

# *IMPLEMENTATION*

## ***NEXT STEPS***

The City of Carlsbad Arts & Culture Master Plan is based on the understanding that the strongest long-term effects can be created through partnerships between the city and the community. While the city will take the lead for most of the action items, it cannot bring the community's long-term vision to life without the involvement of the business community, artists, arts and culture organizations, schools and neighborhood residents. The actions that form the foundation of the plan came from input by the City of Carlsbad residents. It is with their energy, ideas and passion that the city can see those visions come to life.

The planning process itself has already created substantial changes, including:

- Addition of more TGIF concert pre-show performances to create new opportunities for local arts and culture groups.
- Expansion of community arts grants to include new categories of capacity building and special opportunities.
- Partnerships for programming such as the Cannon Gallery Spring 2018 Prom Dress: Seventeen on being 17 exhibit and student film project with Carlsbad High School Film Academy.
- Incorporating audience interests and feedback into new arts and culture programming such as Starring Artists.



“The World on a String”, Cannon Art Gallery, 2011

## *CONTINUOUS PLANNING*

Future initiatives will be determined and guided by the following steps:

- Implementation of a new program or activity.
- Emphasis on evaluation.
- Review and refinement leads to a program or activity becoming operationalized.
- Recommendation for annual update to the City Council.

In this Arts & Culture Master Plan, there are numerous recommendations that will take the city and the Cultural Arts Office in new directions. Building upon a reputation of quality service to residents, the plan asks staff to create new programs in collaboration with other city departments and community partners. Yet, at this stage, it is recognized that not all of the pieces of the puzzle can be known up front; specific details of the vision – the partners, the organizations, funding options and potential outcomes – will emerge over time.

Many of the action items include a directive such as “explore, develop or launch.” Over the next ten years, these action items will be crafted into initial pilot programs designed to incorporate best practices from the arts and culture sector. Executed by the city’s Cultural Arts Office staff, each pilot program will maximize resources for the best impact in the community. Throughout planning and implementation, results-oriented evaluation practices will be utilized to assess outputs and ensure that the outcomes measure up against the original programmatic goals. The next step is operationalization; that is, a successful program becomes part of the ongoing offerings by the Cultural Arts Office. Evaluation remains a constant with a results-oriented programming philosophy and an emphasis on improvement, innovation and expanded collaboration.

Additionally, it’s recommended that the city’s Cultural Arts Office return to the City Council annually to update the Arts & Culture Master Plan’s progress, launch new action items and request financial support. This incremental approach assists City Council members in staying current on recent developments and provide feedback in supporting arts and culture as a core value in Carlsbad.

## ***PRIMARY IMPLEMENTATION RECOMMENDATIONS***

Given the new roles established within the plan for the Cultural Arts Office and the city at large, many of the costs associated with these roles are for staff. Capacity building and partnering efforts for the creative community will take additional staff time. The staff will also be required to ensure that the city continues to provide its high level of artistic programming. New staffing will be critical to achieve the action items that help grow the arts and culture sector while maintaining current events and programming that the community expects. It should be noted that the Cultural Arts Office has not seen a staffing increase in over eighteen years. The growing understanding about the role that arts and culture plays within the local economy will require re-evaluating and expanding the staff structure to proceed beyond the current status quo and meet the demands for growing and supporting the local creative community.

### ***BUDGET ENHANCEMENTS***

As action items move forward, provide general fund allotment for the following items:

- Recommended annual increase
  - Annual increase of 10 percent to be reviewed every three years in support of ongoing community arts grants.
- Recommended specific increases
  - Implement mobile art outreach strategy including exploring a collaboration with support organizations for purchasing an arts vehicle.
  - Provide support of an artists residency program, including annual increases to support expansion.
  - Consider a one-time grant to be given jointly to the Carlsbad Library & Arts Foundation and the Carlsbad Friends of the Arts to hire a grant strategist for both organizations to develop their capacity to identify, procure and administer grants that will eventually provide funding support for the city's Cultural Arts Office and arts programming.

## *RECOMMENDED OPERATIONAL STRATEGIES*

- Schedule an annual review and presentation to the City Council recapping progress on the Arts & Culture Master Plan in conjunction with the Arts Commission's annual workplan.
- Utilize an incremental approach to address the action items by requesting funding annually for the next set of projects through the city's budget process.
- Recommend that the city manager and staff review both the City of Carlsbad corporate marketing partnership policy and naming of city assets policy to create specific policy recommendations and support the development of a broad funding strategy that is tailored to the arts and culture sector of the city.
- Have city staff investigate opportunities for more creative funding streams and encourage the creation of partnerships across both the private and non-profit sectors for the creation of arts and culture opportunities throughout the city.
- Recommend to the city manager and staff to look at implementing a graduated fee structure for arts and culture offerings within the city when appropriate and the potential for fee for service offerings such as the rental of the mobile stage.



*Photos from Hospice of the North Coast*



## *FUNDING SOURCES*

# *FUNDING SOURCES FOR THE ARTS AND CULTURE SECTOR*

With new ideas come new funding needs. The City of Carlsbad has traditionally funded its arts and culture programs from its general fund revenues. With the implementation of the initiatives proposed within the Arts & Culture Master Plan, additional funding will be needed from local, state and federal sources. And while current arts and culture funding mechanisms are important to maintain, new funding sources can be identified and pursued.

## *GENERAL FUND*

Currently, the City of Carlsbad supports the Cultural Arts Office, its staff and programming through the general fund. Fiscal year funding levels of \$1 million annually result in spending of approximately \$8.75 per capita.

