport.

As infill happens, take advantage of newer thinking and ideas.

Long Range Planning

This is the time to do careful planning – when cities take the time to do careful planning, it is a magnet for development – everyone is on the same page. Developers prefer to develop in a city that has a plan in place that has been well thought out – city and community are behind the plan, which makes the development process easier.

The current General Plan is “biblical” in proportion—and interpreted that way. It served the City well for many years, but It's TIME for a new one.

Parking

The planning requirements associated with parking are high here.

City should rethink parking along the beach, rethink the bike lane. People park their big RVs there and take up a lot of space. Down by the power plant, could go to one lane, put in some diagonal

parking to get more parking spaces. Also, at Palomar Airport Road and Carlsbad Blvd, there is enough area to put in some parking if it could be done in a safe way, and provide more coastal access.

The 2 to 2.5 cars per unit that you are required to do for parking is encouraging car use and not transit; situate the housing in such a way that it is accessible to transit.

It is not that the parking standard itself is more onerous, it is that downtown depends on the city to build spaces, but they don't.

Keep fighting for free parking at Tamarack parking lot.

Maintain free access to Tamarack Beach parking.

Parking in Car Country is too congested for customers and employees. It inhibits customers coming to the area due to lack of parking, danger from accidents, etc.

Parking on the street is an issue here – we don't have enough parking for employees, so they have to park on the street and then we get fined by the business park association.

Parking requirements are overly strict and they hamper development. There is a myth that there is a parking problem. I personally don't believe that is true. People will go to a mall and park way out in the field/lot, because the mall has stuff they want to buy... but go down to the village and want to go to one shop, people want to park right in front and if they can't there is a “problem”... talk about a structure downtown... I think we should try to have a parking

problem... that should be a goal...

Perception that parking is a problem. We don't think there really is, but you need to educate folks that there is plenty of parking.

Poinsettia Coaster station needs more parking.

They could liberalize their parking rules.

Urban Design

Need more “vertical synergy” which is created with 3-4 stories vs. 2 stories.

It matters how close a site is to amenities. We want the city to look at other sites that have those attributes/amenities when they move forward with their long range planning.

City needs to do a much better job of clustered development, mixed use, walkable communities. Council has an arbitrary limit to 20 units an acre and won't go over that.

Increase transit and mixed-use housing.

You need to have live-work in Village.

Need to allow for innovation in the design process. People are living in different ways. Live/work units, mixed use, loft concepts. Mixed use can also be residential next to commercial, daycare, etc. Timing to process projects is a concern. Builders have to march to the beat of their customers.

Redevelop existing older uses – to provide needed services near where people live to make it easier for people to walk to what they need.

Main challenges for Walk San Diego are the physical environment and people's attitudes and habits – need to get people to think in a smaller radius to get to what they need, which means a need for changing the mix of uses in a neighborhood.

Trees are very important to walkability.

Walk San Diego does not address trail, except as links that connect neighborhoods.

More local shopping areas. More walkable village type things. Hard to overlay that on classic suburbia.

Park area southside and some restaurants would be great.

Walk San Diego is starting to focus more on north SD county, but it's difficult because it's more suburban and spread out.

Preserving Open Space and Environmental Assets

Environment

Preserving El Salto Falls. It was important to the culture because the water represents life. There are many sites around the falls and along the trails connected to the falls.

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

Habitat Protection

We need much improved buffers for the creek; Need a consistent buffer for new development.

Unique in having so many lagoons. The lagoons could

be restored to be productive in shellfish. This would create income and habitat.

Need to preserve archaeological, biological, geologic and open space resources. Provide public access to resource areas.

Destruction of environment must stop.

Lagoons: protect waterways; the more open space, the better. Flower fields may have a cost, but also a special lure. Lagoons unique; city has done a good, not great job of protecting them.

Open space, lagoons and trails are the #1 concerns of citizens.

Aqua mop: smaller. Sure we can keep it busy. 6-8k/day. Makes a lot of sense to buy one.

Buena Vista Creek lagoon – it runs up the boundaries of the driving range with a bunch of golf balls in it.

Genetically engineered seaweed found in lagoon.

Maybe the City needs to buy a dredge. We become a city that has a dredge system; Waiver for the nesting season. Data showing Lest Terns do better in dredging time than others. One of the lagoons got it.

We have a global leadership role in coastal management.

Open Space

If I had young kids I might benefit from the green space... green space that is for an older crowd (to picnic, walk dogs) is a mystery to me (don't know where it is, if it exists).

Encourage agriculture in this region; there is no connection in the minds of people between

agricultural production and consumption.

Flower fields – financial and political commitment is necessary to keep the flower fields. People want it there, but are not committed to supporting it. Can't stand back and assume it will work.

Looking at the lagoon and how we share, phase out pesticides since it goes downstream. Need to be joint effort since share.

Loss of agriculture; it is critical for the kids to see the connection.

Notion of agriculture right now has no economic basis.

Our history with agriculture is important – we need to produce food locally (e.g. community gardens).

Preserve strawberry and flower fields, huge assets for the area.

Public believes Site 5 should be preserved and protected with the existing farming use, even though it doesn't mesh with what the actual zoning is or what we might want to do or sell.

We don't celebrate the farming communities/history enough.

Carlsbad community will continue to desire more holistic approaches to good health, and the organic farming idea provides support for this approach.

The three lagoons were all important Indian village sites. Agua Hedionda Lagoon has over 300 Indian village sites – 2 major sites along Agua Hedionda on Kelly Drive and one site north of the freeway. Some of these sites had over 2,000 people. It should be acknowledged that these sites were not just temporary nomadic tribes, but rather the summer

home of significant numbers of Indians who were the first residents of Carlsbad. There is a timeline and story here that needs to be honored and told.

Understanding the importance of plants for survival. The yucca, dogbane, deergrass, juncas, and elderberry were all important plants for the survival of the tribes.

Creating natural trails linking important sites. Natural trails connected Carlsbad to San Marcos, Buena Vista Creek to the Pacific Ocean.

Only city on the coast with opportunity for a lagoon/ marina area... because of politics between city council, staff, and utility, instead of using the lagoons nature will just take them back...

Wildlife is an issue, being sure to maintain some habitat.

Why not a permanent farmer's market in Carlsbad.

Development director responsible for open space acquisition—we need a conservation person educated in biology, ecology, to help direct acquisition.

Carlsbad officials should have been at the open space dedication for El Salto Falls to show support.

We have more people and less open space.

Open Space: How it is handled for future generations will define Carlsbad in the future. The 3 lagoons... City is supportive, but not too actively involved. Property could be purchased in watershed areas that could be protected.

Major clash between conservation and recreation, because there is not enough land set aside. These should be separate chapters in the General Plan and not lumped together, so they can be studied separately.

Environment; the beautiful hill their facility sits upon; a lot to offer.

Great job with the open space and Carlsbad good for bikers and walkers.

More parks and open space, walking and riding trails.

Park system; especially the Carrillo Ranch (Ranch).

Preserving recreational areas and open space. Maintenance and upkeep are difficult but need to have resources dedicated.

Supports the city's park system. What are the long term financial resources necessary to keep them going. How will we pay for and maintain them.

Wonderful open space. Enjoy walking on beach.

Another challenge: designation of open space as "habitat" that excludes human access... need to come up with ways to have human access and habitat conservation together...

Allowing a dog park only after so many restrictions. Turns out to be cleaner than the beaches.

Appreciate that 15% setaside for open space as part of new development.

Better define open space as "natural habitat" (but can include trails).

Challenges: Protecting open space (lagoons, parks, respectful industry).

City is not built out. There is still open space, but access is disappearing.

City not willing to spend a dime to acquire land:

City should celebrate achievements in open space acquisition, and have more of them.

City was 3 years late funding their management of open space land, they haven't even funded the minimum.

