Strategic Focus Areas
Summary

Description

The City Council held its annual goal setting workshop Jan. 17, 2012. This workshop is the first step in creating the city's action plan and budget for the coming year. The day-long discussion focused on 12 key trends affecting the city in the areas of the economy, changing demographics and technology. From this discussion, Council identified the six most important strategic focus areas for 2012/13.

Strategic Focus Areas

- **Creating quality jobs in a new economy** – Support local companies, attract talent and innovators, and partner with universities and research institutions to become a hub for higher education. Streamline city processes for companies considering relocating to Carlsbad.
- **Sustainable organization** – Be an adaptable, responsive and efficient organization that delivers cost effective, high quality services. Retain a motivated, flexible and responsive staff and incentivize high performance.
- **Updating land use policies** – Through the General Plan update, adapt city land use policies to address population and demographic trends. Maintain the city's high standards and balance a thriving community with the need for tranquil, natural open spaces.
- **Changing recreation needs** – Meet the community's changing recreation needs, including more for active seniors and young people. Consider accelerating schedule for building new parks and community centers. Look beyond parks to an expanded trails system and open spaces that encourage a healthy outdoor lifestyle. Consider opportunities for public-private partnerships to expand offerings in a cost effective manner.
- **Complete streets** – Begin adapting Carlsbad streets to accommodate and encourage all modes of transportation, not just cars. Use street design to create a sense of place and community through green spaces, medians and signage. Complete traffic signal technology upgrades to improve traffic flow.
- **Fostering the next generation of community leaders** – Finding ways to encourage younger people to participate in city leadership and governance.

Other Issues

During the workshop, the City Council also recognized several other issues affecting the city's future. City staff will continue to address these trends throughout the year as resources allow:

- Aging population
- Increased public involvement through technology
- New approaches to generating revenue

- Libraries in the digital age
- Increased access to government services through technology
- Aging neighborhoods

Based on this direction, staff is beginning to develop detailed and measureable action plans to be presented to the City Council for approval during the budget hearing process in May and June.

Trend	Creating quality jobs in a new economy
Description	Studies are showing that more and more companies in the new economy have moved operations off-shore to reduce costs and remain competitive. This has resulted in fewer companies expanding operations in the U.S. In addition, companies are finding it more difficult to find talent to support innovation that will help them remain competitive. This has led cities and economic development organizations to shift their strategies. Economic Gardening "Economic gardening" is a new model that seeks to create jobs and enhance competitiveness by supporting targeted local companies with access to technical information and other resources that would not otherwise be affordable. Talent Recruitment Traditional economic development efforts have focused on attracting companies to the community. New strategies focus on helping existing companies attract the talent and innovators they need to grow and compete in the global economy. This also includes attracting entrepreneurial talent that will start and relocate companies to the community. Education Hub Studies show that when a city becomes a hub for higher education and research, high quality jobs are created. By partnering with institutions of higher learning and research organizations a community becomes a magnet for new talent and attracts companies looking to parlay local research into marketable products and services.
Affected departments	Community & Economic Development, Finance, Library, IT
How this affects us	As Carlsbad emerges from the recession, we need to build on the diversity of our local economy and established industry clusters. This will encourage growth and consequently reduce local vacancy rates and enhance property values in office, industrial and R&D real estate.

	Many of Carlsbad's largest and most innovative companies were started by people that wanted to live in Carlsbad. Our focus on attracting talent can help bring in the innovators and entrepreneurs who will create Carlsbad's next generation of great companies.
Status	- Meeting with existing companies in targeted industries. The difficulty in attracting talent is mentioned as a barrier to their future growth. - Working with the Carlsbad Chamber of Commerce to coordinate economic development efforts. - Marketing library resources to local businesses. - Implemented on-line property search tool to help companies with expansions and relocations to Carlsbad. - Meeting with new prospects for expansion, relocation and business start-ups. - Meeting with local learning institutions to explore partnership opportunities.

Trend	Sustainable organization
Description	Carlsbad, like cities throughout the nation, is coping with current economic conditions which mean operating with fewer resources. At the same time, community expectations for value, accountability and transparency have increased. As a result, it is more important than ever that Carlsbad ensures taxpayers are receiving the most efficient and cost-effective delivery of high quality city services.
Affected departments	All
How this affects us	- Need to reexamine policies and procedures to make government more efficient - Increased emphasis on analyzing and quantifying costs of service delivery - Technology provides new opportunities to increase efficiency while maintaining high quality services - Emphasis on downsizing/rightsizing - Need to reexamine salaries, benefits and pension to remain competitive - Need to manage effects on employee morale due to pace and magnitude of change - Emphasis on keeping reputation as employer of choice in light of negative publicity surrounding local government employment - Fewer highly qualified people in the job market from which to choose - Limited by antiquated civil service rules affecting employee retention and succession planning
Status	- Embarking on Best Value Services initiative to identify areas for improvement and increased efficiencies - Performing total compensation comparison related to public and private sector competitors - Partnering with represented employees to explore the possibility of a pay for performance compensation system - Providing training and workshops on employee wellness and managing change