## *DESIGNATED FUNDING STREAMS*

### *Transient Occupancy Tax*

Many cities across the United States choose to support the arts and culture sector with a portion of the taxes gathered through hotel stays called transient occupancy tax. These taxes help to support arts and culture events that create a draw to the area for visitors. Since arts and culture are often a core part of visitor marketing and development, these funds can be critical for creating the type of environments that attract tourists. Currently, the City of Carlsbad collects \$1.00 per occupied room per night that is designated for the Carlsbad Tourism Business Improvement District, and \$2.00 per occupied room per night for the Carlsbad Golf Lodging Business Improvement District. It is recommended that the city create a fund specifically for the funding of arts and culture initiatives with an additional increase in transient occupancy tax levies and to integrate these efforts with the creation of the cultural tourism marketing plan.

### *Fees for Service*

Additional funding sources can come through a combination of city general funds, local, state and federal grants, matching funds from partner organizations and potential earned income through fees for services (such as art camps) and admission to city events.

Potential renting of the mobile stage or other such initiatives, as a number of U.S. cities and non-profits have done, can use a graduated fee structure that addresses a broader number of factors including:



- Whether the renter is an individual, non-profit organization, or for-profit entity.
- The number of people attending the targeted event.
- Certain holidays and event time frames that may allow the city to charge more due to demand.

### *Longer-Term: Dedicated Revenue Source*

As the city continues developing long-term sustainable funding streams for its growing creative sector, it will most likely also seek to identify additional dedicated funding streams. Other jurisdictions have been successful in creating citizen ballot initiatives that allocate a particular percentage of property or sales tax to fund arts and culture. Focused on the creation of special taxing districts or specific sales tax levies, these taxes require state legislative authority. However, one caution with tax levies: The use of these levies for arts and culture funding, especially sales taxes, can have a regressive impact on low-income families unless exemptions or other policies are adopted to minimize the impact on these families.

One example of a voluntary tax done in collaboration with other sectors is Cedar City, Utah’s RAP Tax. Taxpayers voted in the RAP Tax (Recreation, Arts and Parks) in 2004 for an additional one-tenth-of-one-percent sales tax levied on all purchases within the city. Revenues are allocated equally between recreation, arts and parks. Initially the tax levy was for a seven-year term but state law has expanded that timeframe to ten-year renewable cycles. The most recent renewal was in 2014 and was supported by more than 67% of voters.

- <https://www.cedarcity.org/DocumentCenter/Home/View/267>

Another example of an arts and culture tax is the county level cigarette tax in Cuyahoga County, Ohio, which helps to support the arts and culture sector in Cleveland. The county ordinance places a one-and-a-half percent tax of every pack of cigarettes sold in the county. In 2015, a vote was taken to renew the county’s ordinance and passed by 75.2 % – a higher margin of support than any other county issue in the decade since its inception, the tax has provided between \$15 million and \$20 million, although that amount is decreasing given the fact that the number of smokers is currently declining.

- <https://tinyurl.com/y79e64gb>

A third example of cross sector arts and culture tax levies can be found in Denver, which levies a sales tax of one cent per \$10 (0.1%). The tax is focused specifically on supporting the Scientific and Cultural Facilities District that was created in 1988 and voted for renewal in 1994 and 2004. The tax currently raises over \$53 million

for arts, cultural and scientific groups and funds such organizations as The Denver Zoo, Denver Museum of Nature & Science, Denver Art Museum and Denver Botanic Gardens, as well as approximately 250 smaller arts organizations throughout the seven-county metro area that the legislation supports.

- <http://scfd.org/graphics/uploads/Files/2016%20SCFD%20Statute.pdf>

The cultural sector can also look to ideas from other sectors such as parks and the environment that historically have received additional funding from specific (often voluntary) fees added onto city utility bills. Recently these types of fees have also been targeted towards arts and culture as well. One specific program is in Belle Plaine, Minnesota where the Belle Plaine Parks Board and City Council have sought additional ways to support youth recreational and community programming. To help bolster general funds that go towards grants assisting in registration costs for youth activities, they have created the Round-Up program. It gives utility billing customers the option of “rounding up” their utility bill to the nearest dollar. The funds gathered from the program go directly towards the youth activity grant program.

- <http://www.belleplainemn.com/utility-bill-round-program>

In another example from Cedar Park, Texas the local Parks, Arts and Community Enrichment (PACE) Advisory Board is funded in part by a voluntary monthly donation on city water utility bills. Residents set the amount and all funds are directed towards the public art program.

- <http://www.cedarparktexas.gov/Home/ShowDocument?id=3891>

## *ADDITIONAL FUNDING AND FINANCING OPPORTUNITIES*

The potential partnerships outlined within this plan are at the heart of what many current state and national funders – such as the National Endowment for the Arts and the California Arts Council – are currently seeking to support. Looking to identify projects that function inside and outside traditional spheres of artistic production, national, state and local funders often support communities that can leverage arts and culture to help achieve goals in areas such as the environment, health and transportation.

The City of Carlsbad is fortunate to have both the Carlsbad Library & Arts Foundation and the Carlsbad Friends of the Arts to serve critical roles in supporting the high level of programming and services offered by the city. One of the primary implementation recommendations is to provide a grant that would be given jointly to both nonprofit organizations in order to hire a grant strategist for two years. This grant professional would develop an overall strategy for arts and culture grants and create the initial round of applications. The goal for the initial grant cycle would be to fund specific programs and help the two support organizations develop the administrative tools needed to identify, write and administer grant projects in the future.

As the grants strategist surveys the local, state and national funding landscape, it is important to note that specific grants will most often not cover annual operating costs. They will however be able to help with the funding of capital projects, seed funding and cross-sector placemaking projects that can bring many local partners to the table in order to create arts-based community improvements. One source of creative placemaking funding is the National Endowment for the Arts Our Town program<sup>3</sup> and the Art Works program<sup>4</sup>, both of which have funded numerous Californian cities. For a comprehensive set of Our Town program examples see the Exploring Our Town website<sup>5</sup>.

