



Business Sector

Art in Daily Life

Lifelong Learning

Distinct Identities

Physical Realm

Capacity Building

Arts & Culture *Master Plan* *June 2018*

TABLE OF CONTENTS

HOW TO READ THE PLAN	5
EXECUTIVE SUMMARY	6
ARTS AND CULTURE IN CARLSBAD	7
ARTS AND CULTURE AS A CORE VALUE	8
WHY AN ARTS AND CULTURE MASTER PLAN?	9
A NEW CHAPTER FOR ARTS AND CULTURE IN CARLSBAD	10
CITYWIDE VISION FOR ARTS AND CULTURE	11
A ROADMAP	14
ARTS AND CULTURE FRAMEWORK	17
DEFINING ARTS AND CULTURE	18
CARLSBAD'S SUCCESS STORIES	22
COMMUNITY ENGAGEMENT	27
THE PLANNING PROCESS	28
KEY COMMUNITY FINDINGS	30
THE PLAN	37
NEW ROLES FOR THE CITY OF CARLSBAD	38
ROLE OF THE CARLSBAD ARTS COMMISSION	40
ROLE 1: PROVIDER	42
CONTINUE TO PROVIDE STRONG ARTS AND CULTURE PROGRAMMING	43
ROLE 2: PARTNER	46
SUPPORT ART AS AN ESSENTIAL COMPONENT OF DAILY LIFE	47
FOSTER ARTS & CULTURE WITHIN THE PHYSICAL REALM	50
ROLE 3: CONNECTOR	54
EXPAND ARTS & CULTURE LEARNING OPPORTUNITIES	55
ESTABLISH RELATIONSHIPS THAT SUPPORT A THRIVING BUSINESS SECTOR	58
ROLE 4: LEADER	62
CELEBRATE CARLSBAD'S UNIQUE HISTORY AND DISTINCT IDENTITIES	63
BUILD CAPACITY WITHIN THE ARTS & CULTURE SECTOR	66

IMPLEMENTATION	71
NEXT STEPS	72
CONTINUOUS PLANNING	73
PRIMARY IMPLEMENTATION RECOMMENDATIONS	74
FUNDING SOURCES	77
FUNDING SOURCES FOR THE ARTS AND CULTURE SECTOR	78
ADDITIONAL FUNDING AND FINANCING OPPORTUNITIES	81
IMPLEMENTATION CHARTS	87
TEN PRIORITY ACTIONS	88
PROGRAM AND POLICY PRECEDENTS	99
PROGRAM AND POLICY PRECEDENTS	100
APPENDICES	105
ACKNOWLEDGEMENTS	106
KEY TERMS	107
LISTING OF CULTURAL ASSETS	108
INTERVIEW AND FOCUS GROUP PARTICIPANTS	112
GROUP PRESENTATIONS	114
CONSULTANT PROFILE	115
PLAN PREVIEW SUMMARIES AND FEEDBACK	116
COMMUNITY FEEDBACK REPORT	150



HOW TO READ THE PLAN

This Arts & Culture Master Plan presents a vision of new roles for the City of Carlsbad and the Cultural Arts Office, leading to the creation of vibrant experiences for everyone. The action items bring it to life. Planning for arts and culture is a bit different than planning in other municipal departments. While this plan pulls from multiple disciplines, from the arts and business administration, to marketing and education, it arrives at a different type of plan. This plan is not so much about physical things, like roads, parks or utility lines, as it is about people, and how we experience culture in our community.

We still have visions to discern, ideas to discover, resources to be identified and partnerships to establish for fostering collaboration. In other words, we are just at the beginning; planting seeds that will one day grow into something bigger. With that in mind, this plan presents many aspects that are essential in arts and culture planning and you will find:

- What defines the City of Carlsbad, where we are now and what is the current role of arts and culture in our neighborhoods.
- What arts and culture looks like in the nation and how it applies to our community.
- The many stages of input and feedback from the community that lead to crafting this plan.
- Outcomes prompted by listening to you, leading to the following:
 - Four roles for the city (PROVIDER, PARTNER, CONNECTOR and LEADER).
 - Six themes with strategies organized into specific actions which are necessary to realize the vision of the plan.
- Based on community feedback, there are ten items that rose to the top; each incorporates a variety of tactics representing input from numerous sectors such as business, education and nonprofit.
- Finally, we outline an implementation strategy with recommendations for resources that will be required to bring this vision to life.