Trend	Population and demographic changes affecting land use
Description	National and regional forecasts indicate significant changes in population and demographics over the next 20 to 40 years. These forecasted changes will greatly affect demand, type, intensity, and density of future residential, commercial and office/industrial development. These trends, coupled with Carlsbad's limited amount of remaining vacant and under-utilized land, will pose significant policy and implementation challenges for the city.
Affected departments	Community & Economic Development, Housing & Neighborhood Services, Finance, and all infrastructure and service providing departments
How this affects us	- Challenges with accommodating future growth and changes in product type, density and intensity - Balancing competing land use demands – housing versus jobs and economic uses - Balancing community values and neighborhood character with economic and housing needs - Neighborhood conflicts resulting from infill of vacant sites, and intensification and reuse of existing developed buildings or sites - Need for flexibility in our land use and development policies and standards, while maintaining our high quality - Managing future land use and development demands within our current growth management policies and standards
Status	- Envision Carlsbad – GP/LCPA/Zoning Update Program - underway (completion date: end of 2013) - Existing 2005-2013 Housing Element – Ongoing implementation of programs (Quarry Creek, Barrio, minimum mixed-use and residential densities, etc.) - Infrastructure Master Plan Updates (sewer, water, drainage) - Growth Management Facility Plan Updates (as needed for major projects; Quarry Creek, Dos Colinas, etc.) - Village Revitalization Partnership – current initiative underway to partner with Village property owners to create a sustainable program in the Village to ensure local re-investment and economic development in the Village area.

Trend	Changing recreation needs
Description	Changes in the size and composition of California's population, more than anything, will drive the impacts on the delivery of parks and recreation services in the coming years. While the baby boomer generation relied on traditional recreation facilities to meet their needs, the 18-40 year olds today trend toward extreme sports and adventure recreation. As the aging population increases and people live longer, older adults will have different needs than previous senior citizens. In order to accommodate the impacts of changing demographics, public facility design trends have evolved over the past few decades to provide multi-generational opportunities for recreation in one location.
Affected departments	Parks & Recreation
How this affects us	• Existing park and facility master plans may no longer reflect the current and anticipated recreational needs of the community. • Evaluation and analysis of park and facility plans would require public outreach that is balanced and provides factual and detailed information. • Any recommended changes in plans should consider their impact on the pyramid model of cost recovery. • The priority and timing of facility development may not be consistent with the need.
Status	• Accepted pyramid model of cost recovery in 2009 • Alga Norte Community Park has been master planned, designed and is scheduled to be open in 2013 • Aviara, Pine and Poinsettia parks all have planned future phases to include community centers/gymnasiums, similar to Calavera and Stagecoach parks • Veterans Park and Robertson Ranch Parks have yet to be master planned

Trend	Complete streets
Description	Community values are shifting from designing roads to accommodate maximum vehicle traffic to designing roads that meet the broader needs of the community. This new approach, called "complete streets," recognizes that streets are an important part of the livability of a community and ought to be for everyone, whether young/old, motorists/bicyclist, walker/ wheelchair user, bus rider/shopkeeper, tourist/resident. The concept also recognizes that designing streets can be used to create destinations that encourage economic development. More than 300 jurisdictions nationwide have adopted complete streets policies and ordinances.
Affected departments	Transportation, Community & Economic Development, Police, Fire, Housing & Neighborhood Services, Parks & Recreation
How this affects us	**Challenges** • Carlsbad's existing roadways reflect the vehicle-centric approach of the past often at the expense and safety of other modes. • Roadways provide great levels of service for motorists their sheer size and speed often creates challenges and constraints for pedestrians, bike riders, transit users and people with disabilities. **Opportunities** • Realization of key elements of the community's vision for the future (small town feel, recreation, healthy outdoor lifestyles, increased connectedness, business diversity and tourism, sustainability, neighborhood design, revitalization and livability) • Carlsbad Boulevard presents several opportunities for demonstration projects that could enhance tourism, recreation, healthy outdoor lifestyles and coastal beach access. • Increased visitation to Carlsbad Village, beaches and neighboring areas through improved walkability and bikeability, leading to increased foot traffic and opportunities for local businesses to expand and grow • SANDAG TransNet "Active Transportation" Grant money is available **Benefits** • Increased transportation choices and opportunities • Economic revitalization and improved safety • Quality of place by making streets vibrant and livable • More walking and bicycling (active transportation) • Public health and air quality
Status	• Complete Streets will be incorporated into Envision Carlsbad (GP/LCPA/Zoning Update Program)

