



## GROWTH MANAGEMENT CITIZENS COMMITTEE

# Agenda

April 28, 2022, 5 p.m.

Special Meeting

Faraday Center  
1635 Faraday Ave.  
Carlsbad, CA 92008

## Welcome to the Growth Management Citizens Committee Meeting

We welcome your interest and involvement in the city's legislative process. This agenda includes information about topics coming before the Growth Management Citizens Committee and the action recommended by city staff. You can read about each topic in the staff reports, which are available on the city website.

### How to watch

#### In Person



Growth Management Citizen Committee Meetings take place at the Faraday Center, 1635 Faraday Ave.

#### Online



Watch the livestream and replay past meetings on the city website, [carlsbadca.gov/residents/communication/city-tv-channel](https://carlsbadca.gov/residents/communication/city-tv-channel)

### How to participate

If you would like to provide comments to the Growth Management Citizens Committee, please:

- Fill out a speaker request form.
  - Submit the form to staff before the item begins.
  - When it's your turn, staff will call your name and invite you to the podium.
  - Speakers have three minutes, unless the presiding officer (usually the chair) changes that time.
  - You may not give your time to another person, but groups can select a single speaker as long as three other members of your group are present. Group representatives have 10 minutes unless that time is changed by the presiding officer.
- 
- **In writing:** Email comments to [committee@carlsbadca.gov](mailto:committee@carlsbadca.gov) Comments received by 2:30 p.m. the day of the meeting will be shared with the committee prior to the meeting. When e-mailing comments, if the comment relates to a specific item on the agenda, please identify in the subject line the agenda item to which your comments relate. All comments received will be included as part of the official record. **Written comments will not be read out loud.**

### Reasonable accommodations

Persons with a disability may request an agenda packet in appropriate alternative formats as require by the Americans with Disabilities Act of 1990. Reasonable accommodations and auxiliary aids will be provided to effectively allow participation in the meeting. Please contact the City Manager's Office at 760-434-2821 (voice), 711 (free relay service for TTY users), 760-720-9461 (fax) or [manager@carlsbadca.gov](mailto:manager@carlsbadca.gov) by noon on the Thursday before the meeting to make arrangements.

## CALL TO ORDER:

## ROLL CALL:

**APPROVAL OF MINUTES:** *Review and approve minutes from the March 30, 2022 meeting. As part of the minutes, the Committee will review and approve the draft meeting ground rules they developed.*

**PUBLIC COMMENT:** *Members of the public are invited to comment on items both on and not on the agenda. Please treat others with courtesy, civility, and respect. In conformance with the Brown Act, public comment is provided so members of the public may participate in the meeting by submitting comments as provided on the front page of this agenda. The Growth Management Citizens Committee will receive comments for 15 minutes at the beginning of the meeting. As needed, public comments will continue at the end of the meeting. In conformance with the Brown Act, no action can occur on non-agenda public comment items.*

**WELCOME & INTRODUCTIONS:** *Open meeting and welcome attendees. Review purpose and charge for the Committee. Review agenda and meeting format. Allow for any introductions for those not present at first meeting – staff and committee.*

## DISCUSSION ITEMS:

1. **COMMITTEE BUSINESS** – Collaborate and discuss the following topics:
  - **Carlsbad's Growth Management Plan Public Facilities Performance Standards.** Receive a presentation from city staff on the public facilities standards that are required by the current Growth Management Plan.
  - **Growth Management in Other Cities.** Receive a presentation from city consultants on how other cities address growth management.
  - **Committee Role.** Review of committee's role and the objective and overall process to update the Growth Management Plan.
  - **Community Engagement.** Receive a presentation from city staff on how the community will be engaged through the citizens committee to create a new approach to manage growth in a way that maintains an excellent quality of life.
  - **Committee Dialogue.** Members will participate in a facilitated discussion centered around the question - in terms of public facilities and services, what topics do you feel are most important to address in the future, and what should change about the current Growth Management Plan?
  - **Committee Name.** Members will participate in a facilitated discussion about the committee's name and how it could be changed to better reflect the breadth of issues the committee will be addressing.

(Staff Contacts: Eric Lardy, Principal Planner and Sarah Lemons, Communication & Engagement)

**COMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:** *Highlight proposed focus for next meeting and invite Committee member suggestions for topics or presentations to consider in upcoming meetings.*

**PUBLIC COMMENT:**

*Continuation of the public comments. This portion of the agenda is set aside for continuation of public comments, if necessary, due to exceeding the total time allotted in the first public comments section. Any remaining public comments shall be read into the record.*

**ADJOURN:** *Closing comments and adjourn meeting.*

**NEXT MEETING:**

Thursday, May 26, 2022, 5 p.m.



## GROWTH MANAGEMENT CITIZENS COMMITTEE

# Minutes

March 30, 2022

**CALL TO ORDER:** 5 p.m.

**ROLL CALL:**

**Present:**

Primary – Jeff Segall, Scott White, Eric Larson, Stephen “Hap” L’Heureux, Mike Howes, Mary Ryan, Frank Caraglio, Frances Schnall, Annika Jimenez, Gita Nassiri, Fred Briggs, William Sheffler, Amy Allemann, Joseph Stine, Steve Linke, Nelson Ross

Alternate – Ron Withall, Jan Neff-Sinclair, Casey Carstairs, Don Christiansen, Terence Green, Thierry Ibri, Erin Nell, Angela O’Hara, Nora Jimenez George, Lisa Stark, Allen Manzano, Art Larson, Kevin Sabellico, , William Fowler

**Absent:**

Primary – Harry Peacock, Chad Majer, John Nguyen-Cleary

Alternate – Patricia Mehan, Patrick Goyarts, Matthew Reese, Marissa Steketee

**APPROVAL OF MINUTES:**

None

**WELCOME:**

Meeting opened with a welcome to attendees from Committee Chair Eric Larson, who reviewed the purpose and charge for the committee, and the agenda and meeting format. It was noted that the presentation on the Brown Act and Public Records Act would be moved up in the agenda.

Committee members raised questions regarding saving personal emails. It was noted that if committee email exchanges contain content related to the Growth Management project or process, it should be forwarded to the clerk or staff liaison to ensure they are part of the public record.

Committee members also asked questions about retaining personal notes taken during the meetings. It was noted that if the notes will be referred to during decision making at any point, they should be saved to be included as part of public record.

**DISCUSSION ITEM 1: RALPH M. BROWN ACT AND CALIFORNIA PUBLIC RECORDS ACT PRESENTATION**

Committee received a presentation regarding the Ralph M. Brown Act, the California Public Records Act, and Resolution of the City Council establishing the committee. (Staff Contact: Celia Brewer, City Attorney’s Office and Sheila Cobian, City Manager’s Office).

**INTRODUCTIONS:**

City staff provided brief self-introductions. Committee members then participated in an ice-breaker exercise in which members were each given one half of a teamwork quote and asked to circulate around the room to find their other half. Once matched, each pair read their quote out loud and provided a brief self-introduction.

**PUBLIC COMMENTS:**

None

**DISCUSSION ITEM 1 (continued):**

The meeting facilitator, Susan Harden, walked through the committee handbook, the proposed meeting schedule and topics, and an overall process graphic. It was noted that the schedule will be amended to avoid the December conflict with a Planning Commission meeting.

