



CARLSBAD

STRATEGIC PLAN MID-POINT PROGRESS REPORT

 City of
Carlsbad
February 2025

Introduction

For many years, the Carlsbad City Council engaged in an annual goal-setting process to identify high priority projects and initiatives.

On Oct. 11, 2022, the City Council approved a 5-year Carlsbad Strategic Plan (2023-2027) to focus city resources toward fulfilling the Carlsbad community’s vision for the future. The plan includes high-level goals, objectives, priority projects, and service commitments.

The five goals in the plan are:

- Community character: *Maintain Carlsbad’s unique community character and connectedness*
- Quality of life and safety: *Prioritize the safety and well-being of the community*
- Sustainability and the natural environment: *Protect the environment and natural resources*
- Economic vitality: *Foster a healthy local economy*
- Organizational excellence and fiscal health: *Be a model for effective and efficient local government*

This update provides information on the Strategic Plan Objectives and Priority Projects and the actions that have been taken to support them. The resources to implement the 5-year Strategic Plan are approved each year through the annual city budget process.

Mid-point check in

This report covers actions through Dec. 31, 2024, marking the mid-point in the 5-year planning period. In addition to providing an update on actions completed and those planned for the year ahead, the report provides a snapshot of which objectives and priority projects are completed or on track to be complete during the current planning period and which are not, as indicated by the symbols described below. This will allow the City Council to consider options for reprioritizing work, adding resources, adjusting timelines, or some combination of those. The report also identifies projects that are no longer proceeding due to prior City Council direction. Resources approved in the fiscal year 2025-26 city budget will support city efforts to advance the plan in the coming year.



Complete or on track to meet Strategic Plan target



Not on track to meet Strategic Plan target



Work stopped due to City Council direction



Goal: Community Character

Maintain Carlsbad's unique community character and connectedness

5-year vision

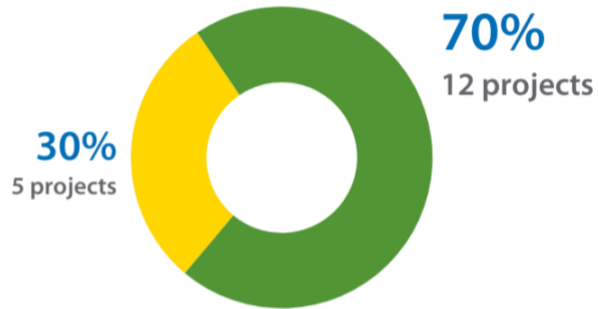
Even though the city has grown and changed, residents agree that it still has the small-town beach community character and connectedness that made them want to live here in the first place. Diverse community members of all ages enjoy participating in the wide array of programs and events offered by the city, where they run into neighbors, meet new friends and, mostly importantly, feel welcome and included.



Objectives: 5 of 5 on track



Priority projects: 70% on track



11 Communitywide events



Hours community centers open

16,225



28 Arts grants for a total of ... \$117,120



634 Households provided with rental assistance



170

Public meetings



23,687

Participants in enrichment programs



Objective 1

Work with the community to develop a new approach to maintain quality of life while managing growth in Carlsbad, consistent with state law.

What's been done

3/8/22	City Council forms a citizens committee to make recommendations for future growth management program
3/30/22	Committee holds first of 15 meetings
4/20/23	Committee completes its work, issuing recommendations for the City Council's consideration
7/18/23	City Council accepts Carlsbad Tomorrow Growth Management Citizens Committee recommendations
7/19/23	Staff begins work on an implementation plan based on City Council's direction
11/19/24	City Council approves the implementation plan to amend the growth management program

What's next

Fall 25	City Council to consider consultant contract to complete nexus studies to update public facility development impact fees
Spring 26	City Council to consider recommended amendments to city policy documents and ordinances governing the growth management program
Fall 27	City Council to consider recommended amendments to public facility development impact fees





Objective 2

Develop objective design standards for multifamily housing throughout the city.

What's been done

3/8/22	City Council forms a citizens committee to provide input on Village & Barrio design standards
4/25/22	Committee holds first of four meetings
7/19/23	Planning Commission recommends City Council approval of objective design standards to apply citywide and those specific to the Village & Barrio areas
8/29/23	City Council approves both citywide and Village & Barrio-specific objective design standards
1/3/24	Submitted objective design standards to the California Coastal Commission for review
11/6/24	Planning Commission reviews first project subject to the new design standards
1/28/25	City Council reviews and approves first project subject to the new design standards
2/6/25	Coastal Commission approves citywide objective design standards with minor amendments (for applications located within the Coastal Zone)

What's next

Spring 2025	Coastal Commission to hold public hearing to review the Village & Barrio objective design standards (for applications located within the Coastal Zone)
2025	City Council to consider approving the California Coastal Commission's proposed modifications to citywide objective design standards





Objective 3

Create opportunities for more affordable housing in Carlsbad by implementing the policies and programs in the 2021-2029 Housing Element.