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<sup>3</sup> National Endowment for the Arts Our Town program:

<https://www.arts.gov/grants-organizations/our-town/introduction>

<sup>4</sup> National Endowment for the Arts Art Works program:

<https://www.arts.gov/grants-organizations/art-works/grant-program-description>

<sup>5</sup> National Endowment for the Arts Exploring Our Town website:

<http://arts.gov/exploring-our-town>

The California Arts Council also provides grants to local arts agencies with their Creative California Community program<sup>6</sup>, which, like the NEA Our Town program, specifically seeks to create opportunities for creative placemaking-type projects. Another California Arts Council program that can help the City of Carlsbad achieve its priority action for creating artist residencies is the Artists in Communities program<sup>7</sup>. This program seeks to support artistic residencies in community settings and help demonstrate that “artists are integral to healthy communities and that the arts ... brings people together, builds community and fosters social progress.”

It is important to note that, as the city and its supporting organizations embark upon the development of a larger arts funding strategy, opportunities can be sought outside of the arts world and traditional arts-based funders. Just as the National Endowment for the Arts and the California Arts Council seek to fund communities that are looking to achieve cross-sector partnerships that bring artists into community development contexts, many funding agencies that traditionally support other disciplines and other sectors can also be tapped for arts support. One such example can be found in the area of transportation, where funders are now realizing the important role that the arts can play in creating visual enhancements, community outreach and project ideation. The Americans for the Arts offers a guide on federal funding for arts-based transportation enhancements<sup>8</sup>. More recently, Transportation for the Arts, a transportation advocacy group, has written a Creative Placemaking Field Scan<sup>9</sup> and started State of the Art Transportation Trainings,<sup>10</sup> in which communities receive tailored technical assistance to equip themselves to utilize arts, culture and other creative approaches for solving specific transportation problems.

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<sup>6</sup> California Arts Council Creative California Community program:

<http://www.cac.ca.gov/programs/ccp.php>

<sup>7</sup> California Arts Council Artist in Communities program:

<http://www.cac.ca.gov/programs/ac.php>

<sup>8</sup> The Americans for the Arts Transportation Enhancements:

[https://www.americansforthearts.org/sites/default/files/pdf/get\\_involved/advocacy/TransportationGuide07.pdf](https://www.americansforthearts.org/sites/default/files/pdf/get_involved/advocacy/TransportationGuide07.pdf)

<sup>9</sup> Transportation for the Arts Creative Placemaking Field Scan:

<http://t4america.org/maps-tools/creative-placemaking-field-scan/>

<sup>10</sup> Transportation for the Arts State of the Art Transportation Trainings:

<http://t4america.org/creative-placemaking-workshops/>

## *PARTNERSHIP CONTRIBUTIONS*

The collaborative relationships created within the context of partnerships that can help to garner philanthropic donations can also help to bring additional resources to city efforts such as volunteers, sponsorships, in-kind donations and additional staff support. As the Arts & Culture Master Plan continues to be implemented it will be important to foster strong ties with the private sector, which has traditionally served in a major support role for cultural organizations. The City of Carlsbad is fortunate to have a robust business sector that understands the critical importance of arts and culture for creating the vital and dynamic sense of place that creative talent demand. This existing support should be further cultivated through the creation of strong ties between the Cultural Arts Office and the Community & Economic Development Department along with fostering support and recognition for the critical role that arts and culture play within private sector networks.

## *PRIVATE DEVELOPMENT INCENTIVES AND FEES*

Given the dynamic and interconnected nature of the arts and culture sector to the larger economy, general support for the creative economy sector is critical for the growth and sustainability of arts and culture within the city. The city can help to foster relationships between the creative economy sector and private sector industries. These relationships can take many forms including philanthropic support, partnerships, in-kind donations and project staff support. Additionally, the city can implement specific policies that will help to steer private investment in the city towards the support of the creative economy sector.

- **Create an Arts Inclusion policy:** The policy would outline parameters for private developers when they incorporate artwork into new large-scale residential, commercial and institutional projects. The policy can help to frame conversations between the city and private developers looking to place artwork or sponsor ongoing arts and culture events within their own developments. The policy should address a strategy for creating art on private development sites, proposed contribution (typically .5-2%), definition of appropriate public art, artist selection criteria and project selection criteria.
  - **Example of City of Suwanee:**  
<http://www.suwanee.com/pdfs/public%20art%20developer%20guide.pdf>
- **Offer development incentives:** Encourage the identification of specific arts and culture contributions (such as public art or ongoing support for temporary displays or performances) as part of Community Benefit

Agreement (CBA) conversations for future in-fill projects. CBAs require new developments to be in conversations with neighborhood organizations and identify tangible benefits for residents who live near a project, before the city offers tax incentives or other development supportive services.

- **National CBA examples:**  
[http://somerillecdc.org/sites/default/files/scc-minimal/files/national\\_examples\\_of\\_community\\_benefits\\_agreements\\_cbas.pdf](http://somerillecdc.org/sites/default/files/scc-minimal/files/national_examples_of_community_benefits_agreements_cbas.pdf)
- **Sponsorship of events and programs:** In 2014, the City of Carlsbad adopted a corporate marketing partnership policy (resolution #2014-025) that enables corporate entities to support city programs, events and services while generating exposure for their brands among city audiences. These specific policies can be reviewed as part of a larger effort to identify new and creative funding streams for the programs and initiatives directed by the Cultural Arts Office. To tailor the policy to the needs of the city's creative community, the policy can be reviewed and compared to best practices of larger scale arts and culture organizations for the sponsorship and underwriting of artistic productions.
  - **Carlsbad Corporate Marketing Partnership Policy:**  
<http://edocs.carlsbadca.gov/HPRMWebDrawer/RecordHTML/392427>
- **Naming Opportunities:** The naming of specific venues can be another way that the City of Carlsbad can enter into supportive relationships with private individuals or organizations. Traditionally naming policies review geographic, historical and other culturally significant criteria to ensure that discussions on the naming of civic assets reflects the desires and norms of the community. The city's naming rights policy can be examined to ensure that it is tailored to meet the opportunities that may present themselves within the development of the city's creative sector.
  - **Carlsbad Naming Rights Policy:**  
<http://edocs.carlsbadca.gov/HPRMWebDrawer/RecordHTML/392299>