The committee highlighted a desire for the process to be inclusive and to provide ample room for conversation. Committee members also identified a desire to discuss the following topics or questions during the process:

- Committee objectives
- Unanticipated factors or factors outside of the city's control in the updated plan
- Population growth and projection data

**DISCUSSION ITEM 2: COMMITTEE BUSINESS****Ground Rule Development**

Facilitator Susan Harden introduced the "Bike Rack" tool which will be used to capture notes or ideas that aren't focused on the agenda and that may be discussed at a later date. Committee members then worked together to establish ground rules for how they wish group members to conduct themselves during meetings. Emphasis was given to the idea that the ground rules were flexible in that they could be added to or tweaked as the committee developed. A summary of the ground rules drafted during the meeting include:

- Encourage diversity of ideas; every idea is a good idea during brainstorming
- Avoid applying personal biases based on geography, organizational affiliation, etc. – think about the city as a whole
- Establish and follow general time limits for discussions items
- Keep comments brief and do not dominate the conversation
- Always be respectful
- Be prepared by reading materials and thinking about topics ahead of meetings
- Encourage all to speak - both primary and alternate members
- Actively search for ways to identify gaps in data and make requests based on those gaps

The committee discussed how to meaningfully engage alternates during discussion while still keeping meeting times reasonable. As highlighted in the handbook, primary members will be invited to share thoughts and ideas first, but Chair/Facilitator will then invite participation from alternates, with a back-and-forth approach as time allows.

The committee suggested that general time limits be set for discussion items to keep meetings moving. It was noted that flexibility with time limits will be important to allow for meaningful dialogue.

To formalize and enforce the agreed upon ground rules, the committee will sign an “acknowledgement” during an upcoming meeting. Facilitator, chair and members will hold each other accountable for ground rules when necessary.

The committee spent time discussing where in the committee agenda that public comment should occur. The committee agreed that public comment will take place at the beginning of meeting with a limit of 15 minutes and may continue at the end of the meeting if needed. The committee can determine a different approach after a few meetings if they would like. Committee members were reminded that interaction with community members during public comment period is not recommended. Additionally, city staff was asked to look into how (if) a member of the public can request to make a formal presentation during a committee meeting.

Committee members requested to receive information prior to each meeting as early as possible with one week ahead being the ideal.

### **Growth Management Overview**

City Planner Neu provided a brief presentation on the existing Carlsbad growth management plan and pertinent state law.

The committee asked questions and engaged in dialogue regarding growth management in Carlsbad. It was noted by staff that City Council’s current stance is to be compliant with the state laws surrounding housing and that future state law trends will likely continue with a strong focus on housing. In discussions regarding open space, it was noted that a great deal of the open space in Carlsbad is protected by the state.

The committee highlighted that term definitions and data will be important to understand (housing units, household sizes, etc.) It was noted the committee is welcome to request specific information from city staff on a subject.

Committee members agreed that a key question for the committee is how to accommodate housing and maintain the same quality of life.

### **Committee Name**

Kristina Ray, Communication & Engagement Director, provided a brief presentation on the committee’s name and whether it should be changed to better reflect the breadth of issues that the committee will be addressing. Committee members and alternates were given some initial examples to think about and directed to bring potential ideas to discuss during the next meeting.

### **ADJOURNMENT:**

Next meeting time: Thursday, April 28, 2022 5 p.m.

Chair Larson adjourned the duly noticed meeting at 7:32 p.m.



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Bailey Warren - Minutes Clerk



## GROWTH MANAGEMENT CITIZENS COMMITTEE

# Staff Report

**Meeting Date:** April 28, 2022  
**To:** Growth Management Citizens Committee

**Staff Contact:** Eric Lardy, Principal Planner  
Eric.Lardy@carlsbadca.gov

Sarah Lemons, Communication & Engagement  
Sarah.Lemons@carlsbadca.gov

**Subject** Committee Business

### Recommended Action

Receive presentations from city staff and consultants on the following topics:

- **Carlsbad's Growth Management Plan Public Facilities Performance Standards.** Presentation will provide an overview of the public facilities standards that are required by the current Growth Management Plan. (Exhibit 1, Attachment B)
- **Growth Management in Other Cities.** City consultants will provide examples of how other cities address growth management. (Exhibit 1, Attachment C)
- **Committee Role.** Review of committee's role and objective and the overall process to update the Growth Management Plan. (Exhibit 2)
- **Community Engagement.** Receive a presentation from city staff on how the community will be engaged through the citizens committee to create a new approach to manage growth in a way that maintains an excellent quality of life.
- **Committee Dialogue.** Members will participate in a facilitated discussion centered around the question - in terms of public facilities and services, what topics do you feel are most important to address in the future, and what should change about the current Growth Management Plan?
- **Committee Name.** Members will participate in a facilitated discussion about the committee's name and how it could be changed to better reflect the breadth of issues the committee will be addressing. (Exhibit 3)

### Fiscal Analysis

This action has no fiscal impact.

### **Environmental Evaluation**

In keeping with California Public Resources Code Section 21065, this action does not constitute a “project” within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, it does not require environmental review.

### **Public Notification and Outreach**

This item was noticed in keeping with the Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

### **Exhibits**

1. Growth Management Overview
  - A. Chronology of Development of the Growth Management Plan
  - B. Summary of Public Facility Standards
  - C. Growth Management Case Studies
2. Growth Management Plan Update Advisory Committee Charter
3. Committee Name Suggestions



# GROWTH MANAGEMENT CITIZENS COMMITTEE STAFF REPORT

## APRIL 28, 2022

### Exhibit 1 - Growth Management and Quality of Life

#### Overview of Growth Management in Carlsbad

Carefully managing growth and development has been critical to maintaining Carlsbad's quality of life. In 1986, when the city was experiencing rapid growth, the City of Carlsbad Growth Management Plan was established, which put conditions on how growth could occur, including the requirement that new development must plan for, construct, and pay for the public infrastructure and facilities necessary to serve new development. That November, city voters passed Proposition E, which affirmed the principles of the Growth Management Plan and established caps on the number of housing units that could be built in Carlsbad. Implementation of the plan is through multiple documents adopted by the city and voters, a chronology of the program and when the associated documents were adopted is provided as **Attachment A**.

The ideology behind the Growth Management Plan is to ensure that new development does not outpace the performance standards established for public facilities such as roads, parks, and emergency services. New development must be measured against the plan's standards and show compliance with the requirements before being approved. To ensure that established performance standards could be achieved, the Growth Management Plan required development of facility financing and management plans describing how/when the public facilities would be developed. A summary of the performance standards and compliance status for the eleven types of public facilities addressed by the plan is provided in **Attachment B**.

The Growth Management Plan has been successful in managing growth for over 25 years and has guided the city from a population of approximately 52,000 in 1986 to over 112,000 today. The plan has been effective in providing a high quality of life in Carlsbad by ensuring there are adequate public facilities as new development occurred on vacant land. However, the city is now approaching build-out per the adopted General Plan, is experiencing a slower growth rate than in previous years and will rely largely on infill and redevelopment to meet future needs. In addition, new housing laws affect the city's ability to limit housing development and enforce the plan's residential growth caps. As such, the city is entering a new phase in its development and requires an updated approach to facilities planning and maintaining quality of life.

Other city policies and regulations, which are not part of the Growth Management Plan, also help guide development and maintain quality of life, such as the Carlsbad General Plan, updated in September 2015, and the Carlsbad Municipal Code. The General Plan provides a comprehensive strategy for guiding growth and maintaining quality of life; its elements (or chapters) cover: the Community Vision; Land Use and Community Design; Mobility; Open Space, Conservation and Recreation; Noise; Public Safety; Arts, History, Culture, and Education; Economy, Business Diversity and Tourism, Sustainability, and Housing. The Carlsbad Municipal Code provides the city's development standards and regulations, including the Zoning Ordinance (which includes a chapter for the Growth Management Ordinance), Grading and Drainage Ordinance, and the Building Codes and Regulations. Future changes to the Growth Management Plan may require amendments to the General Plan, Municipal Code and other documents to ensure consistency with the new plan to manage growth and quality of life in Carlsbad.