What’s been done

3/22/22	City Council adopts amendments to Inclusionary Housing Policy and in lieu fee
5/23/23	City Council adopts Zoning Ordinance amendments to encourage development of accessory dwelling units and receives a report on permit-ready ADU plans
6/1/23	Staff launches awareness campaign for availability of ADU plans
1/30/24	City Council approves rezoning 16 properties to accommodate Carlsbad’s share of the region’s housing needs
8/20/24	City Council adopts ordinance to prohibit smoking in multi-unit housing
9/1/24	Staff begins outreach efforts to raise awareness of new rules under the smoke-free multi-unit housing ordinance
2024	Added 159 new affordable units to the city in 2024
2024	As part of the Affordable Housing Resale program, nine at-risk lower-income units were acquired and eight were resold to eligible low-income buyers—since the program began in 2021, 19 units have been acquired and 16 have been resold
1/1/25	Smoke-free multi-unit housing ordinance goes into effect

What’s next

Mid-2025 California Coastal Commission to consider approving the rezoning of seven properties in the coastal zone to accommodate Carlsbad’s share of the region’s housing needs





Objective 4

Work with the San Diego Association of Governments and the North County Transit District to prioritize, determine costs, and work with state and federal representatives to seek funding for preliminary design and technical studies for lowering the railroad tracks in the Village.

What's been done

6/13/23	City Council appropriates \$5.22 million in fiscal year 2023-24 to fund a local match toward grant opportunities
4/28/24	Submitted Community Project Funding requests to Congressman Levin and Senator Padilla
5/3/2024	Staff tour the San Gabriel and Alameda Corridor railroad trenches with SANDAG and NCTD
6/25/24	City Council approves an MOU with SANDAG and NCTD to jointly pursue grant funding and commits to \$5.22 million local match
6/27/24	Rep. Levin secures \$850,000 in House of Representatives Transportation, Housing, and Urban Development appropriations bill – Congressional and Presidential approvals are still pending
9/10/2024	Partnered with SANDAG and NCTD to apply for U.S. Department of Transportation Rail Crossing Elimination Program grant funding, however, no funding was awarded to the project
12/16/2024	Staff receive NCTD's preliminary assessment of railroad trench construction alternatives

What's next

Ongoing	Working with SANDAG and NCTD to identify funding opportunities
Ongoing	Supporting SANDAG and NCTD throughout design and environmental clearance phase





Objective 5

Develop, implement and promote programs that enhance wellness, socialization, inclusion and active living.

What's been done

1/23	Hosted the Winter Reading Challenge, with the community reading a total of 142,926 minutes
6/23/23	Nearly 4,000 programs were offered by the Parks & Recreation and Library & Cultural Arts departments in fiscal year 2022-23
9/26/23	City Council approves the Parks & Recreation Department Master Plan
2023	Awarded \$111,163 in community arts grants to support 26 projects
2023	Held six trail volunteer events, six TGIF Concerts in the Parks and 11 community events
1/24	Hosted the Winter Reading Challenge, with the community reading a total of 294,883 minutes
2024	Awarded \$117,120 in community arts grants to support 27 projects
8/10/24	Offered the Summer Reading Adventure, engaging 3,100 participants who read a combined 1.5 million minutes
8/30/24	Offered social and learning opportunities for older adults through the End of Summer Bash and provided wellness programs including chair yoga, sound baths and outdoor Tai Chi in partnership with the County of San Diego
2024	Held seven trail volunteer events, nine TGIF Concerts in the Parks and 11 community events
1/25	Hosted the Winter Reading Challenge, with the community reading a total of 313,787 minutes

What's next

2025	Working with the community to develop public art for Barrio traffic circles, Chestnut Underpass and Veterans Memorial Park
2025	Hosting the 2025 Senior Summer Bash and continuing partnerships that support age-friendly initiatives and intergenerational programs
2025	Partnering with community organizations to grow the city's "library of things," which includes induction cooktops, stargazing kits, hiking backpacks, State Parks passes and STEAM kits
2025	Awarding up to \$117,128 in community arts grants to eligible projects
2025-2027	Holding nine TGIF Concerts in the Parks each year

Priority Projects

	Complete design work for the Monroe Street Pool Renovation and Replacement Project
	Complete design and permitting for the South Carlsbad Boulevard Realignment between Manzano Drive and Island Way
	Complete conceptual design for the South Carlsbad Coastline Project
	Complete plans, specifications, bidding and construction of Veterans Memorial Park
	Complete conceptual design/master plan and permitting for Robertson Ranch Community Park
	Complete conceptual design/master plan for Business Park Recreational Facility (Zone 5 Park)
	Complete design and construction of a community garden at Stagecoach Community Park
	Complete the installation of additional pedestrian lighting throughout the Village as part of the Carlsbad Village Lighting Study
	Complete a feasibility study to make Tyler Street in the Barrio one-way
	Complete construction of five new traffic circles and other traffic calming measures in two other intersections in the Barrio
	Complete a feasibility study for turning part of Grand Avenue into a pedestrian only “Grand Promenade”
	Enhance existing crosswalks on Carlsbad Boulevard between Mountain View Drive and Tamarack Avenue
	Begin construction of walking, biking and traffic improvements (includes a roundabout at the intersection of Cannon Road and Carlsbad Boulevard), and a new blufftop gathering area in the Terramar area
	Implement a new intelligent parking program in the Village
	Initiate the installation of new pedestrian lighting along main sidewalks in the Barrio
	Enhance bike lanes by adding green paint to conflict areas at various locations citywide including Carlsbad Boulevard, La Costa Avenue, Cannon Road and Jefferson Street
	Audio-visual upgrade/replacement for Schulman Auditorium



