



CITY COUNCIL

Staff Report

Meeting Date: Oct. 22, 2019

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Heather Pizzuto, Library & Cultural Arts Department Director
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Subject: Cultural Facilities Needs Assessment Report

Recommended Action

Adopt a Resolution accepting the Cultural Facilities Needs Assessment and provide direction to staff as appropriate.

Executive Summary

On June 26, 2018, the City Council adopted the Arts & Culture Master Plan (Plan) and authorized the first two initiatives which included researching and developing a venue feasibility plan. On April 19, 2019, an agreement was executed with Webb Management Services, Inc. to conduct a study and assessment of a potential visual and performing arts venue located within the City of Carlsbad. This work included input from key community stakeholders and a market analysis related to existing venues, as well as establishing interest and potential usage of a new performing and visual arts venue. Staff is recommending that the City Council accept the Cultural Facilities Needs Assessment and provide direction to staff as appropriate.

Discussion

The adopted Plan included goals and strategies to advance the presence and impact of the arts throughout the community by enhancing access, frequency and opportunities for creative expression and experiences. The Plan encourages the city to infuse arts and culture within the very fabric of daily life including the physical realm. Identified as a key strategy, the Plan advocates that the city "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." Funding for a venue feasibility study was included as part of the original Master Plan project in Fiscal Year 2015-16. A Request for Proposals was released Oct. 29, 2018, and Webb Management Services and its subcontractor WolfBrown, were selected to perform this work. An agreement was executed April 19, 2019.

Public Engagement and Outreach

To complete the feasibility study, the consultants conducted thorough research in the community, focusing on potential audience demand, the needs of local artists and arts organizations, gaps in the current inventory of facilities, and how new arts facilities might advance the broader goals of the city. Sixty-one individuals representing the City of Carlsbad, Carlsbad arts organizations and regional artists and organizations participated in interviews. Their input led to informed conclusions and recommendations on the need for organizations and the capacity of users to pay for access.

Feasibility

Overall, the size and characteristics of the market suggest both a receptiveness and potential to support traditional and diverse forms of arts and cultural events and experiences. This is supported by the population demographics, the visitor profile report and national indicators regarding how different population characteristics respond to various arts activities.

In addition to the city's arts and cultural programming and event needs, 12 organizations have expressed interest in utilizing a new performing arts facility in Carlsbad. Most of these organizations have demand for space that can accommodate music or dance. There is also demand for a smaller theater space. Important facility features include rehearsal space, a flexible seating arrangement, sufficient back-of-house support spaces, a catering kitchen and lobby/box office space.

Market Analysis

Webb Management identified gaps in the current inventory of venues within the market area for cultural facilities, which is identified by the consultants as a 20-mile radius from the Ruby G. Schulman Auditorium located in the Carlsbad City Library complex. This suggests the need for a high-quality performance facility in the market. In addition, there is an opportunity for a high-quality, outdoor venue that can be used throughout the year for performances and events. The artist studio space inventory reveals a lack of available studio spaces for artists to create in the market area. There is also strong anecdotal demand for industrial arts and artist studio space in Carlsbad that could strengthen the presence and visibility of the local visual arts community.

Finally, it is Webb Management's finding that a performing and visual arts facility in Carlsbad could benefit the community by creating a sense of place, helping to support and diversify tourism, and retaining arts spending in the community.

Recommendations

This research and analysis led Webb Management Services to offer four recommendations:

- Develop a 400-600 seat flexible performance space, a high-quality, state-of-the-art facility for the Carlsbad community. The venue should accommodate local music, dance and theatre organizations, some touring entertainment, festivals such as the Carlsbad Music Festival and civic functions. The flexibility of the space will allow for City of Carlsbad gatherings, town-halls and could serve as a Council Chamber space.
- Develop a venue that includes rehearsal, program and teaching spaces to support local arts groups as well as city meetings and private events. Features included in the spaces

would serve dance (i.e. mirrors, sprung floor and barres), music (i.e. quality acoustics and a piano) and theatre (i.e. audio/visual equipment), as well as a kitchen to support food and beverage operations.

- Create an outdoor performance and event space with the necessary infrastructure (power, water etc.) to support major events and festivals, attracting residents and tourists alike. The space might accommodate 3,000 people standing or seated and be able to accommodate weekly concert series, movies in the park and other cultural events with portable and/or temporary support facilities. When not in use, the space should serve as a plaza and/or park area. A one-acre plaza with an additional 10 acres of surface parking would support this concept.
- Develop an industrial art space. Building upon the momentum of Barrio Glassworks opening in The Village, develop an industrial art space outfit with kilns for ceramics and the equipment necessary to create fiber art, woodworking and jewelry. One or more facilities should include affordable studio memberships and resources for artists, such as art books and publications, computer workstations, equipment to rent and materials to buy.

In terms of the potential location of recommended facilities, the consultants have suggested that the first three recommendations could be integrated into the new City Hall development. This combination creates a series of opportunities:

- Increased usage of the theater as council chamber;
- More effective use and management of rehearsal, classroom and program space for other city programs through joint scheduling and operation, and;
- Development of the outdoor space as a civic plaza.

The fourth recommendation, as suggested above, might best be co-located with other visual arts spaces in The Village.

Fiscal Analysis

No fiscal impact currently.

Next Steps

Staff will utilize this information to explore potential sites and opportunities, such as a City Hall and Civic Center location. Depending upon the direction received from the City Council on this report and future decisions such as a City Hall and Civic Center site, staff will pursue relevant opportunities.

Environmental Evaluation (CEQA)

The proposed action does not qualify as a “project” under the California Environmental Quality Act (CEQA) per State CEQA guidelines 15378, as it does not result in a direct or reasonably foreseeable indirect physical change in the environment.

Public Notification and Outreach

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

Exhibits

1. City Council Resolution

RESOLUTION NO. 2019-214

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACCEPTING THE CULTURAL FACILITIES NEEDS ASSESSMENT REPORT.

WHEREAS, the city recognizes the community interest and need for additional arts spaces to meet the goals and initiatives detailed in the Arts & Culture Master Plan; and,

WHEREAS, in the FY 2015-2016 budget process, the City Council of the City of Carlsbad, California approved funding for the development of a new Arts & Culture Master Plan including a venue feasibility study; and,

WHEREAS, on June 26, 2018, the City Council of the City of Carlsbad, California established a goal of conducting a Cultural Facilities Needs Assessment when the Arts & Culture Master Plan was approved; and,

WHEREAS, on April 19, 2019, the city hired Webb Management Services, Inc. to conduct a study on the need for a cultural arts venue and study the market for existing venues; and,

WHEREAS, the Cultural Facilities Needs Assessment and accompanying market survey have been completed and have been presented to City Council for review and acceptance.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

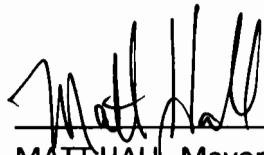
1. That the above recitations are true and correct.
2. That the City Council has reviewed and accepted the Cultural Facilities Needs Assessment (Attachment A) and the Cultural Facilities Needs Assessment Appendices (Attachment B).

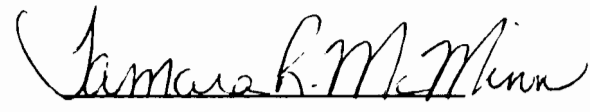
PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the 22nd day of October 2019, by the following vote, to wit:

AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS:

ABSENT:


MATT HALL, Mayor


BARBARA ENGLERSON, City Clerk
(SEAL)





management
services
incorporated



September 2019

Cultural Facilities Needs Assessment

Prepared for the City of Carlsbad, CA

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Executive summary

Webb Management + WolfBrown have been hired by the City of Carlsbad to conduct a needs assessment that would assess the possible need for cultural facilities to serve the community. This investigation is the result of recommendations coming out of the 2018 Arts and Culture Master Plan. That plan specifically recommended:

“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.”

In order to understand the opportunity for new and improved cultural facilities for the city, we have conducted extensive research in the community, focusing on four key questions:

- **The Market:** Who is living in and visiting Carlsbad? What does that tell us about market propensity to support the arts and culture?
- **User Demand:** What is the demand for arts and cultural space on the part of local artists, arts organizations, arts educators and arts presenters?
- **Facility Supply:** What is the supply of arts and cultural facilities in and around Carlsbad? Are there gaps in that inventory that a new facility might fill?
- **Benefits + Impacts:** Where does the City of Carlsbad and the greater community want to be in the future? How does investing in the arts help to advance those goals?

To answer these questions, we interviewed a cross-section of cultural, political, and community leaders; toured local and regional cultural facilities; studied the size and characteristics of the market area; developed and evaluated a detailed inventory of existing performing arts and meeting and event facilities; estimated user demand for performance space; and, reviewed long-term planning reports in order to understand how, and where, a performing arts facilities project might align with community goals.

Forces + Trends

The feasibility study begins with a review of the broader forces and trends impacting today's cultural sector. Across the country, we are observing declines in traditional performing arts audiences, increasing competition for private sector philanthropy, and increasing fragility on the part of nonprofit arts organizations due to a lack of productivity gains. At the same time, data and research also indicate increases in active arts participation, growth in the area of arts education, and improving arguments for the value of the arts. The result is that arts and cultural facilities have begun to embrace broader definitions of culture and increasingly aim to operate as community living rooms rather than palaces for the arts.

Market Analysis

Understanding the market is an important part of any feasibility study. To define the market for cultural facilities in Carlsbad, we collected and mapped four years of ticket buyer and admission data for the Museum of Making Music (MoMM) and three years of ticket buyer data from New Village Arts (NVA). This suggested that the MoMM and NVA current market lies primarily within Carlsbad and the 20 miles surrounding the Ruby G. Schulman Auditorium at the Carlsbad City Library and allowed us to define the market for cultural facilities as such. We then collected demographic data from Environics Analytics, a market research resource that expands and extrapolates Census data using a variety of inputs. Finally, we assessed visitor data from the San Diego Tourism Authority's 2017 Visitor Profile Survey for the San Diego County Region. This suggested the following:

- High levels of educational attainment, an aging population and affluent income levels suggest demand for both traditional and popular arts and entertainment programs. Programs including traditional symphonic and theater performances are often appealing to this cohort. A willingness to spend and overall price sensitivity may not be as big of a concern for local residents considering the high percentage of affluent households.
- The race and ethnic composition of the market, as well as the tourist population, reveals programming should be diverse, inclusive, and with varying formats. This can include programming by local arts groups, partnering with local and regional ethnic associations and presenting touring groups that have representation from minority cohorts
- Based on San Diego Tourism Authority data, the number of visitors to Carlsbad is steadily growing. These individuals are primarily attracted to the beach and amusement parks and are willing to spend over \$45 on recreational activities. Plans to bolster arts and culture activity in Carlsbad should consider how to attract visitors, targeting an increase in cultural participation from 3 percent in 2017.
- Overall, the size and characteristics of the market suggest propensity to support traditional and diverse forms of cultural events. This is supported by the population demographics, the visitor profile report and national indicators regarding how different population characteristics respond to various arts activities.

Existing Facilities

In order to understand the existing supply of cultural facilities and programs in the market, we have developed inventories of indoor and outdoor performance spaces. In addition, we also created a meeting and events facilities inventory, intended to help us understand how a cultural facility might also be used to accommodate meetings and events. This suggested the following about local and regional facilities:

- Local and regional indoor performance facilities are primarily used for producing performing arts and academic/educational programming. They are also rented by outside cultural organizations, schools/colleges and private entities. Few indoor facilities, particularly in

Carlsbad, present activity. Amongst those that do, music is the most commonly presented activity type, suggesting opportunities for alternative forms of presented entertainment (theatre, dance, film, family shows, comedy, a lecture series and so on).

- Most of the inventoried indoor facilities have capacities between 100 and 400, medium quality ratings and low to no availability. This suggests that there are gaps for a high-quality performance facility in the market. This is particularly true in Carlsbad, where none of the facilities have a quality rating above 2.6, nearly every facility has low or medium availability and 10 of the 23 inventoried facilities are affiliated with a religious organization, school or university.
- Outdoor performance facilities are activated through community events and presented music (typically headlining and popular music acts). They cover a range of capacities but tend to lack the permanent equipment and backline features required to make them ideal sites for cultural programming. In addition, the inventory highlights that all of the outdoor sites in Carlsbad are temporary locations in parks. This suggests an opportunity for a high-quality, outdoor venue that can be used throughout the year for performances and events.
- The artist studio space inventory reveals a lack of available studio spaces for artists to create in the market area. The Foundry has 16 studio spaces, but anecdotally, artists and community members expressed a desire for more access to studio space and specialized equipment, such as spaces to accommodate woodworking, ceramics and fiber arts. Over the past few years, these types of spaces have closed despite the continued demand and interest from artists in the community.
- The meetings and events facility inventory suggest that most meeting and event facilities in Carlsbad belong to hotels and resorts and range in capacity from 30 to 1,700 people for a reception. Community and Meeting/Event facilities tend to be smaller in size than hotel spaces. They also vary more in the number of attributes they offer. City staff suggested that meeting and event space within the civic buildings is hard to come by, often times leading groups to scramble to find a decent-sized room to hold a meeting or conference.

User Demand

Key to building an argument of support for arts and cultural facilities in a community is understanding the need, or demand, for space on the part of potential users. To assess this, information was gathered from local artists, organizations, and community leaders and members in order to quantify and categorize demand for cultural facilities, visual art studio space and rehearsal and program space in Carlsbad. This allowed us to conclude the following:

- Twelve organizations have expressed interest in utilizing a new performing arts facility in Carlsbad. Most of these organizations have demand for space that can accommodate music or dance, although there is demand for a smaller theater space as well. Important facility features include rehearsal space, a flexible seating arrangement, sufficient back-of-house support spaces, a catering kitchen and lobby/box office space.

- In total, users have 307 days of demand for performance space: 286 days for performances, 21 days for rehearsals/tech. Of that demand, 46 performance days in a 50-199 seat venue, 153 days in a 200-399 seat space and 83 days of use for a 400-599 seat venue.
- The local performing arts groups and other organizations expressed a need for rehearsal and gathering space. With some organizations meeting daily, these rehearsal and support spaces are expected to be used over 200 days a year.
- Anecdotal research suggests that there is strong demand for industrial arts and artist studio space in Carlsbad. With the pending introduction of Barrio Glassworks to The Village, there is a strong sense that additional art spaces could strengthen the visual arts community in Carlsbad.

Community Benefits + Impacts

The final piece of the study considers how investing in arts and culture can help the City of Carlsbad advance goals for the future. Individuals interviewed as part of the study suggested that new facilities could contribute to quality of life, create sense of place, diversify tourism and the economy, and keep money in the community.

Further, the City of Carlsbad has identified the integration of arts, public art and art education into community life and increasing year-round tourism as two goals of the Envision Carlsbad General Plan. At the community level, interest has been expressed in facilities for arts and culture through the Arts + Culture Master Plan surveying. Given this, an arts facility in Carlsbad does appear to be in line with community goals for the future, as it would help build identity in the community, diversify the economy, and contribute to year-round tourism attraction.

Conclusions + Recommendations

This research allowed us to conclude the following:

- ***The Market:*** High levels of educational attainment and household income in Carlsbad and its 20-mile radius indicate a strong likelihood to support traditional performing arts (ballet, theatre, opera, symphonic music etc.). At the same time, the regional and tourist population is ethnically diverse, suggesting programming should be inclusive, with varying formats. This can include programming by local arts groups, partnering with local and regional ethnic associations and presenting touring groups that have representation from minority cohorts.

Based on tourism statistics from the San Diego Tourism Authority, tourism to Carlsbad is growing. These individuals are primarily attracted to the beach and amusement parks, but are willing to spend over \$45 on recreational activities. Plans to bolster arts and culture activity in Carlsbad should consider how to attract visitors, targeting an increase in visitor cultural participation from 3 percent in 2017.

- ***Existing Facilities:*** The facility inventories suggest that there are a few gaps in the market that new cultural facilities could fill. First, there is an opportunity for a high-quality, flexible

indoor performance facility with 400- to 600-seats that can double as a City Council Chamber. This is particularly true in Carlsbad, where none of the facilities have a quality rating above 2.6, nearly every facility has low or medium availability and 10 of the 23 inventoried facilities are affiliated with a religious organization, school or university. Then, there is an opportunity for a high-quality outdoor space, specifically a space that has the back-end features and amenities to support festivals, performances and events and can serve as a park when not in use. Next, there is an opportunity for a unique industrial art space and artist studio space, possibly leveraging partnerships with a local university or the soon to open Barrio Glassworks. Finally, there is a need for community meeting and event space for city use and rental by local businesses and residents. The city currently has a number of meeting and event facilities, but the majority of them are within hotels and used for corporate functions, conferences and events.

- **User Demand:** An analysis of user demand suggests that a performing arts facility in Carlsbad could be activated by a combination of rentals by local and regional arts groups and a mix of touring programs such as classical and contemporary music, comedy and speakers. In sum, 13 users have expressed a need for 307 performance days: 286 days for performances, 21 days for rehearsals/tech. Of that demand, 46 performance days in a 50-199 seat venue, 153 days in a 200-399 seat space and 83 days of use for a 400-599 seat venue. The ideal facility would have rehearsal space, a flexible seating arrangement, sufficient back-of-house support spaces, a catering kitchen and lobby/box office space. The local performing arts groups and other organizations expressed a need for rehearsal and gathering space. With some organizations meeting daily, these rehearsal and support spaces are expected to be used over 200 days a year. City representatives noted a demand for meeting and event space as well as a space for larger City Council gatherings. This type of demand would often occur during 'business hours' and activate the space when arts organizations are not meeting.
- **Benefits + Impacts:** Numerous city planning documents and the community input speaks to a desire for cultural facilities in the community. Dating back to the 1990 Cultural Plan, new performing and visual art facilities are seen as an important priority for the city and its residents. Dedicated cultural venues can provide not only places for presentation of performing or visual arts but also contain additional areas for public gathering and social connections, and multigenerational participation in cultural activities. Furthermore, new performance spaces will ensure Carlsbad arts organizations and their audiences remain in Carlsbad, also enhancing the experience of visitors to the area.

Based on these findings, Webb Management Services provided the City of Carlsbad with the following recommendations:

Develop a 400- to 600-seat flexible performance space. This should be a high-quality, state-of-the-art facility for the Carlsbad community. It should feature a 400- to 600-seat flex venue that can accommodate local music, dance and theatre organizations, some touring entertainment, festivals such as the Carlsbad Music Festival and civic functions. The flexibility of the space will allow for City of Carlsbad gatherings, townhalls and City Council chamber sessions. Additional functionality should accommodate meeting and event functions, forums and nonprofit galas and fundraising events.

The size of the building to accommodate these spaces could be in the range of 30,000 to 40,000 gross square feet. As much of this space would need to be on the ground floor, the footprint for the building could be 18,000 to 23,000 square feet, which is between .4 and .55 acres. Parking would also be required nearby. A 500-seat theater might require 350 spaces, which is based on one space for each 1.5 attendees, plus some staff parking. If there are 200 parking spaces per acre, that suggests 1.75 acres of single-level parking. That requirement is reduced if structured parking on multiple levels is possible.

Include Rehearsal, Program, and Teaching Spaces. The need for support spaces to complement the performance space is equally as important. With many local arts organizations relying on churches and high schools to rehearse, there is a lack of consistency and access to the necessary rehearsal, teaching or program space. These spaces should also be available to rent for meeting and events, city staff meetings and private events. Included in the spaces should be features for dance (i.e. mirrors, sprung floor and barres), music (i.e. quality acoustics and a piano) and theatre (i.e. audio/visual equipment).

Finally, the facility should have a commercial kitchen. This space should be available for rent by the community. It should have flexible catering policies and be designed with the diversity of Carlsbad and the surrounding region in mind. For example, the kitchen equipment essential to preparing Latin American or Asian cuisine.

This additional recommendation might add another 5,000 to 10,000 gross square feet, most likely all on one level. And there would be an additional parking requirement of some 50 spaces. That suggests a total area of up to .5 acres for this component.

Create an Outdoor Performance + Event Space. A space such as this should stand out from the other parks and outdoor spaces in the market. Namely, it should have the infrastructure, including electrical and water supply, to support major events and festivals, recreation spaces to attract residents and tourists alike, and minimal permanent structures so the venue can revert back to a pastoral park when not in use.

With the necessary infrastructure to host festivals and events, the city and community groups can regularly use the space for weekly concert series, movies in the park and other cultural events without having to transport and set-up stages, sound equipment and screens. Given the scale of the project and its potential impact on a North County area, a regional partnership for this venue might make sense. Note that we would suggest more of a plaza than an amphitheater, meaning a flat expanse with a stage and support area at one end.

The area required for such a performance and event space is flexible, and depends very much on the site and what is developed around it. At the more modest end of the scale, we might imagine a one-acre plaza with a raised stage at one end. This might accommodate 3,000 people standing or seated. For that capacity, there could be the need for another 2,000 parking spaces and thus 10 acres of surface parking. Certainly, that level of demand, if also responding to other parking needs, would help to justify structured parking.

Develop an Industrial Art Space. Building upon the approved development of Barrio Glassworks that plans to open in The Village, an industrial art space outfit with kilns for ceramics and the equipment necessary to create fiber art, woodworking and jewelry. It should unify the visual art community by supplanting the closed facilities at UC-SD and Palomar College, and allow for studio rentals, residencies and education programming to take place under-one-roof. The facility should include affordable studio memberships that ensure both emerging talent and established artists have access, and include resources for arts, such as art books and publications, computer workstations, equipment to rent and materials to buy.

As with our recommendation on rehearsal meeting and teaching space, this component might add another 5,000 to 10,000 gross square feet, and again most likely all on one level. And with an additional 25 parking spaces, the total site requirement is .36 acres.

Cultural Facilities + City Hall: Finally, Webb Management Services took into account other infrastructure and capital planning currently underway. When considering the future site of City Hall, we would make the point that several of these recommendations could reasonably be combined and/or co-located. In the case of the industrial arts spaces, these might best be located in Carlsbad Village as a part of an effort to highlight this as an arts district or art-making area through the careful rehabilitation of existing structures. But for our other three recommendations of the theater, rehearsal/teaching/meeting spaces, and the plaza, we could certainly imagine these pieces developed at one location. And we would also advocate for the development of these spaces as a part of the larger City Hall redevelopment plan. Having reviewed the “Scoping and Space Planning Analysis for a New City Hall” report, we see an exciting opportunity for the City to integrate civic and cultural spaces. We would point to the following advantages of such a combined project:

- A central plaza would be a unifying element for the larger project.
- Parking needs could be more efficiently satisfied with a combination of day-time and evening uses.
- The main theater could be adapted to serve as a council chamber for City Hall (as is the case with the Tarpon Spring example on page 40).
- The theater, rehearsal and teaching spaces could also be used for various City meetings and events.

All of these spaces could be operated and maintained jointly to minimize costs to the City.

1. Introduction

Webb Management Services is a management consulting practice for the development and operation of arts and cultural facilities. The firm was established in 1997 and has completed more than 425 projects for public and private sector clients across the country. Services include feasibility studies, cultural master plans, cultural district plans, primary research for arts organizations, business plans and strategic plans.

Webb Management + WolfBrown have been hired by the City of Carlsbad to conduct a needs assessment that would assess the possible need for cultural facilities to serve the community. This investigation is the result of recommendations coming out of the 2018 Arts and Culture Master Plan. That plan specifically recommended:

“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.”¹

In August 2017, PROS Consulting analyzed the feasibility of 1/ a large scale, two-story multi-use multigenerational recreation facility for the city and 2/ an 8-14-acre outdoor recreation site as described in the Parks + Recreation Department Master Plan. Each study identified one or two sites for the proposed projects and conducted an analysis based on the available spaces. Despite the overwhelming community support for the projects, in each case, it was determined that the city’s ability to develop the projects as envisioned was not feasible due to space limitations which would have forced the developments to eliminate major amenities in order to fit within the available footprints. The site limitations and subsequent outcomes of each study should be accounted for when considering the potential for performing and visual arts facilities.

In order to understand the opportunity for new and improved cultural facilities for the city, we have conducted extensive research in the community, focusing on four key questions:

1. Are there sufficient audiences to support additional cultural programming in new spaces?
2. What are the needs of local artists, arts organizations, arts educators and arts presenters that might be addressed with new facilities?
3. What facilities already serve the community, and what elements of that inventory are missing or deficient?
4. Finally, how might new cultural facilities advance the broader goals of the city?

¹ Arts & Culture Master Plan: Implementation Charts, p.93

We answer those questions in the following chapters on the basis of extensive interviews in the community, visits to existing facilities, the collection of data on the local and regional market for the arts, a review of other city plans and planning documents and the search for comparable projects in similar communities.

2. Forces + Trends

New technologies, changing tastes and a growing desire to actively participate in the creative process has impacted how, when and where we experience arts and culture. Following is a brief overview of some of the broader forces and trends impacting the creative sector, as well as the behavior of audiences and participants today.

2.1 Arts Participation + Consumption

The [Survey of Public Participation in the Arts \(SPPA\)](#), released by The National Endowment for the Arts, assesses arts participation on the part of the country's adult population. The most recent report came out in 2012 ([the next iteration of the study is expected this year](#)) and suggested that participation within traditional arts disciplines—ballet, opera, symphonic music and theatre—has remained relatively flat over the last 20 years. When applicable, 2017 SPPA data has been included, however the entirety of the report is not available.

In total, over half of adults are estimated to attend live performance or visit museums or galleries annually. Other data indicated that:

- Amongst adults under the age of 40, attendance at traditional performing arts events, particularly those in formal performance venues, is being replaced by participation in nontraditional cultural and entertainment events like outdoor festivals. Between 2012 and 2017, there was significant growth in adults' rates of attendance at outdoor performing arts festivals and at types of performing arts events not listed by the survey.
- Our greatest concern is the decline in arts participation on the part of younger adults (ages 18 to 24). For example, the percentage of those attending a musical theatre performance has dropped from 17% in 1982 to 13% in 2012. The rate of attendance remained largely unchanged for musical and non-musical plays between 2012 and 2017.
- On the other hand, we are encouraged by the growth of active arts participation. More people are playing an instrument, taking painting lessons, dancing and so on, creating new demand for arts facilities that support these programs.
- Educational attainment and a household's income level are the best predictors of arts attendance. The propensity to attend arts events among those who have completed college is exponentially greater than for those who have finished only high school. Likewise, those households that earn more have a greater propensity to attend an arts event. Age also matters, but not nearly as much as education and income level—older adults tend to have higher rates of participation than younger adults, but only to a point.

Additional factors influencing arts consumption include:

Increasing Demand for Flexibility and Convenience: Consumers have become less willing to commit to an event in advance. While this has resulted in a decline in subscription ticketing, it has also led to a willingness to pay more later—the perceived premium of flexibility and the “on-demand” lifestyle. There is also less tolerance for the event with built-in hardships, whether that means an uncomfortable seat, poor concessions service or bad traffic to and from the event. This suggests a low threshold for opting out of an event, or choosing another venue, and pushes facilities and presenters towards a higher level of customer service.

The Desire for a Social Experience: Research suggests that audiences are drawn to the arts today by the opportunity for a social experience (as opposed to the more traditional attraction of intellectual or emotional stimulation). This means that the passive experience of attending a cultural event is no longer satisfying the appetite of attendees. Instead, nationwide, we have observed a rise in self-directed, home-based, living arts participation that includes more intense, “hands-on” arts experiences. This is evidenced by the rise of multi-sensory museum exhibitions, food + beverage themed concert events and cultural events that immerse an audience in the performance.

At the same time, facility presenters and content producers must deliver much more than what is on the stage, creating an environment in which the social elements of the experience can be fully enjoyed and shared, not just with those physically present, but with online peers as well. Examples of this include: the use of Snapchat filters at performances, behind-the-scenes “stories” on Instagram and pre- and post-event functions that cater to specific segments of an audience (i.e. Young Professionals Networking).

Reliance on Social Media: Social media platforms like Facebook, Instagram, Youtube and Snapchat, along with trade newsletters and blogs, are critically important as a means for consumers to spread word of mouth in a viral way. For content producers, it’s about creating those “Instagram-able moments” that can be quickly and easily shared across online platforms. At the same time, arts presenters and venues are vulnerable to increased scrutiny when some action or occurrence “goes viral.”

2.2 Nonprofit Arts Organizations

Along with changes in the nature of demand for arts activities, there have been significant changes on the supply side, particularly related to the health and sustainability of nonprofit arts organizations. According to figures from the Urban Institute’s National Center for Charitable Statistics (NCCS), there were 118,000 arts nonprofit organizations registered in the United States in 2016, as compared to 82,000 in 1996, an increase of 44 percent over a twenty-year period. This growth in arts nonprofits has led to increasing—and increasingly sophisticated—competition for public and private financial support. Based on an analysis of 2006-2010 data from the NCCS and the U.S. Census Bureau’s Economic Census, performing arts groups and museums receive 45 percent of their funding from contributed income. The majority of those funds derive from individual giving (20.3%), followed by foundations (9.5%), corporations (8.4%) and local, state and federal funding (6.7%).

In 1965, William J. Baumol and William G. Bowen published “The Economic Dilemma of the Performing Arts.” In it, they theorized that the lack of productivity gains in the creation of art (it takes the same number of musicians and performers to rehearse and perform Beethoven’s Symphony No. 9 in 2019 as it did when it was first performed in 1824), plus the inevitability of cost increases, would essentially force all organizations to raise more contributed income every year just to maintain the same level of financial stability. This idea, which is now commonly referred to as Baumol’s Cost Disease, confirms that because there are not productivity gains over time in the way that art is created, the sector faces increasing financial challenges. This is a fact of life for all cultural facilities.

2.3 Children + the Arts

The arts are now understood to be a vital part of the 21st Century classroom. This has been successfully articulated in the STEM to STEAM movement (science, technology, engineering, arts, and math), which has expanded the traditional areas of innovation (science, technology, engineering and math) to include the performing and visual arts. Contributing to this movement has been a mounting body of evidence that touts the benefits of arts education, including:

- Improved literacy and English Language Arts skills.
- Advanced achievements in math.
- Improved school culture.
- The development of communication skills.
- Strengthened problem solving abilities.
- Increased capacity for leadership.
- Cross-cultural understanding.
- Propensity towards volunteerism and civic engagement.

2.4 Changes in Facility Development + Operations

As participation in the arts has changed, so, too, has the way those working in or near the creative sector think about facilities and how they are developed, operated and sustained. Most notably, the old image of a theater, museum or gallery as a place where fancy people in formal attire can attend a performance or exhibition opening has largely been replaced by the new image of a cultural venue as a community living room, a place that is always open and always active with informal programming and an atmosphere that is buzzing and welcoming. Such as BRIC’s Lobby + Stoop in downtown Brooklyn. When guests enter the building, they are greeted by a public space that overlooks a contemporary art gallery, a café and an informal performance space that can accommodate receptions, ceremonies, special events and presentations. This type of space is continuously activated throughout the day and creates a communal, shared-space that is inviting to seasoned BRIC attendees and new members alike.