## Growth Management in General

The American Planning Association defines *growth management* as the “use by a community of a wide range of techniques in combination to determine the amount, type, and rate of development desired by the community and to channel that growth into designated areas,” and *concurrency* as the “installation and operation of facilities and services needed to meet the demands of new development simultaneous with the development.”<sup>1</sup> John D. Landis (2021), author of a comprehensive review of growth management in America, states that the main idea behind growth management is to control a jurisdiction’s rate of growth and mitigate growth’s fiscal and environmental impacts.<sup>2</sup>

Critics of growth management raise concerns that growth management measures including concurrency requirements, caps and standards may:

- Pass costs on to future residents in the form of higher home prices.
- Limit housing supply relative to market demand, which leads to higher home sale and rental prices.
- Result in a reduction of lower cost housing and overall community affordability.

Growth management programs are often a part of a broader vision and set of goals such as limiting sprawl, focusing growth in transit served-areas and reducing vehicle miles traveled, providing affordable housing, addressing equity and environmental justice, preserving open space and agricultural lands, and fostering economic development and sustainable regional development patterns. Many jurisdictions do not use the term “growth management,” but all California cities and counties plan for growth through their general plans. Common general plan implementation measures include zoning and subdivision regulations, and capital improvement plans. Carlsbad’s growth management plan focuses on public facilities financing and includes concurrency requirements. Other issues related to growth, including protection of open space, economic development, sustainability, and neighborhood revitalization are addressed in the General Plan. Planning for growth at a regional level occurs in coordination with the San Diego Association of Governments.

**Attachment C** provides a summary of growth management case studies from California as well as well-known examples from throughout the United States. Some growth management plans are focused on preserving open space and seek to direct growth to transit-served areas. These types of plans may make use of tools such as urban growth boundaries, development incentives, and transfer of development rights. Other jurisdictions emphasize the importance of adequate public facilities and may institute requirements to help ensure the timely provision of facilities and services. Because Carlsbad’s Growth Management Plan focuses on facilities planning, the case studies summarized in **Attachment C** largely focus on approaches to public facilities concurrency.

## Public Facilities Financing Methods

The information below provides examples of how a city funds construction of public facilities. More information on public facility financing will be discussed during the committee’s May 26, 2022 meeting.

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<sup>1</sup> Davidson, Michael and Fay Dolnick. A Planners Dictionary, PAS Report 521-522, American Planning Association.

<sup>2</sup> Landis, John D. 2021. “Fifty Years of Local Growth Management in America.” Progress in Planning. Accessed at: [www.elsevier.com/locate/progress](http://www.elsevier.com/locate/progress).

### *Development Impact Fees*

Development impact fees are an important funding source for Carlsbad and other California jurisdictions, as cities and counties have relatively few revenue sources largely due to: state limits on the use of taxes; Proposition 13 (1978) limits on property taxes and special taxes; and Proposition 218 (1996) requirements that a majority or supermajority voter approval is needed to impose, extend, or increase any state or local taxes.<sup>3</sup> In addition, federal support to local communities has decreased for decades, and the dissolution of California's redevelopment agencies in 2012 removed another source of revenue for urban infrastructure<sup>4</sup>.

Development impact fees are imposed on new development projects as a one-time fee, typically at building permit issuance, to mitigate the impact of the development on public facilities. Impact fees are enabled through the Mitigation Fee Act (1987). This act (codified in [California Government Code §66000 – 66025](#)) established requirements on local agencies for the imposition and administration of development impact fees including conducting a nexus study to quantify the impact of new development on infrastructure and determine a fee to cover its costs. Jurisdiction's must: identify the fee's purpose and use, determine a reasonable relationship between the fee's use and the type of the project required to pay the fee, determine a reasonable relationship between the need for the public facility and the type of project required to pay the fee, and demonstrate a reasonable relationship between the amount of the fee and the costs of the facilities needed to cover developmental impacts (per Gov. Code §66001(a) and (b)). New development cannot be required to pay for existing deficiencies. A new state law ([AB 602](#), 2021) requires agencies to follow specific standards and practices for the preparation of the impact fee nexus studies that are used to establish or update fees and addresses the calculation of residential project fees.

Guthrie and Bise (2015) in a Planners Advisory Service (PAS) Memo<sup>5</sup> describe development impact fees as a point "along a growth-management continuum" with concurrency evaluations based on specific development proposals at one end, and "impact-fee studies that focus on growth-related system improvements needed to accommodate multiple development proposals within an entire service area" at the other end. The authors describe "old-school" vs "next-generation" transportation impact fees:

- Traditional, or "old-school," transportation impact fees were designed with a suburban worldview and focused on increasing capacity for vehicle travel. These fees tended to be uniform across the entire jurisdiction, driven by generic formulas, and related to 20-year master plans or build-out estimates.
- "Next-generation" transportation impact fees can function like a land-use regulation to help shape development patterns. Planning and policy objectives drive next-generation transportation impact fees, which vary geographically to reflect cost differences, and support multimodal systems.

Carlsbad is currently considering development of a Vehicle Miles Traveled (VMT) transportation impact fee. This would be considered a "next-generation" fee and will be discussed with the circulation facility performance standard on the committee's July 28, 2022, agenda.

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<sup>3</sup> Raetz, Hayley, David Garcia, and Nathaniel Decker et. al., "Residential Impact Fees in California" The Turner Center for Housing Innovation at UC Berkeley, August 5, 2019.

<sup>4</sup> Raetz, et.al.

<sup>5</sup> Guthrie, Dwayne Pierce and Bise, L. Carson. Planners Advisory Service (PAS) Memo (ISSN 2169-1908), American Planning Association, January/February 2015.

### *Project and Broad-Based Financing Tools*

In addition to impact fees, jurisdictions may seek infrastructure improvements and fees from developers through measures including development agreements, facilities benefit assessments, subdivision improvements and in-lieu fees, California Environmental Quality Act (CEQA) in-lieu mitigation fees, utility connection fees, and school district fees.

The cost of facilities can be spread to a broader area or passed on to individual property owners through special districts (such as Mello-Roos Community Facilities Districts), user fees, or tax measures. Funding for infrastructure can also be supported through the issuance of bonds, and the formation of Enhanced Infrastructure Financing Districts (EIFDs), which use tax increment financing (to capture the growth in tax increment from new development) to raise funds. However, implementing new taxes and broad-based financing sources is difficult to form with multiple residents/property owners and under strict California laws specific to each type of program. A more comprehensive review of public facilities financing mechanisms will be topics discussed at committee's meeting on May 26, 2022.

### *Key Takeaways*

- The city's Growth Management Plan focuses on facilities financing and ensuring adequate facilities are provided concurrent with development. Other city policies and regulations, which are not part of the Growth Management Plan, like the General Plan and Zoning Ordinance, address other aspects of development and growth, such as the number of allowed residential units (density), and where they are allowed.
- Development impact fees are an important funding source for California jurisdictions but may add to the price of housing. Additionally, impact fees cannot make up deficits in program funding from existing residents. Broad based financing sources, such as taxes and bonds, can help reduce reliance on impact fees and avoid creating constraints to housing development, but are challenging to put in place.
- Regular monitoring of growth and public facilities, with associated plan amendments, fee updates, and capital improvement plan investments, can contribute to achieving concurrency goals.
- A toolbox approach to growth management could provide flexibility through a menu of implementation measures tailored to specific needs or general plan goals.