Goal: Quality of Life & Safety

Prioritize the safety and well-being of the community

5-year vision

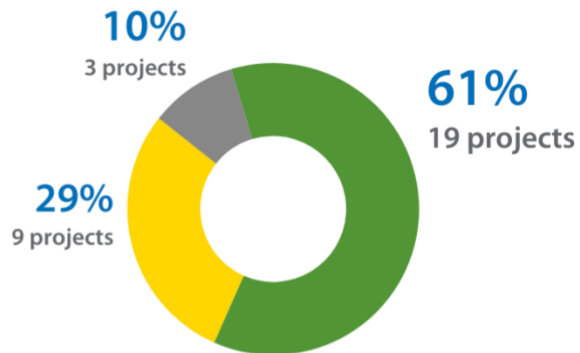
The City of Carlsbad remains one of the safest cities in the region due to new investments in fire and emergency medical services and a well-equipped and highly trained Police Department that enjoys excellent relationships with the community. Critical infrastructure like roads and pipes are well-maintained, while parks, community centers, libraries and other facilities reflect the community's high standards.



Objectives: 4 of 4 on track



Priority projects: 61% on track



6.3 minutes

Response time for highest priority police calls



115,000

Annual calls for police service



350

Beach rescues



106

Encampments cleaned up



3,500

Fire inspections



7,996

Streetlights maintained



Objective 1

Enhance the quality of life for everyone in Carlsbad by adopting and implementing an updated Homeless Response Plan that addresses the complex needs of individuals experiencing, or at risk of experiencing homelessness in a compassionate and effective manner and reduces the impacts of homelessness on the community.

What's been done

2/7/23	City Council approves the Carlsbad Homeless Action Plan
2023	Secured a \$2 million County of San Diego grant to expand La Posada de Guadalupe shelter, \$468,000 in HUD funding for rapid re-housing, and a \$2.4 million State grant to address encampments
5/23/23	City Council adopts Zoning Ordinance amendments to increase and clarify allowances for supportive housing, low barrier navigation centers and emergency shelters
2024	Secured \$11.4 million in State funding for a joint Carlsbad/Oceanside project to address encampments along SR 78, \$552,000 in HUD funding for rapid re-housing, and \$3 million in State funding to address people living in their cars in the Village & Barrio areas
2024	Secured a temporary state waiver allowing 50 existing, but often unused beds at La Posada de Guadalupe shelter to serve homeless individuals, not just farmworkers, through March 2025
FY 2023-24	89 people experiencing homelessness were transitioned into permanent housing
FY 2023-24	Police calls for service related to homelessness decreased by 16%
1/14/25	City Council directs staff to advocate for state legislation to permanently allow existing beds at La Posada de Guadalupe shelter to serve homeless individuals, not just farmworkers, due to a reduced year-round need for serving farmworkers
1/28/25	City Council receives fiscal year 2023-24 Annual Report on the Homelessness Action Plan and approves fiscal year 2025-26 Homelessness Action Plan Funding Plan

What's next

5/20/25	Funding to implement the Homelessness Action Plan to be included in the fiscal year 2025-26 city budget
2025	Pursuing state legislation to allow existing beds at the La Posada de Guadalupe shelter to be used by homeless individuals on an ongoing basis, rather than being limited to farmworkers



Objective 2

Foster strong relationships between community members and members of the Police Department, including the formation of a community-police engagement commission.

What's been done

12/6/22	City Council establishes the Community-Police Engagement Commission
7/10/23	Community-Police Engagement Commission holds its first meeting
5/21/24	City Council approves Community-Police Engagement Commission workplan
2024	Commission members receive: <ul style="list-style-type: none">• De-escalation policy training update• Implicit bias training update• Ride-alongs with the Homeless Outreach Team• Public Records Act training• Ralph M. Brown Act training• Update on Homelessness Action Plan• Update on Police Department active shooter training
2025	Commission members receive: <ul style="list-style-type: none">• Update on California Daylighting Law• Training on emergency evacuation protocols• Update on FBI case (Wisconsin school shooting)

What's next

2025	The commission is currently implementing its first work plan
2025	The Police Department continues to host regular community events, such as National Night Out and Coffee with a Cop





Objective 3

Bring Fire Department up to Standards of Cover to ensure the city is prepared to meet the community’s changing fire and emergency medical needs.

What’s been done

FY 2021-22	City Council approves Fire Department work plan, including 12 new full-time EMT positions to staff two new ambulances and the construction of Temporary Fire Station 7
1/22	Initiated deployment of new EMT personnel and ambulances at Fire Stations 4 and 6
2/22	Procured one new fire engine
1/23	Deployed fourth Paramedic/Firefighter on ladder truck
10/23	California Office of Emergency Services recognizes Urban Search and Rescue Regional Task Force 13
10/23	Launched real-time fire operations intelligence system
1/30/24	City Council approves Public Safety Element update of the city’s General Plan
4/1/24	Updated and improved Insurance Services Office classification
5/24	Deployed Genasys, a new regional Evacuation Management Planning System

What’s next

Ongoing	Utilize opioid settlement funds to support community health
2025	Providing training to city staff and community organizations on various health and safety topics (i.e., CPR, AED, Narcan administration)
2025	Launching new referral program to improve healthcare access for homeless individuals
2025	Collaborate with Local Agency Formation Commission to complete Municipal Service Review
2025	City Council to consider code amendments to establish fire safety standards for mid-rise buildings (4+ stories, up to 75 feet)
Ongoing	Monitoring performance metrics identified in Standards of Cover report to ensure adequate service levels are maintained



Objective 4

Manage, maintain and enhance the city's roadway to provide a safe, efficient and cost-effective multi-modal transportation system.