In line with this transition, facilities and organizations are supporting a culture of active participation in the arts through hands-on programs and classes and the engagement of audiences before, during and after events.

Other trends contributing to the “community living room” vision include:

- A commitment to providing affordable facility access to nonprofit users, as well as arrangements that motivate efficient use of space and the maximization of revenues for both user and facility.
- Increased commitment to retaining staff and leadership that are reflective of the diversity of the community, racially, ethnically and in terms of ability.
- Embracing the arts as a fundamental component of community engagement, economic development and quality of life enhancements. This prompts an arts facility to be a key participant in community gatherings (convocations, town halls, etc.) and engage with the broader business community to support their efforts, i.e. partnerships with the local Convention and Visitor’s Bureau or chamber of commerce.

Finally, we see a shift away from facilities that might be termed palaces of the arts—huge, iconic buildings in which multiple components are housed under one roof (like the Kennedy Center in Washington, DC)—to cultural districts, where multiple facilities are developed within a walkable area. This allows for a long-term development strategy that combines new facilities with the adaptive re-use of existing structures. Generally, the costs of developing a district are low and the sets of facilities developed within them tend to be more inclusive and authentic of the community-at-large. Districts also tend to be better at motivating commercial development, as they are relatively porous and accommodating of other building projects.

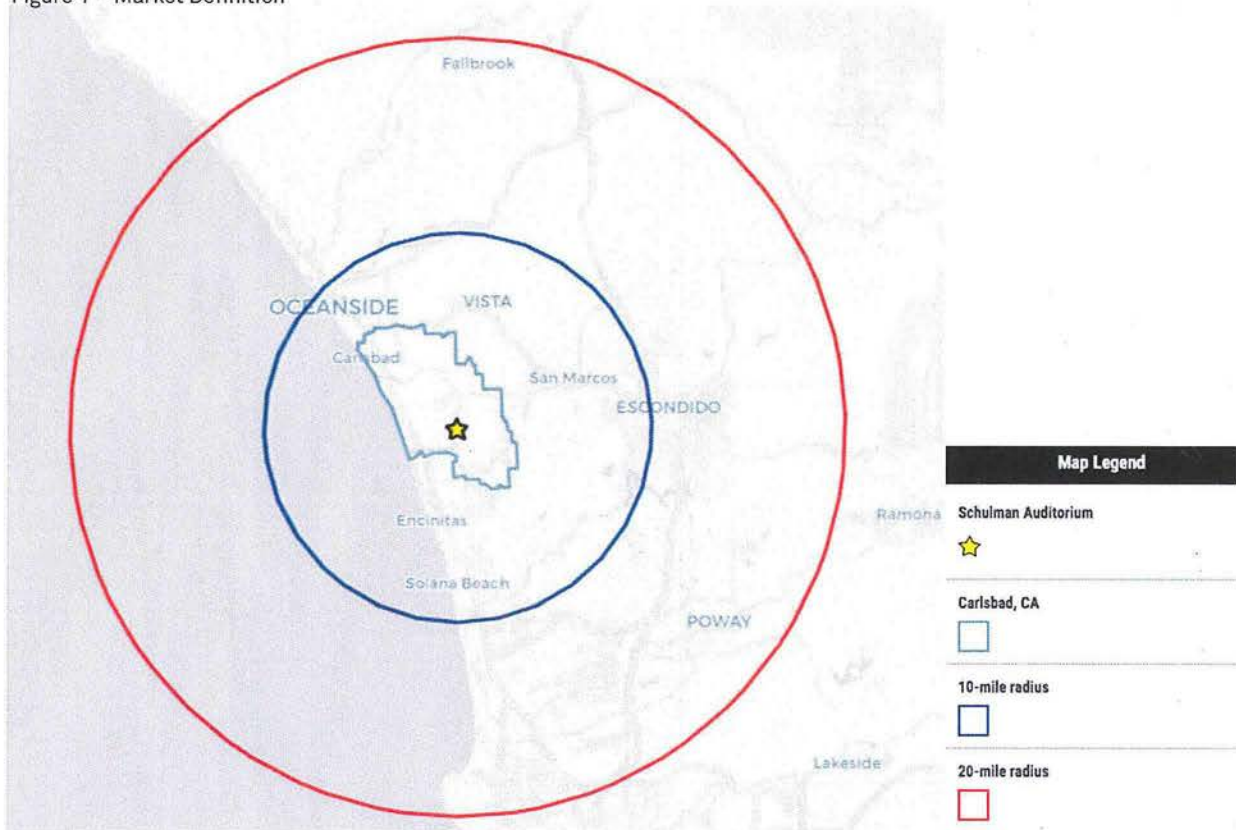
3. Market Analysis

3.1 Defining the Market Area

Defining a market, or potential audiences, can be a complicated issue for cultural facilities. As a starting point, the market for facilities in Carlsbad is the population of Carlsbad. But, the city does not exist in a closed system—it is part of a much larger region of coastal communities stretching from San Diego to Camp Pendleton. While those who live in and near Carlsbad are most likely to be involved with arts programming, any new facility has the potential to draw audiences, arts organization interested in renting and program participants from beyond the local community.

To determine the market area for cultural facilities in Carlsbad, we spoke to local arts groups and gathered audience data from the Museum of Making Music (MoMM) and New Village Arts (NVA). Figure 1 shows a map of the market area, defined as the City of Carlsbad and those areas within 10- and 20-miles radius from Ruby G. Schulman Auditorium at the Carlsbad City Library complex.

Figure 1 – Market Definition



These market areas were arrived at after analyzing the distribution of audiences to Museum of Making Music events (Figure 2 and Table 1), general admission to MoMM (Figure 3) and events at New Village Arts (Table 2). Additional maps of NVA's audiences can be found in Appendix B.

Figure 2 – MoMM Event Ticket Buyers (2016-19)

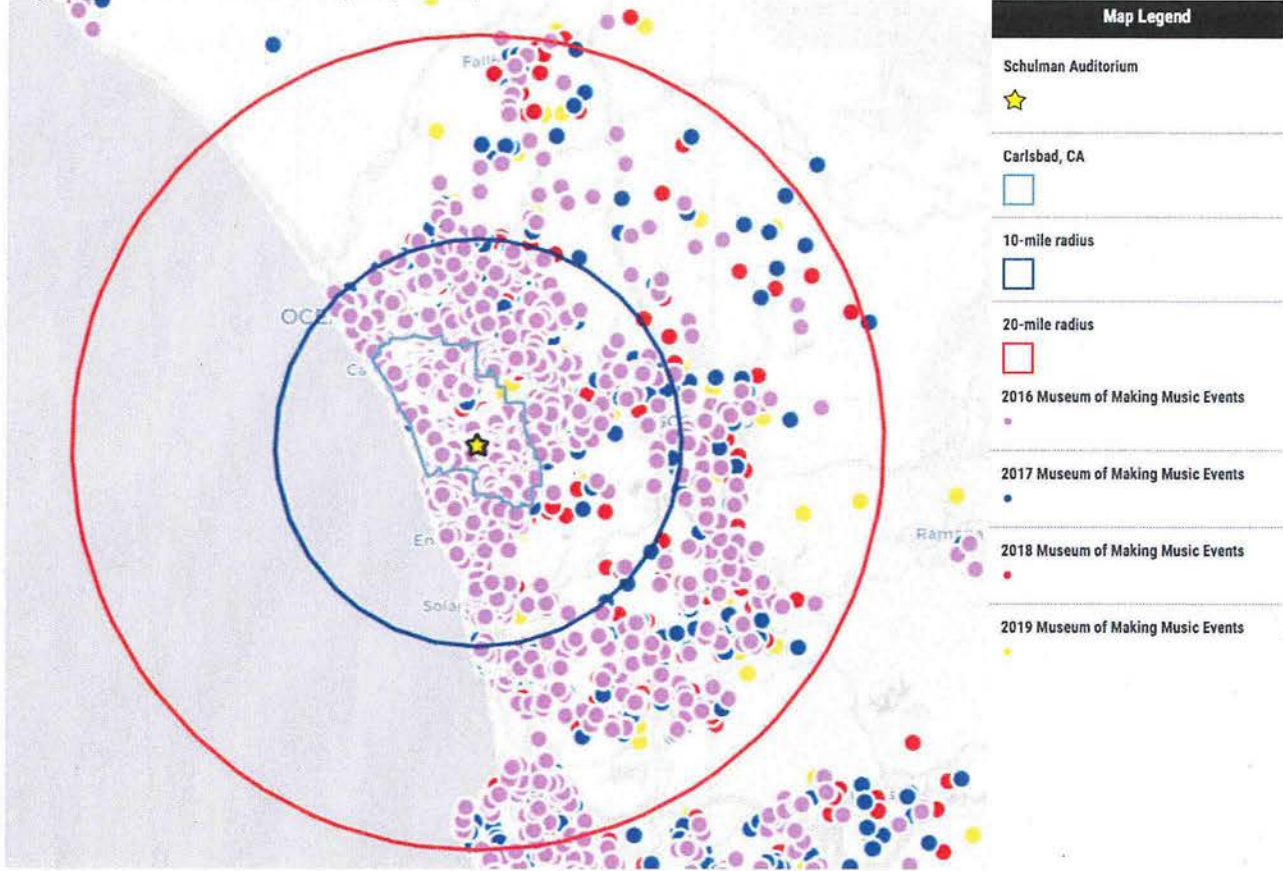


Figure 3 – MoMM Admissions to Exhibits (2016-19)

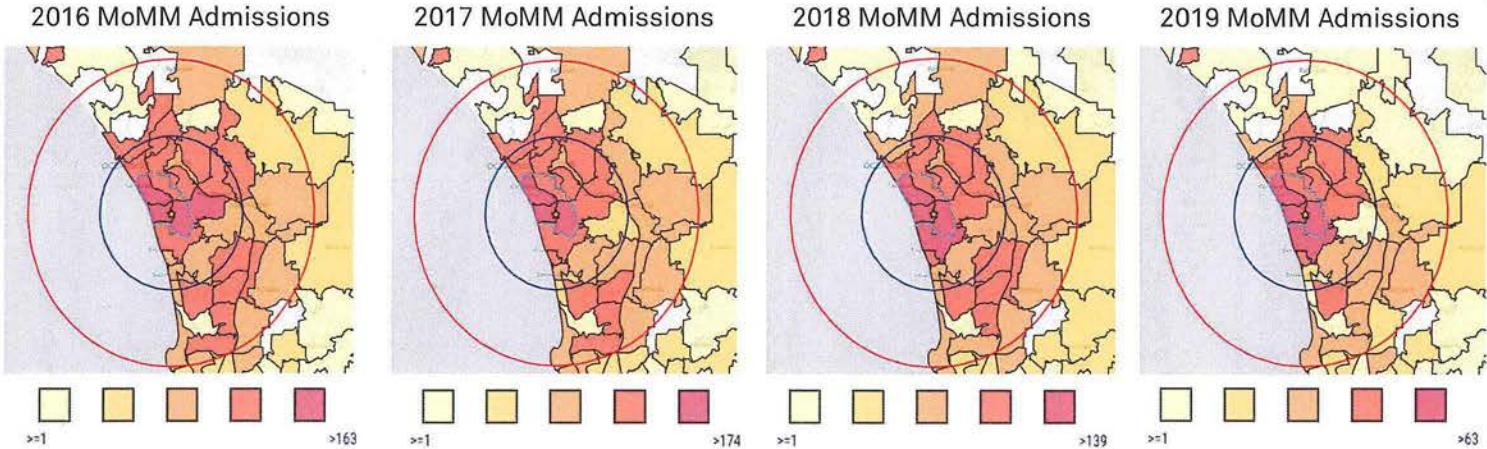


Table 1 – MoMM Event Ticket Buyers (2016-19)

| MoMM Regional Ticket Buyers | | | | | | | | |
|--------------------------------|------------------|------------------|------------------|-------------------|-------------------------|------------------|------------------|-------------------|
| | Ticket Buyers | | | | Ticket Buyers By Market | | | |
| | MoMM 2016 Events | MoMM 2017 Events | MoMM 2018 Events | MoMM 2019 Events* | MoMM 2016 Events | MoMM 2017 Events | MoMM 2018 Events | MoMM 2019 Events* |
| Within: | | | | | | | | |
| Carlsbad, CA | 972 | 981 | 948 | 415 | 30% | 30% | 30% | 27% |
| 10-mile Radius | 2101 | 2113 | 2096 | 977 | 64% | 64% | 66% | 63% |
| 20-mile Radius | 2567 | 2559 | 2478 | 1176 | 78% | 77% | 78% | 76% |
| Beyond: 20-mile Radius | 706 | 765 | 694 | 364 | 22% | 23% | 22% | 24% |
| Ticket Buyer Households | 3,273 | 3,324 | 3,172 | 1,540 | | | | |

*MoMM 2019 is partial year (January - June 2019)

Table 2 – NVA Single Ticket Buyers (2016-18)

| New Village Arts Regional Ticket Buyers | | | | | | |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | Ticket Buyers | | | Ticket Buyers By Market | | |
| | NVA 2016 Single Ticket Buyers | NVA 2017 Single Ticket Buyers | NVA 2018 Single Ticket Buyers | NVA 2016 Single Ticket Buyers | NVA 2017 Single Ticket Buyers | NVA 2018 Single Ticket Buyers |
| Within: | | | | | | |
| Carlsbad, CA | 822 | 1094 | 1108 | 37% | 37% | 36% |
| 10-mile Radius | 1367 | 1891 | 1956 | 62% | 65% | 64% |
| 20-mile Radius | 1643 | 2277 | 2321 | 74% | 78% | 76% |
| Beyond: 20-mile Radius | 575 | 644 | 727 | 26% | 22% | 24% |
| Ticket Buyer Households | 2,218 | 2,921 | 3,048 | | | |

The audience distribution to these events suggests that over 60 percent of attendees are traveling from within the 10-mile radius, including the communities of Oceanside, Vista and Encinitas. The concentration of admissions in Figure 3's heat map supports this observation, as do the Tables 1 and 2. When analyzing MoMM and NVA's audiences, we concluded that nearly 80 percent of audiences are traveling from within 20-miles. Based on our experience working in comparable communities, these data from local cultural groups and anecdotal accounts from Carlsbad residents about local driving tendencies, we concluded that the 10- and 20-mile radius is the appropriate market area for new cultural facilities in Carlsbad.

3.2 Local + Regional Market Characteristics

Using data from Environics Analytics, one of North America’s premier data and analytics companies, insights and trends about each market area can be derived. These demographic data suggests the following about the Carlsbad market:

It is Growing Steadily: Figure 4 illustrates that from 2000 and 2010, the City of Carlsbad population experienced rapid growth, 30 percent, while the region grew at a more modest 14 percent rate. Between 2010 and 2019, population growth continued, with the city reaching 121,109 in 2019. According to Environics, by 2024, it is projected that the local population will reach 129,109, an increase of 7 percent.

The population in the 10-mile radius is expected to grow to 657,000 by 2024, increasing in population by nearly 100,000 since 2010 (Figure 5). The 20-mile radius experienced similar growth, growing from 1.3M in 2010 to 1.5M in 2024. While current population growth has slowed since 2000-2010, the market area still anticipates gradual growth.

There Are High Levels of Educational Attainment: Levels of educational attainment are strong in the city and the surrounding market segments. While roughly 55 percent of Carlsbad residents have a Bachelor’s Degree or higher, the 10- and 20-mile markets have 45 percent or lower. When comparing the market areas to national averages, all three Carlsbad markets represents a highly educated cohort.

Locally, 11 percent of resident’s highest level of education is a high school

Figure 4

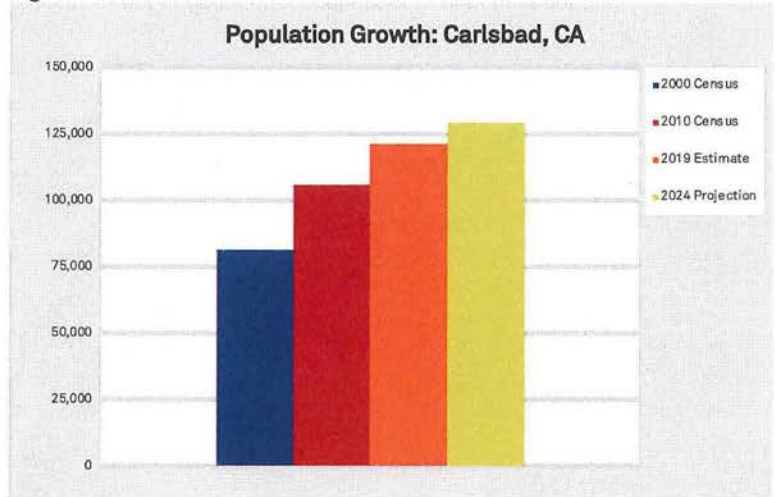


Figure 5

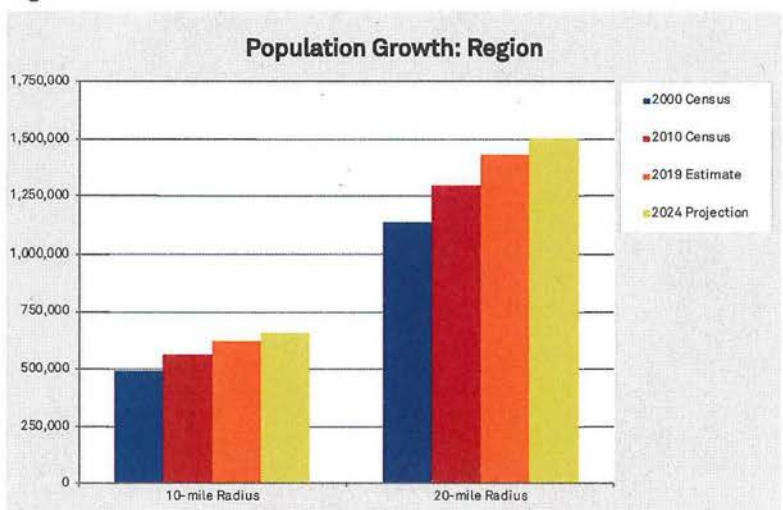
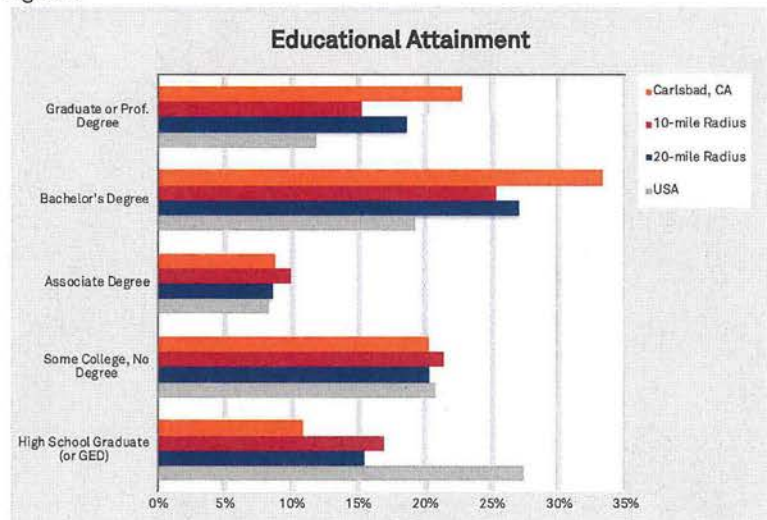


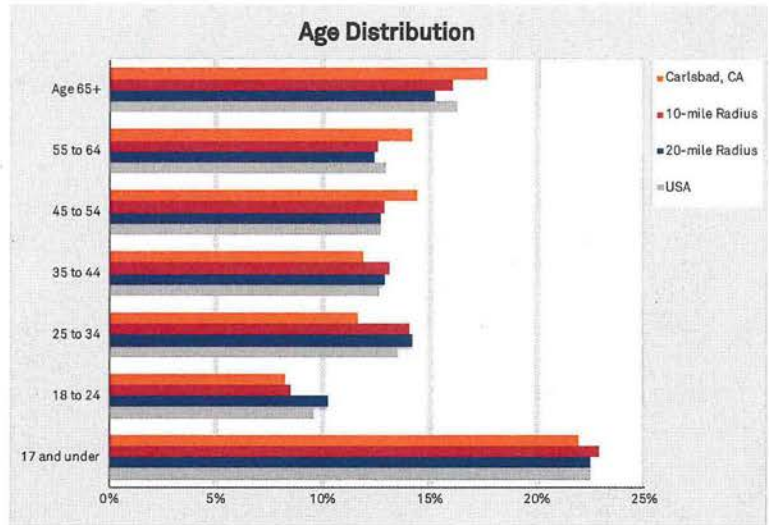
Figure 6



diploma (or GED), compared to 27 percent nationally. The rates of individuals that completed some college or received an Associate’s degree is similar across all market segments and the U.S. average. Based on evidence provided by the NEA’s SPPA², educational attainment is one of the best predictors of arts attendance. The higher the level of education in a community, the greater likelihood to attend an arts event.

Locally Skews Older: Each of the market segments have an aging population, although the 20-mile radius’ population does skew younger. In Carlsbad, for example, 14 percent of the population is aged 55 to 64 compared to 13 percent of the national and 12 percent in the 20-mile radius. Conversely, within the 20-mile radius, 24 percent of the population is aged 18 to 34, while locally that cohort represents 20 percent of the population. Across all market segments, the population 17 and under sits at 22 percent.

Figure 7



There are High Levels of Affluence: In Carlsbad, 67 percent of the population earns \$75,000 or more, while 55 and 59 percent of households in the 10- and 20-mile radius earn over \$75,000, respectively. Nationally, 41 percent of the population falls into this income bracket.

When looking closer at the top earners, you observe a high concentration of wealth in each market segment. Locally, 36 percent of households earn over \$150,000, the 10-mile sits at 25 percent, and the 20-mile radius at 28 percent. Like educational attainment, household income is a proven indicator of an individual’s propensity to attend an arts event, according to the SPPA. Local and regional income levels suggest the market has a strong propensity to attend arts events.

Figure 8

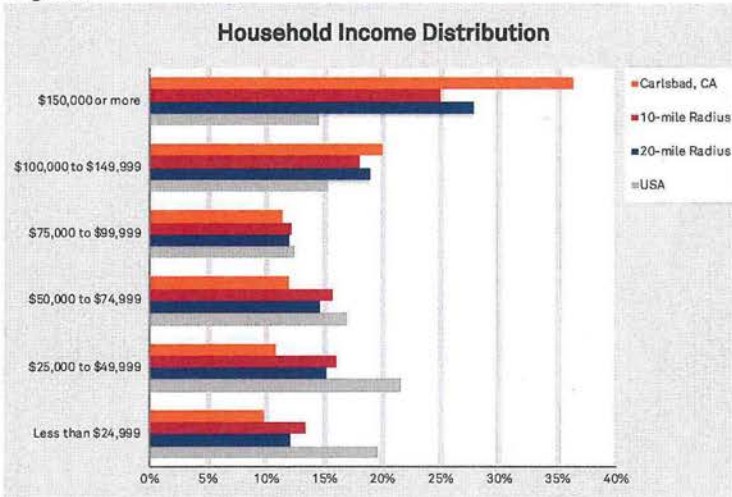
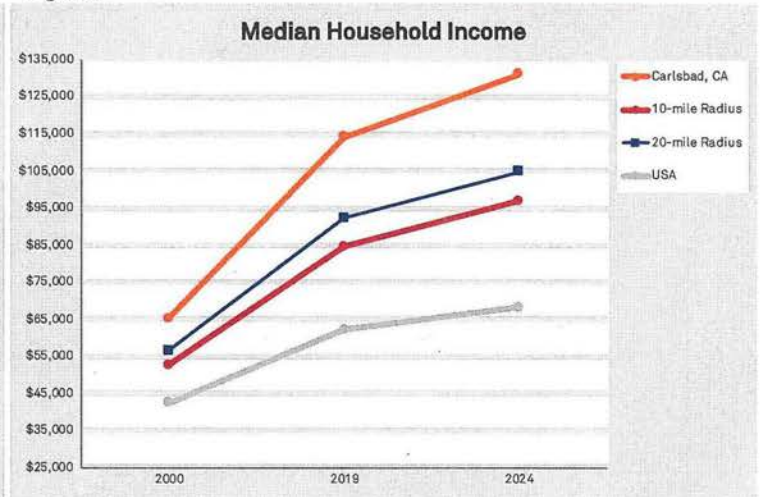


Figure 9

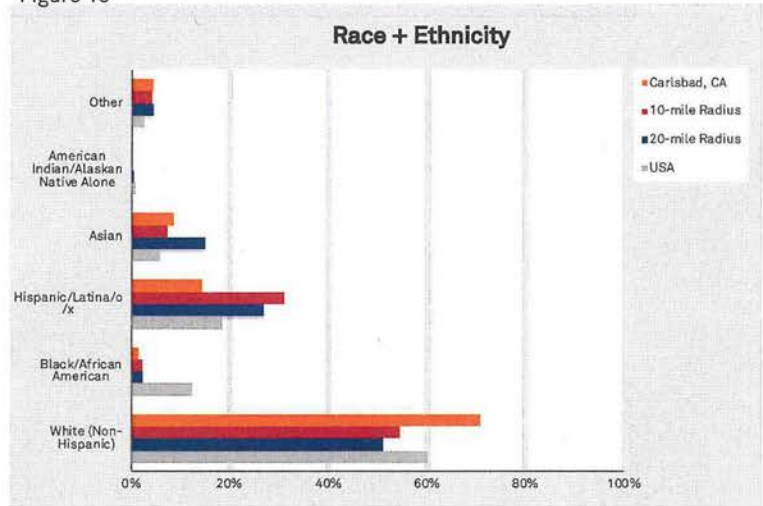


² Complete findings from the NEA’s Survey of Public Participation in the Arts can be found [here](#) or at [arts.gov](#)

In both market segments, Median Household Income (MHI) is projected to increase over the next five years. In Carlsbad, MHI was \$114,245 in 2019 and is projected to reach \$131,137 by 2024. In the 20-mile radius, MHI was \$92,313 in 2019 with projections to reach \$104,735 by 2024.

Racial + Ethnically Diverse: Carlsbad and the surrounding market segments represent two separate race and ethnic profiles. In Carlsbad, for instance, 71 percent of the population identifies as White (Non-Hispanic) and the surrounding market segments are 55 percent, or less, White. Regionally, the 10-mile radius has a large Latinx population, 31 percent and the 20-mile radius consists of 27 percent Latinx and 15 percent Asian, both well above the national average.

Figure 10



3.3 Tourism in Carlsbad

Based on a 2017 report profiling the visitors to Carlsbad and supporting documents, data suggests tourism to Carlsbad can be described by the following³:

Steady Growth: Since the economic recession, visitors have incrementally grown from 2.4M to 4.3M in 2017. Of those visiting Carlsbad, 40 percent are from other Southern California communities, 20 percent are from Mountain States and 12 percent are from Northern California.

Recreational Interests: Tourists to Carlsbad overwhelmingly indicated that ‘Pleasure / Vacation’ represented the primary purpose for their visit. Sixty-five percent of visitors considered pleasure or vacation as their primary reason to visit Carlsbad, compared to 56 percent of visitors to San Diego County. Other reasons to visit Carlsbad included ‘Visiting Friends / Relatives,’ 24 percent, while business, conferences and other purposes totaled 11 percent.

Table 3

| Year | Total Visitors to San Diego County | Total Visitors to Carlsbad | Percentage of Carlsbad Visitors |
|------|------------------------------------|----------------------------|---------------------------------|
| 2005 | 31,777,000 | 2,860,000 | 9% |
| 2006 | 32,200,000 | 2,946,000 | 9% |
| 2007 | 31,563,000 | 3,710,000 | 12% |
| 2008 | 31,102,000 | 2,916,000 | 9% |
| 2009 | 29,606,000 | 2,474,000 | 8% |
| 2011 | 31,146,000 | 2,697,000 | 9% |
| 2013 | 33,091,000 | 2,987,000 | 9% |
| 2015 | 34,260,000 | 3,865,000 | 11% |
| 2017 | 35,010,000 | 4,313,000 | 12% |

Source: CIC Research, Inc. "San Diego Visitor Activity Model." (Visitor survey was not conducted in 2010, 2012, 2014 or 2016)

Majority Day-Trippers: In 2017, more than eight out of ten (83%) of Carlsbad visitors were day trippers. The remaining 17 percent stayed overnight, averaging 3.7 nights in the city.

³ Appendix C provides a table of Carlsbad Visitor Characteristics, Year over Year trends, from 2013 to 2017

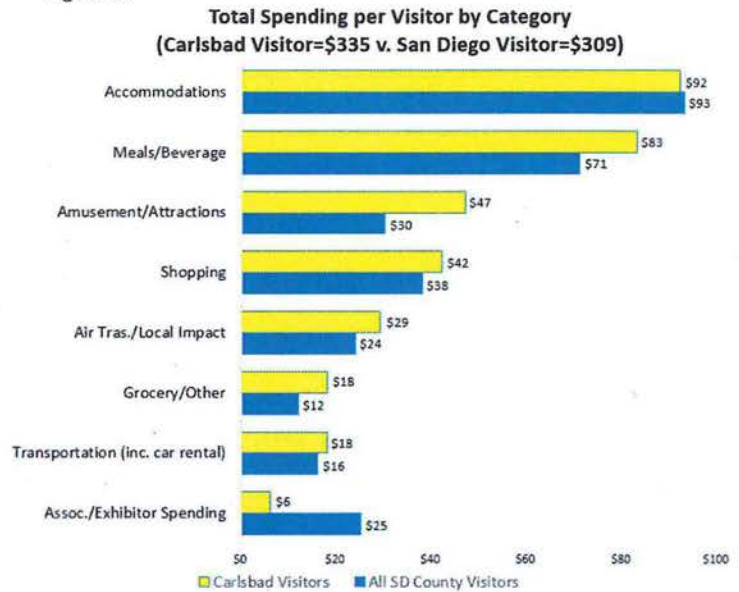
Diverse, Middle Age, High Affluence:

According to the 2017 Visitor Profile, the median age is 41, the annual household income is \$92,700 and Latinx and Asian populations represent 51 percent of visitors, up from 22 percent in 2013. The average visitor in 2017 spent \$335 per trip to Carlsbad. Figure 11 shows a breakdown of the \$335 per trip, with \$47 in amusement/attractions spending.