Research conducted did not reveal explicit alternatives to a housing growth cap and strict concurrency requirements to control the timing of growth. However, the underlying goal behind growth caps, which is to preserve quality of life and provide adequate public facilities, can be achieved in part through a combination of measures focused on implementing the city's General Plan. These measures could include a continuation or refinement of actions Carlsbad already uses such as: zoning, development regulations and incentives, capital improvement programs, public facilities plans, and impact fees. Continued regional coordination and strategic investments in infrastructure can also influence the timing of development and incentivize where it is located. These topics will continue to be explored in future meetings.

# GROWTH MANAGEMENT CITIZENS COMMITTEE STAFF REPORT

## APRIL 28, 2022

### Exhibit 1, Attachment A

### Chronology of Development of the Growth Management Plan

#### Growth Management History

The origins of growth management in Carlsbad go back to the mid-1970s. At that time the city's General Plan contained a Public Facilities Element that generally called for maintaining adequate public facilities as the city grew. However, it contained no standards or implementing mechanisms.

In 1979, the City Council adopted [Policy Statement No. 17](#) regarding requirements necessary to satisfy the Public Facilities Element of the General Plan. The policy stated that public facilities were adequate to serve existing development but not any new development unless new revenue could be generated to finance the needed facilities. This finding served in part as the basis for adopting the public facilities fee.

In 1982, the concept took a step forward with the adoption of City Council [Policy Statement No. 32](#), which established a Public Facilities Management System (PFMS). The purpose of the PFMS was to monitor the adequacy of public facilities and provide informational reports to the City Council. This information was useful to the city in making decisions on development, but it stopped short of making adequate facilities a precondition to development.

In April 1984, as concern regarding growth intensified, the City Council amended [Policy Statement No. 17](#) to strengthen its requirements. That action was followed by City Council appointment of a Citizens Committee for the Review of the Land Use Element of the Carlsbad General Plan. The citizens committee delivered its [report](#) in July 1985. The report contained numerous recommendations relating to density, open space, park facilities, the beach area, and other issues. Among its recommendations were two that called for "managing growth to ensure timely provision of adequate public services" and expansion of the PFMS "to ensure that all public improvements, facilities and services are in place in all portions of the city when they are needed."

These recommendations from the citizens committee struck a responsive chord with the City Council, and rapid changes ensued. Within a month following the citizens committee's report, the City Council adopted [Emergency Ordinance No. 9766](#), which required all new projects to comply with the recommendations of the citizens committee. In December 1985, the City Council approved a [General Plan Amendment](#) that reduced all residential density ranges as recommended by the citizens committee. In January 1986, the City Council approved staff's work program for preparing the new Growth Management Plan. Also, in January 1986, the City Council adopted [Ordinance No. 9791](#), which placed a 6-month moratorium on the acceptance of new development applications and placed a hold on those previously approved.

For the next 6 months, staff worked on drafting the Growth Management Ordinance. In June 1986, [Ordinance No. 9810](#) was approved as an emergency measure. In July 1986, [Ordinance No. 9808](#) was approved to permanently enact the Growth Management Plan. In September 1986, the City Council

Growth Management Citizens Committee Staff Report – April 28, 2022  
Exhibit 1, Attachment A – Chronology of Development of the Growth Management Plan

approved the [Citywide Facilities and Improvements Plan](#), which established the facility performance standards and provided other details regarding implementation of the ordinance.

On Nov. 4, 1986, the voters of Carlsbad approved [Proposition E](#), thus locking in the key provisions of Growth Management. [Ordinance No. 9829](#) was subsequently adopted in April 1987 to specifically add the provisions of Proposition E to the Growth Management Ordinance.

### Summary of Growth Management Milestones

Date	Document	Description
June 1986	<a href="#">Ordinance No. 9810</a>	Urgency ordinance to establish growth management controls
July 1986	<a href="#">Ordinance No. 9808</a>	Added Chapter 21.90 to the Zoning Ordinance, establishing the growth management ordinance
July 1986	<a href="#">Resolution No. 8657</a>	Established the boundaries for 25 local facilities management zones
September 1986	<a href="#">Citywide Facilities and Improvements Plan</a>	City Council approved the CFIP to establish facility performance standards
November 1986	<a href="#">Proposition E</a>	Approved by voters; established residential dwelling caps and growth management control point densities
1987 – 2013	Local Facilities Management Plans	LFMPs prepared and approved for the <a href="#">25 LFMP zones</a>
February 1990	<a href="#">Council Policy Statement No. 43</a>	Established the “excess dwelling unit bank” policy regarding the number and criteria for allocation of Proposition E “excess” dwelling units.
August/September 1994	General Plan Update <a href="#">staff report</a> and <a href="#">resolution</a>	1994 comprehensive update to the General Plan, ensuring consistency with the growth management plan (note: the 2015 General Plan update also ensures consistency with the Growth Management Plan).
September 2017	<a href="#">Senate Bill (SB) 166</a>	Requires the city to ensure that its Housing Element is capable of accommodating the remaining Regional Housing Needs Allocation (RHNA) “at all times”
October 2019	<a href="#">Housing Crisis Act of 2019 (SB 330)</a>	Senate Bill 330 declares a statewide housing emergency until 2025 and, among other things, suspends the cities ability to limit number of housing units that can be approved or constructed. <ul style="list-style-type: none"> <li>- April 17, 2020 – Letter from HCD to the city stating that certain provisions under the GMP are impermissible under SB 330</li> <li>- Feb. 22, 2022 – Letter from HCD to the city on Draft HE stating that, “Based on communications, HCD understands the City continues to require an allocation under the Growth Management Program. Any limits on the number of land use approvals or permits involving housing development projects, including housing caps, moratorium and requiring unit allocations, must be void pursuant to Government Code section 66300, subdivision (b)(1)(D). As a result, this activity must immediately be suspended”</li> </ul>
April 6, 2021	<a href="#">Resolution No. 2021-074</a>	City Council found that Government Code Sections 65583(a)(3) and 65863(a) (SB 166 [2017]) and Government Code Section 66300(b)(1)(D) (SB 330 [2019]) preempt the city from implementing residential growth management plan caps, residential quadrant limits, and residential control points.

# GROWTH MANAGEMENT CITIZENS COMMITTEE STAFF REPORT

## APRIL 28, 2022

### Exhibit 1, Attachment B

### Summary of Public Facility Standards

#### Growth Management Plan Overview

The City's Growth Management Plan established conditions on how growth could occur, including the requirement that new development must plan for, construct and pay for the public infrastructure and facilities necessary to serve the new development. The plan was designed to ensure that new development and growth does not outpace the performance standards established for public facilities. New development must be measured against the Growth Management Plan's public facility standards and show that they comply with the requirements before being approved.

There are 11 public facilities performance standards identified in the Citywide Facilities and Improvements Plan (a component of the Growth Management Plan), which cover the following city public facilities: city administration facilities, libraries, wastewater treatment facilities, parks, drainage, circulation, fire, open space, sewer collection and water distribution systems. To ensure that established performance standards could be achieved, the Growth Management Plan required the development of financing and management plans describing how/when the public facilities will be developed.

#### Performance Standards

The Growth Management Plan includes broad guidelines for determining adequacy of public facilities. These guidelines are further defined in the Citywide Facilities and Improvements Plan by means of specific performance standards for each of the 11 public facilities summarized in Table 1 below.