Goal of City 40% open space: but they are counting beach land, parking lots, steep slope: many of these don't provide functional open space.

Good regional partnering, lots of open land that was only recently fully developed.

Improve the Leo Carrillo Park.

Lagoons, parks and trails.

Need for minimum standards for open space; a developer should be able to contribute to a open space facility elsewhere; acknowledge usability and the cost to the homeowners association.

Open space, including canyons, parks, trails, the beach and sea wall.

Open Space, not all cluttered.

Purchase and allocate adequate amount of open space now.

The nature preserves surrounding the school. Ensuring the school grounds are in keeping with the surrounding environment.

There needs to be natural open space where people can enjoy the beauty of nature where active uses are not the primary use as in parks and playgrounds.

Value: City park.

We want to propose a lagoon day or week.

Open Space Preservation

Convince the City to hold undeveloped lands and make for community gardens and farm land.

Quality of Life. Lot of it revolves around open space. Hanging on to the open space that we have here is important.

Preserving open space we have left. To the extent there is development, require preservation of open space.

Spend more Prop C money on acquiring open space (e.g. purchase Sherman Property).

Further bind the shoreline and the watershed together; Habitat Management Plan and trail system; all need to meld.

Need to look at future use as the population grows the trails may not stay the same. With more people there is less space for people to use.

Lagoons contribute immensely.

Preventing the degradation of the lagoons.

Coast and the shoreline are the greatest resources of the city.

City could acquire additional land (perhaps at prices they haven't seen in a while) to better use that property for the people in that local community.

Need to invest in parks and public areas. They're doing a good job with that. Flower Fields is a wonderful gateway and should never disturb that. It's an icon.

With economic downturn, City can afford to buy open space (trails are a compatible use).

80% of people in resident surveys want open space preserved—top priorities.

At build-out, loss of open space will change balance we now enjoy; we may not be prepared for or happy with the result.

Carlsbad is a beautiful city to live in, between beaches, lagoons, open space.

Continued environmental awareness through education, advocacy, and close monitoring of the environment.

Don't want natural areas to be fenced off, that cannot be enjoyed.

El Salto Falls and Buena Vista Creek should be an Open Space Preserve and Village H should be preserved.

Having the City acquire/purchase the Matucci property (West side of Jefferson, before crossing I-5). There is a bluff view of the lagoon and ocean and it provides even better bird watching opportunities. Every year they have 200-250 participants in a bird counting project, many of them tourists; purchasing this property would allow this endeavor to grow and could increase tourism with the City's help.

I think they still need to purchase more open space (they haven't spent any money on open space in ages) I suggest they sell the golf course, take a loss, and use the money to do some other things... there are pieces that are very cheap to buy, they are unable to pull the trigger on,

they keep going to the non profit groups asking them to buy it..

I would like to keep Robertson's Ranch as open space.

Keep the coast clean and safe.

More concentration on the lagoons... Buena Vista is just about all reeds now, the non profit can't finance that – they are attractions, great walking areas.

More open space and what is left be left open...

More open space, less encroachment of public facilities such as sewer pump station or power plant.

Need to buy some key parcels; Passed Prop C in 2003 that directed them to buy open space, but they have not.

Other half of Buena Vista Valley [should be] preserved.

Preserve as much open space as we possibly can.

Preserving natural resources/ spaces within the City. Making those spaces more accessible, but not at the expense of nature.

Preserving the open spaces.

Quality of life embodies many things, such as having a well-planned community with a sense of place, maintaining our ocean, beaches and lagoons, conserving our natural resources such as water and open space.

Speeding up conservancy efforts. Combining efforts with Oceanside. Freeing up/using grant funding.

We need better dredging maintenance at Batiquitos Lagoon to keep it healthy.

Improving Outdoor Recreation Access and Activities for all Ages

Outdoor Recreation

More parks (or anything which encourages physical activity)

Great golf course. Good amenities.

Joint use facilities – we could be pulling in more revenue – we could have sporting events tournaments that would bring more people into the city.

Cooperative field use, building more cooperatively for venues to choose from. Lack of field space, performing arts space.

The overall availability of the fields is a concern. If Alga Norte is delayed and the Safety Center fields go away, field use for all may be a problem.

Refine definition of a trail. Biker's trails are 8 – 12 feet wide. Walkers like smaller trails. Need to redefine the vision of a trail by the people that are actually using the trails.

In General Plan spell out different kinds of recreation, and where it does happen. For example, off-road motorcycle racing—extremely damaging to natural land. Maybe there is a place for some concentrated recreational activities.

Mountain biking, skateboarding, remote control planes, fishing, etc. : map where these can happen, so we can have land dedicated to conservation. Otherwise cause erosion, degradation. Lots of areas in the city fenced off in HOAs, etc.

Allow kayaking in lagoon areas. Kayaking would be a tourist

draw, to be able to kayak in calm waters, businesses could rent them, like La Jolla Cove. Create a small harbor at Agua Hedionda, instead of wasting the area growing fish and oysters.

We have a lot of open space, but it isn't useable.

Appreciate the "outside community" (meaning beaches, parks, and open space).

It would be nicer if there were more parks, even just small ones – a couple of swings and a play structure – that anyone can use. Gina doesn't have a playground she can walk to.

More dog parks.

More use of the Agua Hedionda Lagoon.

Providing well-kept parks (safe areas for families and children).

More modern parks with spongy material instead of sand. Sand is dirty, and kids can't play in it if they have a cut, etc.

Appealing to tri-athlete community. Roads are newer and have bikeways. There are challenges since it's so far apart.

Environmental constraints prevent trails from being used or developed.

There needs to be a visible trails system to link the 3 lagoons and the coaster stations. We should connect our environmental resource areas to tie into public transportation. We should strive for a trails to connect El Salto Falls to the ocean (e.g. "waterfall to the waves") and look for eco-tourism opportunities.

Boardwalk. Trails, both walk and bike.

Access to good recreational fields and facilities.

Artificial turf fields with lights are available which is a big plus.

Demand increasing.

High demand for soccer league = need here.

An Aquatics Center.

Bressi Ranch is nice walking.

City position is that Lake Calavera closed—it is not. There are hundreds of people who use it—they need to get on it.

City should partner with sports groups to help fund field maintenance.

Concerned about Holiday Park.

Continuing to make sure we have fields available for Lacrosse and soccer.

Cyclists should be more catered to.

Developing more multiuse parks, encouraging multi-age forms of recreation throughout the city.

Good parks available to city residents.

Great parks (but could get better).

If City had empty plot of dirt, various soccer organizations might help develop new fields.

Improve beach: Life guards; Get rid of squirrels on the beach bluff; Trash on the beach/bluff.

Lack of support for aquatics, making community water safe.

Less fee for golf for non-profit discount pricing to allow non-profits to raise money through events. Golf course is not doing well.

Lots of baseball fields (which are going out of fashion) but not enough soccer fields (which are becoming more popular).

Maintaining parks.

Maintaining the parks and recreation programs they enjoy.

More skateboard parks. Facilities for school age kids.

Need more fields.

Need more neighborhood parks, with rec. centers.

Not on City's radar screen in terms of the benefit that Lightning Soccer brings to the City (e.g. tournaments bring in visitors that spend their tax dollars at hotels and restaurants). Doesn't think City leaders recognize that.

Parks and Recreation are good.

The City could do more to maintain medians, sidewalk areas in South Carlsbad; Would be nice if there was some kind of a park in that area.

The City definitely needs more soccer fields.

The parks are underutilized by the public, which means they are not serving the public's interest very well.

Would like control over field lights (right now, City controls when on and off).

Recreation

Community Arts Center (CAC) is aging – creating another facility for the performing arts for the Community would be helpful.

Stagecoach is a wonderful facility, but not walkable.

The city should initiate activities so people in the community are

aware of parks, make them user-friendly.