As you read the Arts & Culture Master Plan, you will learn about the many ideas brought forward by the residents of the City of Carlsbad on how the current state of arts and culture could grow to its fullest potential. We invite you to find your own place in this effort to build the larger system that will benefit all.

EXECUTIVE SUMMARY

ARTS AND CULTURE IN CARLSBAD

Throughout its history the City of Carlsbad has been a meeting place of people, cultures and ideas. From its origins as the home of the Native American Luiseño people, to Spanish missionaries of the late 18th century, the early farmers who cultivated fruits and flowers, olives and avocados, and on to the executives who built the world-class business hub it is today, the City of Carlsbad has had a rich story to match its abundant natural resources and beauty.

Now a city of roughly 115,000, the city is still known as a “village by the sea” and prides itself on its small, coastal town feel. No longer reliant on agriculture as a sole economic engine, the City of Carlsbad is a popular tourist destination and home to a number of commercial and industrial enterprises. Its enviable location between San Diego and Los Angeles, striking coastline, fertile soil and temperate climate all ensure the city's attractiveness and growth into the 21st century.

Arts and culture have long been an essential component of Carlsbad life. Founded in 1986, the city's Cultural Arts Office provides cultural services throughout the community and works with a host of partners to expand arts programming and arts appreciation. One of its most popular programs has been TGIF Concerts in the Parks, a free musical series offered each summer. The City of Carlsbad's Art in Public Places, the first public art program in the San Diego area, has installed over 100 works of art. Other organizations in the city—the Museum of Making Music, New Village Arts and many others—further enliven the city's arts and culture scene.

Still, previous and current visioning efforts have determined that there is a wealth of untapped potential for arts and culture in the city. There are opportunities that could further enrich the lives of residents and visitors alike. A broadening of the definition of "art", a deeper and more layered integration of art within everyday life and a more balanced offering of arts and culture experiences across the city and across multiple age groups have emerged as priorities. With additional goals and resources, the City of Carlsbad is poised to become a more vibrant local arts community and serve as the engine for arts and culture activities in the surrounding region.

ARTS AND CULTURE AS A CORE VALUE

Strengths. The City of Carlsbad sits within a regional landscape that is defined by its geography, industries and cultures. Counting itself as part of the North County group of local cities (along with Oceanside, Encinitas, Vista and others), the City of Carlsbad is tightly connected to its neighbors and San Diego to the south. Today, the city recognizes the value of a strong arts and culture community as an integral part of daily life, as well as the strong growth of the arts and cultural economies within the region.

Several strengths led to the City of Carlsbad's commitment to this core value:

- **High-quality programs.** Among the year-round arts and culture programs valued by residents of all ages are arts education opportunities, gallery exhibits and special events such as the TGIF Concerts in the Parks.
- **Dedicated resources.** The city's investment in arts and culture is significantly higher than neighboring cities and includes a Cultural Arts Office staff to continually renew and maintain the excellence of the programs.
- **History of partnership.** These programs are the result of decades of commitment from community organizations and volunteers. They have fostered a deep sense of local identity by helping create iconic locations like the Flower Fields and signature events.

Challenges. These strengths will allow us to meet key challenges before us, such as:

- Clearly **defining the city's role** as a regional arts and cultural resource and destination.
- **Providing access** to programming for a growing and increasingly diverse population.
- Developing **new forms of funding** and **new partnerships** that will provide more ways for artists and arts and cultural organizations to bring new work to the public.
- Instilling arts and culture participation as a **part of daily life**.
- Coordinating with neighboring cities to **jointly explore programming opportunities** that will attract regional audiences.

WHY AN ARTS AND CULTURE MASTER PLAN?