**Table 1 - Public Facility Performance Standards**

Public Facility	Performance Standard
City Administrative Facilities	1,500 sq. ft. per 1,000 population <sup>1</sup> must be scheduled for construction within a five-year period or prior to construction of 6,250 dwelling units (homes), beginning at the time the need is first identified.
Library	800 sq. ft. (of library space) per 1,000 population <sup>1</sup> must be scheduled for construction within a five-year period or prior to construction of 6,250 dwelling units, beginning at the time the need is first identified.
Wastewater Treatment	Sewer plant capacity is adequate for at least a five-year period.
Parks	3.0 acres of Community Park or Special Use Area per 1,000 population <sup>1</sup> within the Park District [city quadrant] must be scheduled for construction within a five-year period beginning at the time the need is first identified. The five-year period shall not commence prior to August 22, 2017.



Public Facility	Performance Standard
Drainage	Drainage facilities must be provided as required by the city concurrent with development.
Circulation	Implement a comprehensive livable streets network that serves all users of the system – vehicles, pedestrians, bicycles and public transit. Maintain LOS D or better for all modes that are subject to this multi-modal level of service (MMLOS) standard, as identified in Table 3-1 of the General Plan Mobility Element, excluding LOS exempt intersections and streets approved by the City Council.
Fire	No more than 1,500 dwelling units outside of a five-minute response time.
Open Space	Fifteen percent of the total land area in the Local Facility Management Zone (LFMZ) <sup>2</sup> exclusive of environmentally constrained non-developable land must be set aside for permanent open space and must be available concurrent with development.
Schools	School capacity to meet projected enrollment within the Local Facility Management Zone (LFMZ) <sup>2</sup> as determined by the appropriate school district must be provided prior to projected occupancy.
Sewer Collection System	Trunk-line capacity to meet demand, as determined by the appropriate sewer districts, must be provided concurrent with development.
Water Distribution System	Line capacity to meet demand as determined by the appropriate water district must be provided concurrent with development. A minimum of 10-day average storage capacity must be provided prior to any development.

<sup>1</sup> See “Population” section below.

<sup>2</sup> See “Facility and Improvement Plans” section below.

## Population

The performance standards for city administrative facilities, library facilities, and parks are based on population. The demand for these facilities is based on each new dwelling unit (home) built and the estimated number of new residents it adds to the city, which is determined using the average number of persons per dwelling unit. Utilizing data from the 2010 Federal Census (total population divided by total number of dwelling units), the average for Carlsbad is 2.358 persons per dwelling unit.

As of June 30, 2020, the city’s population was estimated to be 112,683, which is calculated by multiplying 2.358 persons per dwelling unit by the number of dwelling units, accessory dwelling units, and commercial living units (e.g., professional care facilities); in total there are 47,742 dwellings and commercial living units, as shown in Table 2 below. The population estimates in Table 2 are for Growth Management Plan facility planning purposes only and may vary from population estimates for Carlsbad conducted by other agencies, which may utilize a different method to estimate population.

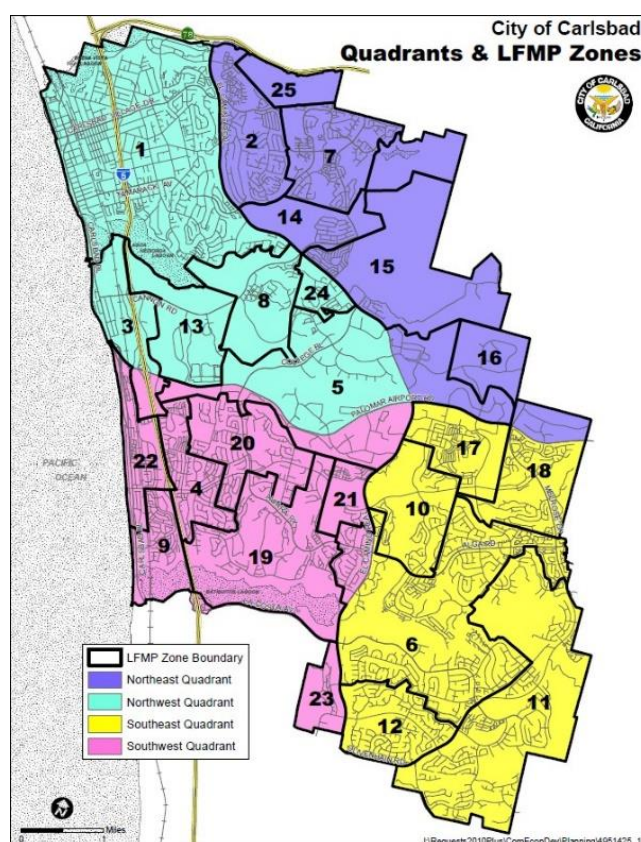


**Table 2 – FY 2020-2021 Population Estimate**

Quadrant	Dwelling units <sup>1</sup>	Accessory dwelling units <sup>2</sup>	Commercial living units <sup>3</sup>	Total units	Population
NW	12,488	226	226	12,940	30,513
NE	7,264	46	-	7,310	17,237
SW	10,179	29	685	10,893	25,711
SE	16,426	173	-	16,599	39,222
Total	46,357	474	911	47,742	112,683

### Facility and Improvement Plans

To develop a road map for how the public facility standards could be met, a Citywide Facilities and Improvements Plan was created that detailed how compliance with the Growth Management Plan standards will be achieved, how the necessary public facilities will be provided, and what financing mechanisms will be used for the facilities. Because planned development and growth varied throughout the city and at different levels, Carlsbad was divided into twenty-five local facilities management zones, which is reflected in the figure on the right. Each zone was required to have an adopted local facilities management plan (LFMP) prior to any development in the zone. Each local facilities management plan must describe how the zone will be developed, how the required public facilities will be provided, and how those facilities will be paid for.



<sup>1</sup> Dwelling units represent the dwellings that are counted for purposes of the city's growth management dwelling unit limits per Proposition E (excludes accessory dwelling units and commercial living units); the number of dwelling units shown in this table are updated to June 30, 2020.

<sup>2</sup> Accessory dwelling units are accessory to single family dwellings and are separate dwelling units with living space, kitchen, and bathroom facilities. Pursuant to state law, accessory dwelling units cannot be counted as dwellings for purposes of the city's growth management dwelling limits. However, the units are counted here to ensure all city population is considered for the performance standards for administrative facilities, libraries, and parks.

<sup>3</sup> Commercial living units, as shown in this table, are professional care facility living units that were counted as dwelling units in the 2010 Federal Census. Pursuant to city ordinance (CMC Section 21.04.093), commercial living units are not counted as dwellings for purposes of the city's growth management dwelling limits. However, the units are counted here to ensure all city population is considered for the performance standards for administrative facilities, libraries, and parks.

### Failure To Meet a Performance Standard

The Growth Management Plan requires development activity to stop if a performance standard is not being met. Some performance standards apply to the city, and others apply to more specific areas, as described below:

- Administrative facilities, library, and wastewater treatment capacity are facilities that serve the entire city. Their adequacy in meeting the performance standard is analyzed by considering the cumulative impact of citywide development. The failure of any one of these facilities to meet the adopted performance standard would affect the city as a whole. In that event, all development in the city would be halted until the deficiency is corrected.
- Parks are analyzed on a quadrant basis. This means that if the standard is not being met in the quadrant, development is halted for all local facility management zones in the quadrant.
- Fire facilities are analyzed based on fire station districts which can comprise multiple local facilities management zones, and if the standard is not met for a district, then development would be halted in that district.
- The remaining facilities (drainage, circulation, open space, schools, sewer collection system, and water distribution system) are analyzed on a local facilities management zone basis. If one of these facilities falls below the performance standard in a zone, development in that zone would stop and other zones would not be affected if they are continuing to meet all performance standards.