Promoting Boys & Girls Club as asset to the community/city; indoor pool at Alga Norte Park.

Joint use of facilities around the city (i.e., school & Boys & Girls Club) for community activities; more playgrounds, ball fields, and another indoor pool.

A swimming pool is needed in the southern section of the city for student swim teams to utilize.

Build or encourage the building of an indoor swimming facility so fewer residents will be inclined to go to the YMCA in Encinitas.

Kids have no where else to go; The city should come up with some imaginative ideas.

Look at facilities we have now and what should be developed due to amount of use and value to community (needs study)(i.e. new swimming pool facilities).

Need youth services.

Pool facility is not maintained yet a lot of swim meets are held there. Still have old cinder block locker rooms.

Recreation centers for older kids—such as a pool or waterpark like Vista has. Carlsbad doesn't have a lot of places for families with teens besides the beach. Parks and Legoland are geared for younger children not teens.

Smaller efforts in regards to more neighborhood small parks, that kids can use, would have a huge impact.

Strengthening and exploring youth services; getting away from their reputation as an "inner city" hangout.

Youth

Need more indoor play areas for children, especially for days when the weather doesn't allow kids to play outside. There used to be a number of indoor gyms for small children (private companies), but many have closed.

Providing better programs for kids.

Encourage apartment complexes to have designated kids play areas. Families that can't afford to buy a home in Carlsbad have to live in apartments, and the apartments aren't very conducive to having kids (lots of smoking, no play areas outdoors).

More recreation classes for kids that help kids learn about music and dance.

Provide more day care/child development services to moderate income households.

Focus on developing a Child Development Center in North Carlsbad along the I-5 corridor.

Should look into capturing the warm water outfall from the power plant, could be diverted to make an area for kids to swim that was warmer. Look at making an artificial reef that would provide consistent waves for surfing, that would be a big draw.

Recreation programs.

Water park.

More things for kids to do on the scale of the Zoo, but in Carlsbad so you don't have to drive. Animal attractions for kids to learn more about nature.

Don't overlook programs for youth (recreation activities).

Pursuing Sustainability

Sustainability

Impressed with what Imagine Carlsbad is envisioning. Want to see emissions reduced on a spreadsheet. Want to see actions.

Carlsbad should look at improving projects—other plants have better energy. Poseidon doesn't do so well.

Cooperate with rates for electricity and gas. It's cheaper to waste than to save right now. Make it expensive for every kilowatt.

Could become an incubator for alternative energy, research for energy, pulling the city itself infrastructure off the grid, looking for ways to be the silicon valley of energy.

Encouraging more green energy use.

Keep the powerplant by the ocean Don't move the powerplant inland. Running new powerlines would be costly. The smokestack should remain and be enhanced. Keep the smokestack as a landmark. Carrillo Ranch would oppose moving the powerplant.

Local [energy] generation is it keeps money in the local economy.

Providing energy may be the next major revenue source for the City.

The city should be proactively putting forth an alternative to the new peaker power plant; city could institute an AB 811 program that allows local governments to finance solar and energy efficiency installations.

We need to be more self reliant in terms of desal, energy, distributed generation, more sources of energy (solar, wind, etc.), feed-in tariffs, localvoire (consuming locally grown products).

We need to create more renewable energy and sustainable businesses and not outsource so many jobs.

The city needs to become more green. Solar panels to generate electricity off city parking lots. Promote flat roof lines on commercial centers to be available for solar. City should provide financial incentives for solar. Wind energy in parks.

Improved energy and water conservation.

Work with nonprofit groups to help build sustainability (i.e., endowments for libraries, parks, etc.);

Carlsbad can be a pioneer in green businesses.

CEQA often ignored.

Maintain the good air quality and physical upkeep of the City—it is nice that it is so "clean."

Establishing "green leadership" committees in communities helps focus attention on sustainability issues.

Opp: Organizing design charettes with local, regional and national leaders to create dialogue about making our communities more green.

More encouragement of green buildings.

Need to look at rising sea levels and projected shore lines. Poseidon can be under water.

There should be a Green coordinator. They'd attract certain recycling companies and have an incentive to bring them to Carlsbad. If we can coordinate with each other we'd be able to recycle more. There should be a point of contact that has the environment in mind.

Greater ecological support with increased curbside and consumer recycling.

Get rid of Styrofoam and plastic. Issue of plastic in ocean, we have responsibility being on the coast.

City has done an amazing job on purple pipe for landscape.

Need to look at landscape and plant selection, including "purple" recycled water.

Carlsbad was carefully chosen as [our] site, in part because of the strict planning guidelines, the sustainability of those guidelines long term, and potential for growth.

Maintaining the environment.

Opportunity: Long-range planning for sustainability— which means more than just environmental. We have to look at social and economic conditions as well and work together toward solutions.

Preserving the environmental beauty here, and encourage sustainability, both in new construction, retrofit, continue to recycle.

Renegotiating with Waste Management to recycle more refuse like other areas.

Surprised that Carlsbad is not more in the lead on being green – I'm seeing that interest across the board.

Sustainability (do not have it yet).

The City has become much greener and sensitive to the resources and the ecology of the area.

Opportunity: Technology: need to continuously keep up with changes such as move to smaller, more compact devices and systems. Buildings should be planned like convention centers supporting all types of productivity devices; expected by community and businesses alike going into future.

Waste

Joint compost facility. Green waste is collected and not used as compost. Oceanside does this. Need a joint mulch facility.

Increase the ease with which companies (and residents) can dispose of hazardous waste without harming the environment.

Desal plant: potential to tap California State University San Marcos scientists and technology knowledge to support this unique venture.

Desal and new power plant are good ideas.

Water

Keep water and energy on the radar and have a clear vision of what your needs are for them.

The desalinization plant would solve future water shortages, put Carlsbad in a leading position through the use of sustainable resources, and encourage more environmentally friendly uses of resources.

Education and outreach to put in smart controllers and stop runoff.

Need more integrated water management; This will actually save money for water management, urban runoff, stormwater management. Same with recreation.

Doesn't support Poseidon project. Supports local water. Impact on green life. Marine preserves and protected areas travel all along the coast. Impacts will be felt throughout coast.

Watershed conservation – need better understanding of problems we have up stream.

We need a wildland interface between urban and rural areas where reclaimed water could be used for fire suppression.

City should look at drought resistance, intelligent water use instead of just using the desalination power plant.

Recycled water. All city parks and landscaped areas. More proactive with communities to provide recycled water.

The desal plant is a case where they did not look at the big picture – the city was focused on the value to their local water supply rather than seeing the impact to the beach economy, environmental community.

Water availability – need the desal plant.

Water use by campus huge, not efficient; neither is Carlsbad.

Water: Need to have a strategy for landscape, ie – lawns. Can the community afford all residential housing having grass yards? Sustainability: Policy, strategy and education needs work. Water will affect the parks as well. The strategy should focus on the

resources we will have in the next 50 years.

Staying on top of issues like water (Desal) and traffic.

Reducing impervious pavement.

Economic ability to support infrastructure maintenance (water, sewer, etc). Sustainability of infrastructure.

Integrated water policy. Same water district. Work with them to change rate structure.

The environmental community has always been opposed to the intake for the waste water treatment plant that sucks organisms in, there are other ways to do it.

We would like to see treated wastewater be turned into useable drinking water.

Addressing water quality issues need to be addressed.

Continue with the De-sal plant.

De-Sal plant is huge, vital. 20 years from now this will be brilliant.

Desalination plant – more education and tour opportunities.

Need desal plant. Other desal plants need to be constructed following the Carlsbad desal plant.

Need to develop system for runoff to address it and reduce and eliminate it.

Plan for the desalinization plant. Water is the next big crisis. This plant makes infinite sense. Make sure it moves forward and gets done.