## *WORKING WITH OUTSIDE DEVELOPERS FOR LIVE/WORK SPACES*

As cited earlier, the Cultural Arts Office, with advisement from the Arts Commission, has identified that city residents wish to encourage arts and culture and enhance community character and historic resources within the Village at large. The Arts & Culture Master Plan specifically calls for fostering art in the Village and the Barrio areas in ways that are connected in place and spirit yet retain the unique personalities of each. Arts and culture can be a key component in developing this strategy, particularly with the development of affordable live/work housing for local artists. Often unable to afford both residential and studio space, artists may need to live outside of the areas that would benefit most from their presence. The development of affordable live/work artist housing can thus help to support both the creative community and the local community in having access to rich traditions of cultural and expression within their neighborhood. However, the development of affordable spaces for artists is complicated and it is recommended that the City of Carlsbad reach out to experienced and respected national organizations such as ArtSpace, to learn how to best create workable strategies.



"Illusions in Wood", John Cederquist, Cannon Art Gallery, 2014



# *IMPLEMENTATION CHARTS*

## ***TEN PRIORITY ACTIONS***

As cited earlier, the Cultural Arts Office, with advisement from the Arts Commission, has identified ten strategic priorities they will be pursuing over the next five years:

1. Research and development of venue feasibility plan. [PR 1.1 (Physical Realm) – Partner]
2. Implement a mobile outreach strategy utilizing a newly programmed arts vehicle and mobile stage, i.e. Business Park After Dark. [DL 2.1 and DL 2.2 (Daily Life)– Partner & BS 3.1 (Business Sector) – Connector]
3. Support the continuation and development of the City of Carlsbad’s festival and event culture. [DL 2.1 (Daily Life) – Partner]
4. Leverage local partnerships to support creating an initial STEAM pilot program with the City of Carlsbad's Title I schools with an eventual goal of replication in schools across the city. [LL 1.1 (Lifelong Learning) – Connector]
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. [BS1.2 (Business Sector) – Connector]
6. Increase community grant funding and support. [CB1.1 (Capacity Building) - Leader & DL 4.2 (Daily Life) – Partner]
7. Work with business networking organizations to develop trainings for business professionals to serve on arts and culture nonprofit boards and encourage mentorship opportunities. [BS 2.1 (Business Sector) – Connector]
8. Create a trail art initiative. [DI 1.1 (Distinct Identities) – Leader]
9. Create a guest artist residency program. [LL 2.4 (Lifelong Learning) – Connector]
10. Create a cultural tourism marketing plan. [DI 3.2 (Distinct Identities) – Leader]

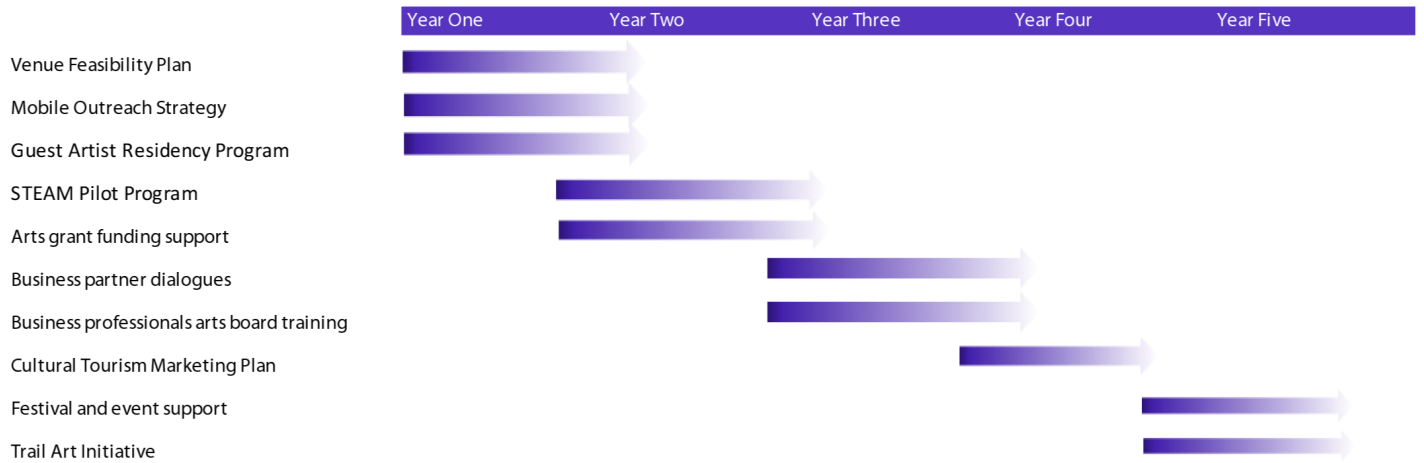
In addition to these priorities, the other Action Items within the plan have been ranked according to the timeframes in which they will be addressed for implementation. Within the plan the following categories were used:

- Short-Term: 1-3 years
- Mid-Term: 4-6 years
- Long-Term: 7-10 years

## CARLSBAD ARTS & CULTURE PLAN TOP TEN ACTION ITEMS CHART

TOP TEN	THEME	ACTION ITEM	STAFFING	SOURCE OF FUNDING	TIMEFRAME
1. Research and development of venue feasibility plan.	Physical Realm	1.1	Existing staff	\$35,000 (Originally funded in FY15/16)	Year One
2. Implement a mobile outreach strategy utilizing a newly programmed arts vehicle and mobile stage, i.e. Business Park After Dark.	Daily Life	1.1, 1.2	Expand staff	Increase in general funding allocation \$90,000 (FY 18-19)	Year One
	Business Sector	3.1			
3. Support the continuation and development of the City of Carlsbad's festival and event culture.	Daily Life	2.1	Expand staff	Explore the utilization of a percentage of the Transient Occupancy Tax	Year Five
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.	Lifelong Learning	1.1	Expand staff	Increase in general funding allocation and pursue cross-sector grant opportunities with local school districts	Year Two
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.	Business Sector	1.2	Expand staff	Increase in general funding allocation and pursue sponsorships or grant funds	Year Three
6. Increase community arts grant funding and support.	Capacity Building	1.1	Existing staff	10% annual increase in grant funding allocation	Year Two
	Daily Life	4.2			
7. Work with business networking organizations to develop trainings for business professionals to serve on arts nonprofit boards and encourage mentorship opportunities.	Business Sector	2.1	Expand staff	Increase in general funding allocation	Years Three
8. Create a trail art initiative.	Identities	1.1	Expand staff	Explore the utilization of a percentage of the Transient Occupancy Tax	Year Five
9. Create a guest artist residency program.	Lifelong Learning	2.4	Expand staff	In addition to general fund allocation, pursue new funding sources such as sponsorships and underwriting opportunities in subsequent fiscal years	Year One
10. Create a cultural tourism marketing plan.	Identities	3.2	Expand staff	Explore the utilization of a percentage of the a percentage of the Transient Occupancy Tax	Year Four

## CARLSBAD ARTS & CULTURE PLAN TOP TEN ACTION ITEMS TIMELINE



To outline all Arts & Culture Master Plan recommendations, the charts in the next section outline the full list of action items and identify the partners, timeframe and resources needed to accomplish plan goals.



Carlsbad Flower Fields

**CARLSBAD ARTS & CULTURE PLAN**

**ACTION MATRIX - DAILY LIFE**

<b>ACTIONS</b>	<b>WHO POTENTIAL PARTNERS</b>	<b>WHEN TIMEFRAME</b>	<b>HOW MUCH ESTIMATED RESOURCES</b>
DL 1.1 (Daily Life): Investigate the possibility of utilizing the city's mobile stage for performance opportunities outside of the TGIF concert series including potential rentals as a revenue source.	Local and regional entities	1 to 3 years	Expand staff to incorporate this new effort.
DL 1.2 (Daily Life): Procure an arts vehicle for city staff to deliver arts programming to locations throughout the city.	Carlsbad Library and Arts Foundation, Carlsbad Friends of the Arts, City of Carlsbad Departments	1 to 3 years	Explore alternative funding partnerships for vehicle procurement. Additional programming with expanded staff.
DL 2.1 (Daily Life): Continue to support and foster relationships, while partnering with large-scale events within the city, such as Art in the Village, La Costa Film Festival, Carlsbad Music Festival and other local organizations that can help to create and promote a festival offering for both residents and visitors.	Local event producers, presenting organizations and nonprofit organizations	4 to 6 years	Utilize existing staffing with potential impact on current programming. Staff time for continued oversight.
DL 2.2 (Daily Life): Streamline city regulations related to street festivals, performances in the parks and street performers for specific performance appropriate places around the city. Create a FAQ sheet for potential performers and artists.	Local music and event professionals, presenting organizations, City of Carlsbad Community & Economic Development Department	1 to 3 years	Utilize existing staffing with potential impact on current programming. Staff time for development and continued oversight.
DL 2.3 (Daily Life): Encourage temporary artworks to be included in the planning of community celebrations and special events.	Local event producers, artists	4 to 6 years	Utilize existing staffing with potential impact on current programming. Additional staff time for development and continued oversight and delivery.
DL 2.4 (Daily Life): Support city-wide recognition of October as Arts and Humanities Month	City of Carlsbad departments, NCAN, local nonprofit arts organizations	1 to 3 years	Utilize existing staffing with potential impact on current programming. Staff time for development and continued oversight and delivery.
DL 3.1 (Daily Life): Work with local social service providers to explore opportunities for collaborative partnership programming where people with physical or other types of challenges can be supported by the arts to explore their own creativity and connect with the greater community.	Local disability advocates, public health officials, mental health advocates	4 to 6 years	Expand staff to incorporate this new effort as well as recruit volunteers to support proposed activity
DL 3.2 (Daily Life): Create an access to the art program and seek opportunities to expand scholarships, subsidies, and passes for populations identified as having financial barriers to arts and culture access.	Local advocacy and social service agencies, City of Carlsbad Departments	1 to 3 years	Utilize existing staffing with potential impact on current programming. Explore funding with utility bill donation strategy.
DL 3.3 (Daily Life): Explore opportunities to advance artist relationships with the local military community, including funding for specific project development.	Representatives from local military community	4 to 6 years	Expand staff to incorporate this new effort as well as recruit volunteers to support proposed activity.
DL 4.1 (Daily Life): Work with neighborhood-based cultural activities and enable Cultural Arts Office staff to encourage and support neighborhoods with the planning of installations or events.	Neighborhood leaders, artists	4 to 6 years	Expand staff to incorporate this new effort as well as recruit volunteers to support proposed activity.
DL 4.2 (Daily Life): Create a neighborhoods arts grant program to provide seed money and formalize a technical assistance program to help local groups implement arts events and projects.	Neighborhood leaders	4 to 6 years	Expand staff to incorporate this new effort with added 10% annual increase in general fund grant support.
DL 5.1 (Daily Life): Create a city-wide and/or regional event listing with current art offerings around the city.	Local tourism bureaus, regional nonprofits, arts organizations, artists, creative economy businesses, schools	1 to 3 years	Expand staff to incorporate this new effort depending on partnership arrangements.