By creating this Arts & Culture Master Plan, the City of Carlsbad is taking its place among the many U.S. cities that recognize the arts, culture and creative sectors as fundamental to their city and integral for a strong quality of life and robust economic development strategies. With the adoption of this plan, arts and culture take on a new role within city government. The city can no longer serve merely as a provider but must serve as a catalyst for new ideas and efforts from the creative community. To support this change, the Arts & Culture Master Plan helps to strategically align resources, goals and actions among city departments and between the city, community partners, the creative community and the city's robust cadre of civic volunteers.

ARTS & CULTURE MASTER PLAN GOALS

The City of Carlsbad has arts and culture written into its DNA as a place of natural beauty. The city has become a popular meeting place for people and ideas as well as a fertile environment for entrepreneurship. These and other qualities have made it a national and international business hub with a creative civic spirit. The city takes great pride in striving for a high quality of life.

The goal of the Arts & Culture Master Plan is to harness the ideas and energy of local residents and combine them with national best practices. The result will be a roadmap that can help the city not only support its existing arts and culture offerings but grow and develop into new roles and experiences in partnership with local artists and arts and culture organizations.



Photo from Museum of Making Music

A NEW CHAPTER FOR ARTS AND CULTURE IN CARLSBAD

Identify priorities for arts and culture over the next 10 years



Create an implementation plan including strategies, tactics and resources needs



Develop measurable objectives to support those priorities



In 2017, the City of Carlsbad began working with residents, artists, arts and culture organizations and other stakeholders on developing a plan to deepen and expand an arts and culture environment that is already a model for cities across Southern California. These efforts built upon vision and policies for arts and culture established by the Carlsbad Community Vision and General Plan and nurtured by a long-standing understanding about

the role arts and culture play in the vitality of a community. The planning process has been divided into three phases: discover, envision and develop. Through public outreach in the discover and envision phases, the city gathered input from the community about specific ideas and priorities for arts and culture. These recommendations and ideas emerged as the framework of the draft Arts & Culture Master Plan. In these conversations residents shared a strong desire to nurture, grow and develop the arts and culture community.

During the final develop phase of the planning process, the input gathered from the community was sorted and analyzed in order to discover specific ideas the community would like to see implemented to help the city's arts and culture sector continue to thrive. These ideas were transformed into specific action items and developed and refined further through extensive discussions with staff and city partners. These final action items became the heart of the plan.

While continuing on its current course, there is opportunity for the City of Carlsbad to develop new ways of offering residents and visitors the delightful, sometimes surprising and ever-engaging arts and culture events and public art that are associated with the city.

CITYWIDE VISION FOR ARTS AND CULTURE

A vision has now emerged for an arts and culture sector in the City of Carlsbad. It should be creative, innovative, inclusive and vital. These are the values that now provide the framework for the priorities and action items within the Arts & Culture Master Plan and establish guideposts for implementing the plan recommendations over the next ten years.

- **Creative.** Building on a history of civic engagement and volunteerism in and around arts and culture, the city will work to enhance its reputation for vibrant, creative community expression and gathering.
- **Innovative.** As an incubator of business innovation, the city will help the arts and culture sector participate in developing new solutions for business, government, education and philanthropic sectors.
- **Inclusive.** As a coastal community known for its beauty and diverse communities, the city will work towards access and inclusion to arts and culture for all City of Carlsbad residents.
- **Vital.** Known for its high quality of life and robust Village and Barrio histories, the city's arts and cultural communities will contribute to the creation of dynamic neighborhoods, vibrant market areas and an engaging city center.

OPPORTUNITIES ON THE HORIZON FOR ARTS AND CULTURE IN CARLSBAD

While there are many strengths, there are also opportunities present that could further the impact of arts and culture, such as:

- Defining the city's role in the region and locally in arts and culture.
- Reaching additional resident populations with accessible arts and cultural programming.
- Growing demand for arts and culture participation as a part of daily life by generating new forms of funding and fostering partnerships to create additional ways for artists and arts and culture organizations to bring their work to the public.