Recycling a small amount now in the purple pipes, is not a good answer because it involves

creating a parallel infrastructure to carry the treated waste water where we can sprinkle it on landscaping.

Sustainability of water supply.

Water – city has reclaimed water, they sell it to us and they don't treat it well enough. They could provide it free, but they don't. we have to overcome the salinity caused by that water...

Water – major challenge; [company doesn't use] recycled water; If they establish a baseline and penalize going over, that could be an issue. (water pricing).

Water is going to be a key issue, both for individuals and the HOA, in terms of irrigation of open space.

We need a better water distribution system for reclaimed water.

Increasing Affordability and Housing Options

Affordability

Not enough affordable meeting locations in City for non-profits and public groups.

In some cases our developments were isolated from the rest of the development so we had to provide separate resources for the affordable units.

We would advocate maintaining the inclusionary policies. Some very successful results for people who would otherwise not be able to live in this community.

Development and redevelopment projects should focus on more than just the downtown area.

Proposing mixed uses (residential & retail) throughout the City. These types of uses make living and working in the same area much more convenient and provide areas where neighbors interact with each other more frequently; it would also have a tendency to lower the cost of living.

Many residents are priced out as there is minimal affordable housing. We'll lose residents—especially young families. It is very hard for families to move here. Enrollment at Carlsbad High School is not growing.

Giving city hiring and preference for people that live here. This will encourage city to work on affordable housing. Should be able to afford to live here.

Affordable housing.

Affordable housing cost should be spread throughout the City since it is required for the whole city and not just the community being developed. We need affordable housing to have policemen, nurses, teachers live in our community. Same goes for roads: whole city should be paying for new roads, not just nearby development.

Carlsbad has done an excellent job in the housing respect because in my opinion, affordable housing is smart growth and sustainable.

Difficult to get people to qualify for the affordable housing. Alternative is to provide rental units. Change the inclusionary housing formula used to calculate an applicant's number of required affordable units.

Housing pricing is difficult, but doing a reasonable job providing diverse housing.

More affordable housing.

Younger people "fixing up" little houses to preserve neighborhood character and provide diversity.

This is not a community where people live, it's for work because it's too expensive to live here.

Need to address affordable housing allocation without using the open space.

The main challenges are related to physical space and the cost of acquiring that space through either rent or purchase. They would really like to have their office, a child development center and/or their Food Bank warehouse located in Carlsbad. There are some land use regulations which cause a constraint to locating these facilities. But, the main constraint is the cost of land and/or buildings to do this. They haven't been able to find anything they could afford to buy or lease for this purpose.

Affordability – how are our kids going to be able to afford to live here?

Affordable housing for employees.

Affordable housing.

Affordable housing.

Affordable lease space.

Also becomes a bit of challenge with recruiting executives. We have to pay them a bit more to relocate.

Carlsbad is a great place to live but it is expensive—especially for younger people. They will never be able to afford to live where

they grew up because of the cost of housing. Somehow the City needs to attract youth and young families back into the area.

Creating more affordable housing; cost of living.

Diversity is a huge issue – defacto segregation concerns me.

Primarily because of the cost of living.

Encourage more affordable and accessible housing for people with disabilities or that are low income.

Housing affordability. An average family cannot afford a home here. That's why family lives in an apartment.

If were starting this here today, I doubt if he would come to Carlsbad.

Keeping Carlsbad an affordable city is always going to be a challenge. Will be very difficult for young people to live here. Run the danger of becoming a retirement community.

Limiting the number of large residences being built within the city; encouraging builders through work with Community Development and Planning to design and develop smaller, more affordable houses to attract young families/people to Carlsbad. Solar initiatives sponsored by the City.

Low income families have good apartment options but average income families doesn't have these good housing options.

More assisted/affordable housing units within development projects; educating the public about affordable housing units and their inconspicuousness when done right.

Most of my teachers cannot afford to live in Carlsbad.

Opportunity: Greatest deterrent now being overcome through economic changes: affordability of housing. Value of property correcting, making the dream of living here finally possible to realize.

Re-open the Section 8 housing wait list.

Stay affordable for future generations (continuity of generations).

The city is not accommodating enough housing duplexes... guesthouses are a horrible product, you can only rent out the guest house if you are living on the property. They move out. Try to rent both pieces, if the neighbor complains, they are not allowed to rent out both pieces, only if you live there... there would be real duplexes if they removed that requirement.

We looked at this again in 1998 when we started our ball business in 2000 – it was a very close call, but he felt very strongly that the ball factory needed to be close to the club factory. But for that need for proximity we would not have built it here.

Housing

Availability of housing is key.

Housing affordability
Comply with State's fair share requirements.

Absentee owners don't have pride in their properties or keep them cleaned up; people are taken advantage of by slumlords.

Site 1 could have multifamily housing on it at some point.

Good housing stock.

City should purchase homes through capital funding (?)

The City needs to cut excess dwelling units.

Support housing that relates to employment needs (provide housing for workers).

We have housing spread everywhere, instead of places where there is transit and housing.

Housing Element was not properly thought through.

Widening of 1-5 can potentially take out homes and provide more impacts to more homes.

Providing Services for Community Health and Safety

Public Services

Adopt program like in Escondido which provides short term detox combined with 6 mo. housing.

Better healthcare options (including a hospital).

Cooperative marketing/ advertising for health fairs; both city-coordinated and/or city-sponsored.

Enhanced medical services; preferably a hospital.

Healthcare, health of communities: system is broken. Need to support wellness.

Healthcare; affordable housing.

Money for [hospital] reconstruction; we are going to have a lot of vets that need medical care.

Services for mental health (e.g. schizophrenia).

Vets returning from Iraq and Afganistan will have needs; Work with vets when they first return.

Concerned about homeless people having camps in the open space. Also, concerned with homeless people downtown, need to get them to the resources they need.

Increasing homelessness for Carlsbad residents and other area residents is and will continue to be a challenge. Would like to expand more into services for the homeless.

Waiving some development fees for the homeless shelter project would be helpful.

Would like to know whether or not the City has accessible beach chairs, similar to those used in Oceanside, for those people that are in wheelchairs.

Carlsbad's police services are superior.

Challenge: Senior population bubble.

Need for retirement living near services. City currently built for families, not for aging generations.

Saved dollars should go to service and transportation.

Aging population, yet only one senior center with no transportation.

Assist and encourage non-profit organizations that help people right now... find every way we can support people so they [their lives] don't unravel.

Challenges: Care for poor, lower socio-economic level, disabled, sick...

Developing/implementing family services/outreach programs.

Lack of social services within the city; have to refer those seeking services outside the city.

Maintaining the libraries and those types of services which provide access to computers, etc., for people with lower incomes.

The City takes good take of their seniors. Senior center in downtown Carlsbad—continue supporting that.

Safety

Bike signage to warn drivers to keep an eye out for bicyclists.

Public service announcements related to bicycle safety.

Keeping up with public safety and city finances.

The City has a low crime rate with good Police and Fire Departments.

Cleaning up the neighborhood through more pro-active code enforcement and police presence.

More police presence.

The City should get more involved with Palomar Airport development to improve safety and noise in and around airport.

Better lighting (alleyways too dark).

More sidewalks; safety of children walking in these areas get to school.

Providing safety for the community.

And make sure it remains safe in the Village. People feel safe, and they really are.

Keeping a "lid" on crime.

Low crime, safe place to live.

On the El Camino corridor there is a concern with car theft...

addressing that would make it a better place. Poinsettia as well.

Parents still driving their kids to school because it isn't safe for the kids to get to school by bike or walking; the city should be proactive.

Prepare for emergencies.

Public safety.

Safety – keeping the neighborhoods safe.

Safety (low statistics).

Security. On several levels: fiscal/financial security, know your neighbors, fire and police personnel know community, professionally managed.