### Impacts of State Law

According to the Growth Management Plan, development activity cannot proceed if the public facility performance standards are not met, or the residential growth caps are exceeded. However, updates to state law and the city's Housing Element have modified these components of the Growth Management Plan.

In 2017 the California Legislature passed Senate Bill (SB) 166, known as the No Net Loss Law, which requires local jurisdictions to ensure that their housing element inventories can accommodate, at all times throughout the planning period, their remaining unmet share of the regional housing need. The California Department of Housing and Community Development has taken the following positions with respect to Carlsbad:

- That failure to meet the Growth Management Plan's public facility performance standards cannot be used as a basis for implementing a development moratorium that precludes meeting Carlsbad's share of the regional housing need, and
- That the Growth Management Plan's residential growth caps cannot prevent the city from achieving consistency with the Housing Element inventory and SB 166.

In 2019, the legislature passed SB 330, the Housing Crisis Act of 2019, which prohibits local jurisdictions from imposing moratoriums on housing development and using residential housing caps or other limits to regulate the number of housing units built within a jurisdiction. In regard to how this law applies to Carlsbad's Growth Management Plan, the state's Department of Housing and Community Development has taken the following position with respect to Carlsbad:

- That a housing moratorium adopted due to non-compliance with a Growth Management Plan public facility performance standard would not be allowed under SB 330, and
- That the city cannot use the residential growth cap limits specified in the Growth Management Plan to limit or prohibit residential development.

The City Council adopted Resolution No. 2020-208 on October 20, 2020, finding that the Growth Management Plan's moratorium requirements are unenforceable due to state law. On April 6, 2021, the City adopted Resolution No. 2021-074 finding the city's residential housing caps contained in the General Plan, Growth Management Plan, Council Policy Statement 43, and the city's municipal zoning code are preempted by state law and unenforceable. While the city can no longer stop development, it can still implement the public facility performance standards by requiring development to provide public facilities consistent with the standards.

### Growth Management Plan Compliance Status

The city met the Growth Management Plan's public facility performance standards for the 11 public facilities and city residential growth caps for the FY2019-2020 reporting period, as summarized in Table 3 below.

**Table 3 – Public Facility Standards Compliance Status**

Public Facility	FY 2019-20 Adequacy Status (Meets performance standard?)	Buildout Adequacy Status (Meets performance standard?)
City Administrative Facilities	Yes	Yes
Library	Yes	Additional facilities to be provided
Wastewater Treatment Capacity	Yes	Yes
Parks	Yes	Additional facilities to be provided
Drainage	Yes	Additional facilities to be provided
Circulation	Yes	Additional facilities to be provided
Fire	Yes	Yes
Open Space	Yes	Additional facilities to be provided
Schools	Yes	Yes
Sewer Collection System	Yes	Additional facilities to be provided
Water Distribution System	Yes	Additional facilities to be provided

# GROWTH MANAGEMENT CITIZENS COMMITTEE STAFF REPORT

## APRIL 28, 2022

### Exhibit 1, Attachment C

### Growth Management Case Studies

Jurisdiction Growth Management Case Studies	
<b>California Examples</b>	
<b>Marin County</b>	The <a href="#">Marin Countywide Plan</a> has a goal for Adequate Public Facilities and Services to “provide basic public facilities to accommodate the level of development planned by cities and towns and the County.” It includes policies and implementing programs that require new development to pay for the infrastructure it requires and the public services it receives; and to plan public facilities in cooperation with service providers. The measures are to be implemented in a manner that considers the environment, economy, and equity.
<b>City of Novato</b>	The City of Novato, within Marin County, has a 20-year urban growth boundary that was reauthorized for 25 years in 2017, with the provision that the City can expand the boundary to provide housing for low-income households. An objective of the city’s general plan is to maintain the city’s high level of services and infrastructure. This is to be accomplished in part through periodic review and amendments to the General Plan’s growth assumptions; analysis of project impacts on infrastructure capacity as a part of the environmental review process; and requirements that new development to pay its fair share. For more information see: <a href="https://www.novato.org/government/community-development/general-plan-update?locale=en">https://www.novato.org/government/community-development/general-plan-update?locale=en</a>
<b>City of San Diego</b>	The City of San Diego’s 1990 Guidelines for Future Development (incorporated into the 1979 General Plan) focused on planning for and paying for facilities to serve the rapid growth of new communities on vacant land. Facilities Benefit Assessments were established for new growth communities. The 2008 City of Villages General Plan shifted the focus to planning for infill and redevelopment, and investments in the built environment. Development impact fees are charged to support infill development, with the fee determined by the type, size and location of the development. Development Impact Fee Plans (DIF Plans) are documents which identify a program of public facilities consistent with the General Plan and respective community plans. DIF Plans contain descriptions of planned facilities and serve as a vehicle to assess fees that provide funding for the City Capital Improvement Program. In association with adoption of a new Parks Master Plan in August 2021, San Diego replaced existing community-focused park development impact fees with a Citywide Park Development Fee to support a more equitable park system. For more information see: <a href="https://www.sandiego.gov/planning/programs/facilities-planning">https://www.sandiego.gov/planning/programs/facilities-planning</a> .

Jurisdiction	Growth Management Case Studies
<b>City of San Luis Obispo</b>	The city’s Residential Growth Management Regulations state that “the City’s housing supply shall grow no faster than one percent per year.” These regulations require each specific plan area to adopt a phasing schedule for residential growth that meet specified thresholds. Deed-restricted affordable units are exempt from the Growth Management Ordinance along with residential units built in Downtown and Accessory Dwelling Units (ADUs). Because San Luis Obispo is within a predominantly agricultural county, its housing unit cap was adopted prior to 2005, and affordable units are not restricted by its growth management program, it was able to maintain the program and receive certification of its <a href="#">Housing Element</a> in 2021.
<b><i>Out of State Examples</i></b>	
<b>Metro-Portland, Oregon</b>	Under Oregon law, each of the state’s cities and metropolitan areas has created an urban growth boundary around its perimeter – a land use planning line to control urban expansion onto farm and forest lands. Metro is the transportation agency for a three-county area including Portland, and responsible for managing the Portland metropolitan area’s urban growth boundary. Land inside the urban growth boundary supports urban services such as roads, water and sewer systems, parks, schools and fire and police protection. The boundary is one of the tools to protect farms and forests from urban sprawl and promote the efficient use of land, public facilities and services inside the boundary. Every six years, the Metro Council must review and report on the land supply in the <a href="#">Urban Growth Report</a> . Metro prepares a forecast of population and employment growth for the region for the next 20 years and, if necessary, adjusts the boundary to meet the needs of growth forecast for that 20-year period. For more information see: <a href="https://www.oregonmetro.gov/urban-growth-boundary">https://www.oregonmetro.gov/urban-growth-boundary</a> .
<b>Boulder, Colorado</b>	The <a href="#">Boulder Valley Comprehensive Plan</a> is used by the City of Boulder and Boulder County to guide long-range planning, the review of development proposals and other activities that shape the built and natural environments in the Boulder Valley. The aim of the first plan approved in 1977 was to concentrate urban development in the city and preserve the rural character of lands outside the city service area. The plan also informs decisions about how services such as police, fire, water utilities and others are provided. Lands are divided into Area I, II, III and the Planning Reserve. Area I is the area within the City of Boulder. This land has adequate urban facilities and services and is expected to continue to accommodate urban development.
<b>Fort Collins, Colorado</b>	The <a href="#">Fort Collins City Plan</a> utilizes a Growth Management Area to manage growth outside of city limits and directs new growth to targeted infill and redevelopment areas. The city’s growth management approach includes requiring the provision of adequate public facilities before development occurs and continuing the policy of new growth paying its fair share for new services and infrastructure. The City Plan calls for development of and annual updates for a multiyear capital improvement plan, use of a variety of different sources to fund capital projects with an emphasis on