What's been done

1/12/21	City Council adopts the Sustainable Mobility Plan
9/13/22	City Council approves a contract to initiate the Sustainable Mobility Plan Implementation Plan, Multimodal Transportation Impact Fee Study and Vehicle Miles Traveled Mitigation Program
9/27/22	City Council adopts Safer Streets Together Plan
2024	Resurfaced and restriped Avenida Encinas between Poinsettia COASTER Station and Carlsbad Boulevard as part of Segment 2 of the Avenida Encinas Coastal Rail Trail project
7/2024	Installed residential traffic safety improvements on Victoria Avenue, Highland Drive, Nueva Castilla Way and Circulo Sequoia
8/30/23	Installed traffic calming on Tamarack Avenue from Skyline Avenue to Adams Street
2023	Completed citywide green paint enhancement of bike lanes
10/28/24	Constructed new traffic signal at Avenida Encinas/In-N-Out Burger driveway, including the city's first flashing yellow left-turn signal
4/24	Completed traffic signal software upgrades at all 182 traffic signals

What's next

2025	Installing residential traffic safety improvements on Park Drive, Black Rail Road, Plum Tree Road and Carrillo Way
2025	Designing Faraday Avenue improvements associated with Veterans Memorial Park
2025	Constructing El Camino Real widening from Sunny Creek Road to Jackspar Drive
2025	Slurry sealing nearly 38 miles of city streets
2025	Continuing traffic signal equipment upgrades to replace aging infrastructure and improve vehicle and bicycle detection

Priority Projects



Complete Palomar Airport Road and College Boulevard Improvements



Complete traffic calming project on Tamarack Avenue from Skyline Avenue to Adams Street



Complete traffic calming projects at various locations in the city including Victoria Avenue, Monroe Street, Highland Drive, Nueva Castilla, Celinda Drive, Circulo Sequoia, Park Drive, Hummingbird Road and Black Rail Road per the Carlsbad Residential Traffic Management Program



Complete El Camino Real widening from Poinsettia Lane to Camino Vida Roble



Complete El Camino Real widening from Arenal Road to La Costa Avenue



Complete El Camino Real widening from Sunny Creek Road to Jackspar Drive



Complete reconfiguration of right turn lane from northbound El Camino Real to eastbound Alga Road



Initiate construction to repair and upgrade beach access stairs and upper sidewalk between Pine and Tamarack avenues



Initiate projects as part of the Utility Undergrounding Program, in coordination with San Diego Gas & Electric and other utility providers



Complete Avenida Encinas Coastal Rail Trail and pedestrian improvements (Segment 3)



Complete design of Carlsbad Boulevard and Tamarack Avenue pedestrian improvements



Initiate project to improve Americans with Disabilities Act beach access from Pine to Tamarack avenues



Complete Avenida Encinas and Palomar Airport Road pedestrian improvements



Initiate design of Carlsbad Boulevard pedestrian lighting improvements between Tamarack Avenue and State Street, in coordination with SDG&E



Complete design of La Costa Avenue traffic improvements



Complete Melrose Drive right turn lane to westbound Palomar Airport Road



Complete traffic signal modifications at Maverick Way and Camino De Los Coches



Evaluate new intersection control at Camino De Los Coches and La Costa Avenue



Complete improvements to Christiansen Way (unfunded in Capital Improvements Program)



Complete design of Valley Street traffic calming between Magnolia and Chestnut avenues



Complete design of Chestnut Avenue complete street improvements between Valley Street and Pio Pico Drive



Complete design of Chestnut Avenue complete street improvements between I-5 and the railroad tracks



Complete design of street improvements for State Street and Grand Avenue



Complete construction of Fire Station 2



Complete construction of temporary Fire Station 7



Identify site and complete preliminary design for permanent Fire Station 7



Complete the design of new walking, biking and traffic improvements on Valley Street between Magnolia and Chestnut avenues



Begin construction of walking, biking and traffic improvements on Kelly and Park drives by Kelly Elementary School and initiate Safe Routes to School program implementation



Complete Local Roadway Safety Plan and start implementation



Complete construction of retaining wall, drainage and street improvements on Park Drive from Bayshore Drive to just west of Marina Drive



Work to expand homeless shelter capacity at La Posada de Guadalupe



Goal: Sustainability & the Natural Environment

Protect the environment and natural resources

5-year vision

Thanks to the city’s strategic approach to environmental sustainability, Carlsbad is seen as a model for how to leverage partnerships and innovation to achieve climate and environmental goals. City residents and businesses feel supported in their own environmental sustainability efforts, whether it’s complying with new mandates or taking advantage of opportunities to go above and beyond. As a result, the city has met or exceeded goals for eliminating greenhouse gas emissions, reducing what goes to landfills, keeping creeks, lagoons and the ocean clean, and protecting native habitat and natural open space.



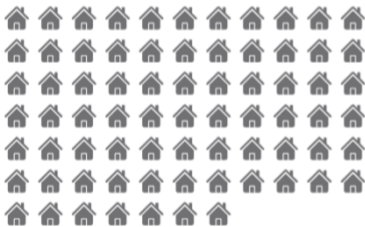
Objectives: 5 of 5 on track



Priority projects: 20% on track



73 Home energy score assessments completed



6,208 Acres of habitat preserved



2,605 Business site visits to assist with new requirements



Green business certifications



4% Below 2012 GHG levels



21,248 Tons of organics diverted from the landfill





Objective 1

Research and evaluate a Climate Adaptation/Sustainability Plan to address the impacts of climate change, including but not limited to extreme heat, drought, erosion, flooding and wildfire.