## CARLSBAD ARTS & CULTURE PLAN

# ACTION MATRIX - PHYSICAL REALM

ACTIONS	WHO POTENTIAL PARTNERS	WHEN TIMEFRAME	HOW MUCH ESTIMATED RESOURCES
PR 1.1 (Physical Realm): Launch a feasibility study to explore the creation of a City of Carlsbad cultural arts facility that responds to the regional interest for a larger performance venue for professional theater and can provide classrooms, rehearsal spaces and production studios.	Outside consultant	1 to 3 years	Previously budgeted expenditure of \$35,000.
PR 1.2 (Physical Realm): Work with Carlsbad Village business owners and organizations to create a map of potential performance spaces within the downtown area for use by additional performance-based artists.	Carlsbad Village Association, Community & Economic Development Department, and local music and event professionals	1 to 3 years	Recruit volunteers to support proposed activity, as well as utilize existing staffing with potential impact on current programming.
PR 1.3 (Physical Realm): Work with the local faith-based community to expand use of available congregational spaces for cultural activity.	Local congregational leaders	4 to 6 years	Expand staff to incorporate this new effort. Option to outsource (Partners for Sacred Places).
PR 2.1 (Physical Realm): Encourage and assist local businesses to support the creation of privately-sponsored murals within Carlsbad Village and new developments throughout the city.	Carlsbad Village Association, local businesses and organizations	1 to 3 years	Expand staff to incorporate this new effort. Staff time needed to work with local businesses on an ongoing basis and provide technical assistance as needed.
PR 2.2 (Physical Realm): As plans for the coastal corridor develop, work with regional artists to identify opportunities for displaying public art.	Regional artists and state coastal authorities	7 to 10 years	Expand staff to incorporate this new effort.
PR 3.1 (Physical Realm): Establish a practice of including a cultural arts representative in preliminary concept development conversations about upcoming Capital Improvement Projects (CIP).	City of Carlsbad Departments	1 to 3 years	Expand staff to incorporate this new effort.
PR 3.2 (Physical Realm): Explore a utility box wrapping program.	City of Carlsbad Departments	1 to 3 years	Expand staff to incorporate this new effort.
PR 3.3 (Physical Realm): Fund technology upgrades for the Cannon Art Gallery to enable the space to function at industry standards for presentation of art, audio programming and visitor support features.	Cultural Arts Office	1 to 3 years	To be administrated by current staff.
PR 4.1 (Physical Realm): Create an arts inclusion policy to help frame conversations between the city and private developers who might be looking to include artwork (both permanent and temporary) within their own developments. Policy should address: strategy for creating public art on private development sites, proposed contribution (typically .5-2%), definition of appropriate art, artists selection criteria, and project selection criteria.	Local business and development leaders	4 to 6 years	Expand staff to incorporate this new effort. Staff time needed to develop the creation of the policy.

## CARLSBAD ARTS & CULTURE PLAN

# ACTION MATRIX - LIFELONG LEARNING

ACTIONS	WHO POTENTIAL PARTNERS	WHEN TIMEFRAME	HOW MUCH ESTIMATED RESOURCES
LL 1.1 (Lifelong Learning): Leverage local partnerships to support STEM to STEAM learning initiatives with an initial pilot program with Carlsbad's Title I schools.	Local business leaders, local arts leaders, local school districts and local PTAs	1 to 3 years	Expand staff to incorporate this new effort.
LL 1.2 (Lifelong Learning): Explore potential partnerships and grant resources to develop a City of Carlsbad arts and health initiative, with the eventual goal of replication to all school districts within the city.	Non-profit and public service agencies and local health-based organizations	4 to 6 years	Expand staff to incorporate this new effort.
LL 2.1 (Lifelong Learning): Work with local colleges, arts educators and arts providers to develop partnerships that focus on the creation of a community arts learning plan that promotes lifelong learning in the arts.	Local colleges, arts educators, and arts education providers	1 to 3 years	Expand staff to incorporate this new effort. Staff time for development and continued oversight.
LL 2.2 (Lifelong Learning): Work in partnership with the Carlsbad City Library Learning Center to create targeted Spanish-language arts and music classes for the Barrio community.	Carlsbad Library Learning Center, local Barrio leaders interested in arts education	1 to 3 years	Utilize existing staffing with potential impact on current programming.
LL 2.3 (Lifelong Learning): Work with regional community college districts and other higher education partners to identify applied learning opportunities for art and design students to teach classes at City of Carlsbad facilities.	Local community college districts	1 to 3 years	Utilize existing staffing with potential impact on current programming.
LL 2.4 (Lifelong Learning): Create opportunities for guest artist residencies for master classes or other engagement events.	Artists	1 to 3 years	Work with arts funders for grants, i.e. California Arts Council.
LL 3.1 (Lifelong Learning): Develop annual careers in the arts event in conjunction with the local schools and the local organizations to help facilitate local artists and creative professionals to connect middle and high school students about careers in the creative sector and create a youth arts council.	Local school districts, arts organizations, artists, support organizations, creative professionals	1 to 3 years	Expand staff to incorporate this new effort. Staff time for development and continued oversight and delivery.
LL 3.2 (Lifelong Learning): Work with Carlsbad, San Marcos, Encinitas and San Dieguito school districts as well as higher education institutions to create an internship program that provides career learning opportunities in the municipal arts field.	Local school districts and higher education institutions	1 to 3 years	Expand staff to incorporate this new effort.