Beach + Amusement Park Destination:

Visitors to Carlsbad seek out two primary attractions, the beach and amusement parks, presumably LEGOLAND. In 2017, 64 percent of visitors indicated they went to an amusement park and 63 percent relaxed on the beach. Another 40 percent took part in shopping. Of note, only 3 percent of visitors took part in an arts and cultural activity, compared to 10 percent of visitors going to other San Diego County communities.

Figure 11



3.4 Market Analysis Conclusions

This research suggests the following about the market for the arts in and around Carlsbad:

- High levels of educational attainment, an aging population and affluent income levels suggest demand for both traditional and popular arts and entertainment programs. Programs including traditional symphonic and theater performances are often appealing to this cohort. A willingness to spend and overall price sensitivity may not be as big of a concern for local residents considering the high percentage of affluent households.
- The race and ethnic composition of the market, as well as the tourist population, reveals programming should be diverse, inclusive, and with varying formats. This can include programming by local arts groups, partnering with local and regional ethnic associations and presenting touring groups that have representation from minority cohorts
- Based on San Diego Tourism Authority data, the number of visitors to Carlsbad is steadily growing. These individuals are primarily attracted to the beach and amusement parks and are willing to spend over \$45 on recreational activities. Plans to bolster arts and culture activity in Carlsbad should consider how to attract visitors, targeting an increase in cultural participation from 3 percent in 2017.
- Overall, the size and characteristics of the market suggest propensity to support traditional and diverse forms of cultural events. This is supported by the population demographics, the

visitor profile report and national indicators regarding how different population characteristics respond to various arts activities.

4. Existing Facilities

To understand the existing supply of cultural facilities and programs in the market, we have developed inventories of indoor and outdoor performance spaces and meeting and event spaces. All inventories are included as Appendix D.

4.1 Indoor Performance Facilities

We have developed an inventory of indoor performance facilities within the defined market area. To be included on the inventory, a facility must be used four or more times a year for a live, public performing arts event (a church that has a children's choir that sings every Sunday would not be included, for example). The inventory details the programs, features and amenities of the various facilities. Additionally, an overall facility rating has been assigned based on the following eight variables:

1. Facility Condition
2. Staff and Support
3. Theatrical Functionality
4. Acoustics
5. Customer Amenities
6. User Amenities
7. Atmosphere + Character
8. Suitability for Users

Variables are rated on a weighted scale of 1 to 4, with 4 being the best possible score. The 'facility condition' and 'staff and support' categories carry the most weight. The exercise is somewhat subjective, but provides a good basis for comparing one facility to another. A glossary of terms and a detailed description of each facility rating variable can be found in Appendix D.

There are 23 facilities with capacities ranging from 80- to 1,200-seats within Carlsbad and an additional 25 facilities within the 20-mile radius, ranging in capacity from 98- to 1,523-seats. These facilities range from churches and library program rooms to theaters at MiraCosta College and Escondido's California Center for the Arts. All are shown in the map on the following page, Figure 12.

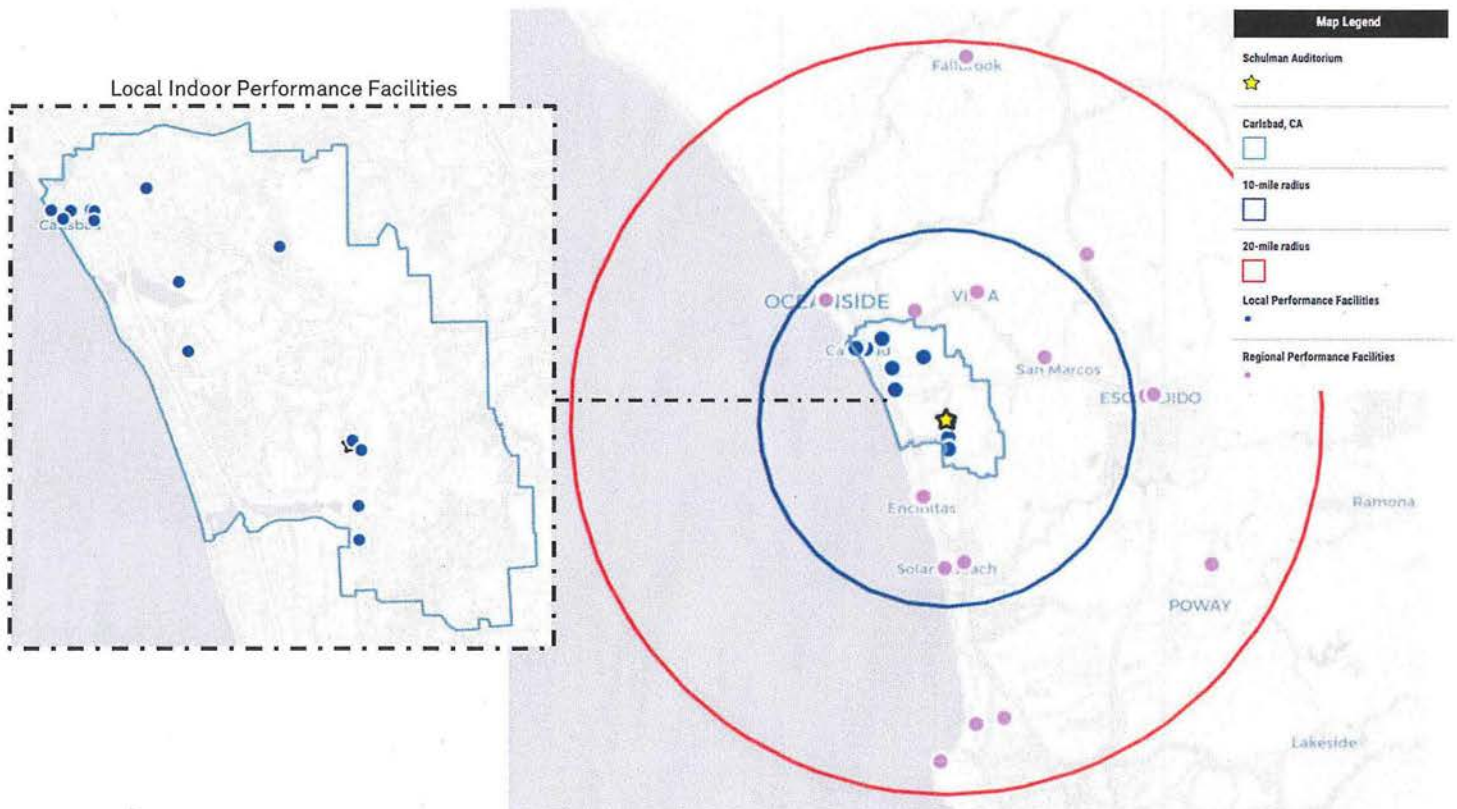
Most local facilities have low quality ratings. In part, this is because most facilities are either intended for other uses (a church service, for example) or are older facilities that require physical improvements. This is the case at New Village Arts, for instance, which is currently exploring opportunities to improve their facility. Twenty-one of the inventoried local facilities have capacities of 600-seats or fewer, with only two facilities with a capacity of 400- to 600-seats. There are no purpose-built performance spaces between 300- to 600-seats, only high schools and religious spaces can accommodate audiences of this size. These education and religious spaces are typically

difficult to access and/or not built for high-end theatrical functionality, suggesting a gap in the market for such space.

Regionally, we observed more facilities with higher ratings and larger seating capacities. Unlike the local facilities, regionally over 70 percent of facilities 'Produce' performing arts activities. Facilities like the La Jolla Playhouse and Lawrence Welk Theater are predominately producing spaces that occasionally 'Rent' or 'Present' other artists. Nine facilities, compared to two locally, have capacities between 400- and 600-seats, including multiple venues at MiraCosta College, Conrad Prebys Performing Arts Center and La Jolla Playhouse.

Figure 12

Local + Regional Indoor Performance Facilities



The tables found in Appendix D show each facility’s capacity and our measure of quality, as previously described. This information allows us to visually present the inventory with a series of matrices (Figures 13, 14 and 15). Each matrix shows the quality rating on the vertical axis and the seating capacity on the horizontal axis. The size of each circle is an indication of how many different types of programs the facility supports (the larger the circle, the more types of activities are supported).

As Figure 14 confirms, there is a dearth of high-quality facilities locally and a clear gap in the market, as indicated by the red dotted-circle. Figure 15 gives us an opportunity to assess the facilities in the market based on availability. Considering the facility’s availability to be rented is an important

consideration because it addresses the challenges a local arts organization may face when seeking a place to perform. Availability is based on the ease with which an outside user can book a space for use on a prime night of the week (Thursday, Friday or Saturday) and is determined through interviews with facility managers/users or online research.

Of the 47 facilities inventoried in the market, 30 of them have low availability or are not available. Consulting Figure 15, nearly all the facilities between 200 and 500 seats have low availability, the purple circles. Only the AVO Playhouse and the California Center for the Arts Theater in Escondido have high or medium availability, respectively.

Figure 13

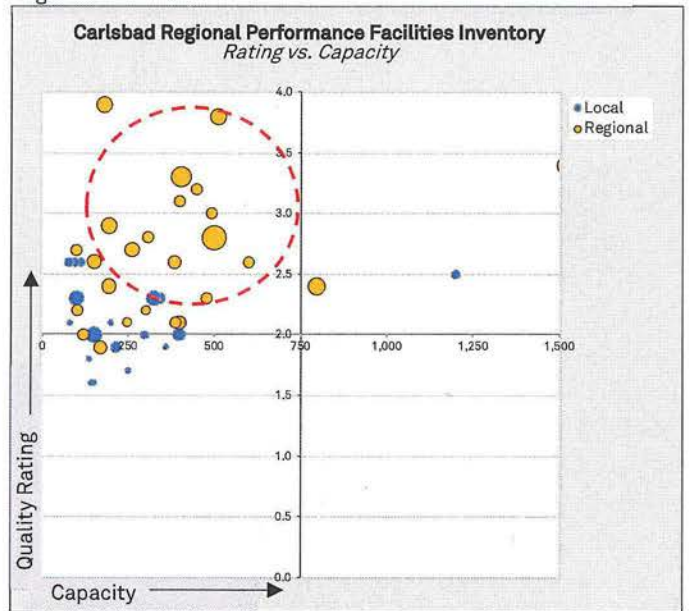


Figure 14

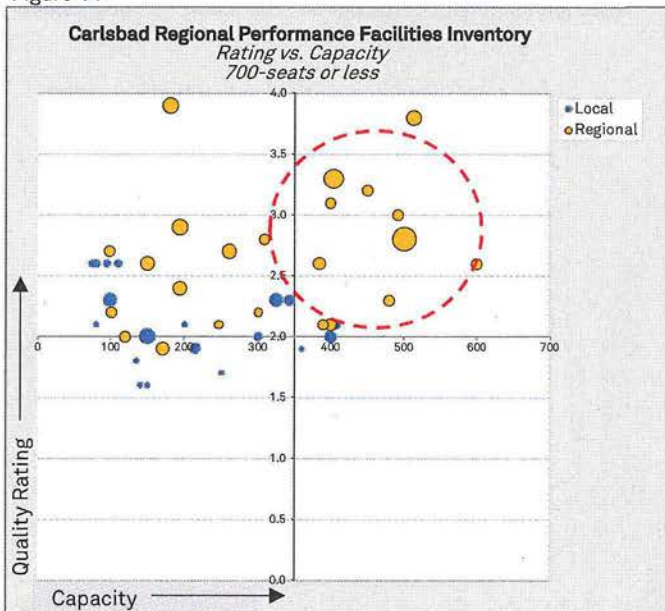
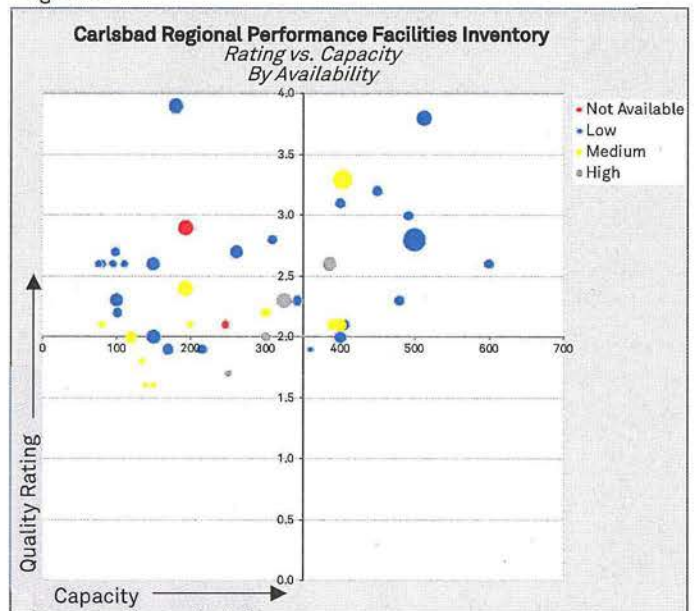


Figure 15



Now let's focus in on several key local facilities:

Ruby G. Schulman Auditorium – located within the Carlsbad City Library complex, the Schulman Auditorium seats 215 and is frequently used by community organizations, city events and programs and youth camps. While the auditorium is serving a variety of community stakeholders, it does come with limitations. A lack of backstage amenities, a small stage with no wing or fly space and limited lighting and sound equipment are frequently cited by users.

New Village Arts Theatre – a 99-seat, city-owned building, the theatre is located in The Village area of Carlsbad. In addition to the theatre space, the nonprofit operator, New Village Arts, Inc., manages working artist studio spaces that are open to the public. Named The Foundry, approximately 14 artists currently rent the artist studio spaces. As a self-producing theatre company with a full season of performances, the theatre is not rented out for outside performances or touring productions. Occasionally, community events are hosted in the theatre when available.

St. Michael's by the Sea – Used as the primary venue for the Carlsbad Music Festival each year, the St. Michael's campus includes a 200-seat sanctuary space, a 135-seat parish hall and an 80-seat chapel. With limited lighting and sound equipment permanently installed, the music festival is required to outfit the space whenever an event is hosted. Besides the music festival, the facilities are infrequently used for cultural events, but church administrators are interested in inviting additional cultural groups to use the space as a way to fulfill their mission.

Museum of Making Music Multipurpose Room – an intimate room for performances presented by the museum, the 150-seat venue has one of the most diverse set of presentations in Carlsbad. On any given night, classical, blues, zydeco, rock or folk music is played. Frequently, family programming is presented too.

4.2 Outdoor Performance Facilities

We have also developed an inventory of outdoor performance facilities that are used for arts programming. Instead of considering the larger 20-mile radius, this inventory focuses on the 10-mile radius surrounding Carlsbad based on conversations with residents, city officials and local arts organizations. The 10-mile radius allows us to focus on the outdoor sites in Carlsbad, Escondido, Oceanside, Vista and Encinitas (note, facilities that fall just outside the 10-mile radius but are part of Escondido’s cultural scene are included).

Table 4

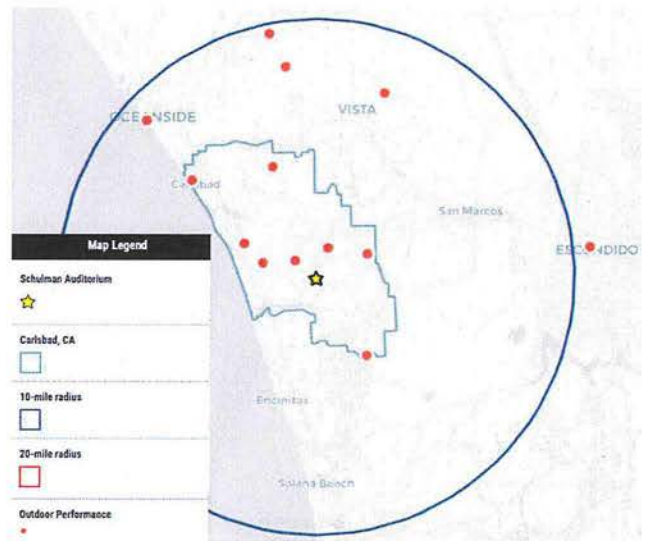
| Outdoor Performing Arts Sites: 10-mile radius around Carlsbad, CA | | | | |
|---|-----------|---|---|----------|
| Site Name | City | Type | Events | Capacity |
| California Center for the Arts - Great Green | Escondido | Lawn - Temporary Stage - Lawn Seating | Music Concerts, Civic Events, Private Events | 10,000 |
| Alga Norte Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 4,000 |
| Poinsettia Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 4,000 |
| Stagecoach Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 3,000 |
| Calavera Hills Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 3,000 |
| Rancho Del Oro Park | Oceanside | Park - Temporary Stage - Lawn Seating | Concerts in the Park , Movies in the Park | 3,000 |
| Mance Buchanan Park | Oceanside | Park - Temporary Stage - Lawn Seating | Concerts in the Park , Movies in the Park | 3,000 |
| Junior Seau Oceanside Pier Amphitheatre | Oceanside | Amphitheater - Permanent Stage - Lawn Seating | Supergirl Pro Festival, Movies in the Amphitheater, Graduation / Civic Events | 2,500 |
| Moonlight Amphitheater | Vista | Amphitheater - Permanent Stage - Stadium + Lawn Seating | Produced Theater, Presented Music Concerts, Film | 2,000 |
| California Center for the Arts - Lyric Court | Escondido | Lawn - Temporary Stage - Lawn Seating | Music Concerts, Independence Day Celebration, Civic Events, Private Events | 500 |
| St. Michael's by the Sea Episcopal Church - Lawn | Carlsbad | Lawn - Temporary Stage - Lawn Seating | Carlsbad Music Festival | 350 |
| Leo Carrillo Ranch | Carlsbad | Park - Temporary Screen - Lawn Seating | Leo Carrillo Film Festival, Holiday at the Rancho, Day of the Dead | 300 |
| Aviara Park Amphitheater (In-Development) | Carlsbad | Park - Permanent Stage - Lawn Seating | In-Development | 200 |
| The Flower Fields at Carlsbad Ranch | Carlsbad | Park - Temporary Stage - Lawn Seating | Music Concerts, Arts + Craft Vendors, Basket Weaving, Food Truck, Wine Tasting, Visual Art Workshop, Yoga | 50 |

In total, there are 14 sites that currently host cultural events in the market area. Of those, only two are in permanent amphitheater spaces, the Junior Seau Oceanside Pier Amphitheatre and Moonlight Amphitheater in Vista. Each of the sites in Carlsbad are community spaces, such as the parks, Leo

Carillo Ranch and the Flower Fields. Because events like TGIF Concerts in the Park and Movies in the Park take place in these park settings, temporary equipment is required to produce these shows. Across the market area, there is a lack of back-end amenities and resources to allow for efficient, high-quality cultural programming and festivals.

Located just outside the 10-mile radius are the outdoor facilities at the California Center for the Arts. The Great Green and Lyric Court host 52 free community events, such as First Wednesdays, the summer music series Hidden City Sounds, Música en la Plaza, Independence Day Festival, Día de los Muertos Festival and the Winter Wonderland Festival. Additionally, the spaces are used for private rentals, including weddings, conferences and business retreats.

Figure 16



4.3 Artist Studio Space

The same 10-mile radius was used to inventory the artist studio spaces in the area. Artist studio space is working space for designated artists to create in. These spaces are available for artists in residence or for artists to rent.

Table 5

Visual Art Studio Inventory: Carlsbad, CA

Studio spaces within 10-miles of Carlsbad, CA

Visual Arts Facilities

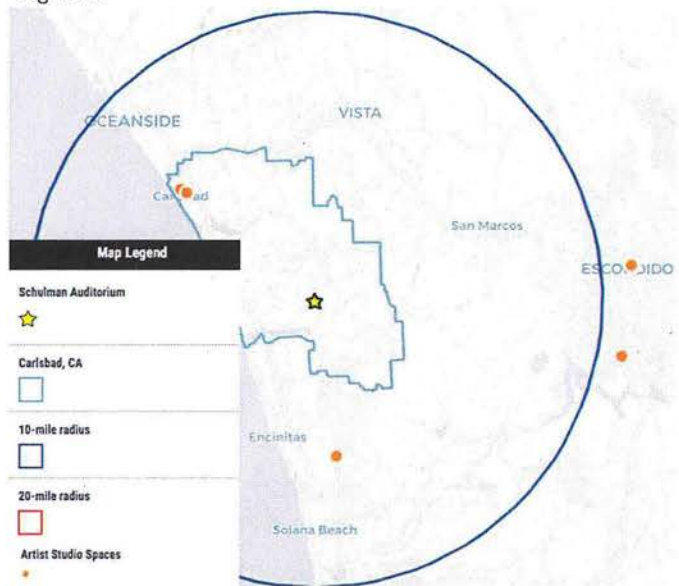
| | |
|------------------------------------|----|
| The Foundry | 16 |
| ArtHatch | 16 |
| Barrio Glassworks (In-development) | 1 |
| Gallery 262 | 3 |
| Ship in the Woods | - |
| Lux Art Institute | - |

| # of Studios | Medium | | | | | | | | | | Activity | | | | | | | Facility Features | | | | | | Total Facility Features | | |
|--------------|----------------------|--------------------|-----------|--------------|--------------|-------------|-----------------------------|--------------|----------|---------|-------------------------|-------------------------|--------------|-----------------------|--------------------------|--------|-------------|-------------------|----------------------------|------------------------|---------------------------|--------------|---------|-------------------------|----------------|----------------|
| | Sewing + Needle Work | Painting + Drawing | Sculpture | Metalworking | Glassblowing | Woodworking | Photography + Digital Media | Print Making | Ceramics | Jewelry | School + Youth Programs | Adult Programs + Events | Summer Camps | Univeristy + Academic | Festivals + Major Events | Events | Residencies | Incubator | Auditorium + Lecture Space | Classroom + Work Space | Meeting + Reception Space | Retail Space | Gallery | | Artist Housing | Kitchen Access |
| Total | 0 | 5 | 2 | 0 | 1 | 1 | 3 | 1 | 2 | 1 | 2 | 3 | 1 | 1 | 1 | 4 | 2 | 1 | 0 | 3 | 0 | 2 | 5 | 2 | 2 | 1 |
| Percent | 0% | 83% | 33% | 0% | 17% | 17% | 50% | 17% | 33% | 17% | 33% | 50% | 17% | 17% | 17% | 67% | 33% | 17% | 0% | 50% | 0% | 33% | 83% | 33% | 33% | 33% |

In total, there are six facilities in the market area, two of which are located in Carlsbad. The Foundry, part of the New Village Arts Theatre, has 16 artist studio spaces and a gallery. Barrio Glassworks is currently in development and is expected to offer a mix of hands-on programming, observation and studio time for glasswork.

Over in Escondido, ArtHatch has similar offerings to The Foundry. With 16 artist studio spaces, ArtHatch also frequently hosts teen and adult education programs. Gallery 262 offers 3 studio spaces that can be rented by local artists. Located in the Felicita County Park, A Ship in the Woods was founded by a group of artists as a gathering space for their experimental art. A Ship in the Woods offers artist residency and housing for artists of all disciplines and mediums, including performing artists and regularly hosts events on their property. Lux Art Institute in Encinitas is a unique museum and studio space offering visitors a chance to observe internationally recognized artists in a working studio environment. Lux education programs support community in developing a creative voice through exploration, experimentation and discovery.

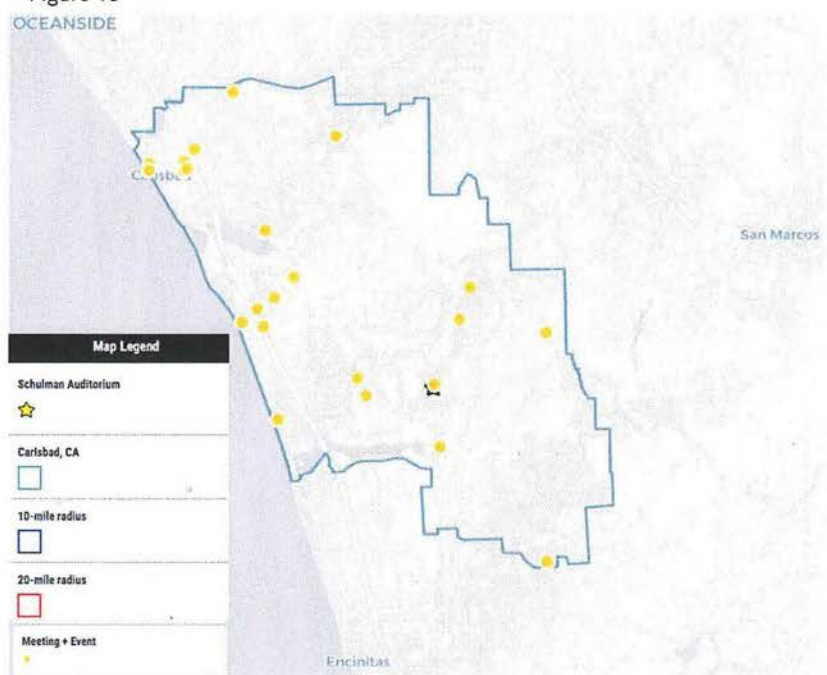
Figure 17



4.4 Meeting + Event Facilities

The Meeting + Event Facilities Inventory assesses the physical attributes and event types supported by 117 local meeting and event facilities with reception capacities from 32 to 1,700. Of the 117 meeting and event facilities in Carlsbad, 75 of them are located in a hotel or resort, 23 are in community spaces, such as the Harding Community Center, 15 are meeting at event spaces, like The Crossings at Carlsbad and four are in a restaurant or bar. Note, restaurant and bar meeting and event space is included for facilities that have dedicated event space for rental, not a restaurant that is amenable to having their restaurant rented out for a private event.

Figure 18



The community event spaces tend to have limited features and attributes, often times only providing Wi-Fi and occasionally a projector or sound equipment. The hotels and resorts are the most attribute-rich, providing renters with a wide array of technology and equipment to use. Across all meeting and event facilities, less than 50 percent have an available warming kitchen and less than 20 percent have an available commercial kitchen.

4.5 Existing Facilities Conclusions

This research allows us to make the following conclusions about the opportunity for new cultural facilities in Carlsbad:

- Local and regional indoor performance facilities are primarily used for producing performing arts and academic/educational programming. They are also rented by outside cultural organizations, schools/colleges and private entities. Few indoor facilities, particularly in Carlsbad, present activity. Amongst those that do, music is the most commonly presented activity type, suggesting opportunities for alternative forms of presented entertainment (theatre, dance, film, family shows, comedy, a lecture series and so on).
- Most of the inventoried indoor facilities have capacities between 100 and 400, medium quality ratings and low to no availability. This suggests that there are gaps for a high-quality performance facility in the market. This is particularly true in Carlsbad, where none of the facilities have a quality rating above 2.6, nearly every facility has low or medium availability and 10 of the 23 inventoried facilities are affiliated with a religious organization, school or university.
- Outdoor performance facilities are activated through community events and presented music (typically headlining and popular music acts). They cover a range of capacities but tend to lack the permanent equipment and backline features required to make them ideal sites for cultural programming. In addition, the inventory highlights that all of the outdoor sites in Carlsbad are temporary locations in parks. This suggests an opportunity for a high-quality, outdoor venue that can be used throughout the year for performances and events.
- The artist studio space inventory reveals a lack of available studio spaces for artists to create in the market area. The Foundry has 16 studio spaces, but anecdotally, artists and community members expressed a desire for more access to studio space and specialized equipment, such as spaces to accommodate woodworking, ceramics and fiber arts. Over the past few years, these types of spaces have closed despite the continued demand and interest from artists in the community.
- The meetings and events facility inventory suggest that most meeting and event facilities in Carlsbad belong to hotels and resorts and range in capacity from 30 to 1,700 people for a reception. Community and Meeting/Event facilities tend to be smaller in size than hotel spaces. They also vary more in the number of attributes they offer. City staff suggested that meeting and event space within the civic buildings is hard to come by, often times leading groups to scramble to find a decent-sized room to hold a meeting or conference.

5. User Demand

Understanding the nature of demand for performing and visual arts facilities is an important part of assessing feasibility. This chapter will identify the needs of possible facility users and assess a facility's potential to attract touring artists to Carlsbad facilities.

5.1 Performance Space Demand

Over the course of our assessment we had the opportunity to speak with several local groups. The following table summarizes each organization's demand for space and the desired capacity of the performance space.

Table 6

| Organization | Desired Capacity | Current Performance Venue(s) | Annual Performances |
|---------------------------------------|------------------|--|---------------------|
| Carlsbad Dance Center | 1600 | Escondido Center for the Arts; Carlsbad HS, La Costa Canyon | 4 |
| Carlsbad Unified School District | 550 | High School gyms | 6 |
| Carlsbad Performing Arts Academy | 500 | AVO; Carlsbad HS; Star Theatre | 12 |
| City of Carlsbad Cultural Arts Office | 450 | Schulman; Sites throughout Carlsbad | 60 |
| MiraCosta College Performing Arts | 400 | MiraCosta College Performing Arts Facilities | 5 |
| PGK Dance Project | 375 | San Diego | 4 |
| Carlsbad Community Theatre | 370 | Carlsbad High School | 24 |
| City of Carlsbad Cultural Arts Office | 250 | Schulman; Sites throughout Carlsbad | 119 |
| Carlsbad Music Festival | 250 | St. Michaels; Army + Navy Chapel | 6 |
| Litvak Dance | 175 | Schulman; San Dieguito Academy; Torrey Pines HS; Wagner Building at UCSD | 5 |
| North Coast Symphony | 175 | Encinitas Library Community Center; Sea Coast Comm Church; San Dieguito UMC; Greek Orthodox Church | 10 |
| Pacific Ridge School | 150 | Other HS; Schulman; AVO Playhouse; Exhibit at COAL | 27 |
| Hands of Peace | 125 | New Village Arts; Mural Museum; Exhibit at La Costa Canyon and Temple Solel | 4 |
| TOTAL | | | 286 |

In total, there are 286 days of demand for performance space in the market. The two organizations with the greatest demand are the City of Carlsbad Cultural Arts Office and the Pacific Ridge School, which does not have a performance space as part of their school. The annual performance demand estimates should be considered conservative as the number of event days for touring artists to perform have not been accounted for. Furthermore, the City of Carlsbad Cultural Arts Office anticipates increasing their programming overtime with the addition of new performance spaces.

When you consider the demand for space based on the size of the facility, there is demand for 46 performance days in a 50-199 seat venue, 153 days in a 200-399 seat space and 83 days of use for a 400-599 seat venue (see table 7). In addition to Pacific Ridge School’s 27 performance days, they expressed a need for 21 tech days on the stage.