IDENTIFYING NEW ROLES

During the discover phase, the consensus was that to expand the city's role in arts and culture locally and regionally, the city should evolve beyond its role from a provider of programs and funding to be a connector, leader and partner. We define these terms as follows:

- **Provider** to ensure that the city's role of providing arts and culture programming and funding to the community remains strong.
- **Partner** to form cross-sector collaborations that can increase the impact of arts and culture.
- **Leader** to advocate for arts and culture with innovative ideas and stimulating conversations with partners throughout the North County area.
- **Connector** to bring together diverse entities to pursue mutual goals.

SIX NEW STRATEGIC PRIORITIES

Six new strategic priorities that help define these new roles were identified during the initial phases of community engagement. They have been tested and refined throughout the development of the plan and final specific action items based on discussions with City of Carlsbad staff, community residents and local creative sector professionals and are now at the foundation of our plan.

1. Support Art as an Essential Component of Daily Life
2. Foster Arts & Culture Within the Physical Realm
3. Expand Arts & Culture Learning Opportunities
4. Establish Relationships that Support a Thriving Business Sector
5. Celebrate Carlsbad's Unique History and Distinct Identities
6. Build Capacity Within the Arts & Culture Sector

ENVISIONED OUTCOMES

Arts and culture have always been essential to the City of Carlsbad's character and will remain at its core as the city moves forward. The challenge for residents is to help the city encourage and support the emerging arts and culture landscape that becomes part of every resident's daily life. As the city begins implementation of this community-inspired Arts & Culture Master Plan, it will focus on four primary goals:

- Promote Carlsbad as a vital cultural destination.
- Encourage greater implementation of the arts in academic and social programs including the advancement of STEAM (Science, Technology, Engineering, Arts and Mathematics).
- Support the ongoing integration of arts and culture into city policy and new project discussions.
- Establish relationships that support a creative and thriving local arts and culture ecosystem encouraging greater collaboration between the arts and culture community and business, education and nonprofit sectors.



Sage Creek High School Drama

Photo from the Carlsbad Unified School District

A ROADMAP

Going forward, this Arts & Culture Master Plan will serve as a roadmap for the City of Carlsbad, providing it with short-term, mid-term and long-term strategies. The realization of goals and strategies will require the community's leadership and its support, along with the combined efforts of City of Carlsbad leadership, department staff, and with artists and partner organizations in the private and nonprofit sectors. As a roadmap, the plan describes the ways in which arts and culture, cross-sector partnerships, neighborhood initiatives and diverse community offerings come together to support a dynamic quality of life for residents, and achieve the vision of creating a vital, vibrant and inviting city.

To do this, the plan provides guidance on strategically bringing together the partnerships and resources needed to create opportunities within the city for the arts and culture sector to thrive.

The plan came from the ideas of residents in the city and will further develop with their continued input and entrepreneurial energy, making arts and culture not only part of resident's quality of life, but an essential component of the city's identity and prosperity. We hope that when you read this Arts & Culture Master Plan you will be able to see yourself in the ideas and inspiration that are at its foundation.

TEN PRIORITY ACTIONS

The staff from the Cultural Arts Office and the Arts Commission have identified the following ten priority actions:

1. Research and develop a venue feasibility plan.
2. Implement mobile outreach strategy utilizing a newly programmed arts vehicle and mobile stage, i.e., Business Park After Dark.
3. Support the continuation and development of the City of Carlsbad's festival and event culture.
4. Leverage local partnerships to support creating an initial STEAM pilot program with Carlsbad's Title I schools with an eventual goal of replication in schools across the city.
5. Partner with Community & Economic Development to convene a series of dialogues with local creative and artistic industry professionals to discover mutual goals and interests, i.e. supporting professional and personal development of employees in the workplace.
6. Increase community grant funding and support.

7. Work with business networking organizations to develop trainings for business professionals to serve on arts and culture nonprofit boards and encourage mentorship opportunities.
8. Create a trail art initiative.
9. Create a guest artist residency program.
10. Create a cultural tourism marketing plan.



"Buddy - The Buddy Holly Story", New Village Arts, 2017

Photo from: Daren Scott, New Village Arts



"Landsailers", Neal Bociek,
Carlsbad Sculpture Garden,
2014