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Trend	Fostering the next generation of leaders
Description	A strong, diverse base of community leaders is essential to a healthy city government. Traditional methods of involving the public in city affairs tend to draw from a more narrow segment of the population -- primarily those who have the time and interest in attending public meetings and digesting highly technical government documents. As a result, some segments of the community, especially young people and families with children at home, do not have as many opportunities to participate in leadership positions such as city boards and commissions or even ad hoc committees and public workshops. Without gaining experience participating in their city's issues at this level, it is unlikely these segments of the public will be able to develop the kind of leadership skills and experience needed to help the fill future leadership voids in our community.
Affected departments	All
How this affects us	**Benefits** • Encouraging the development of new leaders who reflect the full array of community demographics and interests would help ensure the city can meet the future needs of the entire community. • Developing leadership skills takes time. Enabling people to start the process earlier will result in more experienced, effective community leaders ready to serve the future needs of the city. **Challenges** • Existing opportunities are at times, locations and in formats not convenient for these segments. • Their interests and priorities are elsewhere/difficult to get their attention and commitment to get involved. • They have limited time available for community leadership activities.
Status	• The city partners with Junior Achievement on the City Stuff program, a third-grade local government curriculum. • The city recently launched a Citizens Academy leadership module for graduates interested in continuing to develop their leadership role with the city and community. • The city has encouraged high school student participation in Citizens Academy and the Envision Carlsbad Committee. • Staff is currently working with Junior Achievement on a high-school level curriculum focused on local government.

Trend	Aging population
Description	Demographic data collected and analyzed for the recent Envision Carlsbad report show that the Carlsbad senior population, identified as age 55 and older, constitutes about one-third of Carlsbad residents. The identified trend shows the senior population growth will increase at a faster rate than all other age groups in Carlsbad between now and 2050. Older adults are demonstrating different expectations for services and life experiences.
Affected departments	Parks & Recreation, Library & Cultural Arts
How this affects us	• Increased demand for senior services • Changes in services (technology, wellness, lifelong learning) • With expectations for services and life experiences evolving, so must our service delivery to remain relevant to this population • Need to diversify programs and services at libraries, recreation centers, and parks to meet the needs of two generations of seniors • The 50+ population is more active and engaged than the population traditionally considered "seniors" • Need to evaluate continuous learning and wellness experiences that integrate with their active lifestyles (time of day, type and combination of offerings) • Determine if our current senior center operating model has the capacity to meet future needs • Need to incorporate senior programs into existing facilities and libraries; may require a change in the current facility/resource allocation • This demographic will compete with other groups for distribution of resources
Status	• Existing dedicated senior center offers a wide variety of recreational, social, and nutritional programs and services • Three libraries afford seniors the opportunity to experience lifelong learning, technology training and community engagement

Trend	*Increased public involvement through technology*
Description	Technology now allows for new ways for the public to more directly participate in their government's decision making. With the click of a mouse (or tap of a mobile device) people can vote in an online survey, post a comment on a government social media site or organize a large group around a single issue. Cities across the nation are experimenting with a mix of these tools with varying results. A consistent question that arises is determining the appropriate level of involvement for the public for a given issue. If these tools are promoted and increased public input is encouraged, governments need to set expectations in advance for how that input will be considered in the decision making process. Ignore these tools altogether, and the public may lose faith in a government's responsiveness to those they serve.
Affected departments	All
How this affects us	**Challenges** • As these tools become more common in the commercial sector, the public will increasingly expect them to be available for their government too. • Public expectations of their influence might be unrealistic on some issues. • Public can easily become disappointed if they feel their input was not used. • Requires increased resources to manage and process increased public input. **Opportunities** • To hear from a broader segment of community on issues important to them. • Demonstrate transparency and openness. • Increase understanding among the public regarding city issues and decision making process.
Status	• Currently using social media to communicate about city issues. • Increasing use of online surveys to gather information from the public (trails survey, Envision Carlsbad online surveys, etc.).

Trend	New approaches to generating revenue
Description	Decreasing revenues from traditional sources such as property tax, sales tax, community giving and earned income have led some cities to adopt new approaches to generating revenue. Strategies vary widely, but include selling advertising space on city assets, setting up new commercial enterprises at city facilities, selling event sponsorships, and pursuing grants and donations from private and community foundations.
Affected departments	All
How this affects us	- While these efforts present an opportunity to provide much needed funding for city services, cities must also be aware of the possible pitfalls of these approaches. - Some may see it as a public entity choosing to compete with local private businesses for customers and dollars. - In some situations it may even pit a city against a local non-profit for funding from a foundation. - The efforts to raise funds and pursue sponsorships by our departments are not coordinated or centralized.
Status	- Recently, a coffee kiosk has been opened at Dove Library to serve patrons. The kiosk is operated by a private vendor. - Programs such as TGIF Jazz in the Parks and Parks & Recreation's Dinner and a Movie have experienced reduced giving, resulting in additional pressure to generate funding to retain current levels of programming. - A citywide policy to guide the pursuit of sponsorships is in development.