Jurisdiction	Growth Management Case Studies
	<p>the “pay-as-you-go” philosophy, and identification of funding for operating and maintenance costs for approved capital projects at the time projects are approved. Affordable housing programs include maintaining and expanding dedicated sources of funding and providing incentives such as assistance to offset the costs of the City’s impact fees and development requirements.</p>
<b>State of Washington/ King County</b>	<p>The State of Washington Growth Management Act (GMA) is a series of state statutes, first adopted in 1990, that requires fast-growing cities and counties to develop a comprehensive plan to manage their population growth. It is primarily codified under <a href="#">Chapter 36.70A RCW</a>. It set up requirements for: urban growth area boundaries, regional planning, environmental planning, capital facilities planning, performance indicators, support for infill, and other topics. Each Washington city and county must periodically review and, if needed, revise its comprehensive plan and development regulations every eight years to ensure that they comply with the GMA.</p> <p>King County has been successful in carrying out the GMA, reporting that since 1994, an increasing share of new growth has been focused within the designated Urban Growth Area. Currently, more than 97% of new residential construction is occurring within Urban Growth Areas, and a large share of the most recent housing and job growth is taking place in designated Urban Centers. King County is also known for its Transfer of Development Rights (TDR) agreement with the City of Seattle, which has helped to preserve open space, increase urban development intensity, fund infrastructure, and meet reduce greenhouse gas emissions.</p>
<b>Montgomery County, Maryland</b>	<p>In 1973, Maryland’s Montgomery County became the nation’s first county to adopt an adequate public facilities ordinance (APFO), tying the granting of development permits to available infrastructure capacity. In 1997, the state of Maryland enacted the Smart Growth Areas Act, creating the Priority Funding Areas program which provided growth-related infrastructure spending to designated infill areas (Landis, 2021). (Of note: SANDAG’s smart growth opportunity areas are considered a type of Priority Funding Area program.<sup>1</sup>)</p>
<b>Florida Growth Management Act</b>	<p>Landis (2021) reported that concurrency was the centerpiece of Florida’s 1985 Growth Management Act. Concurrency required that major state and local infrastructure projects, primarily roads and storm water facilities, be provided concurrently with the granting of local permit approvals. Funding to achieve concurrency was to come from new or increased state tax programs but was not adequately realized. In response, local governments raised impact fees which was not well received by the development community. Florida’s Growth Management Act was effectively repealed in 2011.</p>

<sup>1</sup> Reid Ewing, Torrey Lyons, Fariba Siddiq, Sadegh Sabouri, Fatemeh Kiani, Shima Hamidi, Dong-ah Choi, and Hassan Ameli. Growth Management Effectiveness: A Literature Review. Journal of Planning Literature 1-19, 2022.



**City of Carlsbad**  
**Growth Management Plan Update Advisory Committee Charter**  
***Mission Statement and Principles of Participation***  
**September 28, 2021**

**Mission Statement**

The mission of the Growth Management Plan Update Advisory Committee is to promote balanced consideration of a range of perspectives on issues affecting the future growth and quality of life in Carlsbad and to identify the key elements of a new plan to manage growth in Carlsbad in a way that maintains an excellent quality of life while also complying with state law.

**Principles of Participation**

**Role of Growth Management Plan Update Advisory Committee Members**

To achieve the mission of the Growth Management Plan Update Advisory Committee, the City Council is asking members to:

- Become familiar with the issues that affect future growth and quality of life in Carlsbad
- Attend periodic meetings over a period of time (approximately 1 year)
- Listen to and respect diversity in perspectives, facts and opinions
- Provide constructive feedback to city staff and consultants on process and draft work products
- In decision-making, balance individual and group stakeholder goals with the larger public interest and legal requirements
- Work collaboratively with other committee members in reaching decisions and making recommendations to the City Council
- Encourage community participation at committee meetings

**Representation**

The committee will be comprised of a total of 19 primary members and 19 alternate members as follows:

- Two members (one primary and one alternate) from each of the following city boards and commissions:

- o Arts Commission
  - o Beach Preservation Commission
  - o Historic Preservation Commission
  - o Housing Commission
  - o Library Board
  - o Parks and Recreation Commission
  - o Planning Commission
  - o Senior Commission
  - o Traffic and Mobility Commission
- Four residents (two primary and two alternate) from each City Council district:
  - o District 1
  - o District 2
  - o District 3
  - o District 4
- Four at-large residents (two primary and two alternates)

Each respective commission/board will nominate two commissioners/members (one primary and one alternate) to serve as members of the committee. Once each commission/board nominates each member, staff will report to the City Council the nominations with a brief biography. Then, over a period of 30 days; the Mayor will consider and confirm the recommended nominations and will recommend four at-large residents (two primary and two alternates), and each council member will recommend four residents (two primary and two alternate) from the council member's district to serve on the committee. The full City Council will make the final decision on all commission/board and district representative recommendations. From the appointed primary committee members, the Mayor will designate a Chair and Vice-chair.

### **Discussion Process**

During committee meetings, committee members agree to abide by the following discussion process:

- The committee will establish ground rules about how members should conduct themselves during meetings
- The preferred decision-making process is collaborative problem-solving
- Consensus of the committee will take precedence over individual preferences
- In cases of non-consensus, the Chair may call for majority vote of the committee; however, alternative perspectives will be documented



- City staff will be present at all meetings to assist the Chair and committee as-needed

#### **Role of Chair and Vice-Chair**

The Chair will ensure that committee meetings are conducted fairly and efficiently, that proper order and mutual respect among all participants is maintained, that there is full participation during meetings, that all relevant matters are discussed, that all committee members have an opportunity to participate in committee discussions, and that necessary decisions are made. To the extent reasonable, the Chair will seek consensus of the committee in decision-making. In instances where consensus cannot be reached, the Chair may call for majority vote of the committee following procedures set forth in Carlsbad Municipal Code Chapter 1.20. However, the Chair will ensure that minority viewpoints are heard and documented.

The Chair will ensure that these Principles of Participation and agreed-upon "ground rules" are adhered to.

The Chair is responsible for ensuring that members of the public desiring to address the committee have the opportunity to do so at the appropriate time. J

The Chair may speak to members of the media on behalf of the committee, and represent the committee at public workshops, hearings and other public events as appropriate.

The role of the Vice-chair is to serve as the Chair in his or her absence.

#### **Meeting Schedule**

The committee will meet approximately once a month (about 10-12 times).

#### **Meeting Attendance**

Full participation of committee members is essential to the effectiveness of the committee, and members are expected to attend all committee meetings. If a committee member is unable to attend a meeting, he or she shall notify city staff as soon as possible, and the designated alternate may attend in his or her place. The alternate is encouraged to actively participate in the meeting provided that he or she is adequately briefed as to the status of prior discussions and decisions.

If a committee member resigns his or her appointment before the committee's work has concluded, he or she shall notify the Mayor and City Council in writing, with copies sent to the City Clerk, City Manager and the Community Development Director. The resigning committee members designated alternate shall automatically become a regular committee member for the remaining duration of the committee. If the alternate member chooses not

to fill the vacancy, at their next scheduled meeting, the committee will consider whether to recommend that the Mayor and City Council fill the vacated position.