**CARLSBAD ARTS & CULTURE PLAN**

**ACTION MATRIX - BUSINESS SECTOR**

<b>ACTIONS</b>	<b>WHO POTENTIAL PARTNERS</b>	<b>WHEN TIMEFRAME</b>	<b>HOW MUCH ESTIMATED RESOURCES</b>
BS 1.1 (Business Sector): Convene a Cultural Arts Office and Community & Economic Development staff discussion to explore how cultural planning goals intersect with economic development goals.	Community & Economic Development	1 to 3 years	Utilize existing staffing with potential impact on current programming.
BS 1.2 (Business Sector): 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.	Community & Economic Development, creative and artistic industry professionals	1 to 3 years	Utilize existing staffing with potential impact on current programming.
BS 2.1 (Business Sector): Work with business networking organizations to develop trainings for business professionals to serve on arts nonprofit boards and encourage mentorship opportunities.	Chamber of Commerce, Carlsbad Village Association, Rotary Clubs, business sector representatives	4 to 6 years	Expand staff to incorporate this new effort, or contract with an outside provider.
BS 2.2 (Business Sector): Work with business networking groups to host events, titled Creative Carlsbad targeted to connecting artists, arts organizations and creative businesses.	Chamber of Commerce, Carlsbad Village Association, Rotary Clubs, creative sector representatives	1 to 3 years	Utilize existing staffing with potential impact on current programming.
BS 2.3 (Business Sector): Support the development of North County Arts Network (NCAN) towards potential non-profit status and strengthen its efforts to support the regional arts ecology.	North County Arts Network (NCAN) and other regional arts partners	1 to 3 years	Utilize existing staffing with potential impact on current programming.
BS 2.4 (Business Sector): Create a roundtable to serve as a business and arts leadership and advocacy board to explore topics such as increasing public and private funding for arts and helping cultural entrepreneurs build capacity.	Community & Economic Development, Chamber of Commerce, Carlsbad Village Association, Rotary Clubs	1 to 3 years	Expand staff to incorporate this new effort.
BS 3.1 (Business Sector): Establish Business Parks After Dark program to present cultural events through mobile outreach strategy.	Facility owner or management companies, art organizations	1 to 3 years	Expand staff to incorporate this new effort.

**CARLSBAD ARTS & CULTURE PLAN**

**ACTION MATRIX - DISTINCT IDENTITIES**

<b>ACTIONS</b>	<b>WHO POTENTIAL PARTNERS</b>	<b>WHEN TIMEFRAME</b>	<b>HOW MUCH ESTIMATED RESOURCES</b>
DI 1.1 (Distinct Identities): Create a trail art program through a collaboration with city departments, local businesses and organizations that encourages wellness and enhances the outdoor experience.	City departments, local businesses and organizations, regional artists	4 to 6 years	Expand staff to incorporate this new effort to include potential matching opportunities.
DI 2.1 (Distinct Identities): Celebrate Barrio heritage through city signage in English and in Spanish to foster and support cultural heritage connection.	Public Works, Village Barrio leaders	4 to 6 years	Expand staff to incorporate this new effort and plan request for future signage.
DI 2.2 (Distinct Identities): Explore opportunities for the Cultural Arts Office to support efforts in the Barrio neighborhood in identifying its status as a cultural asset and destination for residents and visitors.	Barrio neighborhood advocates and leaders, city departments, local business and organizations	4 to 6 years	Expand staff to incorporate this new effort.
DI 3.1 (Distinct Identities): Develop a working with local artists program to help the business community bring more artists' work (visual, performing, etc.) into area hotels and businesses, leading to a directory.	Businesses and organizations, artist and cultural organizations	1 to 3 years	Expand staff to incorporate this new effort.
DI 3.2 (Distinct Identities): Create a cultural tourism marketing plan, collaborating with Visit Carlsbad and other tourism-related organizations.	Community & Economic Development Department, Communications Department, Carlsbad Tourism business Improvement District and Visit Carlsbad	4 to 6 years	Outsource activity with potential expenditure funded with future budget request.

**CARLSBAD ARTS & CULTURE PLAN**

**ACTION MATRIX - CAPACITY BUILDING**

<b>ACTIONS</b>	<b>WHO POTENTIAL PARTNERS</b>	<b>WHEN TIMEFRAME</b>	<b>HOW MUCH ESTIMATED RESOURCES</b>
BC 1.1 (Capacity Building): Create a grants program focused on arts organization start-ups within their first five years.	Internal staff discussion, input from local organizations on exact nature of start-up needs	1 to 3 years	Utilize existing staffing with potential impact on current programming. Fund via annual 10% increase in CAO grant funds.
BC 1.2 (Capacity Building): Create a technical assistance program in partnership with local business, organizations and higher education institutions targeted to support local artists and arts organizations with needed skills such as business plans, accounting and marketing.	Local businesses, organizations, regional higher education institutions, artists and arts organizations	1 to 3 years	Expand staff to incorporate this new effort.
BC 1.3 (Capacity Building): Explore the development of an arts incubator program for new creative-sector start-ups	Internal staff discussion plus input from local artists and arts organizations	4 to 6 years	Expand staff to incorporate this new effort.
BC 2.1 (Capacity Building): Create a City of Carlsbad orientation program for local artists and creative entrepreneurs to help foster artist involvement on different city boards and commissions.	City of Carlsbad staff and board/commission members	4 to 6 years	Utilize existing staffing with potential impact on current programming and recruit volunteers to support proposed activity.
BC 2.2 (Capacity Building): Explore a "Relief Time" program for city staff to volunteer with local arts programs.	City departments, arts organizations	1 to 3 years	Utilize existing staffing with potential impact on current programming.
BC 3.1 (Capacity Building): Explore the creation of an annual state of the arts event in North County to provide opportunities for community-building and shared learning and to generate interest and create dialogue and ideas around the arts, culture, and creative industries within North County.	North County Arts Network plus other regional arts organizations and arts advocates	1 to 3 years	Utilize existing staffing with potential impact on current programming.
BC 3.2 (Capacity Building): Convene a regional arts roundtable to look at broad needs with specific working groups to address topics such as programming, venues and other essential elements of the regional arts ecosystem.	North County Arts Network plus other regional arts organizations and arts advocates	4 to 6 years	Utilize existing staffing with potential impact on current programming.
BC 3.3 (Capacity Building): Work with regional partners to pursue creative economy research can create a regional convening around the release of the results.	North County Arts Network plus other regional arts organizations and arts advocates	7 to 10 years	In partnership with other regional arts organizations, fund consultancy for regional economic analysis.