What's been done

- | | |
|-------------|--|
| 2023 | Staff research and identify the differences between a comprehensive Climate Adaptation/Sustainability Plan and the city's Climate Action Plan |
| 2024 | Staff review several adopted climate adaptation/sustainability plans and federal and state guidance documents to identify typical plan components and evaluate applicability to Carlsbad |

What's next

- | | |
|--------------------|--|
| 2025 | Staff research is ongoing |
| Spring 2025 | City Council to consider formation of Environmental Sustainability Commission |
| 2026 | Staff to present discussion on Climate Adaptation/Sustainability Plan to Environmental Sustainability Commission |
| 2026 | City Council to receive Environmental Sustainability Commission recommendation and provide direction on next steps |





Objective 2

Transform roadways and implement programs that provide options to move around Carlsbad, such as walking and biking, that reduce the city's greenhouse gas emissions.

What's been done

1/12/21	City Council adopts the Sustainable Mobility Plan
2024	Installed green paint at 37 locations across the city and completed the East/West Corridors Resurfacing and Restriping Project, improving over 16 miles of bike lanes
2024	Participated in SANDAG Mobility Working Group's review of Regional Vision Zero Plan, Active Transportation Policies, 2025 Regional Plan and LOSSAN Rail Realignment Study
10/8/24	City Council approves the Hope Elementary School Safe Routes to School Plan
11/12/24	City Council adopts Climate Action Plan Update, including 10 transportation-related mitigation strategies
12/18/24	Completed annual monitoring and surveying for the 14 Carlsbad employers required to comply with the city's Transportation Demand Management ordinance
2/4/25	City Council accepts the Jefferson Elementary School Safe Routes to School Plan

What's next

2025	City Council to consider approval of Sage Creek High School Safe Routes to School Plan
2025	City Council to consider approval of plans and specifications for Phase II of the Barrio Pedestrian Lighting Project
2025	City Council to consider approval of plans and specifications for Segment 3 of the Avenida Encinas Coastal Rail Trail project, from Palomar Airport Road to Poinsettia Coaster Station
Ongoing	Utilizing annual Active Transportation Monitoring Report and bi-annual Transportation Demand Management survey reports to understand and respond to changes in multi-modal transportation activity throughout the city
Ongoing	Partnering with NCTD and SANDAG to implement mobility related services in Carlsbad, including potential return of flexible fleet service at Poinsettia COASTER Station



Objective 3

Increase citywide electric vehicle charging infrastructure and transition all passenger fleet vehicle purchases after FY 2022-23 to be electric vehicles, with the exception of public safety vehicle purchases, which will be electric where feasible.

What's been done

10/22	Installed 1 public facing Level 2 dual port EV charger at Fire Station 2
12/23	Installed 2 private Level 3 EV chargers for city vehicles at the Fleet Maintenance Center
2023	Added 1 all-electric pickup truck, 1 all-electric cargo van, 8 hybrid passenger vehicles and 4 all-electric passenger vehicles to the city's fleet
8/24	Installed 4 private Level 2 EV chargers for city vehicles at the Fleet Maintenance Center
1/24	Installed 2 public facing Level 2 dual port EV chargers at the Police & Fire Headquarters
2024	Added 1 all-electric pickup truck and 1 hybrid passenger vehicle to the city's fleet

What's next

2025	Installing 4 public facing Level 2 dual port EV chargers at Dove Library
2025	Installing 4 public facing Level 2 dual port and two public facing Level 3 EV chargers at the State Street parking lot
2025	Installing 10 private Level 3 EV chargers for city vehicles at the Fleet Maintenance Center
2025	Adding 6 all-electric pickup trucks, 13 hybrid passenger vehicles and 4 all-electric passenger vehicles to the city's fleet





Objective 4

Seek grant funding to develop a Sea Level Rise Adaptation Plan (following Coastal Commission approval of the 2021 comprehensive update to the city's Local Coastal Program).

What's been done

4/22 Submitted Local Coastal Program Update to the California Coastal Commission for review

What's next

Fall 2025 City Council to receive the California Coastal Commission's proposed modifications to the Local Coastal Program Update

In progress Coastal Commission approval of the Local Coastal Program Update is required before further actions can be taken; however, the commission has not provided a timeline for review and approval





Objective 5

Develop partnerships with nonprofit, academic and other non-governmental organizations to leverage environmental sustainability efforts and programs.