Table 7

Performance Day Demand -- by capacity

| | |
|-----------------|-----|
| 50 - 199 seats | 46 |
| 200 - 399 seats | 153 |
| 400 - 599 seats | 83 |
| 600+ seats | 4 |

5.2 Rehearsal + Support Space Demand

When conversing with local arts groups, the lack of rehearsal and administrative space in Carlsbad frequently came up. Four key stakeholder groups summarized their need for rehearsal space the following ways:

- **North Coast Symphony Orchestra** – the symphony struggles to access affordable rehearsal space because of its lack of college affiliation (it was previously associated with MiraCosta College for 30-years). The orchestra regularly meets on Tuesday evenings at the Seacoast Community Church in Encinitas.
- **Carlsbad Performing Arts Academy** – the dance, theatre and music academy expressed a clear need for two rehearsal spaces to accommodate the 400 students that utilize the Academy’s warehouse rehearsal space. Classes at the academy take place six days a week, starting at 9 in the morning and continuing until 9:30pm.
- **City of Carlsbad Cultural Arts Office** – current Cultural Arts support spaces have limitations, as noted in Chapter 4’s review of existing facilities. These limitations have prevented the Office from expanding program offerings and addressing the demand for adult visual and performing art classes.

- **Carlsbad Unified School District** – while the school has the necessary facilities for classes and rehearsals, there is a need for a larger meeting space to host district wide forums. A rehearsal or flexible performance space would be regularly used by District officials to host these gatherings.
- **Carlsbad Community Theatre + Christian Youth Theater** – both theater companies expressed a desire to have a formal rehearsal space to gather. Currently the Community Theatre meets at the Women’s Club and the Christian Youth Theater relies on high school facilities.

5.3 Visual Arts Studio Space Demand

The North County region around Carlsbad has recently seen a number of artist studio and industrial art program spaces close. University of California, San Diego previously had an industrial arts program, featuring metalwork, glassblowing and kilns, but closed nearly five years ago. Similarly, Palomar College closed the ceramics program at their school.

While these spaces have closed over the past few years, the demand for these spaces has not waned. Artists repeatedly expressed a desire to have wet and dry classrooms to create and equipment to craft ceramics, fiber arts and woodworking. The pending development of the Barrio Glassworks in the Village is seen by artists and members of the city as a potential catalyst for future studio space investments. Members of the Arts Commission and the city are interested in exploring industrial arts residency programs and ways to support the industrial artist community in Carlsbad.

5.4 Meeting + Event Space Demand

City officials repeatedly indicated a need for meeting and event space. The current availability of civic and library spaces is not sufficient for their day-to-day needs and the City Council currently does not have an adequate space to host larger city council meetings. Any new cultural facility in the community should include civic meeting spaces that can be utilized throughout the day by local officials. A flexible performance space can also function as the City Council chamber. Utilizing a performance space as a City Council chamber emerged from several interviews and has been successfully implemented in similar communities.

Secondly, a need for affordable meeting space for community groups was expressed. The cost to access the hotel and resort meeting space is not feasible for many groups, requiring them to use meeting spaces in Carlsbad community centers. These spaces have limited features and amenities and are often very busy. This type of demand would often occur during ‘business hours’ and activate the space when arts organizations are not meeting.

5.5 Conclusions

This analysis suggests that there is demand for a performance and visual art space in Carlsbad, based on the following:

- Twelve organizations have expressed interest in utilizing a new performing arts facility in Carlsbad. Most of these organizations have demand for space that can accommodate music or dance, although there is demand for a smaller theater space as well. Important facility features include rehearsal space, a flexible seating arrangement, sufficient back-of-house support spaces, a catering kitchen and lobby/box office space.
- In total, users have 307 days of demand for performance space: 286 days for performances, 21 days for rehearsals/tech. Of that demand, 46 performance days in a 50-199 seat venue, 153 days in a 200-399 seat space and 83 days of use for a 400-599 seat venue.
- The local performing arts groups and school district expressed a need for rehearsal and gathering space. With some organizations meeting daily, these rehearsal and support spaces are expected to be used over 200 days a year.
- Anecdotal research suggests that there is strong demand for industrial arts and artist studio space in Carlsbad. With the pending introduction of Barrio Glassworks to The Village, there is a strong sense that additional art spaces could strengthen the visual arts community in Carlsbad.

6. Benefits + Impacts

Investing in arts and entertainment facilities can have significant impacts on, and bring positive benefits to, a community. Let's consider these first in terms of City planning efforts and then by relating what we heard and learned in the community. A detailed review of relevant City planning documents can be found in Appendix E.

Table 8

| City Planning Document | Goals + Strategies | Relevance of Cultural Facilities |
|---|--|---|
| <p><i>Arts + Culture Master Plan</i></p> | <p>Hundreds of open-ended online community survey responses provide feedback to indicating a strong desire for cultural “gathering spaces” and performing arts venues that make it easy for people to experience the arts.</p> | <p>A performing arts venue enables residents to attend performances within the city of Carlsbad, rather than in neighboring cities with existing venues, creating economic impacts as well as other social and community benefits.</p> |
| <p><i>Envision Carlsbad General Plan Update</i></p> | <p>Working Paper 4, Section 3.4 - states that the General Plan Update “presents an opportunity for the city to encourage the development of new cultural art venues in the eastern and southern portions of the city to provide balanced opportunities for the entire community to appreciate, learn, perform and enjoy cultural arts.</p> | <p>New cultural venues are recognized as an important community asset; however, they tend to be sited in the city’s northwestern quadrant which is not conducive to citywide use and accessibility.</p> |
| | <p>Arts, History, Culture and Education Goal- 7-G.3: Integrate the arts, public art and art education as a vital aspect of community life, with a wide range of facilities and public programs designed to engage the city’s diverse audiences as active participants and patrons.</p> | <p>Dedicated cultural venues can provide not only places for presentation of performing or visual arts but also contain additional areas for public gathering and social connections, multigenerational participation in cultural activities.</p> |

| City Planning Document | Goals + Strategies | Relevance of Cultural Facilities |
|--|--|--|
| <i>Envision Carlsbad General Plan Update (Cont.)</i> | Economy, Business Diversity and Tourism Goal - 8.P.5: Encourage increased year-round tourism through such means as working with the Carlsbad Tourism Business Improvement District to help market Carlsbad as a complete multi-day, year-round destination and by working with other organizations to promote and develop Carlsbad as an ecotourism destination. | A venue that supports year-round arts programming can be a draw for cultural tourists and encourage longer stays with music, dance, theatre, film and visual arts festivals or other multi-day events – particularly in slower months. |
| <i>Parks & Recreation Department Master Plan</i> | The plan describes two “Big Ideas” based on community program priorities and the philosophy that “programs determine facility design.” 1/ Multiuse, Multigenerational Community Recreation Center 2/ Outdoor Adventure Park. | The two feasibility studies for Parks and Recreation facilities document issues with the available space for new venues and the role that parking and population density can play in determining siting and feasibility. |
| <i>Carlsbad Village & Barrio Master Plan</i> | 1.5.4 Placemaking - activate the Village by promoting placemaking strategies that support arts and culture, including visual, musical and theatrical arts and other public performances. | The siting of an arts center or other mixed-use cultural venue in the Village and Barrio area aligns with the goals and strategies of the Master Plan as well as other Plans reviewed as part of this literature scan. |

Interviewees suggested that a performing and visual arts facility in Carlsbad could benefit the community in the following ways:

- **It would create sense of place.** Facilities could create a sense of place, contributing to the community’s overall identity and seizing on the opportunity to host more outdoor events.
- **It would diversify tourism and the economy.** Recent tourism reports indicate that amusement parks and the beach are the primary activities tourists seek out in Carlsbad. Multiple interviewees view performing and visual arts facilities as an opportunity to bring diversity to Carlsbad tourism and the economy.
- **It would keep money in the community.** Now, when a Carlsbad arts organization like the Community Theatre or Performing Arts Academy wants to have a performance, it has to go outside of the community to find a space. That means that rental fees are being paid to vendors beyond the borders of the city. It also means that potential audiences are leaving the city to partake in arts, culture and entertainment.

7. Conclusions + Recommendations

This research suggests that there is an opportunity to develop cultural facilities in Carlsbad based on the following:

- **The Market:** High levels of educational attainment and household income in Carlsbad and its 20-mile radius indicate a strong likelihood to support traditional performing arts (ballet, theatre, opera, symphonic music etc.). At the same time, the regional and tourist population is ethnically diverse, suggesting programming should be inclusive, with varying formats. This can include programming by local arts groups, partnering with local and regional ethnic associations and presenting touring groups that have representation from minority cohorts.

Based on tourism statistics from the San Diego Tourism Authority, tourism to Carlsbad is growing. These individuals are primarily attracted to the beach and amusement parks, but are willing to spend over \$45 on recreational activities. Plans to bolster arts and culture activity in Carlsbad should consider how to attract visitors, targeting an increase in visitor cultural participation from 3 percent in 2017.

- **Existing Facilities:** The facility inventories suggest that there are a few gaps in the market that new cultural facilities could fill. First, there is an opportunity for a high-quality, flexible indoor performance facility with 400- to 600-seats that can double as a City Council Chamber. This is particularly true in Carlsbad, where none of the facilities have a quality rating above 2.6, nearly every facility has low or medium availability and 10 of the 23 inventoried facilities are affiliated with a religious organization, school or university. Then, there is an opportunity for a high-quality outdoor space, specifically a space that has the back-end features and amenities to support festivals, performances and events and can serve as a park when not in use. Next, there is an opportunity for a unique industrial art space and artist studio space, possibly leveraging partnerships with a local university or the soon to open Barrio Glassworks. Finally, there is a need for community meeting and event space for use/rental by city officials, local businesses and residents. The city currently has a number of meeting and event facilities, but the majority of them are within hotels and used for corporate functions, conferences and events.
- **User Demand:** An analysis of user demand suggests that a performing arts facility in Carlsbad could be activated by a combination of rentals by local and regional arts groups and a mix of touring programs such as classical and contemporary music, comedy and speakers. In sum, 13 users have expressed a need for 307 performance days: 286 days for performances, 21 days for rehearsals/tech. Of that demand, 46 performance days in a 50-199 seat venue, 153 days in a 200-399 seat space and 83 days of use for a 400-599 seat venue. The ideal facility would have rehearsal space, a flexible seating arrangement, sufficient back-of-house support spaces, a catering kitchen and lobby/box office space. The local performing arts groups and other organizations expressed a need for rehearsal and gathering space. With

some organizations meeting daily, these rehearsal and support spaces are expected to be used over 200 days a year. City representatives noted a demand for meeting and event space as well as a space for larger City Council gatherings. This type of demand would often occur during 'business hours' and activate the space when arts organizations are not meeting.

- **Benefits + Impacts:** Numerous city planning documents and the community input speaks to a desire for cultural facilities in the community. Dating back to the 1990 Cultural Plan, new performing and visual art facilities are seen as an important priority for the city and its residents. Dedicated cultural venues can provide not only places for presentation of performing or visual arts but also contain additional areas for public gathering and social connections, and multigenerational participation in cultural activities. Furthermore, new performance spaces will ensure Carlsbad arts organizations and their audiences remain in Carlsbad, while potentially attracting additional arts organizations from San Diego County and enhancing the experience of visitors to the area.

Recommendations

Based on the previous conclusions, we recommend the following for the City of Carlsbad.

1/ Develop a 400- to 600-seat flexible performance space. This should be a high-quality, state-of-the-art facility for the Carlsbad community. It should feature a 400- to 600-seat flex venue that can accommodate local music, dance and theatre organizations, some touring entertainment, festivals such as the Carlsbad Music Festival and civic functions. The flexibility of the space will allow for City of Carlsbad gatherings, townhalls and City Council chamber sessions. Additional functionality should accommodate meeting and event functions, forums and nonprofit galas and fundraising events.

The size of the building to accommodate these spaces could be in the range of 30,000 to 40,000 gross square feet. As much of this space would need to be on the ground floor, the footprint for the building could be 18,000 to 23,000 square feet, which is between .4 and .55 acres. Parking would also be required nearby. A 500-seat theater might require 350 spaces, which is based on one space for each 1.5 attendees, plus some staff parking. If there are 200 parking spaces per acre, that suggests 1.75 acres of single-level parking. That requirement is reduced if structured parking on multiple levels is possible.

Example: Lake Forest Civic Center | Lake Forest, CA

The City of Lake Forest (population 85,000) is currently constructing the Lake Forest Civic Center, a 12.4 acre complex that will include a Performing Arts Hall & City Council Chambers, City Hall and Policing Center, Community & Conference Center and Senior Center.

Completion of the project is anticipated for Fall 2019. The Performing Arts Hall will include a 200-seat theater equipped with state-of-the-art audio-visual and acoustic capabilities, a 1,509 sq.ft stage, a 411 sq.ft dressing room with 6



dressing stations, a ticket booth and a lobby area that will accommodate up to 34 guests. In addition to serving as the official site for City Council and Commission meetings, the Hall will be available for rent for plays, musicals, pageants, awards ceremonies, graduations and more. A parking deck that will accommodate over 300 vehicles, including electrically-powered vehicles, is also a part of the city's plans.

The Community & Conference Center will serve as the city's flexible meeting space open to the public. Residents will enjoy five conference rooms, three multipurpose rooms and the ability to create one large multipurpose room of 7,853 sq.ft by combining all three multipurpose rooms. The rooms will be available for rent for luncheons, ceremonies, weddings, seminars, classes and more, with a maximum capacity of 1,124 in the largest room. The facility will boast flat panel monitors, projectors and projector screens throughout, a catering kitchen and central fireplace. Several of the rentable spaces will have direct access to an outdoor courtyard.

Lastly, the new Civic Center will include a senior center, The Clubhouse, which will incorporate existing senior activities such as BINGO & Free Hot Lunch Program, Bowling League, Golf Days, Movie Days and more. The 23,000 sq.ft facility will include a kitchen, game room, outdoor patio and multi-purpose rooms. The total estimated project cost for the Civic Center is \$73 million.

This project is relevant to Carlsbad by virtue of the combination of cultural and civic facilities.

***Example: Tarpon Arts Performing Arts Center |
Tarpon Springs, FL***

The Tarpon Arts Performing Arts Center is nestled inside the City Hall of Tarpon Springs (population 25,000), 15 miles north of Clearwater, Florida. The Center is operated by the City of Tarpon Springs' Department of Cultural Services/Division of Arts & Historical Resources, whose mission is "to present stimulating, engaging and educational performances, workshops, festivals, concerts and visual arts that celebrate the unique heritage and culture of Tarpon Springs and the State of Florida, while bringing nationally-acclaimed artists to the community in an effort to establish Tarpon Springs as a dynamic cultural destination."



The beaux arts-style building was originally constructed in 1925 to serve as a schoolhouse. In 1987, the City of Tarpon Springs restored the building, moved City Hall's offices and created a 300-seat theater. While the 39,000 sq. ft. Center is known for its small-town charm and listing on the National Register of Historic Places, it is fully equipped with quality acoustics. Broadway musicals, opera, plays and musical concerts are presented all year round. The Center relies heavily on volunteers to serve key roles in Front of House. Parking is free at the Center, with spaces on all sides of City Hall.

A short 10-minute walk from the Center is the Cultural Center, which sits inside of Tarpon Springs' original City Hall that was built in 1915. When City officials decided to move, plans were made to convert the original City Hall into a cultural center with an 85-seat theater. The Cultural Center hosts community theater productions and other community events throughout the year. It also relies on volunteers to staff shows and special events.

This is another example of a City project that combines cultural and civic facilities.

2/ Include Rehearsal, Program, and Teaching Spaces. The need for support spaces to complement the performance space is equally as important. With many local arts organizations relying on churches and high schools to rehearse, there is a lack of consistency and access to the necessary rehearsal, teaching or program space. These spaces should also be available to rent for meeting and events, city staff meetings and private events. Included in the spaces should be features for dance (i.e. mirrors, sprung floor and barres), music (i.e. quality acoustics and a piano) and theatre (i.e. audio/visual equipment).

Finally, the facility should have a commercial kitchen. This space should be available for rent by the community. It should have flexible catering policies and be designed with the diversity of Carlsbad and the surrounding region in mind. For example, the kitchen should be equipped with the essential appliances to prepare Latin American or Asian cuisine.

This additional recommendation might add another 5,000 to 10,000 gross square feet, most likely all on one level. And there would be an additional parking requirement of some 50 spaces. That suggests a total area of up to .5 acres for this component.

Example: Center for the Arts | Jackson, WY

The Jackson Hole (population 10,000) Center for the Arts serves as a community gathering place and home for twenty resident arts organizations. Built in 2007, the Center partners with local higher education institutions and a variety of artists from all disciplines to create a vibrant, creative environment. Located at the heart of the Grand Tetons resort town, the Center includes six visual arts studios, four dance studios, five classrooms, twenty-two offices for administrative purposes and a 525-seat theatre. Each resident organization has a tenant rental agreement with the Center's administration that ranges from 1 to 5 years.



The 76,000 sq.ft Center is owned by the city and operated by a nonprofit. The Center's staff is responsible for managing the facility and its residents, in addition to presenting a number of live events each year. The theatre hosts 175 annual performances for the Center's Presenter Series and resident organizations' performances. The Center engages with the broader community through partnerships with local hospitals and regional groups that aim to bolster the arts through civic engagement.

Relative to Carlsbad, this is a good example of a full set of rehearsal, teaching, program and meeting facilities coming with a 500-seat theater.

**Example: Mosesian Center for the Arts |
Watertown, MA**

The Dorothy and Charles Mosesian Center for the Arts (formerly the Arsenal Center for the Arts) is a multi-disciplinary community arts center located in Watertown, Massachusetts (population 36,000). Once a US Army arsenal, the 30,000 sq. ft. venue is now home to a 339-seat theater, a 100-seat Black Box theater, exhibition galleries, 2 rehearsal halls, classrooms and resident artist studios. In addition to touring productions, the Center presents its own programming through the work of the award-winning, Watertown Children's Theatre, as well as their resident, professional theatre company, New Repertory Theatre.



The Center has a robust education program that offers affordable arts exploration classes for children, teens and adults. Over 50 instructors offer their expertise in ceramics, printmaking, mixed media, painting, musical theater, dance, literary arts and more.

The MainStage Theater, Black Box Theater, Rehearsal Hall and Mezzanine Classroom are all available for rent. The theaters are equipped with theatrical sound and lighting. The rehearsal hall is equipped with a sprung dance floor.

Here again we see an example of a performance space combined with a good set of rehearsal and support facilities covering 30,000 square feet.

3/ Create an Outdoor Performance + Event Space. A space such as this should stand out from the other parks and outdoor spaces in the market. Namely, it should have the infrastructure, including electrical and water supply, to support major events and festivals, recreation spaces to attract residents and tourists alike, and minimal permanent structures so the venue can revert back to a pastoral park when not in use.

With the necessary infrastructure to host festivals and events, the city and community groups can regularly use the space for weekly concert series, movies in the park and other cultural events without having to transport and set-up stages, sound equipment and screens. Given the scale of the project and its potential impact on a North County area, a regional partnership for this venue might make sense. Note that we would suggest more of a plaza than an amphitheater, meaning a flat expanse with a stage and support area at one end.

The area required for such a performance and event space is flexible, and depends very much on the site and what is developed around it. At the more modest end of the scale, we might imagine a one-acre plaza with a raised stage at one end. This might accommodate 3,000 people standing or seated. For that capacity, there could be the need for another 2,000 parking spaces and thus 10 acres of

surface parking. Certainly that level of demand, if also responding to other parking needs, would help to justify structured parking.

Example: Celebration Square | Mississauga, ON

The 2011 opening of Celebration Square in Mississauga (population 828,000) was the result of extensive community engagement to envision how to activate downtown and develop a stronger sense of place and community in the city. With the help of the Project for Public Spaces, the city developed the vision for Celebration Square. The 280,000 sq.ft space is operated by the city as an outdoor community center with a range of programming and events, from farmers' markets to Canada Day celebrations to performances and festivals.



The 6.6-acre site is located between the Central Library and the Civic Hall and features gardens, a water feature that turns into an ice rink in the winter, a permanent fully equipped main stage for large-scale performances and a smaller amphitheater that seats 300. The square hosts more than 100 free events and attracts more than 500,000 visitors to downtown each year.

All events at Celebration Square are free and open to the public. Professional organizations and not-for-profit community groups can submit an application to book the various facilities in the Square.

This is an excellent and relevant model for Carlsbad as a civic plaza that is also very active as a cultural and entertainment venue.

Example: Addison Circle Park | Addison, TX

Completed in 2003 at a cost of \$7.5 million, Addison (population 15,000) Circle Park is a landmark in the new community in the Dallas suburbs. Maintained by the City's Parks Department, the Park addressed the need for outdoor space that would also serve as a downtown civic center. Town administrators posed a challenging planning and design problem: to create an inspiring and beautiful 10-acre park ideal for the community's everyday use, that then transforms into a civic gathering space for festivals of over 100,000 people.



Designers focused on shaping spaces and the land to create good sightlines for outdoor performances, to organize ticket-holders and to allow for the placement of tents for events, food and beverage vendors. They worked to create an infrastructure, including electrical and

water supply, to support major concerts for 12,000 people, theater events and other 500-1,000 person concerts and events.

The result includes more than 372,000 sq. ft. of open lawn, plaza and garden spaces that provide a variety of venues for performances, special events and festivals, as well as the daily recreational needs of local residents. Features include three distinct performance venues, parking for more than 2,100 cars, ticket booths and public restrooms, a covered pavilion with seating capacity for 200 guests, a concession kitchen, fields for active recreation, walking trails and water and electrical hookups located throughout.

In addition to serving as a civic gathering place for Addison's residents and host for touring productions, the Park hosts an array of events each year. The Park attracts almost one million people each year to support the town's economy.

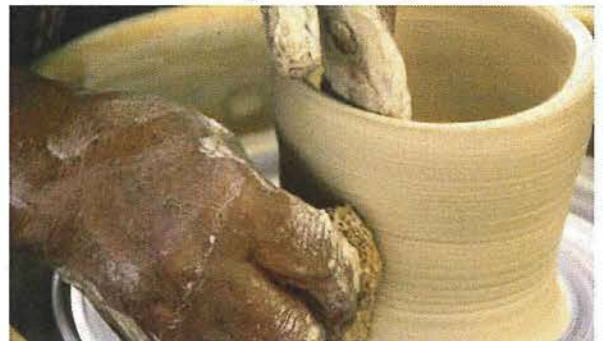
Relative to the Carlsbad opportunity, Addison is important as a set of outdoor facilities that can easily be converted from a plaza or passive park into small and large venues for concerts and other community celebrations.

4/ Develop an Industrial Art Space. Building upon the soon to open Barrio Glassworks in The Village, an industrial art space outfit with kilns for ceramics and the equipment necessary to create fiber art, woodworking and jewelry. It should unify the visual art community by supplanting the closed facilities at UC-SD and Palomar College, and allow for studio rentals, residencies and education programming to take place under-one-roof. The facility should include affordable studio memberships that ensure both emerging talent and established artists have access, and include resources for arts, such as art books and publications, computer workstations, equipment to rent and materials to buy.

As with our recommendation on rehearsal meeting and teaching space, this component might add another 5,000 to 10,000 gross square feet, and again most likely all on one level. And with an additional 25 parking spaces, the total site requirement is .36 acres.

Example: Irvine Fine Arts Center | Irvine, CA

The Irvine (population 277,000) Fine Arts Center is located within Heritage Community Park, a 36.5-acre park boasting 3 pools, an amphitheater, sports fields and a community center. The Arts Center's 18,000 sq. ft. provides art classes and camps in ceramics, photography, culinary arts, jewelry-making, painting and more. The Center's main gallery showcases regional visual artists. The Center hosts an annual juried exhibition, as well as Studio Arts Festival, a juried festival showcasing Southern California artists and their original works of art.



Artists with previous studio experience can rent studio space in the Center's Open Studio Program for ceramics, jewelry, photography and printmaking. The Ceramics Studio is fully

equipped with three large gas kilns firing at Cone 10, two low-fire electric kilns firing at Cone 06 and a Raku kiln. More than a dozen wheels line the perimeter of the studio along with two slab rollers, a spray booth and damp room. The Jewelry Studio is equipped with jewelry casting and fabricating equipment including casting centrifuge, burnout ovens, torches, hydraulic press, polishing and finishing machines. The program is primarily staffed with volunteers who have significant experience and knowledge in the program's offerings.

The Center has a tiered membership program that provides discounts on classes and programs, as well as member's only discounts at the Art Center Store. Admission and parking are free to the public.

For our purposes, this is a good example of a successful and very busy industrial arts space.

Example: Artworks Loveland | Loveland, CO

Artworks Loveland (population 77,000) is a nonprofit contemporary art center and the largest studio artist community in Northern Colorado. Dedicated to advancing contemporary art by offering artists an environment that fosters artistic growth, collaboration and expression, Artworks is more than an art gallery.



Known for their exhibition space, workspace and artist-in-residency programs, Artworks 20,000 sq.ft is comprised of thirty artist studios and two galleries. Artists are afforded 24/7 access and workspaces that are tailored to suit their needs: high ceilings, natural light, raw concrete flooring and high speed internet. Affordable studio memberships ensure that the community is inclusive of both emerging talent and established artists, and include access to art books and publications, computer workstations and printers, photo equipment and darkroom studios. Studio membership also provides artists with a platform to promote their work. Currently, the facility's website features over 20 artists whose specialties include performance and video art, printmaking, sculpture, jewelry making and more.

The Artworks Loveland Contemporary Art Gallery is available for event rental, offering guests two adjoining gallery spaces that can accommodate up to 100 guests. Full-service packages and a la carte options are available for receptions, cocktail parties, artist presentations and other intimate gatherings.

Loveland is interesting to us as a part of a larger strategy to make Loveland known internationally as a home for industrial.

**Example: GoggleWorks Center for the Arts |
Reading, PA**

GoggleWorks Center for the Arts is housed within the buildings of the former Wilson + Co. factory campus, the country's first manufacturer of optical lenses in Reading PA (population 88,000). In 2005, three years after the factory closed, the campus was transformed into GoggleWorks, "a place to develop skills, ask questions, experiment freely and investigate the human spirit." The Center's 145,000 sq.ft is comprised of three galleries, meeting rooms, multiple working studios, four event studios, a 130-seat, operating movie theater and a bistro with a performance stage.



A wide array of programming is offered in ceramics, drawing and painting, hot and warm glass, metalsmithing, photography and printmaking. Special programs include art history lectures and workshops, summer camps that combine art and the outdoors, virtual reality camp and more. Programs are offered in a variety of formats, including group visits, private sessions and after school. A summer fellowship is offered to area high school students who are interested in pursuing higher education or professional careers in the visual arts.

Artists enjoy the Center's numerous artist studios where they can create, display and sell work. Artists undergo an application process to be featured in one of the artist studios and exchange volunteer service for highly subsidized rental rates.

The Center's film theatre, gallery, meeting rooms and studios are available for rent. The largest studio space can accommodate up to 275 people and has access to an adjacent warming kitchen.

This is an excellent example of a full set of industrial arts facilities and programs completed as an adaptive re-use project.

5/ The Co-location of Spaces: Finally, we would make the point that several of these recommendations could reasonably be combined and/or co-located. In the case of the industrial arts spaces, these might best be located in Carlsbad Village as a part of an effort to highlight this as an arts district or art-making area through the careful rehabilitation of existing structures. But for our other three recommendations of the theater, rehearsal/teaching/meeting spaces, and the plaza, we could certainly imagine these pieces developed at one location. And we would also advocate for the development of these spaces as a part of the larger City Hall redevelopment plan. We would point to the following advantages of such a combined project:

- A central plaza would be a unifying element for the larger project.
- Parking needs could be more efficiently satisfied with a combination of day-time and evening uses.

- The main theater could be adapted to serve as a council chamber for City Hall (as is the case with the Tarpon Spring example on page 40).
- The theater, rehearsal and teaching spaces could also be used for various City meetings and events.
- All of these spaces could be operated and maintained jointly to minimize costs to the City.