The "Club scene" in the Village intimidates much of the "older" audience that come to our performances. Friday and Saturday nights in the Village are "scary." So we're trying to draw audiences from the surrounding region, but the perception – and sometimes the reality -- is that the Village is not safe.

The City has a relatively low crime rate.

Revitalizing the Downtown/Village and Barrio

Downtown and Village

Build a centralized civic center with more arts activities.

Beautification of the Barrio in historic Carlsbad (e.g. "best yard" competition would encourage people to fix up their yards).

City should pay more attention to improving the Barrio area.

Meeting citizens expectations of downtown's development.

Downtown “bones” are good and has good mixes. There’s opportunity for people to live, work, and play there, but not in the rest of Carlsbad.

Downtown Development should go lower fees and costs. Lowering it to provide incentives.

Enhance the Village area. More inviting to residents and tourists. Unique clothing, gifts, and a variety of shops. Provide more housing in the village. Businesses on the ground floor with shops above. City should create incentives for developers. Simplify the process for developers.

Land use mix/more opportunities for stores and restaurants.

Push for work/live development in downtown Carlsbad such as in Bluewater Crossing.

The Barrio – Long history with the Barrio and downtown. Downtown got funding and Barrio did not.

The City should have done more to attract better uses with its condemnation opportunities through redevelopment.

Continue redevelopment of the Village area in the downtown.

Enhance the Village with uses so that it is more desirable for all City residents to want to visit. Densify the downtown to enhance the Village.

Economic Development Department got the Council to make downtown a priority, but we don’t know if any money was used.

Carlsbad Business Improvement Process – formed to redo the Village area but the mayor didn’t like the idea as it was presented

so it hasn’t been done, and it’s taken 2 years to get the funding for the project.

Empower the Village to have a larger arts focus. And assist in that effort.

Potential for growth in the Village is important to us. That’s why we feel we need to be located in the Village.

Smart growth and higher density is not good for Village. Need to control all the structures to keep the same look and feel.

Village- mix of uses and hours is a problem.

Focus on Village – smart growth policies – develop urban center policies.

A lot of walkable places, revitalization of the Village.

Improve the Village, add parking.

Great that there is a lot of free parking in downtown but how do we keep it?

How to keep free downtown parking? (it is a good resource).

Make the Village more inviting = less loud noise from the clubs at night.

Village was starting to take off with restaurants. Now small places are failing. Opportunities for theater in the Village. Lacking in amount of restaurants on coast. Have a beautiful coast line and are very limited.

Would like to see the downtown area evolve into the focal point of the community, with shops, restaurants, performing arts center.

Lack of support to build Village into economic driver and tourist location.

Carlsbad’s village is a little bit aged and dimmer than it was in the past. When people get off the train, there should be a reason to stop there again.

Downtown Carlsbad. I’ve been on the redevelopment committee and know that this process has been around since 2003 yet nothing major has been accomplished.

Downtown retail needs diversity, visibility and people to succeed.

Maintain the Village atmosphere in the Village.

Need to focus on the Village as a destination; Keep the streetscape (the look of the village) to retain its history.

New approach for community development, particularly in the downtown/village area; a master plan for revitalization of the downtown/village area which defines the amenities most desired/needed.

Old part of town, upgrade, densify this part of town to get more housing units in Carlsbad and not have to go out to the open space left in town.

Redevelopment Program for Village/Downtown is one of the most important things... its quaintness is important to the future of Carlsbad because it is something other cities don’t have to offer...

Shouldn’t get rid of parking space in the Village. City wants to build more restaurants and bars but there will be no place to park.

The problem with the village is, there is no “there” there... need to be more retail clusters and stores to attract residents.

Village area is “strange” and would benefit from sense of coherence, perhaps close off the streets to traffic.

Village atmosphere.

Village is an example of walkability from old days.

Village renewal: loved the first one, re-look at village for 20 years out; 2nd floors very valuable, potential for something other than current use.

Village: a lovely spot, BUT – he lives in Encinitas and much prefers that environment. Far more comfortable there. More interesting shops in Encinitas. Carlsbad Village could (and maybe some day will) be a more upscale type of place. But the Village definitely needs help!!

Maintaining High-Quality Schools and Expanding Educational Opportunities

Schools and Education

Educational programs in the school system. (e.g. rebuilding a village site for families, education, art, and preservation of the Luiseño language).

Expand Senior Experience: currently strong in biotech and computer science; expand around areas of need.

Partnerships with businesses, e.g. beginning to develop program with CEOs teaching courses in business, design; would like to build further connections.

Support City services with service learning projects; Mirror Teachers in Residence program; What [kind

of help] does the City of Carlsbad need?

Teach civics courses that create a teen academy of advisors for city business.

Enthusiasm for making education a priority.

A college. Such as one with an affiliation with Cal State San Marcos. High technology school. Consider locating it in the Cannon Road Proposition D lands area.

If the city wants to build a performance place, why not do it in conjunction with the new high school.

Wonderful team running schools; mutuality with Carlsbad Unified School District.

School District issues – The City should try to be more involved.

We have great schools. Could work closer together with city to improve issues the schools face.

Extended learning for retired generation: many return to learning, pursue those things they couldn't while working. Connect education facility with live/work spaces .

Great school districts.

The City has an exceptional education system.

Our younger executives mostly live in La Costa canyon area.

What has attracted them here is the schools and lifestyle and proximity to where they work. Very important to be able to get to kids events during a work day and balance family and work.

Like to see the pool at Carlsbad High School renovated and upgraded.

Also missing are medical services... there aren't enough.

Maybe medicine and schools could go together.

In Encinitas schools are labeled city parks and are open, whereas our schools are locked at 4pm.

Industry school partnerships. Less and less women going into engineering. There should be a more robust partnership with Carlsbad schools.

Having schools close to facilities like libraries.

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

Additional education opportunities: online education, parent education, English as a Second Language education, further promotion of City and school resources and services for lifelong learning.

Bring in higher education institutes (i.e., college, university, etc.).

Carlsbad schools top notch in state.

Completing the building projects at the high school.

Cooperation with the schools.

Crowding in schools is an issue, requiring construction of new schools.

Educational or specific program grants to the school.

Feels like the school district always wants something from the city, but never giveback (lock all the facilities so people in the neighborhood can't use facilities on the weekend)...

Good school district.

Good school district.

Good schools – outreach more to schools.

Help keep kids in school through to college.

Help train through the schools about being green and teaching green.

Increasing the number of charter schools.

Invest in the schools.

Leader in education.

Lifelong learning opportunities.

Missing: a place of higher education. Carlsbad has nothing. I find it hard to believe, it is something I think has always been missing.

More municipal support for both public and private schools to encourage more residents to educate their children within the City.

Need for more preparation, less remedial effort at entrance to college.

The school district and board is reactive, not proactive.

There are 3 school districts that serve Carlsbad. Very different quality of each one.. quality of housing stock will be directly a result of these differences... City Council takes no responsibility. These schools are important reason to be here. No excuse for this community not having the best schools in CA. it has elementary schools that drive people to private schools...school decision is a huge decision for property buyers.

There is a big inequity in school programs based on location.

They are committed to expanding their educational programming.

Value schools.

Values the school districts.

View Mira Costa College as regional asset.

Supporting and Expanding Art and Cultural Resources

Arts and Culture

Potential for warehouses to be converted to art studios to promote art, more opportunities for the public to visit art exhibits at the library (more often than once a year).

Beautification of the Barrio in historic Carlsbad since so much of our culture has been integrated with the Spanish culture.

The library system is outstanding.

Libraries/Parks: love these.

Commitment to these needs to remain strong. Library was once accessible by bicycle, no longer. Apply same concept of live/work connector.

Quality of life in our culture embodies many things, such as spirituality, preservation of the sacred, spiritual places that are important to us, true sustainability and respect for the land and resources.

Create a cultural element of the City of Carlsbad to preserve historic remnants; Carlsbad's rich cultural history should be promoted more.