*PROGRAM AND POLICY PRECEDENTS*

## ***PROGRAM AND POLICY PRECEDENTS***

The arts, culture and creative sectors across the United States are seeing a renaissance of successful, innovative projects and ideas. Fortunately, it is also a time when the field is looking to capture a tremendous amount of case study information where others can find inspiration for their own work. The following selection of case studies is offered as “food for thought” for the work of the City of Carlsbad’s city staff, artists and their supporters.

### *Role 1: PROVIDER*

#### *Continue to Provide Strong Arts & Culture Programming*

##### **Identifying Innovative Ways to Provide Arts Programming**

**The Art Bus Project:** Dedicated to public access to the arts, this “exhibit on wheels” is housed in a repurposed school bus. It is a traveling showcase of eight American artists who span a range of disciplines, ages and races. Traveling across the US the artists invite the public on board to experience art, meet artists and get inspired. At each stop, they host hands-on creative workshops designed to foster imaginative thought and action.

<https://www.theartbusproject.com/the-project.html>

### *Role 2: PARTNER*

#### *Support Art as an Essential Component of Daily Life*

##### **Local Arts and Culture Initiative**

**Whittier Neighborhood Mural Project, Sioux Falls, SD:** In the Whittier neighborhood of Sioux Falls, SD, a barren wall in the public park that served the city’s most diverse neighborhood had become a site for graffiti. A class of intrepid 8th graders imagined an alternative for this problem: a mural that would reflect the identity of the community while filling in the blank space that had become a target for vandalism.

<https://www.arts.gov/exploring-our-town/whittier-neighborhood-mural-project>

## *Role 2: PARTNER*

### *Foster Arts & Culture Within the Physical Realm*

#### **Public-Private Partnerships to Enhance the Public Realm**

**Co-Sign, Covington, KY:** The City of Covington partnered with the American Sign Museum to create CoSign, an initiative to provide local artist-designed storefront signage to area businesses in a neighborhood targeted for economic redevelopment and revitalization. With a focus on education for both small business owners and artists, the initiative provided employment and training opportunities for artists while creating new signage for small businesses to attract visitors to an area known for commerce and creativity.

<https://www.arts.gov/exploring-our-town/co-sign>

## *Role 3: CONNECTOR*

### *Expand Arts & Culture Learning Opportunities*

#### **Education – Community Initiatives**

**Writing Lives, Missoula, MT:** Missoula has a rich literary tradition, with many writers living amidst its inspiring beauty. In its public schools, though, creative writing instruction has tended to be piecemeal, with some schools able to afford it and others not providing it. The *Missoula Writing Collaborative* set out to fill those holes by developing Writing Lives, a program that would place professional writers in 4th grade classes across the city. Like the many writers in Missoula's history, the students would treat the local context itself—the city and its natural surroundings—as the subject of their work.

<https://www.arts.gov/exploring-our-town/writing-lives>

### *Role 3: CONNECTOR*

*Establish Relationships that Support a Creative and Thriving Economy*

#### **Resources and Ideas for Arts and Business Partnerships**

**pARTnership Movement:** Americans for the Arts is the nation's leading nonprofit organization for advancing the arts in America. Its pARTnership Movement is an initiative to show business leaders that partnering with the arts can build their competitive advantage. Online resources provide case studies for how specific businesses were able to partner with their local arts community.

<http://www.partnershipmovement.org>

### *Role 4: LEADER*

*Celebrate Carlsbad's Unique History & Distinct Identities*

#### **Connecting Art and the Environment**

**FLOW: Can You See the River?, Indianapolis, IN:** Conceived by visual artist Mary Miss, "FLOW: Can You See the River?" is a citywide public art project in Indianapolis that reveals how the ordinary activities of citizens affect the health and future of the White River water system. As a collaboration of artists, community organizations, scientists and city planners, "FLOW" engaged the citizens of Indianapolis through physical installations along the river, an exhibition and an online interactive mapping tool ([trackraindrop.org](http://trackraindrop.org)) in order to enhance Indianapolis residents' awareness of the waterway and many of the river-related issues that affect their lives.

<https://www.arts.gov/exploring-our-town/flow-can-you-see-river>



## *Role 4: LEADER*

### *Build Capacity Within the Arts & Culture Sector*

#### **Partnerships that Support Capacity Building**

**Arts Incubator of the Rockies:** When the Fort Collins Museum moved out of the city's historic Carnegie Library Building in 2011, it left the City of Fort Collins with a vacant property in one of its most impressive buildings. Reaching out to the community through a series of public dialogues, the city asked residents how they would envision using the building. What they heard was a strong desire to turn the space into a community arts center—the Arts Incubator of the Rockies (AIR). Today the Arts Institute is partnering with Berea College to provide more robust programming and training in the arts.

<https://www.arts.gov/exploring-our-town/arts-incubator-rockies>



Sage Creek High School Drama, 2018