September 2019

Cultural Facilities Needs Assessment

Appendix

Prepared for the City of Carlsbad, CA

- a. Study Participants
- b. Market Data
- c. Carlsbad Visitor Characteristics
- d. Facility Inventories
- e. City of Carlsbad Planning Document Literature Review

appendix a: study participants

Study Participants

Arts Commissioners

Laurenn Barker - Chair
Michaela Chamberlain
Emma Jadhav
Joan Markovits
Tina Schmidt
Bryan Snyder – Vice Chair
Scot White

City of Carlsbad Staff

Diane Bednarski- Deputy Library Director
Scott Chadwich- City Manager
Laurette Garner – Community Arts Coordinator
Megan Gilby- Community Arts Coordinator
Paz Gomez – Deputy City Manager
David Graham – Chief Innovation Officer
Claudia Huerta – Senior Program Manager
Curtis Jackson – Real Estate Manager
Kyle Lancaster- Parks & Recreation Director
Karen McGuire- Gallery Curator
Jessica Padilla-Bowen – Community Relations Manager
Heather Pizzuto- Library & Cultural Arts Director
Kristina Ray- Communications Director
Sandra Riggins- Senior Office Specialist
Richard Shultz – Cultural Arts Manager
Viktor Sjoberg – Principle Librarian
Craddock Stropes – Management Analyst Public Works

City Council

Priya Bhat-Patel – Mayor Pro Tem
Keith Blackburn
Matt Hall - Mayor
Barbara Hamilton
Cori Schumacher

Friends of the Arts

Aaron Alter
Amanda Ecoff

Historic Preservation Commission

Chad Majer- Chair

Library Board of Trustees

Beth Hulsart

Parks & Recreation Commission

Ron Withall

Organizations

Sara Blodgett – Carlsbad Performing Arts Academy – Managing Director
Matt Carney – San Diego Ballet – Producing Director
Dr. Ben Churchill – Carlsbad Unified School District – Superintendent
Joan Cumming – San Diego Symphony – Vice President
Christine Davis- Carlsbad Village Association- Executive Director
Steven Dziekonski- Pacific Ridge – Director of Arts Programs
David Ellenstein- North Coast Repertory Theatre – Artistic Director
Brett Farrow – Architect
Jonathan Fohrman – Mira Costa College – Dean of Arts
Jim Gilliam – City of Encinitas – Arts Program Administrator
Becky Goodman – Carlsbad Music Festival – Managing Director
Carolyn Grant – Museum of Making Music – Managing Director
Peter Hoeffner - North Coast Symphony Orchestra
Peter Kalivas – The PGK Project, Inc. - Director
Shandra Knight – Carlsbad Community Theatre – Vice President
Genevieve Koesling – Carlsbad Community Theatre – Board Member
Kristianne Kurner – New Village Arts – Executive Artistic Director
Diana Kutlow – Hands of Peace – Director of Development
John Lash – Carlsbad Community Theatre – President
Bob Lin- New Village Arts Board of Directors – President
Melba Novoa – Novoa Communications - Owner
Jana Romaine – Carlsbad Dance Centre – Owner
Sam Ross – Visit Carlsbad- Executive Director
Frank and Linda Ruscetti – Carlsbad Library and Arts Foundation
Mark Rudyk – Visit Carlsbad – Director of Marketing & Communications
Doran Stambaugh – St. Michael's by-the-Sea Episcopal Church – Rector
Sadie Weinberg – Litvak Dance - Owner

appendix b: market data

Appendix B – New Village Arts Ticket Buyers (2016-2018)



Pop-Facts® Demographic Trend | Summary



Trade Area: 1/ Carlsbad, CA(city)

| | 2000 | 2010 | 2019 | 2024 |
|---------------------------|--------|---------|----------|------------|
| | Census | Census | Estimate | Projection |
| Population | 80,854 | 105,328 | 121,137 | 129,109 |
| Households | 32,474 | 41,196 | 46,546 | 49,348 |
| Families | 21,648 | 28,028 | 31,730 | 33,673 |
| Housing Units | 34,755 | 44,485 | 49,907 | 52,767 |
| Group Quarters Population | 761 | 825 | 882 | 885 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Percent Change



Trade Area: 1/ Carlsbad, CA(city)

| | 2000-2010 | 2010-2019 | 2019-2024 |
|--------------------------------------|-----------|-----------|-----------|
| | % | % | % |
| Population Count Change (%) | 30.27 | 15.01 | 6.58 |
| Household Count Change (%) | 26.86 | 12.99 | 6.02 |
| Family Count Change (%) | 29.47 | 13.21 | 6.12 |
| Housing Unit Count Change (%) | 28.00 | 12.19 | 5.73 |
| Group Quarters Population Change (%) | 8.41 | 6.91 | 0.34 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Population & Household



Trade Area: 1/ Carlsbad, CA(city)

| | 2000* / 2010** | | 2019 | | 2024 | |
|--|----------------|-------|----------|-------|------------|-------|
| | Census | % | Estimate | % | Projection | % |
| Population by Age** | | | | | | |
| Age 0 - 4 | 6,283 | 5.96 | 7,019 | 5.79 | 7,349 | 5.69 |
| Age 5 - 9 | 7,293 | 6.92 | 7,260 | 5.99 | 7,674 | 5.94 |
| Age 10 - 14 | 7,373 | 7.00 | 7,565 | 6.25 | 7,825 | 6.06 |
| Age 15 - 17 | 4,384 | 4.16 | 4,777 | 3.94 | 4,998 | 3.87 |
| Age 18 - 20 | 2,846 | 2.70 | 4,341 | 3.58 | 4,584 | 3.55 |
| Age 21 - 24 | 3,942 | 3.74 | 5,665 | 4.68 | 6,160 | 4.77 |
| Age 25 - 34 | 12,270 | 11.65 | 14,085 | 11.63 | 15,880 | 12.30 |
| Age 35 - 44 | 15,806 | 15.01 | 14,402 | 11.89 | 13,870 | 10.74 |
| Age 45 - 54 | 17,350 | 16.47 | 17,468 | 14.42 | 16,724 | 12.95 |
| Age 55 - 64 | 13,419 | 12.74 | 17,140 | 14.15 | 18,260 | 14.14 |
| Age 65 - 74 | 7,172 | 6.81 | 12,388 | 10.23 | 15,096 | 11.69 |
| Age 75 - 84 | 4,789 | 4.55 | 5,923 | 4.89 | 7,549 | 5.85 |
| Age 85 and over | 2,401 | 2.28 | 3,104 | 2.56 | 3,140 | 2.43 |
| Age 15 and over | 84,379 | 80.11 | 99,293 | 81.97 | 106,261 | 82.30 |
| Age 16 and over | 82,927 | 78.73 | 97,725 | 80.67 | 104,612 | 81.03 |
| Age 18 and over | 79,995 | 75.95 | 94,516 | 78.02 | 101,263 | 78.43 |
| Age 21 and over | 77,149 | 73.25 | 90,175 | 74.44 | 96,679 | 74.88 |
| Age 25 and over | 73,207 | 69.50 | 84,510 | 69.76 | 90,519 | 70.11 |
| Age 65 and over | 14,362 | 13.64 | 21,415 | 17.68 | 25,785 | 19.97 |
| Median Age | - | 40.43 | - | 41.99 | - | 42.35 |
| Population by Sex** | | | | | | |
| Male | 51,575 | 48.97 | 59,240 | 48.90 | 63,070 | 48.85 |
| Female | 53,753 | 51.03 | 61,897 | 51.10 | 66,039 | 51.15 |
| Households by Age of Householder** | | | | | | |
| Householder Under 25 Years | 999 | 2.42 | 1,035 | 2.22 | 1,099 | 2.23 |
| Householder Age 25 - 34 | 5,347 | 12.98 | 5,668 | 12.18 | 6,115 | 12.39 |
| Householder Age 35 - 44 | 8,095 | 19.65 | 7,328 | 15.74 | 6,992 | 14.17 |
| Householder Age 45 - 54 | 9,858 | 23.93 | 9,701 | 20.84 | 9,308 | 18.86 |
| Householder Age 55 - 64 | 7,816 | 18.97 | 9,717 | 20.88 | 10,239 | 20.75 |
| Householder Age 65 - 74 | 4,408 | 10.70 | 7,396 | 15.89 | 8,918 | 18.07 |
| Householder Age 75 - 84 | 3,116 | 7.56 | 3,737 | 8.03 | 4,694 | 9.51 |
| Householder Age 85 Years and Over | 1,557 | 3.78 | 1,964 | 4.22 | 1,983 | 4.02 |
| Median Age of Householder | - | 51.18 | - | 54.54 | - | 56.15 |
| Pop. by Single-Class, Race by Hispanic/Latino** | | | | | | |
| Hispanic/Latino | 14,035 | 13.32 | 17,564 | 14.50 | 19,586 | 15.17 |
| White Alone | 8,333 | 7.91 | 10,122 | 8.36 | 11,117 | 8.61 |
| Black/African American Alone | 143 | 0.14 | 196 | 0.16 | 224 | 0.17 |
| American Indian/Alaskan Native Alone | 245 | 0.23 | 329 | 0.27 | 372 | 0.29 |
| Asian Alone | 123 | 0.12 | 165 | 0.14 | 185 | 0.14 |
| Native Hawaiian/Pacific Islander Alone | 15 | 0.01 | 14 | 0.01 | 16 | 0.01 |
| Some Other Race Alone | 3,986 | 3.78 | 5,202 | 4.29 | 5,934 | 4.60 |
| Two or More Races | 1,190 | 1.13 | 1,536 | 1.27 | 1,738 | 1.35 |
| Not Hispanic/Latino | 91,293 | 86.67 | 103,573 | 85.50 | 109,523 | 84.83 |
| White Alone | 78,894 | 74.90 | 85,941 | 70.94 | 88,737 | 68.73 |
| Black/African American Alone | 1,197 | 1.14 | 1,669 | 1.38 | 1,937 | 1.50 |
| American Indian/Alaskan Native Alone | 272 | 0.26 | 330 | 0.27 | 354 | 0.27 |
| Asian Alone | 7,311 | 6.94 | 10,373 | 8.56 | 12,223 | 9.47 |
| Native Hawaiian/Pacific Islander Alone | 175 | 0.17 | 215 | 0.18 | 231 | 0.18 |
| Some Other Race Alone | 236 | 0.22 | 279 | 0.23 | 291 | 0.23 |
| Two or More Races | 3,208 | 3.05 | 4,766 | 3.93 | 5,750 | 4.45 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Income



Trade Area: 1/ Carlsbad, CA(city)

| | 2000 | | 2019 | | 2024 | |
|---|--------|-----------|----------|------------|------------|------------|
| | Census | % | Estimate | % | Projection | % |
| Households by Household Income | | | | | | |
| Income Less Than \$15,000 | 2,384 | 7.34 | 2,607 | 5.60 | 2,407 | 4.88 |
| Income \$15,000 - \$24,999 | 2,549 | 7.85 | 1,921 | 4.13 | 1,625 | 3.29 |
| Income \$25,000 - \$34,999 | 2,901 | 8.93 | 1,833 | 3.94 | 1,817 | 3.68 |
| Income \$35,000 - \$49,999 | 4,300 | 13.24 | 3,179 | 6.83 | 2,818 | 5.71 |
| Income \$50,000 - \$74,999 | 6,317 | 19.45 | 5,529 | 11.88 | 5,000 | 10.13 |
| Income \$75,000 - \$99,999 | 4,810 | 14.81 | 5,293 | 11.37 | 5,024 | 10.18 |
| Income \$100,000 - \$124,999 | 3,360 | 10.35 | 4,995 | 10.73 | 4,834 | 9.80 |
| Income \$125,000 - \$149,999 | 1,983 | 6.11 | 4,296 | 9.23 | 4,479 | 9.08 |
| Income \$150,000 - \$199,999 | 1,670 | 5.14 | 5,478 | 11.77 | 6,331 | 12.83 |
| Income \$200,000 - \$249,999 | 796 | 2.45 | 3,495 | 7.51 | 4,333 | 8.78 |
| Income \$250,000 - \$499,999 | 759 | 2.34 | 4,799 | 10.31 | 6,129 | 12.42 |
| Income \$500,000 or more | 482 | 1.48 | 3,121 | 6.71 | 4,551 | 9.22 |
| Median Household Income | - | 65,286.92 | - | 114,245.45 | - | 131,136.58 |
| Average Household Income | - | 87,105.00 | - | 158,104.00 | - | 180,148.00 |
| Median HH Inc. by Single-Classification Race | | | | | | |
| White Alone | - | 66,784.89 | - | 114,323.19 | - | 131,310.81 |
| Black/African American Alone | - | 56,882.59 | - | 103,632.60 | - | 121,505.03 |
| American Indian/Alaskan Native Alone | - | 28,305.25 | - | 65,671.26 | - | 73,326.77 |
| Asian Alone | - | 77,095.91 | - | 133,171.13 | - | 177,968.50 |
| Native Hawaiian/Pacific Islander Alone | - | 33,856.95 | - | 77,216.64 | - | 79,554.17 |
| Some Other Race Alone | - | 36,711.36 | - | 79,690.24 | - | 96,183.75 |
| Two or More Races | - | 58,443.63 | - | 103,747.13 | - | 118,095.67 |
| Hispanic/Latino | - | 46,391.64 | - | 94,724.22 | - | 111,689.67 |
| Not Hispanic/Latino | - | 67,280.18 | - | 116,383.65 | - | 133,397.30 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Summary



Trade Area: 1/ Carlsbad, CA (city)

| Population | |
|------------------------------|---------|
| 2000 Census | 80,854 |
| 2010 Census | 105,328 |
| 2019 Estimate | 121,137 |
| 2024 Projection | 129,109 |
| Population Growth | |
| Percent Change: 2000 to 2010 | 30.27 |
| Percent Change: 2010 to 2019 | 15.01 |
| Percent Change: 2019 to 2024 | 6.58 |
| Households | |
| 2000 Census | 32,474 |
| 2010 Census | 41,196 |
| 2019 Estimate | 46,546 |
| 2024 Projection | 49,348 |
| Household Growth | |
| Percent Change: 2000 to 2010 | 26.86 |
| Percent Change: 2010 to 2019 | 12.99 |
| Percent Change: 2019 to 2024 | 6.02 |
| Family Households | |
| 2000 Census | 21,648 |
| 2010 Census | 28,028 |
| 2019 Estimate | 31,730 |
| 2024 Projection | 33,673 |
| Family Household Growth | |
| Percent Change: 2000 to 2010 | 29.47 |
| Percent Change: 2010 to 2019 | 13.21 |
| Percent Change: 2019 to 2024 | 6.12 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Population & Race

Trade Area: 1/ Carlsbad, CA(city)

Total Population: 121,137 | Total Households: 46,546

| | Count | % |
|--|---------|-------|
| 2019 Est. Population by Single-Classification Race | | |
| White Alone | 96,063 | 79.30 |
| Black/African American Alone | 1,865 | 1.54 |
| American Indian/Alaskan Native Alone | 659 | 0.54 |
| Asian Alone | 10,538 | 8.70 |
| Native Hawaiian/Pacific Islander Alone | 229 | 0.19 |
| Some Other Race Alone | 5,481 | 4.53 |
| Two or More Races | 6,302 | 5.20 |
| 2019 Est. Population by Hispanic or Latino Origin | | |
| Not Hispanic or Latino | 103,573 | 85.50 |
| Hispanic or Latino | 17,564 | 14.50 |
| Mexican Origin | 13,319 | 75.83 |
| Puerto Rican Origin | 579 | 3.30 |
| Cuban Origin | 289 | 1.65 |
| All Other Hispanic or Latino | 3,377 | 19.23 |
| 2019 Est. Pop by Race, Asian Alone, by Category | | |
| Chinese, except Taiwanese | 1,904 | 18.07 |
| Filipino | 1,532 | 14.54 |
| Japanese | 1,349 | 12.80 |
| Asian Indian | 2,341 | 22.21 |
| Korean | 776 | 7.36 |
| Vietnamese | 1,538 | 14.60 |
| Cambodian | 160 | 1.52 |
| Hmong | 2 | 0.02 |
| Lactian | 3 | 0.03 |
| Thai | 0 | 0.00 |
| All Other Asian Races Including 2+ Category | 933 | 8.85 |
| 2019 Est. Population by Ancestry | | |
| Arab | 700 | 0.58 |
| Czech | 325 | 0.27 |
| Danish | 486 | 0.40 |
| Dutch | 864 | 0.71 |
| English | 11,542 | 9.53 |
| French (Excluding Basque) | 2,105 | 1.74 |
| French Canadian | 482 | 0.40 |
| German | 11,788 | 9.73 |
| Greek | 980 | 0.81 |
| Hungarian | 574 | 0.47 |
| Irish | 10,856 | 8.96 |
| Italian | 6,929 | 5.72 |
| Lithuanian | 209 | 0.17 |
| Norwegian | 1,573 | 1.30 |
| Polish | 2,308 | 1.91 |
| Portuguese | 521 | 0.43 |
| Russian | 1,957 | 1.62 |
| Scotch-Irish | 888 | 0.73 |
| Scottish | 1,964 | 1.62 |
| Slovak | 156 | 0.13 |
| Sub-Saharan African | 315 | 0.26 |
| Swedish | 1,235 | 1.02 |
| Swiss | 619 | 0.51 |
| Ukrainian | 419 | 0.35 |
| United States or American | 3,707 | 3.06 |
| Welsh | 804 | 0.66 |
| West Indian (Excluding Hispanic groups) | 200 | 0.17 |
| Other ancestries | 40,612 | 33.53 |
| Ancestries Unclassified | 16,019 | 13.22 |
| 2019 Est. Pop Age 5+ by Language Spoken At Home | | |
| Speak Only English at Home | 93,616 | 82.03 |
| Speak Asian/Pacific Isl. Lang. at Home | 4,698 | 4.12 |
| Speak Indo-European Language at Home | 4,883 | 4.28 |
| Speak Spanish at Home | 10,527 | 9.22 |
| Speak Other Language at Home | 394 | 0.34 |
| 2019 Est. Hisp. or Latino Pop by Single-Class. Race | | |
| White Alone | 10,122 | 57.63 |
| Black/African American Alone | 196 | 1.12 |
| American Indian/Alaskan Native Alone | 329 | 1.87 |
| Asian Alone | 165 | 0.94 |
| Native Hawaiian/Pacific Islander Alone | 14 | 0.08 |
| Some Other Race Alone | 5,202 | 29.62 |
| Two or More Races | 1,536 | 8.74 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Population & Race



Trade Area: 1/ Carlsbad, CA(city)

Total Population: 121,137 | Total Households: 46,546

| | Count | % |
|--|--------|-------|
| 2019 Est. Population by Sex | | |
| Male | 59,240 | 48.90 |
| Female | 61,897 | 51.10 |
| 2019 Est. Population by Age | | |
| Age 0 - 4 | 7,019 | 5.79 |
| Age 5 - 9 | 7,260 | 5.99 |
| Age 10 - 14 | 7,565 | 6.25 |
| Age 15 - 17 | 4,777 | 3.94 |
| Age 18 - 20 | 4,341 | 3.58 |
| Age 21 - 24 | 5,665 | 4.68 |
| Age 25 - 34 | 14,085 | 11.63 |
| Age 35 - 44 | 14,402 | 11.89 |
| Age 45 - 54 | 17,468 | 14.42 |
| Age 55 - 64 | 17,140 | 14.15 |
| Age 65 - 74 | 12,388 | 10.23 |
| Age 75 - 84 | 5,923 | 4.89 |
| Age 85 and over | 3,104 | 2.56 |
| Age 16 and over | 97,725 | 80.67 |
| Age 18 and over | 94,516 | 78.02 |
| Age 21 and over | 90,175 | 74.44 |
| Age 65 and over | 21,415 | 17.68 |
| Median Age | - | 41.99 |
| Average Age | - | 41.00 |
| 2019 Est. Pop Age 15+ by Marital Status | | |
| Total, Never Married | 27,022 | 27.21 |
| Male, Never Married | 15,222 | 15.33 |
| Female, Never Married | 11,800 | 11.88 |
| Married, Spouse Present | 53,518 | 53.90 |
| Married, Spouse Absent | 2,894 | 2.92 |
| Widowed | 4,481 | 4.51 |
| Male, Widowed | 807 | 0.81 |
| Female, Widowed | 3,674 | 3.70 |
| Divorced | 11,378 | 11.46 |
| Male, Divorced | 4,156 | 4.19 |
| Female, Divorced | 7,222 | 7.27 |
| 2019 Est. Male Population by Age | | |
| Male: Age 0 - 4 | 3,618 | 6.11 |
| Male: Age 5 - 9 | 3,675 | 6.20 |
| Male: Age 10 - 14 | 3,887 | 6.56 |
| Male: Age 15 - 17 | 2,487 | 4.20 |
| Male: Age 18 - 20 | 2,295 | 3.87 |
| Male: Age 21 - 24 | 2,944 | 4.97 |
| Male: Age 25 - 34 | 7,313 | 12.35 |
| Male: Age 35 - 44 | 6,843 | 11.55 |
| Male: Age 45 - 54 | 8,433 | 14.23 |
| Male: Age 55 - 64 | 8,206 | 13.85 |
| Male: Age 65 - 74 | 5,752 | 9.71 |
| Male: Age 75 - 84 | 2,621 | 4.42 |
| Male: Age 85 and over | 1,166 | 1.97 |
| Median Age, Male | - | 40.07 |
| Average Age, Male | - | 39.80 |
| 2019 Est. Female Population by Age | | |
| Female: Age 0 - 4 | 3,401 | 5.50 |
| Female: Age 5 - 9 | 3,585 | 5.79 |
| Female: Age 10 - 14 | 3,678 | 5.94 |
| Female: Age 15 - 17 | 2,290 | 3.70 |
| Female: Age 18 - 20 | 2,046 | 3.31 |
| Female: Age 21 - 24 | 2,721 | 4.40 |
| Female: Age 25 - 34 | 6,772 | 10.94 |
| Female: Age 35 - 44 | 7,559 | 12.21 |
| Female: Age 45 - 54 | 9,035 | 14.60 |
| Female: Age 55 - 64 | 8,934 | 14.43 |
| Female: Age 65 - 74 | 6,636 | 10.72 |
| Female: Age 75 - 84 | 3,302 | 5.33 |
| Female: Age 85 and over | 1,938 | 3.13 |
| Median Age, Female | - | 43.64 |
| Average Age, Female | - | 42.20 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Housing & Households



Trade Area: 1/ Carlsbad, CA(city)

Total Population: 121,137 | Total Households: 46,546

| | Count | % |
|---|--------|------------|
| 2019 Est. Households by Household Type | | |
| Family Households | 31,730 | 68.17 |
| NonFamily Households | 14,816 | 31.83 |
| 2019 Est. Group Quarters Population | | |
| 2019 Est. Group Quarters Population | 882 | 0.73 |
| 2019 HHs By Ethnicity, Hispanic/Latino | | |
| 2019 HHs By Ethnicity, Hispanic/Latino | 4,864 | 10.45 |
| 2019 Est. Family HH Type by Presence of Own Child. | | |
| Married Couple Family, own children | 11,984 | 37.77 |
| Married Couple Family, no own children | 13,774 | 43.41 |
| Male Householder, own children | 888 | 2.80 |
| Male Householder, no own children | 836 | 2.63 |
| Female Householder, own children | 2,377 | 7.49 |
| Female Householder, no own children | 1,871 | 5.90 |
| 2019 Est. Households by Household Size | | |
| 1-Person Household | 10,872 | 23.36 |
| 2-Person Household | 16,087 | 34.56 |
| 3-Person Household | 8,005 | 17.20 |
| 4-Person Household | 7,072 | 15.19 |
| 5-Person Household | 3,010 | 6.47 |
| 6-Person Household | 1,032 | 2.22 |
| 7-or-more-person | 468 | 1.01 |
| 2019 Est. Average Household Size | - | 2.58 |
| 2019 Est. Households by Number of Vehicles | | |
| No Vehicles | 1,263 | 2.71 |
| 1 Vehicle | 13,027 | 27.99 |
| 2 Vehicles | 21,586 | 46.38 |
| 3 Vehicles | 7,517 | 16.15 |
| 4 Vehicles | 2,181 | 4.69 |
| 5 or more Vehicles | 972 | 2.09 |
| 2019 Est. Average Number of Vehicles | - | 2.00 |
| 2019 Est. Occupied Housing Units by Tenure | | |
| Housing Units, Owner-Occupied | 30,490 | 65.50 |
| Housing Units, Renter-Occupied | 16,056 | 34.49 |
| 2019 Owner Occ. HUs: Avg. Length of Residence | | |
| 2019 Owner Occ. HUs: Avg. Length of Residence | - | 14.00 |
| 2019 Renter Occ. HUs: Avg. Length of Residence | | |
| 2019 Renter Occ. HUs: Avg. Length of Residence | - | 5.90 |
| 2019 Est. Owner-Occupied Housing Units by Value | | |
| Value Less Than \$20,000 | 107 | 0.35 |
| Value \$20,000 - \$39,999 | 26 | 0.09 |
| Value \$40,000 - \$59,999 | 32 | 0.10 |
| Value \$60,000 - \$79,999 | 60 | 0.20 |
| Value \$80,000 - \$99,999 | 59 | 0.19 |
| Value \$100,000 - \$149,999 | 96 | 0.32 |
| Value \$150,000 - \$199,999 | 86 | 0.28 |
| Value \$200,000 - \$299,999 | 334 | 1.09 |
| Value \$300,000 - \$399,999 | 965 | 3.17 |
| Value \$400,000 - \$499,999 | 1,592 | 5.22 |
| Value \$500,000 - \$749,999 | 7,956 | 26.09 |
| Value \$750,000 - \$999,999 | 9,397 | 30.82 |
| Value \$1,000,000 - \$1,499,999 | 7,361 | 24.14 |
| Value \$1,500,000 - \$1,999,999 | 1,739 | 5.70 |
| Value \$2,000,000 or more | 680 | 2.23 |
| 2019 Est. Median All Owner-Occupied Housing Value | - | 851,928.50 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Housing & Households

Trade Area: 1/ Carlsbad, CA(city)

Total Population: 121,137 | Total Households: 46,546

| | Count | % |
|--|--------|----------|
| 2019 Est. Housing Units by Units in Structure | | |
| 1 Unit Attached | 6,985 | 14.00 |
| 1 Unit Detached | 27,558 | 55.22 |
| 2 Units | 627 | 1.26 |
| 3 to 4 Units | 1,833 | 3.67 |
| 5 to 19 Units | 6,542 | 13.11 |
| 20 to 49 Units | 2,702 | 5.41 |
| 50 or More Units | 2,239 | 4.49 |
| Mobile Home or Trailer | 1,391 | 2.79 |
| Boat, RV, Van, etc. | 30 | 0.06 |
| 2019 Est. Housing Units by Year Structure Built | | |
| Built 2014 or Later | 3,913 | 7.84 |
| Built 2010 to 2013 | 987 | 1.98 |
| Built 2000 to 2009 | 10,193 | 20.42 |
| Built 1990 to 1999 | 8,105 | 16.24 |
| Built 1980 to 1989 | 11,904 | 23.85 |
| Built 1970 to 1979 | 10,114 | 20.27 |
| Built 1960 to 1969 | 2,185 | 4.38 |
| Built 1950 to 1959 | 1,320 | 2.65 |
| Built 1940 to 1949 | 695 | 1.39 |
| Built 1939 or Earlier | 491 | 0.98 |
| 2019 Housing Units by Year Structure Built | | |
| 2019 Est. Median Year Structure Built | - | 1,988.40 |
| 2019 Est. Households by Presence of People Under 18 | | |
| 2019 Est. Households with Presence of People Under 18 | 15,974 | 34.32 |
| Households with 1 or More People under Age 18 | | |
| Married Couple Family | 12,286 | 76.91 |
| Other Family, Male Householder | 982 | 6.15 |
| Other Family, Female Householder | 2,625 | 16.43 |
| NonFamily Household, Male Householder | 66 | 0.41 |
| NonFamily Household, Female Householder | 15 | 0.09 |
| 2019 Est. Households with No People under Age 18 | | |
| Households with No People under Age 18 | 30,572 | 65.68 |
| Households with No People under Age 18 | | |
| Married Couple Family | 13,478 | 44.09 |
| Other Family, Male Householder | 737 | 2.41 |
| Other Family, Female Householder | 1,620 | 5.30 |
| NonFamily, Male Householder | 6,550 | 21.43 |
| NonFamily, Female Householder | 8,187 | 26.78 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Affluence & Education

Trade Area: 1/ Carlsbad, CA (city)

Total Population: 121,137 | Total Households: 46,546

| | Count | % |
|--|--------|------------|
| 2019 Est. Pop Age 25+ by Edu. Attainment | | |
| Less than 9th Grade | 1,632 | 1.93 |
| Some High School, No Diploma | 2,025 | 2.40 |
| High School Graduate (or GED) | 9,101 | 10.77 |
| Some College, No Degree | 17,098 | 20.23 |
| Associate's Degree | 7,367 | 8.72 |
| Bachelor's Degree | 28,062 | 33.21 |
| Master's Degree | 12,496 | 14.79 |
| Professional Degree | 4,028 | 4.77 |
| Doctorate Degree | 2,701 | 3.20 |
| 2019 Est. Pop Age 25+ by Edu. Attain., Hisp./Lat. | | |
| High School Diploma | 2,168 | 22.04 |
| High School Graduate | 1,552 | 15.78 |
| Some College or Associate's Degree | 2,685 | 27.30 |
| Bachelor's Degree or Higher | 3,432 | 34.89 |
| 2019 Est. Households by HH Income | | |
| Income < \$15,000 | 2,607 | 5.60 |
| Income \$15,000 - \$24,999 | 1,921 | 4.13 |
| Income \$25,000 - \$34,999 | 1,833 | 3.94 |
| Income \$35,000 - \$49,999 | 3,179 | 6.83 |
| Income \$50,000 - \$74,999 | 5,529 | 11.88 |
| Income \$75,000 - \$99,999 | 5,293 | 11.37 |
| Income \$100,000 - \$124,999 | 4,965 | 10.73 |
| Income \$125,000 - \$149,999 | 4,296 | 9.23 |
| Income \$150,000 - \$199,999 | 5,478 | 11.77 |
| Income \$200,000 - \$249,999 | 3,495 | 7.51 |
| Income \$250,000 - \$499,999 | 4,799 | 10.31 |
| Income \$500,000+ | 3,121 | 6.71 |
| 2019 Est. Average Household Income | - | 158,104.00 |
| 2019 Est. Median Household Income | - | 114,245.45 |
| 2019 Median HH Inc. by Single-Class. Race or Eth. | | |
| White Alone | - | 114,323.19 |
| Black or African American Alone | - | 103,632.60 |
| American Indian and Alaskan Native Alone | - | 65,671.26 |
| Asian Alone | - | 133,171.13 |
| Native Hawaiian and Other Pacific Islander Alone | - | 77,216.64 |
| Some Other Race Alone | - | 79,690.24 |
| Two or More Races | - | 103,747.13 |
| Hispanic or Latino | - | 94,724.22 |
| Not Hispanic or Latino | - | 116,383.65 |
| 2019 Est. Families by Poverty Status | | |
| 2019 Families at or Above Poverty | 29,969 | 94.45 |
| 2019 Families at or Above Poverty with children | 13,329 | 42.01 |
| 2019 Families Below Poverty | 1,761 | 5.55 |
| 2019 Families Below Poverty with children | 1,175 | 3.70 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Education & Occupation



Trade Area: 1/ Carlsbad, CA(city)

Total Population: 121,137 | Total Households: 46,546

| | Count | % |
|--|--------|--------|
| 2019 Est. Employed Civilian Population 16+ by Occupation Classification | | |
| White Collar | 44,957 | 77.00 |
| Blue Collar | 5,034 | 8.62 |
| Service and Farming | 8,392 | 14.37 |
| 2019 Est. Workers Age 16+ by Travel Time to Work | | |
| Less than 15 Minutes | 12,435 | 24.39 |
| 15 - 29 Minutes | 16,401 | 32.17 |
| 30 - 44 Minutes | 12,202 | 23.93 |
| 45 - 59 Minutes | 4,827 | 9.47 |
| 60 or more Minutes | 5,123 | 10.05 |
| 2019 Est. Avg Travel Time to Work in Minutes | - | 31.00 |
| 2019 Est. Workers Age 16+ by Transp. to Work | | |
| 2019 Est. Workers Age 16+ by Transp. to Work | 57,994 | 100.00 |
| Drove Alone | 44,751 | 77.17 |
| Carpooled | 3,452 | 5.95 |
| Public Transport | 1,003 | 1.73 |
| Walked | 1,020 | 1.76 |
| Bicycle | 231 | 0.40 |
| Other Means | 721 | 1.24 |
| Worked at Home | 6,816 | 11.75 |
| 2019 Est. Civ. Employed Pop 16+ by Class of Worker | | |
| 2019 Est. Civ. Employed Pop 16+ by Class of Worker | 58,383 | 100.00 |
| For-Profit Private Workers | 40,279 | 68.99 |
| Non-Profit Private Workers | 2,876 | 4.93 |
| Local Government Workers | 3,338 | 5.72 |
| State Government Workers | 1,454 | 2.49 |
| Federal Government Workers | 1,165 | 2.00 |
| Self-Employed Workers | 9,145 | 15.66 |
| Unpaid Family Workers | 126 | 0.22 |
| 2019 Est. Civ. Employed Pop 16+ by Occupation | | |
| Architecture/Engineering | 2,192 | 3.75 |
| Arts/Design/Entertainment/Sports/Media | 1,920 | 3.29 |
| Building/Grounds Cleaning/Maintenance | 1,262 | 2.16 |
| Business/Financial Operations | 5,113 | 8.76 |
| Community/Social Services | 681 | 1.17 |
| Computer/Mathematical | 2,427 | 4.16 |
| Construction/Extraction | 1,186 | 2.03 |
| Education/Training/Library | 3,370 | 5.77 |
| Farming/Fishing/Forestry | 122 | 0.21 |
| Food Preparation/Serving Related | 2,973 | 5.09 |
| Healthcare Practitioner/Technician | 2,986 | 5.12 |
| Healthcare Support | 554 | 0.95 |
| Installation/Maintenance/Repair | 821 | 1.41 |
| Legal | 985 | 1.69 |
| Life/Physical/Social Science | 1,075 | 1.84 |
| Management | 10,501 | 17.99 |
| Office/Administrative Support | 5,491 | 9.40 |
| Production | 1,399 | 2.40 |
| Protective Services | 1,106 | 1.89 |
| Sales/Related | 8,216 | 14.07 |
| Personal Care/Service | 2,375 | 4.07 |
| Transportation/Material Moving | 1,628 | 2.79 |
| 2019 Est. Pop Age 16+ by Employment Status | | |
| In Armed Forces | 579 | 0.59 |
| Civilian - Employed | 59,810 | 61.20 |
| Civilian - Unemployed | 3,078 | 3.15 |
| Not in Labor Force | 34,258 | 35.06 |