What's been done

2022	Joined and participating in the Alliance of Regional Collaboratives for Climate Adaptation Board
2022	Joined and participating in the San Diego Regional Climate Collaborative Board
2022	Worked with the Carlsbad Chamber of Commerce to promote sustainability
2023	Partnered with four Carlsbad school districts to enhance lunchtime waste sorting and organics recycling through student education and staff training, boosting waste diversion
2023	Partnered with the Carlsbad Community Gardens Collaborative to support gardening programs at Carlsbad libraries and to provide input on the design of the Stagecoach community garden
2023	Joined the California Green Business Network Board of Directors and helped guide statewide green business initiatives, attended board meetings and supported local green business efforts
2023	Partnered with the San Diego County Bicycle Coalition to host bike valet at TGIF Concerts in the Parks, a bike rodeo at the annual Earth Month Celebration event and 11 bike safety trainings
2023	Partnered with Circulate San Diego to hold six pedestrian safety trainings for Carlsbad students
2024	Collaborated with local schools to deliver watershed education programs
2024	Partnered with the Sierra Club and the U.S. Green Building Council to bring induction cooktop lending program to Carlsbad libraries
2024	Partnered with local food banks to enhance the edible food recovery program
2024	Joined the Cleantech San Diego Board of Directors; contributed to regional clean technology initiatives, attended board meetings and supported industry partnerships that drive innovation
2024	Joined and participating in the Governor's Climate Action Plan Advisory Group

What's next

2025	Continuing support of school waste sorting and organics recycling programs
2025	Continuing stormwater education in Carlsbad schools
2025	Strengthen food recovery capacity and seek additional funding to continue enhancing the edible food recovery program
2025	Hosting bike valet service at 9 TGIF Concerts in the Parks
2025	Continuing memberships and participation in regional and statewide climate organizations to influence policy development and support innovation and best practices

Priority Projects



Meet implementation goals for the Sustainable Mobility Plan



Complete Maerkle Reservoir Solar Project



Complete Trash Amendment Compliance Program improvements



Complete preliminary design and permitting for the South Carlsbad Boulevard Realignment between Manzano Drive to Island Way





Goal: Economic Vitality
Foster a healthy local economy

5-year vision

The City of Carlsbad has a strong and diverse economy that combines a thriving small business community with leading industries of the future. Smart, talented professionals want to work here, and entrepreneurial leaders want to invest in their own startup ventures. Those looking to grow their skills will find opportunities for workforce development in Carlsbad. Carlsbad has excellent relationships with key industries, business organizations, other cities in the region, and academic institutions. By achieving this goal, the city as a whole is financially stable and more residents have the jobs they want right in their own backyards.



Objectives: 3 of 3 on track



\$94.8 M

Local investment from business attraction, expansion and retention efforts



\$17.1 B

Gross regional product



6,667

Businesses in Carlsbad



91,712 JOBS



40
 Business expansion and retention projects



Objective 1

Create a strategic approach for a vibrant economy that includes talent & workforce strategies, small business assistance, inclusive growth & diverse business support, key industry cluster development, and fostering an ecosystem for startups & entrepreneurs to thrive.

What's been done

1/10/23 City Council adopts 5-year Economic Development Strategic Plan

3/19/24 Created a Carlsbad economic intelligence dashboard to inform city leaders and residents of current economic conditions and labor market information

What's next

2025 City Council Economic Development Subcommittee to provide recommendations to City Council on proposed economic development strategic actions for fiscal year 2025-26

2025 City Council to approve economic development strategic actions with adoption of fiscal year 2025-26 city budget





Objective 2

Provide resources to grow and support key industries in Carlsbad’s economy.

What’s been done

7/01/23	Enhanced new business “Welcome to Carlsbad” program, providing information on business licensing pre-application and development permitting processes and other business resources
7/01/23	City Council reestablishes Carlsbad Tourism Business Improvement District to better support citywide tourism and destination marketing initiatives
11/22/23	Staff initiate monthly industry engagement program across Carlsbad’s key sectors
1/15/24	Staff initiate regular site visits to businesses in Carlsbad’s key industries to gain a better understanding of the challenges being faced
8/28/24	Completed Bi-Annual Business Survey, which showed an increase in the city’s business satisfaction rate from 83% to 90%, reflecting new business-friendly initiatives and city services
11/19/24	Updated North County Job-Readiness Room to ensure Carlsbad residents and workers have access to upskilling opportunities that align with Carlsbad business needs
1/15/25	Updated the city’s Life in Action website to modernize the city’s approach to talent attraction

What’s next

FY 2025-26	Continuing support of Carlsbad’s tourism economy, engaging with Visit Carlsbad and hoteliers
FY 2025-26	Reviewing and identifying opportunities to improve city application and permitting procedures
FY 2025-26	Promoting the city’s business locator website to developers, brokers, and investors to attract new businesses to Carlsbad
FY 2025-26	Partnering with local universities and colleges to create workforce development opportunities in the hospitality, tourism, and entertainment sectors





Objective 3

Support the long-term viability of Small Businesses, Startups & Entrepreneurs in partnership with local and regional collaborators.

What's been done

7/1/23	Partnered with local business organizations to implement Shop Local incentive program
6/13/24	Hosted the 2024 Connect Summer Social at the Flower Fields
9/24/24	Launched Small Business Liaison Program and Digital Resource Hub to support small businesses
9/24/24	Participated in 2024 Innovation Day San Diego with Carlsbad businesses and Innovate78 cities
10/21/24	Hosted 2024 San Diego Startup Week in Carlsbad for third consecutive year
10/31/24	Supported San Diego Regional EDC study to highlight the economic impact of Carlsbad's manufacturing sector
12/17/24	Launched a new small business workshop series with a workshop on commercial lease negotiations

What's next

FY 2025-26	Hosting monthly industry advisory group discussions with leaders in key business clusters, with a focus on the innovation economy
FY 2025-26	Leveraging partnerships with local and regional partners to provide resources to Carlsbad small businesses
FY 2025-26	Hosting a Carlsbad Employer Open House to showcase local businesses and connect them with potential employees in partnership with local business organizations