Trend	Libraries in a digital age
Description	The shift toward digital content and delivery (eBooks, electronic information sources) is quickening, but not replacing other formats.
Affected departments	Library & Cultural Arts; IT; Property & Environmental Management
How this affects us	• Surging interest in eBooks and other digital content competes with sustained demand for print resources • Competition for dominance among providers of content and devices has created multiple, fragmented delivery systems • Device variety and preferences (smartphones, tablets, e-readers) have created demand for device-specific content availability • Changing delivery methods require constant training of both patrons and staff on new devices and how to access content • Network and physical infrastructure (bandwidth, wiring, electrical, buildings and their support systems) need frequent updating to keep up with changing technology and demand • Future buildings must be designed flexibly to support continuously changing service delivery • Formats will increasingly overlap as they're introduced more quickly*. The need to support multiple formats and delivery methods requires frequent change in work processes
Status	• This trend is being watched constantly, and formats evaluated for phase-out; currently, 21 percent of collection funding is dedicated to digital content • Investment in multiple, overlapping formats and systems is strategic; Carlsbad is maintaining a regionally innovative position while issues of rights and ownership of digital content are addressed at a national level • Concepts for future facility spacial and infrastructure needs are being developed • The rapid pace of technology advancement requires more frequent reinvestment in complex systems to continuously deliver services efficiently

*New format introductions/phase-outs

1916	1971-2010	1981-2010	<1987-97	1987	1996	2000	2005	2007	2010	2011
Print	Audiocassette	VHS	Record	CD	CD-ROM	eDatabase	MP3	Playaway	eAudiobook	eBook

Trend	Increased access to government through technology
Description	Public expectations of government are changing as digital communication and information technologies become a more regular part of daily life. People are starting to expect instant access to government information and services anywhere, anytime, from any device. Meeting those changing expectations requires government to transform to a new paradigm focused on leveraging technology to increase speed, efficiency and convenience. - Fully 82 percent of Internet users (representing 61 percent of all American adults) looked for information or completed a transaction on a government website in the past year. 31 percent of online adults use online platforms such as blogs, social networking sites, email, online video or text messaging to get government information. - By 2015, more U.S. Internet users will access the Web through mobile devices than through PCs. - The number of people accessing the City of Carlsbad website using a mobile device increased 845 percent in the last year. Non-mobile use increased 133 percent.
Affected departments	All
How this affects us	**Challenges** - Requires changes to how the city does business and provides services and information to the community. - Requires resources to develop and implement a comprehensive approach. - Technology changes very quickly, requiring an adaptive, agile and innovative organizational culture. **Opportunities** - Potential to save money, improve service, and increase public confidence and engagement.
Status	- City's website provides a great wealth of information as well as some online services: bill paying, class registration, library catalog, ebooks and maps. - The city's website is being redesigned to improve ease of access to information and online services. - The city is in the process of establishing a CRM system that will include online service requests and tracking.

Trend	Aging neighborhoods
Description	New neighborhoods continue to be built in Carlsbad, while many neighborhoods are aging and require attention and focus to prevent or reverse decline. Many Carlsbad neighborhoods have been in existence for 50 years or more, and several (such as the Barrio and Ponto) are showing signs of decline or neglect.
Affected departments	Housing & Neighborhood Services, Police, Utilities, Transportation, Community & Economic Development, Library, Parks & Recreation
How this affects us	Virtually everyone in a community is affected in some way by an individual neighborhood's health and relative vitality, including homeowners, renters, schools, churches, business, commercial centers, nonprofit organizations and the local government. Declining or neglected neighborhoods are often associated with: • the loss of property values; • increasing crime and higher costs to address these unsafe environments; • increased need for city or other public services; • decreasing school test scores or lack of quality school facilities; • deteriorating/aging infrastructure; • deferred maintenance of facilities and/or residences, which results in higher costs at a later date to repair or replace; • loss of "curb appeal" to attract private investment; • low sense of community and lack of social support; and/or • reduced or lost tax revenue. Community problems related to aging neighborhoods are becoming increasingly more complex, are often expensive to address and may require multifaceted solutions.
Status	• City is currently setting funds aside for future replacement or repair of infrastructure throughout the city, and staff will continue to monitor this program for effectiveness. • Several neighborhood service programs have been developed, and more are under development to address signs of decline or problem areas in older neighborhoods. • More attention and resources will be required to address aging neighborhood issues in the future.