Benchmark: USA

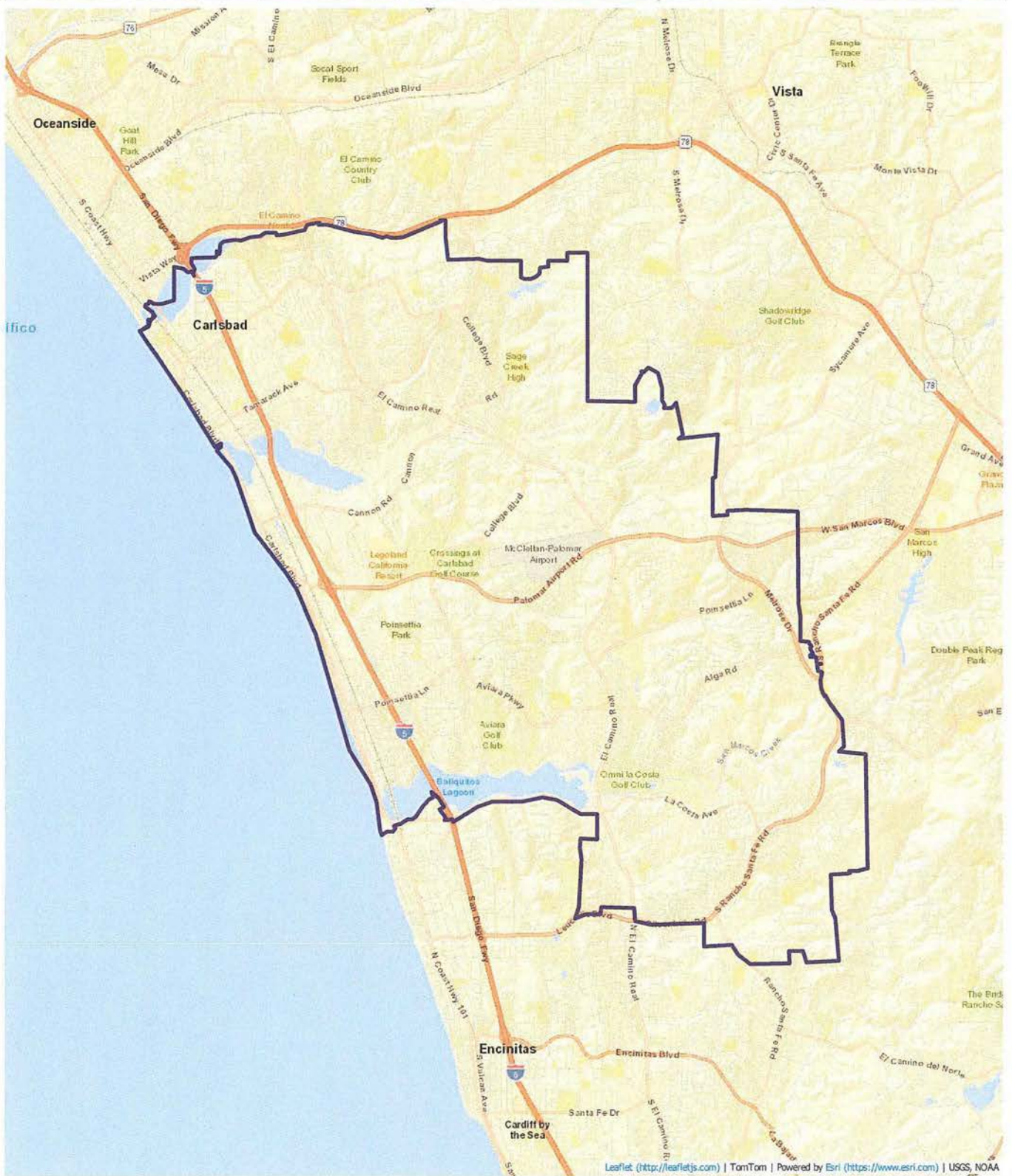
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Pop-Facts® Demographic Snapshot | Map

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Trade Area: 1/ Carlsbad, CA(city)

Total Population: 121,137 | Total Households: 46,546



Benchmark: USA

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Pop-Facts® Demographic Trend | Summary

Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

| | 2000 | 2010 | 2019 | 2024 |
|---------------------------|---------|---------|----------|------------|
| | Census | Census | Estimate | Projection |
| Population | 490,824 | 561,957 | 623,805 | 657,159 |
| Households | 178,922 | 203,572 | 223,824 | 235,136 |
| Families | 122,299 | 138,790 | 152,698 | 160,461 |
| Housing Units | 188,598 | 219,145 | 239,725 | 251,274 |
| Group Quarters Population | 5,579 | 6,112 | 6,298 | 6,326 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Percent Change



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

| | 2000-2010 | 2010-2019 | 2019-2024 |
|--------------------------------------|-----------|-----------|-----------|
| | % | % | % |
| Population Count Change (%) | 14.49 | 11.01 | 5.35 |
| Household Count Change (%) | 13.78 | 9.95 | 5.05 |
| Family Count Change (%) | 13.48 | 10.02 | 5.08 |
| Housing Unit Count Change (%) | 16.20 | 9.39 | 4.82 |
| Group Quarters Population Change (%) | 9.55 | 3.04 | 0.45 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Population & Household



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

| | 2000* / 2010** | | 2019 | | 2024 | |
|--|----------------|-------|----------|-------|------------|-------|
| | Census | % | Estimate | % | Projection | % |
| Population by Age** | | | | | | |
| Age 0 - 4 | 37,721 | 6.71 | 40,401 | 6.48 | 41,308 | 6.29 |
| Age 5 - 9 | 37,124 | 6.61 | 39,923 | 6.40 | 42,320 | 6.44 |
| Age 10 - 14 | 37,084 | 6.60 | 38,710 | 6.21 | 41,617 | 6.33 |
| Age 15 - 17 | 23,111 | 4.11 | 23,733 | 3.81 | 24,949 | 3.80 |
| Age 18 - 20 | 22,426 | 3.99 | 22,523 | 3.61 | 23,278 | 3.54 |
| Age 21 - 24 | 31,178 | 5.55 | 30,389 | 4.87 | 30,469 | 4.64 |
| Age 25 - 34 | 76,570 | 13.63 | 87,435 | 14.02 | 84,598 | 12.87 |
| Age 35 - 44 | 77,597 | 13.81 | 81,736 | 13.10 | 88,601 | 13.48 |
| Age 45 - 54 | 82,217 | 14.63 | 80,107 | 12.84 | 80,420 | 12.24 |
| Age 55 - 64 | 64,434 | 11.47 | 78,492 | 12.58 | 81,627 | 12.42 |
| Age 65 - 74 | 35,447 | 6.31 | 57,167 | 9.16 | 68,097 | 10.36 |
| Age 75 - 84 | 24,479 | 4.36 | 28,526 | 4.57 | 35,323 | 5.38 |
| Age 85 and over | 12,570 | 2.24 | 14,663 | 2.35 | 14,551 | 2.21 |
| Age 15 and over | 450,029 | 80.08 | 504,771 | 80.92 | 531,914 | 80.94 |
| Age 16 and over | 442,406 | 78.73 | 497,009 | 79.67 | 523,713 | 79.69 |
| Age 18 and over | 426,918 | 75.97 | 481,038 | 77.11 | 506,965 | 77.14 |
| Age 21 and over | 404,491 | 71.98 | 458,515 | 73.50 | 483,687 | 73.60 |
| Age 25 and over | 373,314 | 66.43 | 428,126 | 68.63 | 453,218 | 68.97 |
| Age 65 and over | 72,497 | 12.90 | 100,356 | 16.09 | 117,971 | 17.95 |
| Median Age | - | 37.05 | - | 38.47 | - | 39.50 |
| Population by Sex** | | | | | | |
| Male | 277,170 | 49.32 | 307,851 | 49.35 | 324,024 | 49.31 |
| Female | 284,787 | 50.68 | 315,954 | 50.65 | 333,135 | 50.69 |
| Households by Age of Householder** | | | | | | |
| Householder Under 25 Years | 9,091 | 4.47 | 7,789 | 3.48 | 7,896 | 3.36 |
| Householder Age 25 - 34 | 29,720 | 14.60 | 31,428 | 14.04 | 29,470 | 12.53 |
| Householder Age 35 - 44 | 38,001 | 18.67 | 38,885 | 17.37 | 41,427 | 17.62 |
| Householder Age 45 - 54 | 44,402 | 21.81 | 41,909 | 18.72 | 41,810 | 17.78 |
| Householder Age 55 - 64 | 36,523 | 17.94 | 42,789 | 19.12 | 43,851 | 18.65 |
| Householder Age 65 - 74 | 21,371 | 10.50 | 33,244 | 14.85 | 39,037 | 16.60 |
| Householder Age 75 - 84 | 16,078 | 7.90 | 18,213 | 8.14 | 22,177 | 9.43 |
| Householder Age 85 Years and Over | 8,386 | 4.12 | 9,568 | 4.28 | 9,468 | 4.03 |
| Median Age of Householder | - | 50.58 | - | 53.10 | - | 54.29 |
| Pop. by Single-Class, Race by Hispanic/Latino** | | | | | | |
| Hispanic/Latino | 162,639 | 28.94 | 194,155 | 31.12 | 212,753 | 32.38 |
| White Alone | 76,682 | 13.64 | 90,575 | 14.52 | 98,847 | 15.04 |
| Black/African American Alone | 1,502 | 0.27 | 1,709 | 0.27 | 1,830 | 0.28 |
| American Indian/Alaskan Native Alone | 2,378 | 0.42 | 2,886 | 0.46 | 3,195 | 0.49 |
| Asian Alone | 944 | 0.17 | 1,164 | 0.19 | 1,280 | 0.20 |
| Native Hawaiian/Pacific Islander Alone | 243 | 0.04 | 269 | 0.04 | 297 | 0.04 |
| Some Other Race Alone | 70,329 | 12.52 | 84,563 | 13.56 | 92,854 | 14.13 |
| Two or More Races | 10,562 | 1.88 | 12,989 | 2.08 | 14,452 | 2.20 |
| Not Hispanic/Latino | 399,318 | 71.06 | 429,650 | 68.88 | 444,406 | 67.63 |
| White Alone | 330,141 | 58.75 | 340,825 | 54.64 | 343,627 | 52.29 |
| Black/African American Alone | 12,726 | 2.27 | 14,286 | 2.29 | 15,143 | 2.30 |
| American Indian/Alaskan Native Alone | 1,807 | 0.32 | 1,951 | 0.31 | 1,981 | 0.30 |
| Asian Alone | 34,494 | 6.14 | 46,244 | 7.41 | 53,477 | 8.14 |
| Native Hawaiian/Pacific Islander Alone | 2,770 | 0.49 | 3,117 | 0.50 | 3,283 | 0.50 |
| Some Other Race Alone | 1,251 | 0.22 | 1,458 | 0.23 | 1,545 | 0.23 |
| Two or More Races | 16,128 | 2.87 | 21,768 | 3.49 | 25,351 | 3.86 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Income



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

| | 2000 | | 2019 | | 2024 | |
|---|--------|-----------|----------|------------|------------|------------|
| | Census | % | Estimate | % | Projection | % |
| Households by Household Income | | | | | | |
| Income Less Than \$15,000 | 17,290 | 9.66 | 16,944 | 7.57 | 15,734 | 6.69 |
| Income \$15,000 - \$24,999 | 19,121 | 10.69 | 12,938 | 5.78 | 11,155 | 4.74 |
| Income \$25,000 - \$34,999 | 20,326 | 11.36 | 14,995 | 6.70 | 13,877 | 5.90 |
| Income \$35,000 - \$49,999 | 28,219 | 15.77 | 20,884 | 9.33 | 19,575 | 8.32 |
| Income \$50,000 - \$74,999 | 36,236 | 20.25 | 35,004 | 15.64 | 32,935 | 14.01 |
| Income \$75,000 - \$99,999 | 22,591 | 12.63 | 27,000 | 12.06 | 27,393 | 11.65 |
| Income \$100,000 - \$124,999 | 13,689 | 7.65 | 22,401 | 10.01 | 23,066 | 9.81 |
| Income \$125,000 - \$149,999 | 7,020 | 3.92 | 17,761 | 7.93 | 19,396 | 8.25 |
| Income \$150,000 - \$199,999 | 6,550 | 3.66 | 21,115 | 9.43 | 24,946 | 10.61 |
| Income \$200,000 - \$249,999 | 3,183 | 1.78 | 11,971 | 5.35 | 15,671 | 6.67 |
| Income \$250,000 - \$499,999 | 2,919 | 1.63 | 14,164 | 6.33 | 18,811 | 8.00 |
| Income \$500,000 or more | 1,911 | 1.07 | 8,649 | 3.86 | 12,578 | 5.35 |
| Median Household Income | - | 52,703.39 | - | 84,608.13 | - | 96,942.73 |
| Average Household Income | - | 75,767.45 | - | 122,184.08 | - | 139,076.50 |
| Median HH Inc. by Single-Classification Race | | | | | | |
| White Alone | - | 55,089.28 | - | 86,670.30 | - | 99,378.04 |
| Black/African American Alone | - | 41,321.64 | - | 76,292.57 | - | 88,420.77 |
| American Indian/Alaskan Native Alone | - | 38,081.14 | - | 71,323.99 | - | 79,181.69 |
| Asian Alone | - | 59,175.18 | - | 108,987.13 | - | 123,053.77 |
| Native Hawaiian/Pacific Islander Alone | - | 50,219.89 | - | 75,289.74 | - | 85,970.07 |
| Some Other Race Alone | - | 38,605.15 | - | 63,628.65 | - | 71,630.05 |
| Two or More Races | - | 45,771.93 | - | 86,955.62 | - | 98,689.75 |
| Hispanic/Latino | - | 39,336.82 | - | 63,534.94 | - | 72,415.18 |
| Not Hispanic/Latino | - | 55,905.88 | - | 92,948.49 | - | 106,679.30 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Summary



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

| | |
|--------------------------------|---------|
| Population | |
| 2000 Census | 490,824 |
| 2010 Census | 561,957 |
| 2019 Estimate | 623,805 |
| 2024 Projection | 657,159 |
| Population Growth | |
| Percent Change: 2000 to 2010 | 14.49 |
| Percent Change: 2010 to 2019 | 11.01 |
| Percent Change: 2019 to 2024 | 5.35 |
| Households | |
| 2000 Census | 178,922 |
| 2010 Census | 203,572 |
| 2019 Estimate | 223,824 |
| 2024 Projection | 235,136 |
| Household Growth | |
| Percent Change: 2000 to 2010 | 13.78 |
| Percent Change: 2010 to 2019 | 9.95 |
| Percent Change: 2019 to 2024 | 5.05 |
| Family Households | |
| 2000 Census | 122,299 |
| 2010 Census | 138,790 |
| 2019 Estimate | 152,698 |
| 2024 Projection | 160,461 |
| Family Household Growth | |
| Percent Change: 2000 to 2010 | 13.48 |
| Percent Change: 2010 to 2019 | 10.02 |
| Percent Change: 2019 to 2024 | 5.08 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Population & Race



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

Total Population: 623,805 | Total Households: 223,824

| | Count | % |
|--|---------|-------|
| 2019 Est. Population by Single-Classification Race | | |
| White Alone | 431,400 | 69.16 |
| Black/African American Alone | 15,995 | 2.56 |
| American Indian/Alaskan Native Alone | 4,837 | 0.78 |
| Asian Alone | 47,407 | 7.60 |
| Native Hawaiian/Pacific Islander Alone | 3,387 | 0.54 |
| Some Other Race Alone | 86,022 | 13.79 |
| Two or More Races | 34,757 | 5.57 |
| 2019 Est. Population by Hispanic or Latino Origin | | |
| Not Hispanic or Latino | 429,650 | 68.88 |
| Hispanic or Latino | 194,155 | 31.12 |
| Mexican Origin | 167,865 | 86.46 |
| Puerto Rican Origin | 4,162 | 2.14 |
| Cuban Origin | 1,231 | 0.63 |
| All Other Hispanic or Latino | 20,898 | 10.76 |
| 2019 Est. Pop by Race, Asian Alone, by Category | | |
| Chinese, except Taiwanese | 7,557 | 15.94 |
| Filipino | 15,760 | 33.24 |
| Japanese | 4,053 | 8.55 |
| Asian Indian | 5,928 | 12.50 |
| Korean | 3,158 | 6.66 |
| Vietnamese | 6,435 | 13.57 |
| Cambodian | 498 | 1.05 |
| Hmong | 3 | 0.01 |
| Laotian | 376 | 0.79 |
| Thai | 337 | 0.71 |
| All Other Asian Races Including 2+ Category | 3,303 | 6.97 |
| 2019 Est. Population by Ancestry | | |
| Arab | 3,432 | 0.55 |
| Czech | 1,277 | 0.20 |
| Danish | 1,697 | 0.27 |
| Dutch | 5,001 | 0.80 |
| English | 55,792 | 8.94 |
| French (Excluding Basque) | 9,976 | 1.60 |
| French Canadian | 1,773 | 0.28 |
| German | 48,010 | 7.70 |
| Greek | 2,692 | 0.43 |
| Hungarian | 1,989 | 0.32 |
| Irish | 40,501 | 6.49 |
| Italian | 24,806 | 3.98 |
| Lithuanian | 714 | 0.11 |
| Norwegian | 6,303 | 1.01 |
| Polish | 9,013 | 1.45 |
| Portuguese | 2,062 | 0.33 |
| Russian | 5,637 | 0.90 |
| Scotch-Irish | 3,950 | 0.63 |
| Scottish | 8,001 | 1.28 |
| Slovak | 394 | 0.06 |
| Sub-Saharan African | 2,100 | 0.34 |
| Swedish | 5,135 | 0.82 |
| Swiss | 1,448 | 0.23 |
| Ukrainian | 1,286 | 0.21 |
| United States or American | 15,114 | 2.42 |
| Welsh | 2,058 | 0.33 |
| West Indian (Excluding Hispanic groups) | 768 | 0.12 |
| Other ancestries | 286,758 | 45.97 |
| Ancestries Unclassified | 76,117 | 12.20 |
| 2019 Est. Pop Age 5+ by Language Spoken At Home | | |
| Speak Only English at Home | 416,898 | 71.46 |
| Speak Asian/Pacific Isl. Lang. at Home | 25,175 | 4.32 |
| Speak Indo-European Language at Home | 17,895 | 3.07 |
| Speak Spanish at Home | 120,418 | 20.64 |
| Speak Other Language at Home | 3,018 | 0.52 |
| 2019 Est. Hisp. or Latino Pop by Single-Class. Race | | |
| White Alone | 90,575 | 46.65 |
| Black/African American Alone | 1,709 | 0.88 |
| American Indian/Alaskan Native Alone | 2,886 | 1.49 |
| Asian Alone | 1,164 | 0.60 |
| Native Hawaiian/Pacific Islander Alone | 269 | 0.14 |
| Some Other Race Alone | 84,563 | 43.55 |
| Two or More Races | 12,989 | 6.69 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Population & Race



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

Total Population: 623,805 | Total Households: 223,824

| | Count | % |
|--|---------|-------|
| 2019 Est. Population by Sex | | |
| Male | 307,851 | 49.35 |
| Female | 315,954 | 50.65 |
| 2019 Est. Population by Age | | |
| Age 0 - 4 | 40,401 | 6.48 |
| Age 5 - 9 | 39,923 | 6.40 |
| Age 10 - 14 | 38,710 | 6.21 |
| Age 15 - 17 | 23,733 | 3.81 |
| Age 18 - 20 | 22,523 | 3.61 |
| Age 21 - 24 | 30,389 | 4.87 |
| Age 25 - 34 | 87,435 | 14.02 |
| Age 35 - 44 | 81,736 | 13.10 |
| Age 45 - 54 | 80,107 | 12.84 |
| Age 55 - 64 | 78,492 | 12.58 |
| Age 65 - 74 | 57,167 | 9.16 |
| Age 75 - 84 | 28,526 | 4.57 |
| Age 85 and over | 14,663 | 2.35 |
| Age 18 and over | 497,009 | 79.67 |
| Age 21 and over | 481,038 | 77.11 |
| Age 25 and over | 458,515 | 73.50 |
| Age 65 and over | 100,356 | 16.09 |
| Median Age | — | 38.47 |
| Average Age | — | 39.38 |
| 2019 Est. Pop Age 15+ by Marital Status | | |
| Total, Never Married | 155,436 | 30.79 |
| Male, Never Married | 86,777 | 17.19 |
| Female, Never Married | 68,659 | 13.60 |
| Married, Spouse Present | 242,080 | 47.96 |
| Married, Spouse Absent | 24,398 | 4.83 |
| Widowed | 27,401 | 5.43 |
| Male, Widowed | 5,877 | 1.16 |
| Female, Widowed | 21,525 | 4.26 |
| Divorced | 55,455 | 10.99 |
| Male, Divorced | 20,910 | 4.14 |
| Female, Divorced | 34,546 | 6.84 |
| 2019 Est. Male Population by Age | | |
| Male: Age 0 - 4 | 20,690 | 6.72 |
| Male: Age 5 - 9 | 20,363 | 6.62 |
| Male: Age 10 - 14 | 19,752 | 6.42 |
| Male: Age 15 - 17 | 12,182 | 3.96 |
| Male: Age 18 - 20 | 11,712 | 3.80 |
| Male: Age 21 - 24 | 15,929 | 5.17 |
| Male: Age 25 - 34 | 45,181 | 14.68 |
| Male: Age 35 - 44 | 40,915 | 13.29 |
| Male: Age 45 - 54 | 39,289 | 12.76 |
| Male: Age 55 - 64 | 37,859 | 12.30 |
| Male: Age 65 - 74 | 26,306 | 8.54 |
| Male: Age 75 - 84 | 12,226 | 3.97 |
| Male: Age 85 and over | 5,448 | 1.77 |
| Median Age, Male | — | 36.92 |
| Average Age, Male | — | 38.34 |
| 2019 Est. Female Population by Age | | |
| Female: Age 0 - 4 | 19,712 | 6.24 |
| Female: Age 5 - 9 | 19,561 | 6.19 |
| Female: Age 10 - 14 | 18,958 | 6.00 |
| Female: Age 15 - 17 | 11,551 | 3.66 |
| Female: Age 18 - 20 | 10,811 | 3.42 |
| Female: Age 21 - 24 | 14,460 | 4.58 |
| Female: Age 25 - 34 | 42,254 | 13.37 |
| Female: Age 35 - 44 | 40,821 | 12.92 |
| Female: Age 45 - 54 | 40,818 | 12.92 |
| Female: Age 55 - 64 | 40,633 | 12.86 |
| Female: Age 65 - 74 | 30,861 | 9.77 |
| Female: Age 75 - 84 | 16,300 | 5.16 |
| Female: Age 85 and over | 9,215 | 2.92 |
| Median Age, Female | — | 40.04 |
| Average Age, Female | — | 40.37 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Housing & Households



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

Total Population: 623,805 | Total Households: 223,824

| | Count | % |
|---|---------|------------|
| 2019 Est. Households by Household Type | | |
| Family Households | 152,698 | 68.22 |
| NonFamily Households | 71,126 | 31.78 |
| 2019 Est. Group Quarters Population | | |
| 2019 Est. Group Quarters Population | 6,298 | 1.01 |
| 2019 HHs By Ethnicity, Hispanic/Latino | | |
| 2019 HHs By Ethnicity, Hispanic/Latino | 46,545 | 20.80 |
| 2019 Est. Family HH Type by Presence of Own Child. | | |
| Married Couple Family, own children | 53,609 | 35.11 |
| Married Couple Family, no own children | 64,798 | 42.44 |
| Male Householder, own children | 5,463 | 3.58 |
| Male Householder, no own children | 5,527 | 3.62 |
| Female Householder, own children | 12,292 | 8.05 |
| Female Householder, no own children | 11,009 | 7.21 |
| 2019 Est. Households by Household Size | | |
| 1-Person Household | 51,886 | 23.18 |
| 2-Person Household | 72,994 | 32.61 |
| 3-Person Household | 36,899 | 16.49 |
| 4-Person Household | 31,902 | 14.25 |
| 5-Person Household | 15,871 | 7.09 |
| 6-Person Household | 7,344 | 3.28 |
| 7-or-more-person | 6,927 | 3.10 |
| 2019 Est. Average Household Size | - | 2.76 |
| 2019 Est. Households by Number of Vehicles | | |
| No Vehicles | 7,965 | 3.56 |
| 1 Vehicle | 64,047 | 28.61 |
| 2 Vehicles | 96,008 | 42.89 |
| 3 Vehicles | 38,672 | 17.28 |
| 4 Vehicles | 11,278 | 5.04 |
| 5 or more Vehicles | 5,854 | 2.62 |
| 2019 Est. Average Number of Vehicles | - | 2.02 |
| 2019 Est. Occupied Housing Units by Tenure | | |
| Housing Units, Owner-Occupied | 137,227 | 61.31 |
| Housing Units, Renter-Occupied | 86,597 | 38.69 |
| 2019 Owner Occ. HUs: Avg. Length of Residence | | |
| 2019 Owner Occ. HUs: Avg. Length of Residence | - | 14.51 |
| 2019 Renter Occ. HUs: Avg. Length of Residence | | |
| 2019 Renter Occ. HUs: Avg. Length of Residence | - | 5.90 |
| 2019 Est. Owner-Occupied Housing Units by Value | | |
| Value Less Than \$20,000 | 1,079 | 0.79 |
| Value \$20,000 - \$39,999 | 877 | 0.64 |
| Value \$40,000 - \$59,999 | 1,097 | 0.80 |
| Value \$60,000 - \$79,999 | 1,260 | 0.92 |
| Value \$80,000 - \$99,999 | 1,263 | 0.92 |
| Value \$100,000 - \$149,999 | 2,299 | 1.68 |
| Value \$150,000 - \$199,999 | 1,870 | 1.36 |
| Value \$200,000 - \$299,999 | 5,141 | 3.75 |
| Value \$300,000 - \$399,999 | 11,333 | 8.26 |
| Value \$400,000 - \$499,999 | 15,840 | 11.54 |
| Value \$500,000 - \$749,999 | 36,264 | 26.43 |
| Value \$750,000 - \$999,999 | 26,207 | 19.10 |
| Value \$1,000,000 - \$1,499,999 | 19,138 | 13.95 |
| Value \$1,500,000 - \$1,999,999 | 6,306 | 4.59 |
| Value \$2,000,000 or more | 7,253 | 5.29 |
| 2019 Est. Median All Owner-Occupied Housing Value | - | 677,125.15 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Housing & Households



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

Total Population: 623,805 | Total Households: 223,824

| | Count | % |
|--|---------|----------|
| 2019 Est. Housing Units by Units in Structure | | |
| 1 Unit Attached | 27,460 | 11.46 |
| 1 Unit Detached | 130,652 | 54.50 |
| 2 Units | 4,229 | 1.76 |
| 3 to 4 Units | 10,645 | 4.44 |
| 5 to 19 Units | 33,389 | 13.93 |
| 20 to 49 Units | 9,404 | 3.92 |
| 50 or More Units | 10,686 | 4.46 |
| Mobile Home or Trailer | 13,122 | 5.47 |
| Boat, RV, Van, etc. | 138 | 0.06 |
| 2019 Est. Housing Units by Year Structure Built | | |
| Built 2014 or Later | 17,285 | 7.21 |
| Built 2010 to 2013 | 3,473 | 1.45 |
| Built 2000 to 2009 | 34,696 | 14.47 |
| Built 1990 to 1999 | 32,932 | 13.74 |
| Built 1980 to 1989 | 60,814 | 25.37 |
| Built 1970 to 1979 | 55,113 | 22.99 |
| Built 1960 to 1969 | 17,056 | 7.12 |
| Built 1950 to 1959 | 11,219 | 4.68 |
| Built 1940 to 1949 | 3,566 | 1.49 |
| Built 1939 or Earlier | 3,572 | 1.49 |
| 2019 Housing Units by Year Structure Built | | |
| 2019 Est. Median Year Structure Built | - | 1,984.61 |
| 2019 Est. Households by Presence of People Under 18 | | |
| 2019 Est. Households by Presence of People Under 18 | 78,093 | 34.89 |
| Households with 1 or More People under Age 18 | | |
| Married Couple Family | 56,647 | 72.54 |
| Other Family, Male Householder | 6,522 | 8.35 |
| Other Family, Female Householder | 14,281 | 18.29 |
| NonFamily Household, Male Householder | 462 | 0.59 |
| NonFamily Household, Female Householder | 181 | 0.23 |
| 2019 Est. Households with No People under Age 18 | | |
| Households with No People under Age 18 | 145,731 | 65.11 |
| Households with No People under Age 18 | | |
| Married Couple Family | 61,757 | 42.38 |
| Other Family, Male Householder | 4,449 | 3.05 |
| Other Family, Female Householder | 9,028 | 6.20 |
| NonFamily, Male Householder | 32,050 | 21.99 |
| NonFamily, Female Householder | 38,447 | 26.38 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Affluence & Education