Develop the history here, could be a selling point for the city.

Refurbish the old train station. Don't use the building as an office. The majority of the building should be filled with period furniture.

I would like to see that Cole library to have a new home. Not rebuilt.

There is a cap on how many square feet per quad of library space there may be. The Learning Center for instance takes up "sq ft space" but isn't actually useful for the general public; it serves a specific need.

There is a great teamwork spirit here, but the [library] funding is just not there.

Development has paved over many important Indian sites. There has been no real cultural education and signage to honor the past.

Add a link on the City's website to identify a calendar of events related to the arts (for private and non-profit events).

Add cultural venues – venue for performance art (but not by sacrificing open space!)

Apply example of the San Diego Visual Arts Network to Carlsbad-example of an outlet to market art.

Better banner/signage project. Visually exciting.

Enhancement to cultural environment, affordable space for galleries as Carlsbad-Oceanside Art League is a non-profit, support by city of non-profit goals, marketing for the arts.

Increased cultural offerings; more diverse choices (more big city type activities).

Jazz in the Park series.

Jazz in the Park: Wonderful community connector, supports family gathering and re-gathering over years.

Keep “Jazz in the park” events and more like them.

Library system is good/great.

Maintain support of the arts. Some of her best memories growing up involve the arts—both in schools and through the City. When the schools started dropping Arts programs, parents and the City kicked in.

More all-ages community events.

More cultural events are needed within the city.

Need a major entertainment venue (rock n roll or other performance stuff) that would help to build a vibrant city...

New Barrio Museum.

Not a lot in terms of Cultural needs.

Provide places to sit and historical information about native Americans.

Public art space... should have a credibly ranked institution, maybe not huge, but end up with something that is best in something, special identity.

Require that discovered artifacts be curated as a requirement of all archaeological surveys.

Restaurants/entertainment.

Should build more community type spaces.

Support the Barrio Fiesta.

They do a good job with cultural stuff. There is a lot here; Need for performance space and studios in the redevelopment area.

Values: Libraries

History

Educating people in the community in an artistic way about the Indian culture in Carlsbad – connecting the culture to the place. The Indian culture about how to live on the land and protect and preserve the land is a big chunk of history that has been lost. The Indians were here thousands of years before the Spaniards and early settlers, but their history has been forgotten. The overall goal is to acknowledge our culture and not to leave anything out as it has been in the past.

Mixing history with art. The culture is rich in many ways. The creation story is here.

Keep the Ranch in good condition, open, and historically accurate.

The Government Role

Civic Engagement

Continue to listen to the community’s needs and desires and keep citizen engagement alive.

We need to create ongoing and sustainable citizen engagement to create agents of change. We need to find the Carlsbad stories of the efforts where grass root movements have made positive changes and to inspire people to believe they can help co-create a better future.

Missed potential of keeping citizens engaged – challenge for both Mira Costa and City.

Easy for citizens to participate – open government – web site.

If we do not have independent citizens on our committees, we will not make good decisions.

More citizen input and transparency in government (e.g. via web site).

Raise awareness of the challenges the city is and will be facing; more workshops to bring people together from all over the City; educating the citizenry related to the needs for the future.

Get citizens to be seen, be present, be involved will help maintain the City’s image and attain its vision.

Citizen committees appointed by City Council should be more diverse. Same people appointed over and over again. Beholden to City Council’s views. Need age, economic, and social diversity. Select members on merits, not on connections to City Council We need knowledgeable and independent members of committees.

Citizen involvement from a wide cross section of the community is difficult to achieve and maintain on an ongoing basis.

Citizen participation.

Committee members should be free to communicate with residents outside of meetings.

Continue a strong citizen engagement process that provides for a variety of avenues to participate in the local government process.

Ensure changes reflect the vast majority, rather than a small groups whose views are extrapolated to represent a majority.

Establish a way to engage the kids who aren’t the top of the top

(they always have opportunities), but finding a way to keep the next level of kids involved would be helpful – possibly through opportunities to volunteer at the City.

Facilitate conversations with youth. Many students are outstanding leaders. Once that connection with “the City” is established, it will continue after high school.

Feel unconnected to civic affairs.

General Plan update needs extensive public input.

Increase citizen involvement throughout city (currently, primarily only older, retired residents have the opportunity to get involved).

Make sure there are input opportunities specific to the local coastal program.

People need to feel more tethered to their city government; The city has to take extra effort to reach out to these people, especially middle class people.

Reciprocal advertising for the City’s projects (i.e., Invitrogen explains to city employees/at city sponsored events what they do and the City can explain their projects (present and future) to their employees or at their functions.

“Citizen’s Academy” is great for community building.

Communication

Communication with the business community regarding land purchase options before they are mass advertised outside the City.

Citizens meetings are great. City is good with communication.

Weekly City Council meetings is very informative. Communication not so good with business community.

Communication systems are vital so continue building connections. The flow of information is as important as the flow of people.

Let other organizations know how they can help the community (keep 2-way communication).

City needs to improve communication. Feel like City Council rubber stamps things already decided in the Planning Department. More creativity to try to reach solutions.

The successful businesses here are those who learned to work with and build relationships with the City.

Accessing technology to improve communications.

Appreciates communication between City and citizens (e.g. the Community Services Guide, Calendar, etc.)

Communications and potential duplication of effort will continue to be a challenge.

Instead of a roundtable dialog we are having a formal presentation.

Provide better directional signage for city facilities and public events. Advertise city workshops on city sign structures.

Unresponsive City Council.

Better communication with City Council members and the community; Be more creative in how the city solves problems.

Good job communicating Envision Carlsbad – make it an ongoing thing.

Improve communication particularly at staff and

commission levels (proactive participation).

More disclosure; Having a city representative, or any city official be at Parents-Superintendent Advisory Council; City officials sitting down with district officials to work out joint use of our school sites.

Opportunities for feedback periodically on how things are going would be good.

We have an Economic Development Dept at the City but we do not have a clue as to what they are doing (The realtors do not know what’s going on).

The district feels a bit overlooked by the city; city has not been responsive, does not have regular meetings and communication with district.

Fiscal Responsibility

City well run well financially.

Dampen appetite for big projects... fiscal responsibility, no budget deficit, conserve financial reserves, I don’t think the city is sending the right message undertaking multi-million dollar construction for city offices... and the golf course was not money well-spent.

City has always had a surplus of money yet they continue to raise fees, taxes, etc.

Cost structuring for city employees (employees are getting too much).

Good Government

As an opportunity, she would like the city to be more active in the hiring of people with disabilities, to become an example and

would then like the Chamber of Commerce to do the same.

City government is doing a wonderful job attracting sectors that could establish and play a bigger role in community – green tech, bio tech.

Nothing locally would prevent us from expanding.

Carlsbad has the auto center and retail group (Westfield Mall) and the city does not have a good working relationship with them and needs to a good relationship. Westfield and the city need to work together to bring in the major retail center.

Consider increasing the size of the City Council from 5 to 7 and get a better balance (women and minorities). The south part of the city does not feel represented.

Easy place to move into and get involved. well maintained and run.

Need citizen subcommittees for better representation of City of Carlsbad values.

The city needs to expand its collaboration with the power company to insure the future of the strawberry fields.

Too many priority lists are made but not a lot has been done; If people don't see action, then people will lose interest and become apathetic.

Very pleased with the how the local government is run, likes the Citizens Academy.

Do not like our city's ties to development, when the City could be looking to conservation, public health issues.

Really forwarding thinking about inclusionary; city has done an

excellent job of planning and being consistent in how their rules are applied.

Continuously grow revenue stream: currently dependent on malls, car sales – not a reliable source of revenue in the future. What is next infrastructure investment?

Mostly built out, reduced expansion fixes their revenue line, so no new revenue, fixed income, we will see how well the run the city under those conditions.