### **Meeting Quorum**

For meeting purposes, a quorum of the committee is met with eight members in attendance.

### **Open Meeting Requirements**

All committee meetings and committee members are subject to the open meeting requirements of the Ralph M. Brown Act (Brown Act). The Brown Act imposes public notice and access requirements on committee meetings, and places certain limitations on when and how committee members may communicate with one another. New committee members will be given a briefing by the City Attorney's office about the basic requirements of the Brown Act.

### **Meeting Agendas**

Meeting agendas will be prepared by city staff in consultation with the Chairperson or a majority of the committee, following the procedures of the Brown Act. At the conclusion of each meeting, the Chair and city staff will summarize the results and identify items that may need further research or be carried over to the next meeting, preview new business for the upcoming meeting<sup>1</sup> and invite committee members to suggest new items for future meetings. Agendas for future meetings will be established by consensus of the committee with concurrence of the Chair and city staff.

Members of the public have a right to attend committee meetings and will have an opportunity to address the committee on any issue under its purview. Agendas will include time for public comment.

### **External Communications**

The overriding consideration in all communications is to honor and sustain the constructive, collaborative process of the committee. Committee members are encouraged to communicate with their constituencies in order to keep them informed of the committee's mission and meeting agendas, and to encourage direct participation. Should committee members speak to the media, members are encouraged to provide accurate, factual information, but are asked to refrain from engaging in speculation, advocating a position on a specific issue, speaking on behalf of the committee (except for the Chair or unless authorized by the committee to do so), or otherwise making public statements that would tend to hamper constructive committee discussions. Committee members are asked to notify city staff of any media contact related to the committee and its work. City staff will be available to assist in any communications to the media, if desired.

### **Information Sharing**

In order to ensure all committee members have the same information available to them, all documents will be distributed through city staff. If a member has information, he or she would like to share with other committee members, the information should be given to staff for distribution to the entire committee. Maintaining this flow of information will facilitate a respectful, collaborative process, and help avoid unintended violations of open meeting laws (e.g., serial meetings).

### **Work Products**

The committee will be responsible for reviewing work product and providing feedback to staff and consultants. The committee is expected to focus on input, review, and "buy-in" to carry out the committee's mission, rather than deliberating on precise details. The committee's work will conclude with a committee-supported report recommending to the City Council what should be included (key elements) in a new plan to manage growth and achieve an excellent quality of life while ensuring compliance with state law. The City Council will consider the committee's recommendations and direct the next steps to create a new growth management plan.

# GROWTH MANAGEMENT CITIZENS COMMITTEE STAFF REPORT

## APRIL 28, 2022

### Exhibit 3 – Committee Name Suggestions

The following suggestions were submitted via email by members of the city's Growth Management Citizens Committee for consideration during a facilitated discussion at the April 28 meeting about the committee's name and how it could be changed to better reflect the breadth of issues the committee will be addressing.

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As for a new name, I thought of one at the meeting and was talking to Tina Ray about it afterwards. I came up with:

#### ***Our Carlsbad 2.0***

**Our** to show that we want to be as inclusive as possible about ideas and solutions. The **2.0** refers to version 2.0 and that the city has reached the 2xxx years growing pretty well with version 1.0. Look backward as we go forward.

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Since the City is now close to build out, I think that the name we select for the Committee should not contain the word "Growth" as that may imply to some people that we are recommending more growth, rather than effectively managing the growth that we have and that which will normally occur, or which may be impose on the City by the State. Thus, I think our focus in this Committee is "how do we take our recently updated General Plan and the Envision Carlsbad goals and implement them in the future, while creating a mechanism to pay for them?" I therefore think that the name needs to be aspirational and not be full of cutesy acronyms, and I would offer "**Ensuring Carlsbad's Future,**" or "**Creating Carlsbad's Tomorrow.**"

---

I would like the following recommendation(s) to be considered for the committee name:

- **Future Quality of Life Committee**
  - **Long Term Quality of Life Committee**
  - **2050 Quality of Life Committee**
-

Exhibit 3 – Committee Name Suggestions

Committee Name:

**Committed to Carlsbad - our future is now**

**Our Future is Now**

**Growth Think Tank**

**Forward Growth Success**

---

At our initial meeting of the Growth Management Plan Update Advisory Committee, we were presented the concept of developing a committee name that is easier to say and remember, and that represents, in a few words, what our charge is. Tina Ray, Carlsbad's Communications and Engagement Director, presented some concepts at the meeting and then asked committee members to explore these and other ideas.

As a way of opening discussion on this, I put my thoughts to pen....or in this case computer. In developing this proposal, I first listed the words and concepts that I believe represent the purposes of the Committee and the plan we will recommend to the City Council. This ultimately leads to the proposal I am putting on the table for discussion. These are some words and concepts, but I know there are others as well.

**Key Concepts/Words**

- Carlsbad
- Vision
- Future
- 2050
- Plan
- Direction
- Roadmap
- Pathway
- Sustaining
- Preserving
- Quality of Life

Taking these words and concepts, I started putting them together as a title and tagline.

**Possible Concepts**

- Future Vision
- Visioning Carlsbad
- Visioning Carlsbad 2050
- Future *Forward* Carlsbad
- *Forward* Carlsbad
- *Future* Carlsbad
- Carlsbad 2050 – A Plan for the Future
- Carlsbad 2050 – Planning for the Future
- Carlsbad 2050 – Quality of Life *Sustained* or Carlsbad 2050: *QLS*

Exhibit 3 – Committee Name Suggestions

- Road Map to the Future
- Pathway to the Future
- Sustaining Quality of Life
- Preserving Quality of Life
- Carlsbad 2050 – *FuturePlan*

After this, I arrived at a word and concept that is easy to say and remember, and one that represents....in a few words....what the plan does.

**Recommended Name**

The Growth Management Plan Update Advisory Committee could be renamed Carlsbad *FuturePlan* Citizens Committee. The Committee will recommend the Carlsbad *FuturePlan* to the community and the City Council.

For marketing purposes, a tagline could be added: *Preserving Our Quality of Life*

The plan could be called:       **Carlsbad *FuturePlan***  
  ***Preserving Our Quality of Life***

**Rational for this proposal:**

- **Carlsbad** needs to be included in title. It could also be **Carlsbad's**
- A date, such as 2050, is not included so it's always current. It is a living document.
- This is *our* plan for our future.
- The name does not use the word "growth", a term which implies growth, and as such is considered a negative to many.
- Full title of the committee could be **Carlsbad *FuturePlan* Citizens Committee**. The plan is called **Carlsbad *FuturePlan***. As a parallel, the Envision Carlsbad Citizens Committee was a mouthful so the name was shortened to EC3, which didn't mean anything to anyone. The plan the committee recommended became Envision Carlsbad.
- The word "Preserving" is intentional. Whatever is created, we all want it to preserve our quality of life.
- The word "Our" represents the citizens of Carlsbad. Us. It is an organically created plan that includes multiple ways of seeking and receiving community input.
- The tagline incorporates a term used by many to describe what Carlsbad provides us all: A *quality of life* unsurpassed by many other communities.
- *FuturePlan* is one word. It's Carlsbad's word. It's a stylized word. It's italicized showing forward movement. If approved, I recommend that Tina Ray's Communications and Engagement Department develop this into a wordmark or logo, fitting the City's color and design elements.
- The City needs to check if it is copyrighted/trademarked. If it is, we could add an "ed" at the end to create *FuturePlanned*.

A grammarian needs to advise on whether "citizens" should have an apostrophe at the end of "citizens". Citizens'. It can go either way....plural or plural and possessive.