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

Total Population: 623,805 | Total Households: 223,824

| | Count | % |
|--|---------|------------|
| 2019 Est. Pop Age 25+ by Edu. Attainment | | |
| Less than 9th Grade | 27,111 | 6.33 |
| Some High School, No Diploma | 21,344 | 4.99 |
| High School Graduate (or GED) | 72,514 | 16.94 |
| Some College, No Degree | 91,224 | 21.31 |
| Associate's Degree | 42,732 | 9.98 |
| Bachelor's Degree | 108,124 | 25.25 |
| Master's Degree | 42,781 | 9.99 |
| Professional Degree | 13,408 | 3.13 |
| Doctorate Degree | 8,889 | 2.08 |
| 2019 Est. Pop Age 25+ by Edu. Attain., Hisp./Lat. | | |
| High School Diploma | 39,635 | 36.52 |
| High School Graduate | 25,022 | 23.05 |
| Some College or Associate's Degree | 27,871 | 25.68 |
| Bachelor's Degree or Higher | 16,016 | 14.76 |
| 2019 Est. Households by HH Income | | |
| Income < \$15,000 | 16,944 | 7.57 |
| Income \$15,000 - \$24,999 | 12,938 | 5.78 |
| Income \$25,000 - \$34,999 | 14,995 | 6.70 |
| Income \$35,000 - \$49,999 | 20,884 | 9.33 |
| Income \$50,000 - \$74,999 | 35,004 | 15.64 |
| Income \$75,000 - \$99,999 | 27,000 | 12.06 |
| Income \$100,000 - \$124,999 | 22,401 | 10.01 |
| Income \$125,000 - \$149,999 | 17,761 | 7.93 |
| Income \$150,000 - \$199,999 | 21,115 | 9.43 |
| Income \$200,000 - \$249,999 | 11,971 | 5.35 |
| Income \$250,000 - \$499,999 | 14,164 | 6.33 |
| Income \$500,000+ | 8,649 | 3.86 |
| 2019 Est. Average Household Income | - | 122,184.08 |
| 2019 Est. Median Household Income | - | 84,608.13 |
| 2019 Median HH Inc. by Single-Class. Race or Eth. | | |
| White Alone | - | 86,670.30 |
| Black or African American Alone | - | 76,292.57 |
| American Indian and Alaskan Native Alone | - | 71,323.99 |
| Asian Alone | - | 108,987.13 |
| Native Hawaiian and Other Pacific Islander Alone | - | 75,289.74 |
| Some Other Race Alone | - | 63,628.65 |
| Two or More Races | - | 86,955.62 |
| Hispanic or Latino | - | 63,534.94 |
| Not Hispanic or Latino | - | 92,948.49 |
| 2019 Est. Families by Poverty Status | | |
| 2019 Families at or Above Poverty | 140,644 | 92.11 |
| 2019 Families at or Above Poverty with children | 63,924 | 41.86 |
| 2019 Families Below Poverty | 12,054 | 7.89 |
| 2019 Families Below Poverty with children | 7,893 | 5.17 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Education & Occupation

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Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

Total Population: 623,805 | Total Households: 223,824

| | Count | % |
|--|---------|--------|
| 2019 Est. Employed Civilian Population 16+ by Occupation Classification | | |
| White Collar | 188,037 | 64.91 |
| Blue Collar | 45,759 | 15.80 |
| Service and Farming | 55,883 | 19.29 |
| 2019 Est. Workers Age 16+ by Travel Time to Work | | |
| Less than 15 Minutes | 59,617 | 22.52 |
| 15 - 29 Minutes | 103,165 | 38.96 |
| 30 - 44 Minutes | 55,962 | 21.14 |
| 45 - 59 Minutes | 22,883 | 8.64 |
| 60 or more Minutes | 23,162 | 8.75 |
| 2019 Est. Avg Travel Time to Work in Minutes | - | 29.62 |
| 2019 Est. Workers Age 16+ by Transp. to Work | | |
| 2019 Est. Workers Age 16+ by Transp. to Work | 288,952 | 100.00 |
| Drove Alone | 226,462 | 78.37 |
| Carpooled | 22,564 | 7.81 |
| Public Transport | 5,520 | 1.91 |
| Walked | 4,865 | 1.68 |
| Bicycle | 1,107 | 0.38 |
| Other Means | 4,505 | 1.56 |
| Worked at Home | 23,928 | 8.28 |
| 2019 Est. Civ. Employed Pop 16+ by Class of Worker | | |
| 2019 Est. Civ. Employed Pop 16+ by Class of Worker | 289,678 | 100.00 |
| For-Profit Private Workers | 201,070 | 69.41 |
| Non-Profit Private Workers | 16,731 | 5.78 |
| Local Government Workers | 15,605 | 5.39 |
| State Government Workers | 7,538 | 2.60 |
| Federal Government Workers | 7,082 | 2.44 |
| Self-Employed Workers | 41,262 | 14.24 |
| Unpaid Family Workers | 390 | 0.14 |
| 2019 Est. Civ. Employed Pop 16+ by Occupation | | |
| Architecture/Engineering | 8,099 | 2.80 |
| Arts/Design/Entertainment/Sports/Media | 8,407 | 2.90 |
| Building/Grounds Cleaning/Maintenance | 12,703 | 4.38 |
| Business/Financial Operations | 16,129 | 5.57 |
| Community/Social Services | 3,531 | 1.22 |
| Computer/Mathematical | 9,931 | 3.43 |
| Construction/Extraction | 12,189 | 4.21 |
| Education/Training/Library | 15,323 | 5.29 |
| Farming/Fishing/Forestry | 2,517 | 0.87 |
| Food Preparation/Serving Related | 18,357 | 6.34 |
| Healthcare Practitioner/Technician | 14,852 | 5.13 |
| Healthcare Support | 4,671 | 1.61 |
| Installation/Maintenance/Repair | 7,616 | 2.63 |
| Legal | 3,656 | 1.26 |
| Life/Physical/Social Science | 4,085 | 1.41 |
| Management | 36,414 | 12.57 |
| Office/Administrative Support | 33,025 | 11.40 |
| Production | 14,672 | 5.07 |
| Protective Services | 4,189 | 1.45 |
| Sales/Related | 34,585 | 11.94 |
| Personal Care/Service | 13,446 | 4.64 |
| Transportation/Material Moving | 11,281 | 3.89 |
| 2019 Est. Pop Age 16+ by Employment Status | | |
| In Armed Forces | 3,663 | 0.74 |
| Civilian - Employed | 295,756 | 59.51 |
| Civilian - Unemployed | 15,946 | 3.21 |
| Not in Labor Force | 181,644 | 36.55 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Map



Trade Area: 2/ Dove Library 10mile radius - 10 mi Radius

Total Population: 623,805 | Total Households: 223,824



Leaflet (<http://leafletjs.com>) | TomTom | Powered by Esri (<https://www.esri.com>) | USGS, NOAA

Benchmark: USA

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Pop-Facts® Demographic Trend | Summary



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

| | 2000 | 2010 | 2019 | 2024 |
|---------------------------|-----------|-----------|-----------|------------|
| | Census | Census | Estimate | Projection |
| Population | 1,137,327 | 1,296,477 | 1,431,364 | 1,503,744 |
| Households | 402,108 | 454,478 | 498,008 | 522,274 |
| Families | 281,060 | 317,712 | 348,425 | 365,417 |
| Housing Units | 421,174 | 485,705 | 529,954 | 554,714 |
| Group Quarters Population | 32,617 | 35,254 | 35,915 | 35,885 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Percent Change



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

| | 2000-2010 | 2010-2019 | 2019-2024 |
|--------------------------------------|-----------|-----------|-----------|
| | % | % | % |
| Population Count Change (%) | 13.99 | 10.40 | 5.06 |
| Household Count Change (%) | 13.02 | 9.58 | 4.87 |
| Family Count Change (%) | 13.04 | 9.67 | 4.88 |
| Housing Unit Count Change (%) | 15.32 | 9.11 | 4.67 |
| Group Quarters Population Change (%) | 8.09 | 1.88 | -0.08 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Population & Household



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

| | 2000* / 2010** | % | 2019 | % | 2024 | % |
|--|----------------|-------|-----------|-------|------------|-------|
| | Census | | Estimate | | Projection | |
| Population by Age** | | | | | | |
| Age 0 - 4 | 86,792 | 6.69 | 92,163 | 6.44 | 93,763 | 6.24 |
| Age 5 - 9 | 84,514 | 6.52 | 90,008 | 6.29 | 94,499 | 6.28 |
| Age 10 - 14 | 84,881 | 6.55 | 86,613 | 6.05 | 93,121 | 6.19 |
| Age 15 - 17 | 53,342 | 4.11 | 53,384 | 3.73 | 56,305 | 3.74 |
| Age 18 - 20 | 62,126 | 4.79 | 62,503 | 4.37 | 63,610 | 4.23 |
| Age 21 - 24 | 84,079 | 6.49 | 84,118 | 5.88 | 81,436 | 5.42 |
| Age 25 - 34 | 177,758 | 13.71 | 202,464 | 14.14 | 199,127 | 13.24 |
| Age 35 - 44 | 177,049 | 13.66 | 183,995 | 12.86 | 197,882 | 13.16 |
| Age 45 - 54 | 187,455 | 14.46 | 181,510 | 12.68 | 181,892 | 12.10 |
| Age 55 - 64 | 143,416 | 11.06 | 177,041 | 12.37 | 184,463 | 12.27 |
| Age 65 - 74 | 78,719 | 6.07 | 126,887 | 8.87 | 151,905 | 10.10 |
| Age 75 - 84 | 50,786 | 3.92 | 60,819 | 4.25 | 75,914 | 5.05 |
| Age 85 and over | 25,561 | 1.97 | 29,858 | 2.09 | 29,827 | 1.98 |
| Age 15 and over | 1,040,289 | 80.24 | 1,162,580 | 81.22 | 1,222,361 | 81.29 |
| Age 16 and over | 1,022,593 | 78.88 | 1,145,121 | 80.00 | 1,203,917 | 80.06 |
| Age 18 and over | 986,947 | 76.13 | 1,109,196 | 77.49 | 1,166,055 | 77.54 |
| Age 21 and over | 924,822 | 71.33 | 1,046,693 | 73.13 | 1,102,445 | 73.31 |
| Age 25 and over | 840,743 | 64.85 | 962,575 | 67.25 | 1,021,009 | 67.90 |
| Age 65 and over | 155,066 | 11.96 | 217,565 | 15.20 | 257,645 | 17.13 |
| Median Age | - | 35.84 | - | 37.35 | - | 38.50 |
| Population by Sex** | | | | | | |
| Male | 647,908 | 49.98 | 715,449 | 49.98 | 750,588 | 49.91 |
| Female | 648,568 | 50.02 | 715,915 | 50.02 | 753,157 | 50.09 |
| Households by Age of Householder** | | | | | | |
| Householder Under 25 Years | 21,962 | 4.83 | 18,919 | 3.80 | 18,405 | 3.52 |
| Householder Age 25 - 34 | 69,314 | 15.25 | 72,331 | 14.52 | 68,965 | 13.21 |
| Householder Age 35 - 44 | 87,363 | 19.22 | 88,656 | 17.80 | 93,476 | 17.90 |
| Householder Age 45 - 54 | 100,588 | 22.13 | 94,883 | 19.05 | 94,597 | 18.11 |
| Householder Age 55 - 64 | 80,489 | 17.71 | 95,936 | 19.26 | 98,777 | 18.91 |
| Householder Age 65 - 74 | 46,137 | 10.15 | 71,459 | 14.35 | 84,273 | 16.14 |
| Householder Age 75 - 84 | 32,060 | 7.05 | 36,977 | 7.42 | 45,132 | 8.64 |
| Householder Age 85 Years and Over | 16,566 | 3.65 | 18,847 | 3.78 | 18,650 | 3.57 |
| Median Age of Householder | - | 49.80 | - | 52.31 | - | 53.51 |
| Pop. by Single-Class, Race by Hispanic/Latino** | | | | | | |
| Hispanic/Latino | | | | | | |
| White Alone | 324,354 | 25.02 | 385,869 | 26.96 | 422,530 | 28.10 |
| Black/African American Alone | 152,089 | 11.73 | 175,526 | 12.26 | 189,540 | 12.61 |
| American Indian/Alaskan Native Alone | 3,077 | 0.24 | 3,568 | 0.25 | 3,851 | 0.26 |
| Asian Alone | 4,450 | 0.34 | 5,150 | 0.36 | 5,594 | 0.37 |
| Native Hawaiian/Pacific Islander Alone | 2,466 | 0.19 | 3,000 | 0.21 | 3,278 | 0.22 |
| Some Other Race Alone | 475 | 0.04 | 548 | 0.04 | 586 | 0.04 |
| Two or More Races | 139,777 | 10.78 | 171,856 | 12.01 | 190,934 | 12.70 |
| Not Hispanic/Latino | | | | | | |
| White Alone | 22,020 | 1.70 | 26,222 | 1.83 | 28,747 | 1.91 |
| Black/African American Alone | 972,123 | 74.98 | 1,045,495 | 73.04 | 1,081,214 | 71.90 |
| American Indian/Alaskan Native Alone | 725,426 | 55.95 | 732,316 | 51.16 | 728,154 | 48.42 |
| Asian Alone | 29,787 | 2.30 | 33,293 | 2.33 | 35,240 | 2.34 |
| Native Hawaiian/Pacific Islander Alone | 4,640 | 0.36 | 4,780 | 0.33 | 4,783 | 0.32 |
| Some Other Race Alone | 163,854 | 12.64 | 213,516 | 14.92 | 243,437 | 16.19 |
| Two or More Races | 5,183 | 0.40 | 5,592 | 0.39 | 5,786 | 0.39 |
| | 2,880 | 0.22 | 3,171 | 0.22 | 3,290 | 0.22 |
| | 40,353 | 3.11 | 52,828 | 3.69 | 60,524 | 4.03 |

Benchmark: USA

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Pop-Facts® Demographic Trend | Income



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

| | 2000 | | 2019 | | 2024 | |
|---|--------|-----------|----------|------------|------------|------------|
| | Census | % | Estimate | % | Projection | % |
| Households by Household Income | | | | | | |
| Income Less Than \$15,000 | 35,858 | 8.92 | 32,484 | 6.52 | 29,985 | 5.74 |
| Income \$15,000 - \$24,999 | 38,602 | 9.60 | 27,320 | 5.49 | 23,887 | 4.57 |
| Income \$25,000 - \$34,999 | 42,473 | 10.56 | 29,784 | 5.98 | 27,740 | 5.31 |
| Income \$35,000 - \$49,999 | 59,904 | 14.90 | 45,395 | 9.12 | 41,307 | 7.91 |
| Income \$50,000 - \$74,999 | 82,361 | 20.48 | 72,153 | 14.49 | 69,142 | 13.24 |
| Income \$75,000 - \$99,999 | 54,538 | 13.56 | 59,018 | 11.85 | 58,733 | 11.25 |
| Income \$100,000 - \$124,999 | 34,358 | 8.54 | 51,622 | 10.37 | 51,830 | 9.92 |
| Income \$125,000 - \$149,999 | 18,109 | 4.50 | 42,156 | 8.46 | 45,044 | 8.63 |
| Income \$150,000 - \$199,999 | 17,001 | 4.23 | 52,319 | 10.51 | 60,223 | 11.53 |
| Income \$200,000 - \$249,999 | 8,017 | 1.99 | 29,791 | 5.98 | 38,384 | 7.35 |
| Income \$250,000 - \$499,999 | 7,262 | 1.81 | 34,876 | 7.00 | 45,842 | 8.78 |
| Income \$500,000 or more | 3,941 | 0.98 | 21,089 | 4.24 | 30,157 | 5.77 |
| Median Household Income | - | 56,682.31 | - | 92,313.20 | - | 104,734.73 |
| Average Household Income | - | 79,716.46 | - | 129,708.46 | - | 146,623.05 |
| Median HH Inc. by Single-Classification Race | | | | | | |
| White Alone | - | 58,980.11 | - | 93,475.27 | - | 106,126.09 |
| Black/African American Alone | - | 45,432.48 | - | 77,368.48 | - | 88,394.54 |
| American Indian/Alaskan Native Alone | - | 39,485.92 | - | 69,410.29 | - | 76,678.82 |
| Asian Alone | - | 64,302.97 | - | 118,920.99 | - | 133,298.85 |
| Native Hawaiian/Pacific Islander Alone | - | 47,097.43 | - | 76,736.91 | - | 87,603.53 |
| Some Other Race Alone | - | 38,051.51 | - | 63,221.68 | - | 70,902.18 |
| Two or More Races | - | 47,065.06 | - | 85,565.74 | - | 96,964.83 |
| Hispanic/Latino | - | 39,934.63 | - | 63,841.81 | - | 72,634.51 |
| Not Hispanic/Latino | - | 59,903.96 | - | 101,175.87 | - | 115,057.02 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Summary

Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

| Population | |
|------------------------------|-----------|
| 2000 Census | 1,137,327 |
| 2010 Census | 1,296,477 |
| 2019 Estimate | 1,431,364 |
| 2024 Projection | 1,503,744 |
| Population Growth | |
| Percent Change: 2000 to 2010 | 13.99 |
| Percent Change: 2010 to 2019 | 10.40 |
| Percent Change: 2019 to 2024 | 5.06 |
| Households | |
| 2000 Census | 402,108 |
| 2010 Census | 454,478 |
| 2019 Estimate | 498,008 |
| 2024 Projection | 522,274 |
| Household Growth | |
| Percent Change: 2000 to 2010 | 13.02 |
| Percent Change: 2010 to 2019 | 9.58 |
| Percent Change: 2019 to 2024 | 4.87 |
| Family Households | |
| 2000 Census | 281,060 |
| 2010 Census | 317,712 |
| 2019 Estimate | 348,425 |
| 2024 Projection | 365,417 |
| Family Household Growth | |
| Percent Change: 2000 to 2010 | 13.04 |
| Percent Change: 2010 to 2019 | 9.67 |
| Percent Change: 2019 to 2024 | 4.88 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Population & Race



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

Total Population: 1,431,364 | Total Households: 498,008

| | Count | % |
|--|-----------|-------|
| 2019 Est. Population by Single-Classification Race | | |
| White Alone | 907,841 | 63.42 |
| Black/African American Alone | 36,861 | 2.58 |
| American Indian/Alaskan Native Alone | 9,930 | 0.69 |
| Asian Alone | 216,516 | 15.13 |
| Native Hawaiian/Pacific Islander Alone | 6,139 | 0.43 |
| Some Other Race Alone | 175,027 | 12.23 |
| Two or More Races | 79,049 | 5.52 |
| 2019 Est. Population by Hispanic or Latino Origin | | |
| Not Hispanic or Latino | 1,045,495 | 73.04 |
| Hispanic or Latino | 385,869 | 26.96 |
| Mexican Origin | 327,546 | 84.89 |
| Puerto Rican Origin | 9,017 | 2.34 |
| Cuban Origin | 2,589 | 0.67 |
| All Other Hispanic or Latino | 46,716 | 12.11 |
| 2019 Est. Pop by Race, Asian Alone, by Category | | |
| Chinese, except Taiwanese | 47,816 | 22.08 |
| Filipino | 61,756 | 28.52 |
| Japanese | 11,544 | 5.33 |
| Asian Indian | 31,678 | 14.63 |
| Korean | 15,455 | 7.14 |
| Vietnamese | 28,252 | 13.05 |
| Cambodian | 994 | 0.46 |
| Hmong | 567 | 0.26 |
| Laotian | 2,324 | 1.07 |
| Thai | 1,596 | 0.74 |
| All Other Asian Races Including 2+ Category | 14,532 | 6.71 |
| 2019 Est. Population by Ancestry | | |
| Arab | 11,389 | 0.80 |
| Czech | 3,276 | 0.23 |
| Danish | 4,304 | 0.30 |
| Dutch | 10,920 | 0.76 |
| English | 97,056 | 6.78 |
| French (Excluding Basque) | 20,000 | 1.40 |
| French Canadian | 3,680 | 0.26 |
| German | 105,711 | 7.38 |
| Greek | 5,510 | 0.39 |
| Hungarian | 4,156 | 0.29 |
| Irish | 81,904 | 5.72 |
| Italian | 51,572 | 3.60 |
| Lithuanian | 1,553 | 0.11 |
| Norwegian | 13,738 | 0.96 |
| Polish | 19,209 | 1.34 |
| Portuguese | 5,639 | 0.39 |
| Russian | 14,119 | 0.99 |
| Scotch-Irish | 8,837 | 0.62 |
| Scottish | 17,492 | 1.22 |
| Slovak | 1,060 | 0.07 |
| Sub-Saharan African | 5,860 | 0.41 |
| Swedish | 12,381 | 0.86 |
| Swiss | 3,091 | 0.22 |
| Ukrainian | 3,221 | 0.23 |
| United States or American | 33,402 | 2.33 |
| Welsh | 4,212 | 0.29 |
| West Indian (Excluding Hispanic groups) | 1,792 | 0.13 |
| Other ancestries | 709,548 | 49.57 |
| Ancestries Unclassified | 176,731 | 12.35 |
| 2019 Est. Pop Age 5+ by Language Spoken At Home | | |
| Speak Only English at Home | 899,919 | 67.20 |
| Speak Asian/Pacific Isl. Lang. at Home | 125,822 | 9.39 |
| Speak Indo-European Language at Home | 61,494 | 4.59 |
| Speak Spanish at Home | 240,534 | 17.96 |
| Speak Other Language at Home | 11,431 | 0.85 |
| 2019 Est. Hisp. or Latino Pop by Single-Class. Race | | |
| White Alone | 175,526 | 45.49 |
| Black/African American Alone | 3,568 | 0.93 |
| American Indian/Alaskan Native Alone | 5,150 | 1.33 |
| Asian Alone | 3,000 | 0.78 |
| Native Hawaiian/Pacific Islander Alone | 548 | 0.14 |
| Some Other Race Alone | 171,856 | 44.54 |
| Two or More Races | 26,222 | 6.80 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Population & Race



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

Total Population: 1,431,364 | Total Households: 498,008

| | Count | % |
|--|-----------|-------|
| 2019 Est. Population by Sex | | |
| Male | 715,449 | 49.98 |
| Female | 715,915 | 50.02 |
| 2019 Est. Population by Age | | |
| Age 0 - 4 | 92,163 | 6.44 |
| Age 5 - 9 | 90,008 | 6.29 |
| Age 10 - 14 | 86,613 | 6.05 |
| Age 15 - 17 | 53,384 | 3.73 |
| Age 18 - 20 | 62,503 | 4.37 |
| Age 21 - 24 | 84,118 | 5.88 |
| Age 25 - 34 | 202,464 | 14.14 |
| Age 35 - 44 | 183,995 | 12.86 |
| Age 45 - 54 | 181,510 | 12.68 |
| Age 55 - 64 | 177,041 | 12.37 |
| Age 65 - 74 | 126,887 | 8.87 |
| Age 75 - 84 | 60,819 | 4.25 |
| Age 85 and over | 29,858 | 2.09 |
| Age 16 and over | 1,145,121 | 80.00 |
| Age 18 and over | 1,109,196 | 77.49 |
| Age 21 and over | 1,046,693 | 73.13 |
| Age 65 and over | 217,565 | 15.20 |
| Median Age | -- | 37.35 |
| Average Age | -- | 38.74 |
| 2019 Est. Pop Age 15+ by Marital Status | | |
| Total, Never Married | 365,926 | 31.48 |
| Male, Never Married | 208,336 | 17.92 |
| Female, Never Married | 157,590 | 13.55 |
| Married, Spouse Present | 570,225 | 49.05 |
| Married, Spouse Absent | 57,621 | 4.96 |
| Widowed | 56,431 | 4.85 |
| Male, Widowed | 12,266 | 1.05 |
| Female, Widowed | 44,165 | 3.80 |
| Divorced | 112,377 | 9.67 |
| Male, Divorced | 41,679 | 3.58 |
| Female, Divorced | 70,698 | 6.08 |
| 2019 Est. Male Population by Age | | |
| Male: Age 0 - 4 | 47,142 | 6.59 |
| Male: Age 5 - 9 | 45,941 | 6.42 |
| Male: Age 10 - 14 | 44,217 | 6.18 |
| Male: Age 15 - 17 | 27,405 | 3.83 |
| Male: Age 18 - 20 | 34,432 | 4.81 |
| Male: Age 21 - 24 | 47,412 | 6.63 |
| Male: Age 25 - 34 | 106,041 | 14.82 |
| Male: Age 35 - 44 | 91,845 | 12.84 |
| Male: Age 45 - 54 | 88,813 | 12.41 |
| Male: Age 55 - 64 | 85,421 | 11.94 |
| Male: Age 65 - 74 | 59,057 | 8.26 |
| Male: Age 75 - 84 | 26,492 | 3.70 |
| Male: Age 85 and over | 11,229 | 1.57 |
| Median Age, Male | -- | 35.53 |
| Average Age, Male | -- | 37.80 |
| 2019 Est. Female Population by Age | | |
| Female: Age 0 - 4 | 45,021 | 6.29 |
| Female: Age 5 - 9 | 44,067 | 6.16 |
| Female: Age 10 - 14 | 42,396 | 5.92 |
| Female: Age 15 - 17 | 25,978 | 3.63 |
| Female: Age 18 - 20 | 28,071 | 3.92 |
| Female: Age 21 - 24 | 36,706 | 5.13 |
| Female: Age 25 - 34 | 96,423 | 13.47 |
| Female: Age 35 - 44 | 92,149 | 12.87 |
| Female: Age 45 - 54 | 92,697 | 12.95 |
| Female: Age 55 - 64 | 91,620 | 12.80 |
| Female: Age 65 - 74 | 67,830 | 9.47 |
| Female: Age 75 - 84 | 34,327 | 4.79 |
| Female: Age 85 and over | 18,629 | 2.60 |
| Median Age, Female | -- | 39.24 |
| Average Age, Female | -- | 39.64 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Housing & Households



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

Total Population: 1,431,364 | Total Households: 498,008

| | Count | % |
|---|---------|------------|
| 2019 Est. Households by Household Type | | |
| Family Households | 348,425 | 69.96 |
| NonFamily Households | 149,583 | 30.04 |
| 2019 Est. Group Quarters Population | | |
| 2019 Est. Group Quarters Population | 35,915 | 2.51 |
| 2019 HHs By Ethnicity, Hispanic/Latino | | |
| 2019 HHs By Ethnicity, Hispanic/Latino | 92,264 | 18.53 |
| 2019 Est. Family HH Type by Presence of Own Child. | | |
| Married Couple Family, own children | 129,586 | 37.19 |
| Married Couple Family, no own children | 146,339 | 42.00 |
| Male Householder, own children | 11,203 | 3.21 |
| Male Householder, no own children | 11,916 | 3.42 |
| Female Householder, own children | 25,992 | 7.46 |
| Female Householder, no own children | 23,389 | 6.71 |
| 2019 Est. Households by Household Size | | |
| 1-Person Household | 107,543 | 21.59 |
| 2-Person Household | 158,865 | 31.90 |
| 3-Person Household | 86,612 | 17.39 |
| 4-Person Household | 76,881 | 15.44 |
| 5-Person Household | 37,387 | 7.51 |
| 6-Person Household | 16,434 | 3.30 |
| 7-or-more-person | 14,287 | 2.87 |
| 2019 Est. Average Household Size | - | 2.80 |
| 2019 Est. Households by Number of Vehicles | | |
| No Vehicles | 17,781 | 3.57 |
| 1 Vehicle | 139,111 | 27.93 |
| 2 Vehicles | 214,764 | 43.13 |
| 3 Vehicles | 85,872 | 17.24 |
| 4 Vehicles | 27,102 | 5.44 |
| 5 or more Vehicles | 13,377 | 2.69 |
| 2019 Est. Average Number of Vehicles | - | 2.04 |
| 2019 Est. Occupied Housing Units by Tenure | | |
| Housing Units, Owner-Occupied | 306,195 | 61.48 |
| Housing Units, Renter-Occupied | 191,812 | 38.52 |
| 2019 Owner Occ. HUs: Avg. Length of Residence | | |
| 2019 Owner Occ. HUs: Avg. Length of Residence | - | 14.50 |
| 2019 Renter Occ. HUs: Avg. Length of Residence | | |
| 2019 Renter Occ. HUs: Avg. Length of Residence | - | 5.94 |
| 2019 Est. Owner-Occupied Housing Units by Value | | |
| Value Less Than \$20,000 | 2,369 | 0.77 |
| Value \$20,000 - \$39,999 | 1,665 | 0.54 |
| Value \$40,000 - \$59,999 | 1,956 | 0.64 |
| Value \$60,000 - \$79,999 | 2,014 | 0.66 |
| Value \$80,000 - \$99,999 | 1,873 | 0.61 |
| Value \$100,000 - \$149,999 | 3,534 | 1.15 |
| Value \$150,000 - \$199,999 | 3,190 | 1.04 |
| Value \$200,000 - \$299,999 | 10,441 | 3.41 |
| Value \$300,000 - \$399,999 | 23,281 | 7.60 |
| Value \$400,000 - \$499,999 | 33,466 | 10.93 |
| Value \$500,000 - \$749,999 | 86,468 | 28.24 |
| Value \$750,000 - \$999,999 | 63,179 | 20.63 |
| Value \$1,000,000 - \$1,499,999 | 43,788 | 14.30 |
| Value \$1,500,000 - \$1,999,999 | 13,748 | 4.49 |
| Value \$2,000,000 or more | 15,223 | 4.97 |
| 2019 Est. Median All Owner-Occupied Housing Value | - | 696,697.50 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Housing & Households



Trade Area: 3/ Dove Library20mi radius - 20 mi Radius

Total Population: 1,431,364 | Total Households: 498,008

| | Count | % |
|--|---------|----------|
| 2019 Est. Housing Units by Units in Structure | | |
| 1 Unit Attached | 55,036 | 10.38 |
| 1 Unit Detached | 296,352 | 55.92 |
| 2 Units | 8,739 | 1.65 |
| 3 to 4 Units | 24,938 | 4.71 |
| 5 to 19 Units | 70,898 | 13.38 |
| 20 to 49 Units | 21,241 | 4.01 |
| 50 or More Units | 32,689 | 6.17 |
| Mobile Home or Trailer | 19,749 | 3.73 |
| Boat, RV, Van, etc. | 312 | 0.06 |
| 2019 Est. Housing Units by Year Structure Built | | |
| Built 2014 or Later | 36,333 | 6.86 |
| Built 2010 to 2013 | 8,603 | 1.62 |
| Built 2000 to 2009 | 79,827 | 15.06 |
| Built 1990 to 1999 | 82,915 | 15.65 |
| Built 1980 to 1989 | 123,334 | 23.27 |
| Built 1970 to 1979 | 117,506 | 22.17 |
| Built 1960 to 1969 | 41,590 | 7.85 |
| Built 1950 to 1959 | 26,149 | 4.93 |
| Built 1940 to 1949 | 6,482 | 1.22 |
| Built 1939 or Earlier | 7,216 | 1.36 |
| 2019 Housing Units by Year Structure Built | | |
| 2019 Est. Median Year Structure Built | - | 1,985.16 |
| 2019 Est. Households by Presence of People Under 18 | | |
| 2019 Est. Households by Presence of People Under 18 | 181,229 | 36.39 |
| Households with 1 or More People under Age 18 | | |
| Married Couple Family | 136,287 | 75.20 |
| Other Family, Male Householder | 13,387 | 7.39 |
| Other Family, Female Householder | 30,184 | 16.66 |
| NonFamily Household, Male Householder | 961 | 0.53 |
| NonFamily Household, Female Householder | 410 | 0.23 |
| 2019 Est. Households with No People under Age 18 | | |
| Households with No People under Age 18 | 316,779 | 63.61 |
| Households with No People under Age 18 | | |
| Married Couple Family | 139,632 | 44.08 |
| Other Family, Male Householder | 9,719 | 3.07 |
| Other Family, Female Householder | 19,200 | 6.06 |
| NonFamily, Male Householder | 68,723 | 21.69 |
| NonFamily, Female Householder | 79,505 | 25.10 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Affluence & Education