Challenge: Funding.

In 10-15 yrs. the City will continue to make \$ available for the Ranch.

Reach out to and partner with other organizations for grants, historic preservation monies, etc.

City has had thoughtful planning—but it's difficult to get things done. Permits, etc. On the other hand, that "difficult process" to get something done means that when something is finally done, it's done well. And that helps to make it the great city it is.

City formed "Carlsbad Community Foundation" to bring businesses together with service organizations.

Support from the City and from the City leaders.

The organization partnered well with the City.

Proactive City. Chamber of Commerce launched the Green Business and there's a detailed program on the website.

Get into maintenance mode as opposed to development mode.

Take care of [environmental] consequences. Damage occurs here, but the mitigation is somewhere else, so effectively

export that resource somewhere else.

For most part, City is run well; Good job with the City website.

I have always found that Carlsbad has in some ways the most accessible staff (and a superior website).

Strong City Government; City management is good.

The City offices have been much easier to work with than other cities; the Chamber of Commerce is very supportive and involved.

There is a fear of retribution/retaliation in the business community for speaking out against the process (project can be delayed, more fees can be applied); City process proved retribution; Businesses "pussy foot" around and won't claim there is anything wrong with the process.

Some people in Carlsbad (staff, city council) are enlightened and open about new concepts.

City had a good plan for development and executed it well. Better than cities to the south, in terms of nicer-looking.

Efficiency of street completion projects (throughways to other cities).

The City has created lots of open space/recreation space.

Done well with promoting health in the community, especially with getting young people outdoors.

City Council isn't really interested in Library other than annual budget decisions.

City is doing good job; expand services already provided.

The way the City has pushed the idea of the desalination

plant (incredible impact of the community).

Believes that because the Association sometimes takes an opposing view that other organizations, such as the Palomar Airport Advisory Committee as well as the City of Carlsbad do not solicit input from the PAA. He wanted to encourage the City to have more open communications (like this interview).

Best managed city.

Better cooperation with adjacent cities. City Council should take more of a regional view.

Carlsbad has been a little slow moving from adopting the plan to implementing it; But by comparison with the other cities they are light years ahead.

Carlsbad is governed far better than other cities.

Change the governance (expertise is limited when the position can only be a hobby); a fulltime, professional city council (a fulltime position with pay); run the city more like a business; reevaluate goals, yearly or at the same time changes are happening, rather than waiting years to redefine them.

City can be more open to hearing about some of our ideas.

City has done very well. They have been able to attract not only business, low crime rate, reasonable education. Their planning thus far is very good.

City has good staff; Good working relations with City.

City is very accessible and open to sit downs on what their vision is for Westfield.

City leadership, disciplined planning.

City leaves you alone. Very little interruption.

City offices need to continue to be as efficient and effective as possible. Reasonable and supportive.

City's parks and rec department do a tremendous job.

Continue effectiveness and efficiencies in government. Council and staff make good decisions and stand by their decisions even when some members in the community give them "flack" for those decisions.

Cooperation from City Departments.

Could use a strategic planning process every 5 years.

Council need to look to the future.

Fairly good working relationship with the city.

Fairness and transparency. Ethics beyond reproach. Integrity of city government is the most important thing.

Government's long range planning (e.g. set population and stuck to it.

How the City works (accessible, stable city government that serves the community) (told story about concern they had about Tamarack/College intersection, someone from engineering came out, they took counts, analyzed the situation, made a small tweak in the signal. HOA didn't get everything they wanted, but appreciated that the City was responsive and looked into their concerns).

Keep people's wants as the primary focus and not just dollars.

Open space requirements, density, and required architectural details push builders to produce a high end product.

Positive experience dealing with city staff.

Quality of life in Carlsbad is outstanding, and believes this is due to good government and excellent service from City employees.

Stability of City Council helps: fair, helpful, pro-business. For example, Aviara has never felt like the City Council has favored the Village...

The City Council and Mayor have done a tremendous job. Government is doing what they say.

The City of Carlsbad is ahead of many cities it is innovation and its top quality customer service. They feel that the City is very well-managed and that the staff is exceptional.

The City of Carlsbad needs to look at their regional approach and make it more cooperative.

The City should treat the organization like customers rather than users. The perception is that they (the City), want to maintain strict control, ie – the City doesn't necessarily want to engage/partner with organizations. The City does not take advantage by creating ways to engage the user groups and solicit input to improve programs and facilities. The City creates the perception of 2-way communication that is always open (but it is not). There needs

to be effort put into developing that forum and maintaining that.

Values sophistication, resources, and the organized, advanced, and more environmentally sensitive government/city services.

We like Carlsbad because they were the first to complete their subarea plan.

Good Neighbors

Carlsbad is in a position to be a leader in organizing the North County cities. And it becomes a stronger draw. The communities need to work together—to take advantage of all. The cities need to overcome the bad feelings and competition... Melrose, for example.

Encinitas/Carlsbad should share resources.

Collaborate with neighboring communities.

Spiteful relationship with Oceanside.

Government

The affordable housing costs are only put on the owners in the new development, not spread throughout the community.

We love the community, but have issues with our City.

The City gives the developers too much power.

City always has ongoing political shenanigans.

City owns the Farmers building up on El Camino and Faraday. It is huge, sitting empty for years. If it were refurbished, it could house the city offices.

Cooperation: Encinitas is going through the General Plan and is a good time to talk about

opportunities. There should be more accountability at the local level with SANDAG. There are only 2.5 lawyers representing the county.

Create a vision plan that allows for exceptions.

Housing needs will take care of themselves if the city makes its development process more user-friendly. One suggestion is to put the Traffic Impact Fees at the end of the project to better facilitate the process.

Outsourcing certain city functions.

Government – Regulations

City should let the homeowners trim their own trees rather than charging them through the street lighting and landscape district.

City doesn't have a "fast track" system for key projects; City drags out the approval process; Cost of doing business is high (highest in San Diego County).

Permit processing time takes about 3 years to build; 5-7 years from property acquisition to building... (too long).

In the past, staff wasn't receptive to different or new ways of doing things.

Need a review process that is better defined. Reduce the redo and back and forth.

Streamline process i.e. Preliminary review should be done in 30 days but was done in 90 days.

The rules are tough, I think re-examining and shortening processes, rethinking some requirements (e.g. parking) because the old rules of development are changing, and

businesses in the next few years are going to need a little help.

Carlsbad is tough, fees are high and sometimes change several times in a process; It is difficult to get the city to sign off on engineering... to say "we are done".

It is very difficult to look at the documents of these properties and figure out what you can and can't do.

(Tourist-recreation) there is residual lack of enthusiasm... another example of the way that the General Plan is inconsistent with the Local Coastal Program.

Carlsbad's unclear land use regulations.

City code says you have to have a precise development plan before you can have any permit on this property, but response from city is different.

How the city regulates is a difficult process for us; it is a venue for a lot of complaining and whining.

It is extremely difficult to do land use plans with properties owned by multiple owners – the old specific plan doesn't apply to the multiple property owners any more.

More flexibility is needed to make development more viable.

Our biggest concern is that the policy documents (General Plan, Local Coastal Program) have inconsistencies between them... this has been a big barrier and these inconsistencies would have to be remedied before we can do anything with the property.

Permit process has been a challenge. Look at permitting and zoning to accommodate the idea

that you're not going to see these corporate centers – you're going to see high rises. Carlsbad is going to be more like Irvine than like Rancho Bernardo.

We have a lot of issues internally with permitting and working in the streets, access to easements, etc.

City doesn't do proactive code enforcement.

[Need to address] The difference in requirements between master plan projects and non-master plan projects; zero design guidelines outside of master plans; need requirements that address scale, compatibility, and break down the building mass.

Another challenge is the out-dated landscaping, lighting, signage and building design and colors in Car Country.