Goal: Organizational Excellence & Fiscal Health

Be a model for effective and efficient local government

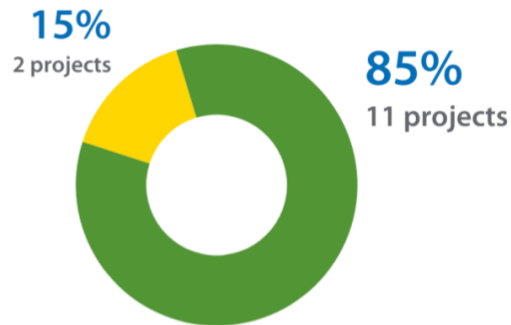
5-year vision

Following the creation of a 5-Year-Strategic Plan, the City Council, the community and city employees have remained aligned around common goals. This sustained focus has not only generated measurable results, it has translated into operational efficiencies and cost savings. The very best in their fields want to work for the City of Carlsbad because of the culture that has been created around innovation, inclusivity and engagement. The city's financial health has been maintained while meeting or even exceeding the community's high expectations for service delivery. Investments in technology have led to enhanced efficiency, transparency, accountability and value.

Objectives: 6 of 6 on track



Priority projects: 85% on track



10,000

Computer help desk requests fulfilled



\$1,640,334

Total real estate revenue

AAA

Credit rating

17 YEARS

30 YEARS



Financial reporting award of excellence



230

Training and development opportunities provided



Objective 1

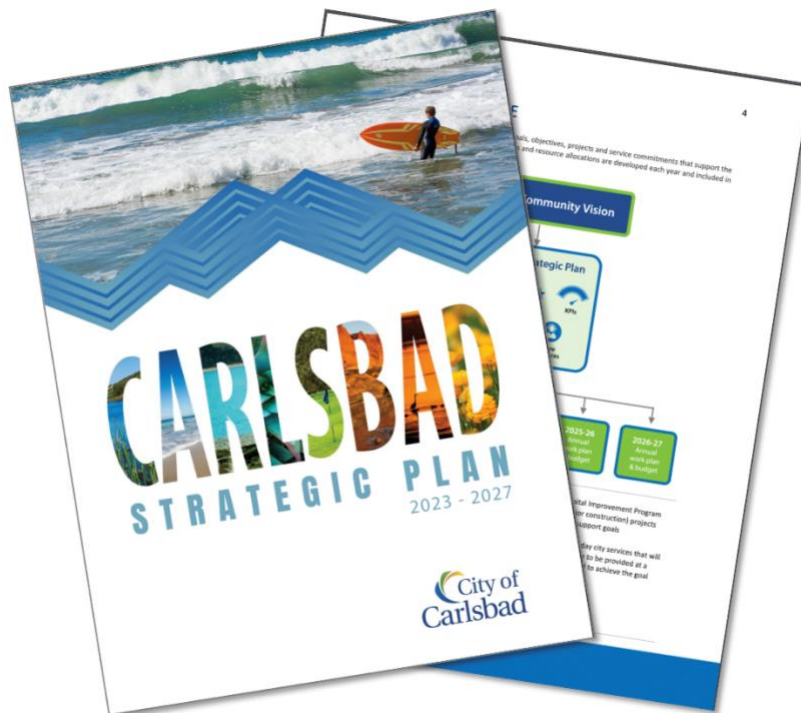
Develop and implement a performance tracking, management and reporting program for the 5-Year Strategic Plan.

What's been done

- 7/26/23** Launched initial Strategic Plan dashboard
- 2/6/24** City Council receives first Strategic Plan progress report (2023-2024)

What's next

- 2/25/25** City Council to receive Strategic Plan mid-point progress report
- 2/25/25** Staff launches expanded strategic plan dashboard
- 2026** City Council to receive annual Strategic Plan update
- 2027** City Council to receive annual Strategic Plan update and direct future strategic planning efforts





Objective 2

Foster a culture of continuous improvement that equips the organization to deliver excellent service to the community.

What's been done

2022	Increased organizational capacity to develop city data visualization dashboards to inform department operations, increase operational efficiency and improve community outcomes
2022	Implemented an enterprise asset management system to consolidate asset data and improve infrastructure maintenance operations and management
2023	Increased organizational capacity to conduct and analyze research studies and surveys, implemented a systematic process for data collection and interpretation
2023	Implemented an analytical data training program to upskill city staff and build data-informed decision-making capacity citywide
2023	Implemented a construction project management system for CIP projects and a general citywide project management system
2024	Created multiple live data dashboards, including a real-time fire operations intelligence system, economic intelligence dashboard, and updated Capital Improvement Project dashboard
2024	Implemented business process streamlining, digitization and automation for credit card reconciliation, CIP project documentation, telecommuting and discretionary leave requests and the computer loan program
2024	Launched an online application and digital processing system for board, commission and committee applicants
2024	Launched the "Let's Connect" initiative, a tool to support employee growth and development

What's next

2025	Implement public wireless internet access for Alga Norte Park
2026	Complete implementation of new Computer Aided Dispatch system and real time crime center
2026	Upgrade library Radio Frequency Identification system for automated checkouts/returns



Objective 3

Maintain the city's fiscal health and sustainability.