Although improvements could be made to attract and retain more customers, the dealers in the area are reluctant to initiate any changes due to a perception that the Covenants Conditions & Restrictions of the Car Country HOA may be too onerous, and the complications of City-mandated retrofitting for planning and building codes so extensive, that changes would bring on unwanted complications.

Be more flexible in dealing with constraints.

Be more receptive to new ideas.

But, Planning Department is soooooo frustrating. Carlsbad can get very procedural – too procedural. But if you don't know the system – it can be brutal.

Challenge: stubbornness of the government, close mindedness, doesn't allow for much vision,

innovation... or inclusiveness... hard to get anything done... a lot of red tape...

City signage rules make it difficult to promote events and services.

Even when they approach the city on improvement items, the city moves at glacial speed.

Everybody has the sense we've been spinning our wheels for 30 years.

For example, 4 Seasons at July 4th Fireworks – especially the Special Events permit!! They may get out of this program because of the grief. Here's a community event that may very well end because of the bureaucracy of the City.

High cost of fees for building.

Impact fees here are higher than other communities. Now that we are developing the more challenging sites with regard to topography, it continues to make it challenging.

Individual home owners cannot place off-site sale signs up on weekends. (or days when realtors tour open houses).

Issues with the Conditional Use Permit.

Near-term challenges: The city approval process for plan checking through building the project. It feels like the staff is overwhelmed. Recently, Poseidon submitted the 30% project design plans and this is just the beginning of the work that is coming. Had the impression that the Building Department thought that needed to review and understand all aspects of the plant including the internal workings of the desal plant.

Permitting practices: barn on property... city gives mixed

signals. Driveway... 75K. to get it through the approval, and we are not done yet. Cost 300K to build it. But city could not find a way to make it easier or cheaper... their policies don't line up with their practices.

Reduce processing time

Scheduling of fields by staff needs to be improved. Gives field time to organizations that don't need them as much or are more non-residents and staff schedules field closures on dates of tournaments even after knowing in advance what those dates are.

Speed up planning/developing services.

The city should immediately modify the sign ordinance.

The lots in the coastal area are hit with higher fees and longer processing time.

The police dept runs the permits, instead of placing it in parks and rec, and the police dept says they don't want to work weekends, or other events, they are booked up through the year.

There is an agenda bill coming forward that will look at an alternative fee structure for the Poseidon project and will weigh alternatives such as using an outside consultant.

There is room to have more than one thing going in the city at one time, but we are not permitted to do that now.

We have 100% air exchange in this building every 10 minutes that is not a requirement in neighboring cities, and don't understand why Carlsbad requires it.

We plan events to attract people to the village, and we almost have

to plan 2-3 years in advance to get through the staff even before the council people see it... we plan events now with the mindset "what can we do so we don't have to involve the city"... so things end up very low profile...

The City should grandfather extensions without any additional fees.

There are some City ordinances (signage) that can get in the way. Conditional Use Permits can be challenging when City doesn't want to see a particular use. Westfield is dealing with that right now with a particular use.

Government Support

Big businesses should be kept happy and maybe there can be a fast track for them.

The City is dragging their feet: no more home developers in the city, auto dealers are not selling cars, fast tracking does not exist in the city.

There are things within the City's control (taking 30 – 40 days to review) and there should be a fast track. There needs to be a concurrent process to help larger businesses to navigate through.

They put 80 – 90 million dollars into the City. There's no preferential treatment or helping. They miss opportunities because of bureaucracy.

Values its partnerships with many Carlsbad businesses, public agencies and the City of Carlsbad
Great support for the club; collaboration within community/ community spirit (citizens and businesses).

Opportunity: Value added program-based partnerships;

relationships where one partner dictates and makes it difficult to comply (water reclamation) don't work as well as working early on to achieve mutual goals, use as an educational opportunity for kids, demonstrate success. This could be done with recycling.

New Channel 24—govt. only or can it also support non-profits.

Most valued: the support of the City and the community. And Jazzercise's support in the beginning. We "committed" to the City and the community, and they have reciprocated in kind.

Need for a sale or transaction or development plan for properties.

Another near-term challenge will be getting the huge delivery pipeline through the city. The stretch from El Camino Real to the plant will be especially challenging. The challenge is to get the pipe in the ground but at the same time, maintain access for residences, businesses and emergency access.

Companies like them will be largest customers of engineering and planning. They considered other tax incentives before building the last 4 buildings (in other cities).

Possibly have the City provide micro loans for food growers. City assistance with outreach and education would also be key to the program.

A good relationship with Carlsbad, and that the City generally supports the Airport.

On the plus side, Carlsbad's mayor and council have done a good job promoting Carlsbad and the business community. It's a well-run city, which is beneficial

to the business climate. Police and Fire services are very good.

Value Police and Fire support are terrific, active partners; need to maintain this for disaster preparedness of new kinds (greatest threats no longer involve evacuation but instead lockdown – need to keep up this partnership).

The City could initiate/encourage environmentally sensitive services/businesses.

History of promises that have not been followed up.

The City should help in branding the City to bring out its strong features (beaches.)

A challenge is coordinating the efforts of land managers and jurisdictions within Carlsbad.

A major accomplishment would be to segregate the eastern lands from all the political issues that are involved in the western lands.

Six different areas in the city are regulated by the coastal commission, all of which have an approved, certified land use plan. [Site 2] is an exception; resolve this and get everybody on the same page.

The City needs to develop more beach activities (i.e., walks, runs, pier).

Resources needed: working with both cities for appropriate citing and working with the city to educate and say why compost isn't a horrible thing.

Continuing to have the City leaders involve is critical.

Would like the City to consider using some of its land and/or buildings for the provision of services. It could be office

space, warehouse space for the Food Bank, or land to help with their "Community Gardens" or "Organic Food Farming" ideas.

Failure of the city recognizing the need [to promote tourism]; a few major tourism attractions – none market themselves as from Carlsbad. Why doesn't the City work with these institutions to promote Carlsbad.

Very happy with City's financial support of community development projects.

[Difficulty] trying to rebuild and revitalize.

Countywide transportation sales tax funding highway local streets and road and habitat acquisition; But there is not the will and motivation to be proactive and make these things happen.

Educate employees about the services provided by the Boys & Girls Club; bring key leadership of City together with the board.

Enhance, protect and provide signage for archaeological resources.

Poseidon values the support. The residential community has been very supportive; they want to be leaders and are proud of their city.

Providing opportunity for visibility/support.

The City government has been very helpful and supportive of our business.

The City needs to hire a grant writer—the money is there; The City can save money by having the grants supplement the City's budget.

The company's key employees are here and like it in Carlsbad.

Have relationships with the city at every level which has been good to and for the company.

We need City staff and time and resources.

Would hope the City is aware of her organization and that the City refers people there as appropriate; Create an opportunity for outreach if not aware.

Leadership

Carlsbad is, and can continue to be, a leader in many area but most importantly, the environment, fiscal responsibility, and the arts and learning.

Identify principles and stick to them – don't allow perceived opportunities to sway the City away from quality of life issues.

Long-term challenge: Carlsbad will have to make a decision at the end of the contract term (30 years out) on what to do next.

Partnerships

Government and business community can both work more closely with the non profit community.

Encourage and create more community relations partnerships with and between businesses.

Value Partnerships: business, community organizations, government sitting in same room and creating common vision. Example: Chamber of Commerce Education Committee bringing together educators, city staff, chamber reps, businesses like Legoland. No one there to try to do it all but rather work together. Creates a trust relationship,

value-added programs. This fulfills the vision.

Opportunities: Partnerships with businesses, non-profits.

Opportunity: Increased partnerships, e.g. wireless infrastructure throughout cities to access resources of other agencies.

City should be partnering with "FACT" (pilot program on identifying underused transportation assets).

City should also partner with "MOVE ON S.D." – has better approach to public trans.