What's been done

3/14/23	City Council adopts Policy No. 95 - Cost Recovery, to be implemented over a three-fiscal year period and managed on an ongoing basis
2/27/24	City Council receives final report for the external financial statement audit conducted between April 2023 and January 2024
4/23/24	City Council adopts updated Park Land Dedication and Park In-Lieu Fees
4/30/24	Implemented a new vendor management system to enhance internal controls over vendor payments and security
6/18/24	City Council establishes a \$17.5 million Asset Replacement Reserve in the General Fund, improving transparency and budget stability
6/30/24	Maintained a General Fund Reserve Ratio of 55%, exceeding the city's 40% reserve requirement by 15 percentage points (\$36 million)
6/30/24	Completed the external audit for fiscal year 2023-24 with an unmodified (clean) opinion
6/30/24	Revamped the Capital Improvement Program process to request construction budget only after City Council approves project design and authorizes bidding
10/8/24	Postponed projection of when ongoing city expenditures are expected to exceed ongoing revenues by five years, from fiscal year 2026 to fiscal year 2031
2/11/25	City Council receives Annual Comprehensive Financial Report
Ongoing	Maintaining the city's AAA credit rating

What's next

2/25/25	City Council to receive second-quarter economic and financial update and conduct mid-year budget review
5/20/25	City Council to review preliminary fiscal year 2025-26 budget, including the comprehensive fee program update
2025	City Council to consider updating development-related fees, including Drainage Fees, Stormwater Funding Fees, Park Impact Fees and Public Facilities Fees, with studies and funding requests integrated into the budget process



Objective 4

Model trust, ethics and civility.

What's been done

3/23 Achieved 100% compliance in bi-annual mandatory ethics training

3/23 Achieved 100% compliance in bi-annual mandatory workplace harassment prevention training

4/23 Achieved 95.67% annual conflict of interest disclosure (Form 700) compliance

4/24 Achieved 94.59% annual conflict of interest disclosure (Form 700) compliance

What's next

3/25 Complete required ethics training

3/25 Conduct workplace harassment prevention training

4/25 Complete annual conflict of interest disclosures (Form 700)





Objective 5

Attract and retain a talented, diverse and engaged workforce.

What's been done

2023	Broadened recruitment advertising to over 600 websites; received over 5,000 job applications
2023	Filled 41% of available positions by promoting existing full-time employees
2023	Provided 230 in-person and online trainings
2023	Achieved an employee vacancy rate of 5.2%
2024	Provided 356 in-person and online trainings, including 61 new online trainings
2024	Attended 11 community job fairs
2024	Filled 58% of available positions by promoting existing full-time employees
2024	Supported 64 employees who participated in the city's Tuition Reimbursement program
2024	Supported the onboarding of 18 new hires through participation in the city's Peer Advisor Liaison program
2024	Graduated 15 employees from The Centre for Organization Effectiveness Supervisor's Academy
2024	Graduated seven employees from The Centre for Organization Effectiveness Manager's Academy
2024	Achieved an employee vacancy rate of 4.4%
Ongoing	Conducting market surveys to ensure employee compensation is in the 67th percentile for recruiting and retention purposes
Ongoing	Collaboration with North Zone Fire agencies to ensure best practices and an engaging process for promotional assessments

What's next

2/25	Five employees to graduate The Centre for Organization Effectiveness leadership academies
3/25	14 employees in the City of Carlsbad cohort to graduate from National University with an MPA
Mid-2025	A new internal professional development program will equip supervisors with leadership training



Objective 6

Achieve CalPERS funded status of 80% or greater (Council Policy No. 86) in each of the next five years.

What's been done


FY 2022	CalPERS investment performance realizes a 7.5% loss resulting in a decline of the city's funded status from 86% to 75%
9/12/23	City Council receives CalPERS FY 2022 investment performance report, establishes a Section 115 Pension Trust, amends Council Policy No. 86 to allow assets in the Section 115 Pension Trust to count toward the city's funded status goal, and approves a 5-Year strategy to achieve 80% funded status in accordance with updated Council Policy
9/26/23	City Council approves \$10 million initial funding contribution to Section 115 Pension Trust
10/8/24	City Council approves additional \$7.5 million contribution to Section 115 Pension Trust
12/31/24	Section 115 Pension Trust earns \$1.3 million on \$17.5 million in contributions, achieving a 7.64% return
12/31/24	City's combined CalPERS funded status reaches 76%, factoring in Section 115 Trust assets


What's next


9/25	City Council to receive report on CalPERS' actuarial valuation as of June 30, 2024, and fiscal year 2023-24 investment performance report
9/25	City Council to conduct annual review and consider adopting a Section 115 Pension Trust Investment Policy
Ongoing	Management and reporting of the trust will continue on an ongoing basis





Priority Projects


-  Complete Fleet Maintenance Facility refurbishment


-  Complete design and construction of the Orion Center (centralized public works yard)


-  Complete conceptual design for new City Hall and Civic Center


-  Complete the Police & Fire Headquarters Renovation including the Emergency Operations Center Reconfiguration


-  Initiate design for construction of a new public works storage facility


-  Complete feasibility study to identify the need and location for Fire Administration offices


-  Research, evaluate and implement a Section 115 Pension Trust


-  Core System Consolidation

-  Expansion of the Digital Information Network

-  Implementation of an Enterprise Asset Management System

-  Implementation of Computer Aided Dispatch system with a real time crime center

-  Implement new tools for citywide project management

-  Build a data driven decision making platform and training programs