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

Total Population: 1,431,364 | Total Households: 498,008

| | Count | % |
|--|---------|------------|
| 2019 Est. Pop Age 25+ by Edu. Attainment | | |
| Less than 9th Grade | 55,310 | 5.75 |
| Some High School, No Diploma | 43,896 | 4.56 |
| High School Graduate (or GED) | 148,462 | 15.42 |
| Some College, No Degree | 194,552 | 20.21 |
| Associate's Degree | 82,370 | 8.56 |
| Bachelor's Degree | 259,595 | 26.97 |
| Master's Degree | 114,711 | 11.92 |
| Professional Degree | 34,274 | 3.56 |
| Doctorate Degree | 29,405 | 3.06 |
| 2019 Est. Pop Age 25+ by Edu. Attain., Hisp./Lat. | | |
| High School Diploma | 75,441 | 35.35 |
| High School Graduate | 48,160 | 22.56 |
| Some College or Associate's Degree | 53,967 | 25.29 |
| Bachelor's Degree or Higher | 35,868 | 16.80 |
| 2019 Est. Households by HH Income | | |
| Income < \$15,000 | 32,484 | 6.52 |
| Income \$15,000 - \$24,999 | 27,320 | 5.49 |
| Income \$25,000 - \$34,999 | 29,784 | 5.98 |
| Income \$35,000 - \$49,999 | 45,395 | 9.12 |
| Income \$50,000 - \$74,999 | 72,153 | 14.49 |
| Income \$75,000 - \$99,999 | 59,018 | 11.85 |
| Income \$100,000 - \$124,999 | 51,622 | 10.37 |
| Income \$125,000 - \$149,999 | 42,156 | 8.46 |
| Income \$150,000 - \$199,999 | 52,319 | 10.51 |
| Income \$200,000 - \$249,999 | 29,791 | 5.98 |
| Income \$250,000 - \$499,999 | 34,876 | 7.00 |
| Income \$500,000+ | 21,089 | 4.24 |
| 2019 Est. Average Household Income | - | 129,708.46 |
| 2019 Est. Median Household Income | - | 92,313.20 |
| 2019 Median HH Inc. by Single-Class. Race or Eth. | | |
| White Alone | - | 93,475.27 |
| Black or African American Alone | - | 77,368.48 |
| American Indian and Alaskan Native Alone | - | 69,410.29 |
| Asian Alone | - | 118,920.99 |
| Native Hawaiian and Other Pacific Islander Alone | - | 76,736.91 |
| Some Other Race Alone | - | 63,221.68 |
| Two or More Races | - | 85,565.74 |
| Hispanic or Latino | - | 63,841.81 |
| Not Hispanic or Latino | - | 101,175.87 |
| 2019 Est. Families by Poverty Status | | |
| 2019 Families at or Above Poverty | 324,109 | 93.02 |
| 2019 Families at or Above Poverty with children | 154,696 | 44.40 |
| 2019 Families Below Poverty | 24,315 | 6.98 |
| 2019 Families Below Poverty with children | 16,468 | 4.73 |

Benchmark: USA

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Pop-Facts® Demographic Snapshot | Education & Occupation



Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

Total Population: 1,431,364 | Total Households: 498,008

| | Count | % |
|--|---------|--------|
| 2019 Est. Employed Civilian Population 16+ by Occupation Classification | | |
| White Collar | 455,570 | 68.35 |
| Blue Collar | 93,348 | 14.01 |
| Service and Farming | 117,571 | 17.64 |
| 2019 Est. Workers Age 16+ by Travel Time to Work | | |
| Less than 15 Minutes | 144,656 | 23.04 |
| 15 - 29 Minutes | 252,732 | 40.25 |
| 30 - 44 Minutes | 143,151 | 22.80 |
| 45 - 59 Minutes | 45,287 | 7.21 |
| 60 or more Minutes | 42,121 | 6.71 |
| 2019 Est. Avg Travel Time to Work in Minutes | - | 28.37 |
| 2019 Est. Workers Age 16+ by Transp. to Work | | |
| 2019 Est. Workers Age 16+ by Transp. to Work | 682,164 | 100.00 |
| Drove Alone | 524,673 | 76.91 |
| Carpooled | 56,138 | 8.23 |
| Public Transport | 13,604 | 1.99 |
| Walked | 19,752 | 2.90 |
| Bicycle | 4,018 | 0.59 |
| Other Means | 9,930 | 1.46 |
| Worked at Home | 54,048 | 7.92 |
| 2019 Est. Civ. Employed Pop 16+ by Class of Worker | | |
| 2019 Est. Civ. Employed Pop 16+ by Class of Worker | 666,489 | 100.00 |
| For-Profit Private Workers | 453,308 | 68.01 |
| Non-Profit Private Workers | 43,531 | 6.53 |
| Local Government Workers | 36,154 | 5.42 |
| State Government Workers | 23,914 | 3.59 |
| Federal Government Workers | 20,254 | 3.04 |
| Self-Employed Workers | 88,480 | 13.28 |
| Unpaid Family Workers | 848 | 0.13 |
| 2019 Est. Civ. Employed Pop 16+ by Occupation | | |
| Architecture/Engineering | 25,691 | 3.85 |
| Arts/Design/Entertainment/Sports/Media | 17,728 | 2.66 |
| Building/Grounds Cleaning/Maintenance | 25,673 | 3.88 |
| Business/Financial Operations | 41,632 | 6.25 |
| Community/Social Services | 8,399 | 1.26 |
| Computer/Mathematical | 33,532 | 5.03 |
| Construction/Extraction | 25,129 | 3.77 |
| Education/Training/Library | 37,191 | 5.58 |
| Farming/Fishing/Forestry | 5,787 | 0.87 |
| Food Preparation/Serving Related | 37,375 | 5.61 |
| Healthcare Practitioner/Technician | 39,043 | 5.86 |
| Healthcare Support | 10,166 | 1.52 |
| Installation/Maintenance/Repair | 15,499 | 2.33 |
| Legal | 9,838 | 1.48 |
| Life/Physical/Social Science | 15,703 | 2.36 |
| Management | 83,974 | 12.60 |
| Office/Administrative Support | 71,488 | 10.73 |
| Production | 29,269 | 4.39 |
| Protective Services | 9,337 | 1.40 |
| Sales/Related | 71,350 | 10.71 |
| Personal Care/Service | 29,032 | 4.36 |
| Transportation/Material Moving | 23,451 | 3.52 |
| 2019 Est. Pop Age 16+ by Employment Status | | |
| In Armed Forces | 26,158 | 2.28 |
| Civilian - Employed | 681,137 | 59.48 |
| Civilian - Unemployed | 36,792 | 3.21 |
| Not in Labor Force | 401,034 | 35.02 |

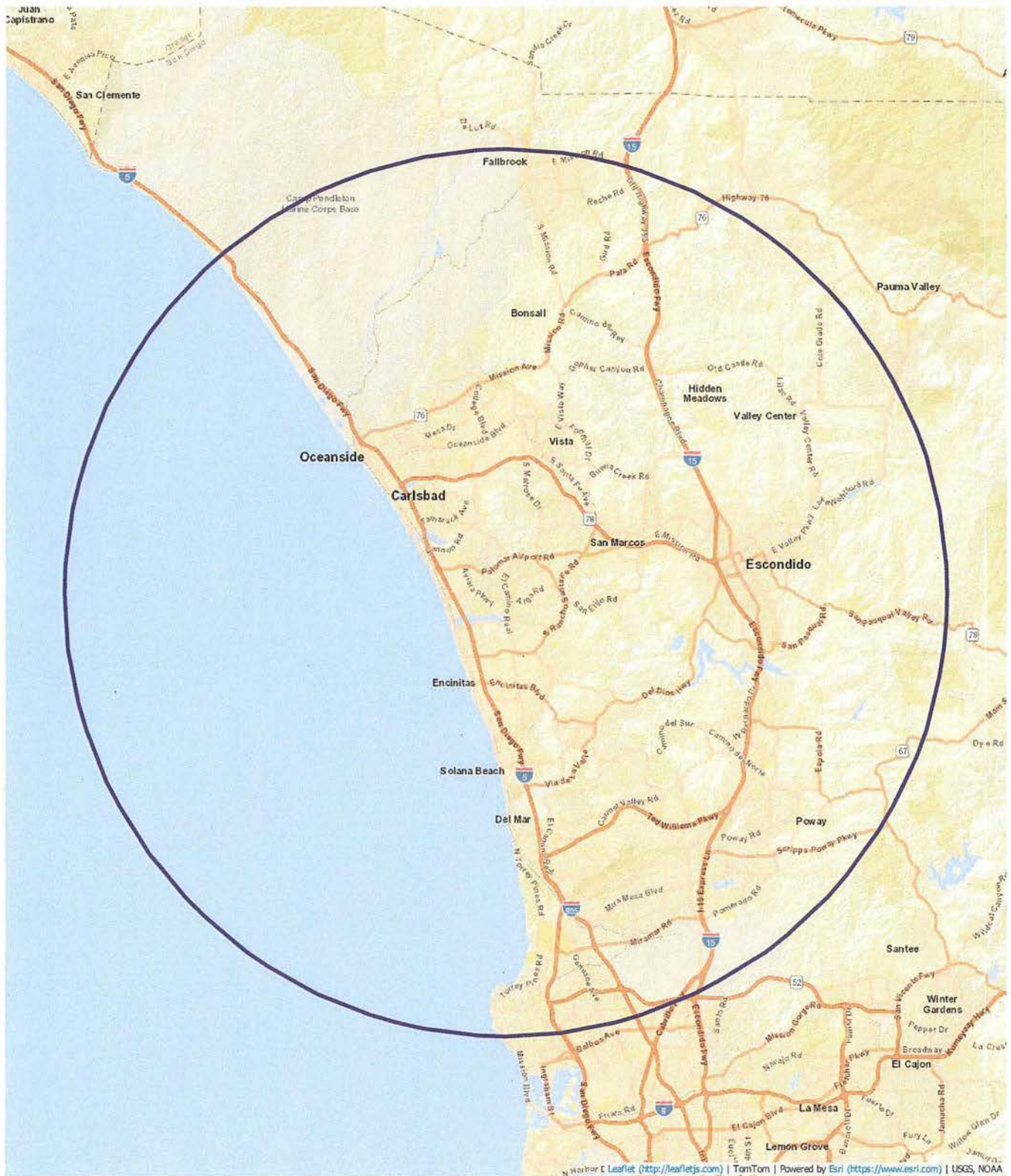
Benchmark: USA

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Pop-Facts® Demographic Snapshot | Map

Trade Area: 3/ Dove Library 20mi radius - 20 mi Radius

Total Population: 1,431,364 | Total Households: 498,008



Benchmark: USA

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appendix c: carlsbad visitor characteristics

Characteristics of Carlsbad Visitors Year Over Year Trends

| Trip & Traveler Characteristics | 2013 (n=467) | 2015 (n=403) | 2017 (n=400) |
|----------------------------------|--------------|--------------|--------------|
| Primary Purpose of Trip | | | |
| Vacation/holidays | 69% | 59% | 65% |
| Visit friends/relatives | 19% | 31% | 24% |
| Business | 1% | 3% | 3% |
| Convention/conference | 4% | 2% | 3% |
| Other Purpose | 6% | 5% | 5% |
| Travel Party | | | |
| Average travel party size | 3.1 | 2.7 | 2.8 |
| Median travel party size | 3.0 | 2.0 | 2.0 |
| Children in group (% yes) | 55% | 53% | 44% |
| Region of Residence | | | |
| United States | 93% | 88% | 91% |
| Southern California | 35% | 38% | 40% |
| Northern California | 7% | 14% | 12% |
| Other Pacific States | 3% | 4% | 3% |
| Arizona | 15% | 12% | 6% |
| Other Mountain States | 18% | 10% | 14% |
| South Central | 4% | 3% | 4% |
| Midwest | 6% | 5% | 5% |
| Atlantic | 4% | 2% | 6% |
| Northeast | 1% | 0% | 1% |
| International | 7% | 12% | 9% |
| Mexico | 1% | 6% | 5% |
| Canada | 3% | 2% | 2% |
| Other International | 3% | 4% | 2% |
| Advance Planning for Trip | | | |
| Less than one week | 13% | 12% | 15% |
| One - two weeks | 22% | 23% | 26% |
| Three - four weeks | 11% | 20% | 16% |
| Five - eight weeks | 27% | 28% | 26% |
| Nine weeks or more | 27% | 17% | 16% |
| Average planning time in weeks | 9.3 | 6.5 | 5.0 |

** Multiple response question. Table may add to more than 100%.
Source: CIC Research, Inc., 2017 Survey of Visitors to San Diego County.

Characteristics of Carlsbad Visitors Year Over Year Trends

| Trip & Traveler Characteristics | 2013 (n=467) | 2015 (n=403) | 2017 (n=400) |
|--|--------------|--------------|--------------|
| Type of Lodging | | | |
| Hotel/motel | 41% | 36% | 39% |
| Private home | 26% | 33% | 25% |
| Day Trip | 27% | 27% | 31% |
| Other | 7% | 4% | 6% |
| Length of Stay (Overnight Visitors) | | | |
| Mean nights away from home | 7.1 | 4.0 | 3.8 |
| Mean nights in San Diego | 3.5 | 3.3 | 3.2 |
| SD was the only destination | 79% | 80% | 71% |
| Transportation to San Diego** | | | |
| Personal vehicle | 67% | 56% | 59% |
| Air | 25% | 32% | 25% |
| Rental car/RV | 4% | 2% | 2% |
| Train | 4% | 4% | 8% |
| Transportation While in San Diego** | | | |
| Personal vehicle | 61% | 49% | 50% |
| Rental car | 19% | 19% | 16% |
| Company/friends auto | 12% | 26% | 23% |
| Local/public bus/trolley | 5% | 2% | 0% |
| Uber/Lyft, etc | 0% | 1% | 2% |
| Tour bus | 4% | 7% | 6% |
| Walking | 5% | 2% | 9% |
| Taxi | 0% | 0% | 0% |
| Shuttle | 1% | 0% | 0% |
| Bicycle | 4% | 0% | 0% |
| Activities While in San Diego** | | | |
| Shopping | 36% | 38% | 44% |
| Sightseeing | 9% | 5% | 6% |
| Relaxing at the beach | 64% | 68% | 63% |
| Urban/city nightlife & dining | 34% | 18% | 20% |
| Water sports & activities | 16% | 18% | 17% |
| Amusement/theme parks | 79% | 69% | 64% |
| Hiking/climbing/biking | 8% | 3% | 3% |
| Spectator at a sporting event | 7% | 6% | 5% |
| Arts & cultural activities | 14% | 8% | 3% |
| Wine tasting | 6% | 2% | 1% |
| Festivals/parades | 5% | 2% | 1% |
| Local craft beer tasting tours | 7% | 3% | 2% |

** Multiple response question. Table may add to more than 100%.
Source: CIC Research, Inc., 2017 Survey of Visitors to San Diego County.

Characteristics of Carlsbad Visitors Year Over Year Trends

| Trip & Traveler Characteristics | 2013 (n=467) | 2015 (n=403) | 2017 (n=400) |
|--------------------------------------|--------------|--------------|--------------|
| Prior Visitation to San Diego | | | |
| First trip to SD (% yes) | 12% | 9% | 8% |
| Average trips to SD per year | 1.8 | 1.7 | 1.3 |
| Visitor Spending | | | |
| Per visitor per trip | \$328 | \$329 | \$335 |
| Per visitor per day | \$86 | \$91 | \$96 |
| Spending by Category | | | |
| Accommodations | \$85 | \$81 | \$92 |
| Meals/beverage | \$74 | \$75 | \$83 |
| Transportation (ground) | \$17 | \$18 | \$18 |
| Amusement/attractions | \$44 | \$47 | \$47 |
| Grocery/other | \$21 | \$17 | \$18 |
| Air transportation | \$23 | \$40 | \$29 |
| Age | | | |
| Median age - head of household | 44 | 40 | 41 |
| Median age - males | 33 | 23 | 31 |
| Median age - females | 31 | 36 | 37 |
| Annual Household Income | \$77,600 | \$80,200 | \$92,700 |
| Ethnicity** | | | |
| Caucasian | 74% | 60% | 59% |
| Hispanic/Latino | 14% | 20% | 28% |
| Asian | 8% | 18% | 23% |
| African American | 1% | 2% | 1% |
| Native American | 2% | 0% | 1% |

** Multiple response question. Table may add to more than 100%.

Source: CIC Research, Inc., 2017 Survey of Visitors to San Diego County.

appendix d: facility inventories

performing arts facility inventory methodology and definitions

methodology

In order to understand the existing supply of performance facilities, and the competitive situation for performing arts programming and space, we have developed an inventory of local and regional spaces that are used four or more times a year for performances. The inventory details the physical features and types of activity hosted within each space. The overall quality of each facility has been rated using eight variables:

1. Facility Condition
2. Staff + Support
3. Theatrical Functionality
4. Acoustics
5. Customer Amenities
6. User Amenities
7. Atmosphere + Character
8. Suitability for Users

Variables are rated on a scale of 1 to 4, with 4 being the best possible score. In our experience, the 'facility condition' and quality of the 'staff and support' greatly impact the overall quality and effectiveness of the facility. Therefore, these variables carry the most weight in our rating system. Some of these facilities were visited by the consulting team while other ratings are based on information from facility managers and users. Because of that, this exercise is somewhat subjective, but provides a good basis to compare and contrast facilities and identify gaps in programs, amenities, and features.

Following is an explanation of how facilities are rated, as well as detailed definitions of each 'activity', 'amenity', 'feature', and 'availability' category.

rating facilities

Facility rating guidelines for each of the eight variables are below. Every facility in the inventory receives a final rating based on the summation of the eight variables recorded. The best possible score possible is a 4.

Facility Condition:

1. Poor: The building is in poor condition, may have structural issues, and requires significant upkeep and repairs. The condition of the building affects its ability to be used.
2. Fair: The building is in fair condition and does not have structural issues, but could greatly benefit from capital repairs and renovations. The building condition does not affect the user's ability to use it, but it might not fulfill all user needs.

3. Good: The building is in good condition. It may be several years old, but has been well taken care of, although it could benefit from minor capital repairs or cosmetic upgrades.
4. Excellent: The building is in excellent condition (like new or brand new) or has recently undergone significant renovations to make it like new.

Staff + Support:

1. Poor: There are no staff involved in the operations or production of the theater. Users must bring in outside staff.
2. Fair: There are limited staff. There is someone responsible for scheduling and overseeing theater operations and a theater technician is available.
3. Good: There are sufficient administrative and program staff, a facilities manager/operations manager, marketing coordinator, theater technicians, box office staff, and so on available to assist users.
4. Excellent: There are full administrative and production staff, a facilities manager/operations manager, marketing coordinator, theater technicians, house management, and box office staff, etc., available to assist users.

Theatrical Functionality:

1. Poor: Facilities that are insufficient for live performance and do not suit the user or the patron. There is no stage, lighting equipment, etc. Such spaces might include churches, conference centers, multipurpose rooms or cafeterias in schools, meeting or event spaces, open fields, etc.
2. Fair: Facilities that have a stage, limited lighting and sound, and fixed seating. These spaces might include school auditoriums, lecture halls, studio theaters, or black box spaces.
3. Good: Facilities that have a good quality stage with some wingspace, full lighting and sound systems, and maybe a partial fly system. Such spaces might include community theaters, community arts centers, historic theaters, and so on.
4. Excellent: Facilities that have a large stage, fly system, wing space/backstage space, a booth, soft goods, state-of-the-art lighting and sound systems, projection capabilities, and so on. Such spaces include performing arts centers, roadhouses, Broadway houses, etc.

Acoustics:

1. Poor: Typically include outdoor venues without shells, community centers, cafeterias, and adapted spaces. Facilities with poor acoustics are unsuitable for live music or performance, but are sufficient for lectures and public gatherings.
2. Fair: Might include outdoor venues with a partial shell, churches, school auditoriums, and sports arenas. Facilities with fair acoustics are useable for live performance, but users/patrons complain about the sound.
3. Good: Venues that have been designed for live performance, although the sound is not perfect. Facilities with good acoustics include community arts centers, nightclubs, historic theaters, and outdoor amphitheaters with a full shell that have been specifically designed for live performances.
4. Excellent: Facilities in which the acoustics were designed by an acoustician specializing in theaters and performance venues. Facilities with excellent acoustics include concert halls, state-of-the-art performing arts centers, etc.

Customer Amenities:

1. Poor: The facility lacks the following things: parking/public transit, a box office, sufficient bathrooms, ADA compliance.
2. Fair: The facility has limited parking/public transit, a box office with limited access (e.g. might not be able to purchase online or has short operating hours), etc.
3. Good: The facility has sufficient parking, a box office, and sufficient bathrooms. There are handicap/special needs seating areas and concessions/merchandise are available.
4. Excellent: The facility is close to public transit or has/is close to a parking lot or garage with parking for all patrons. It has a well-staffed box office with online/phone/in-person sales, it is able to fulfill needs of all special needs patrons (including the listening challenged and handicapped). There are multiple concessions and merchandising areas.

User Amenities:

1. Poor: There is no backstage or dressing rooms. The facility is completely lacking support for performers.
2. Fair: There is a limited backstage. There are spaces that can be "turned into dressing rooms" or dressing rooms that cannot support user's cast size.
3. Good: There is a backstage and multiple dressing rooms for groups and stars.
4. Excellent: There is a backstage, multiple dressing rooms for groups and stars, warmup/rehearsal studios, a production office, and so on.

Atmosphere + Character:

1. Poor: The facility is in an undesirable location and feel and is aesthetically unpleasing.
2. Fair: The facility is functional but might not be desirable.
3. Good: The facility has an appealing atmosphere and might have heritage or charm.
4. Excellent: The facility is in a scenic location and/or is a renovated historic theater or dazzling PAC.

Suitability for Users:

1. Poor: The facility is unsuitable for users and was not intended to be used for live performance. It might be an adaptive re-use (without renovation) or creative use of space, and it may be too big or too small for users. Such spaces include churches, conference centers, meeting and event spaces, school cafeterias, etc.
2. Fair: The facility can partially fulfill the overall needs of the user, although size or lack of technical features might be an issue. It might be expensive to rent.
3. Good: The facility is sufficient for users, somewhat cost effective, around the right size in terms of audience capacity and stage/backstage areas, and fulfills the technical and space needs of most performing arts organizations.
4. Excellent: The facility is perfect for users. It is cost effective and has all the facilities and staffing a user requires. It also fulfills all technical production needs.

definitions

Presenting Activity

Presenting activity takes place when a facility pays an artist or arts group, or contracts a show that already exists, to perform at the facility. The presenter pays the artist fee and other related costs and takes responsibility for promoting the show locally. Additionally, the presenter collects the box office proceeds from the event.

Each definition provides a brief description of the list presenting activity and, when appropriate, an example of the type of artist, style, or organization we tend to associate with that activity. For this analysis, presenting categories include the following:

Theatre: Live performers portraying a real or imagined scenario or event before a live audience, often on a stage. The performers may communicate this experience to the audience through combinations of gesture, speech, song, music, and dance. Examples of theatre performance include one acts or full productions by a local theater company, touring plays or musicals, and so on.

Broadway: A subcategory of Theatre, Broadway refers to touring productions of shows that have been performed in one of New York City's 41, Theater District theaters. These shows are adapted for tour and then are presented in venues for engagements that can range from one night to years. Examples of touring Broadway titles include Rent, Lion King, Phantom of the Opera, and Les Misérables.

Dance: Performance that consists of purposefully selected sequences of human movement. These acts may be national touring companies or local/regional dancers or dance entities. Examples of dance activity include the Alvin Ailey American Dance Theater (or Ailey II, a secondary touring company of less experienced dancers), Pilobolus, Alonzo King LINES Ballet, and Momix.

Film: The presentation of first- and second-run, local, regional, international, and/or classic films.

Music: The presentation of live music of any genre but world music. These acts may include local musicians and regional tours by classical, rock, jazz, or folk artists or groups.

World Music: The presentation of live music from around the globe, including many genres and forms of ethnic music, indigenous music, neotraditional music, and music where more than one cultural tradition, such as ethnic music and Western popular music, intermingle. Namely, these are forms of non-Western, traditional music. Examples of this musical styles include Afro-Latino, Klezmer, Celtic, Balkan, and Maihar gharanas (Indian singing style).

Popular/Headliner Music: This subcategory of Music includes performances by Headliner acts that are high-profile, well-known artists or groups. These are nationally touring artists or groups performing Rock, Rap/Hip Hop, R&B, Country, Jazz, or Folk music.

Family + Youth Programming: Touring performances and groups appropriate for children and their parents, or caregivers. Examples of family acts include TheatreWorks productions of Charlotte's Web or Pete the Cat, Minnesota Children's Theater's production of Mr. Popper's Penguins, and Sesame Street Live, Disney Live!, PBS Kids, etc.

Comedy: An individual or group reciting a set of humorous stories, jokes, and one-liners or improvising scenes and scenarios based on audience suggestions. These acts may be national touring shows, improvisations, sketch-comedy, or local/regional comedians. Examples of comedic acts may include Jerry Seinfeld, The Second City, Capital Steps, John Mulaney, and Dave Chappelle.

Entertainment: The presentation of game shows, amateur or professional wrestling, boxing, and magic shows. Examples of entertainment acts may include The Price is Right Live!, WWE Wrestling, and David Blaine.

Streaming: The screening of a live production either in real-time or as a recording to cinemas, theaters, or other venues with a large viewing screen. Examples of streaming include London's National Theatre Live, New York City's Metropolitan Opera, or Moscow's Bolshoi Ballet.

Lectures: An individual or group of people reading or discussing a particular subject. Lectures can be academic, educational, informative, or an inspirational story. Examples of events in this category include the Moth Mainstage, TED talks, David Sedaris, or members from the business community, scientific scholars, and political figures.

Cultural: Presentations of dance, theatre, music, or other art forms that are specific to a certain country and/or culture. Examples might include the Chinese Warriors of Peking, Grupo Corpo, Noh Theater, Indian Puppet Theatre, and so on.

Producing Activity

Producing activity occurs when a facility is responsible for the creation of a performance from the ground up. It is organized into the following categories:

Performing Arts: The facility produces theatrical, dance, musical, or other performance from scratch—from auditioning performers and hiring artistic staff to rehearsals and live performances.

Academic + Educational: The facility develops or accommodates academic and educational performing arts offerings that are created from scratch. These events include school or university performing arts groups producing their art, such as a university theatre production or dance club performance. This does not include presented events or paid rentals.

Festivals: The facility organizes a festival or event that includes multiple performing arts presentations. This might include a combination of produced and presented events. Examples include the Kennedy Center's American College Theater Festival, Lincoln Center's Mostly Mozart Festival, and the Durham Performing Arts Center's American Dance Festival.

Cultural: The facility produces programming that is outside of the performing arts. This may include ethnically- or culturally-specific events and food-focused programs.

Rental Activity

Rental activity occurs when an outside organization rents a facility for a private or public event, such as a live performance or reception. This includes non-profit arts organizations that rent space to perform. Sometime these organizations are classified as “resident groups” because they bring a high volume of activity and perform regularly at the venue. This also includes entities (sometimes non-profit but often commercial) that rent the facility to present a touring artist that they have contracted to perform in the space (e.g. Live Nation or AEG Live).

Categories of rental activity include:

Performing Arts Organizations: An independent organization that produces performing arts rents the facility to perform there. This can include local non-profit arts organizations or touring acts.

School + College: A local school district or college/university rents the facility for private or public purposes. For example, a high school concert band rents a venue for a performance or a university’s physics department rents a concert hall for a conference or lecture.

Private Events: An outside organization or individual rents the facility for a private event. This includes receptions/parties, conferences, and meetings. Renters might include individuals, businesses, or government entities.

Commercial Promoters: A promoter is an individual or company that is a third-party presenter of live performance, usually commercially oriented with a focus on live music. The promoter contracts the artist, books the venue, markets the show and makes all other arrangements not provided by the venue. The promoter may retain all or a portion of the box office, merchandise, or food and beverage revenues, depending on its contract with the facility.

Facility Features

This section of the inventory relates to physical features inherent within performing arts facilities that might make it distinct or of value to artists, arts groups, and other users.

Flexible Seating: A seating arrangement where the seats are not affixed to the floor and are easily moved or rearranged into a variety of configurations, including tables and chairs, theater-in-the-round, or reduced or no seating capacity.

Kitchen Facilities: Facilities are on-site to handle the warming or cooling of food. Typically this includes access to water, electricity, a sink, a refrigerator and/or a stove/microwave.

Rehearsal + Program Space: The facility includes a space (separate from the stage) that accommodates rehearsals, classes, and other programs. For example, a classroom space for education programs, a dance studio, or a rehearsal room.

Sizeable Wingspace: The wings of the main stage have sufficient room for performers, sets, and storage. Wingspace is considered sizeable if it does not inhibit the facility’s ability to accommodate particular arts disciplines or live performances of certain scale.

Fly Space: A theatrical rigging system of rope lines, blocks, counterweights, and related devices that allows sets, backdrops, acoustical tools, and other technical features to fly in/ out and sometimes be temporarily “stored” in the height above the stage. Rigging systems often consist of hemp rigging, counterweight rigging, or automated rigging.

Orchestra Pit: The area in a theater (usually located in a lowered area in front of or off stage) in which musicians play to accompany performers, often for musical theatre or opera productions.

Amenities

This section of the inventory relates to amenities that are sometimes included in performing arts facilities to augment the audience or user experience.

Alcohol Service: The facility sells or offers alcohol to patrons. The facility may also allow a renter to provide or sell alcohol at their event.

Dedicated Parking: The facility has a dedicated parking lot or garage with parking for patrons.

Café + Concessions: There are designated areas within the facility where food and beverage may be purchased.

Lighting Equipment: The facility has in-house lighting equipment available to facility users.

Sound Equipment: The facility has in-house sound equipment available to facility users.

Film/Projection Equipment: The facility has in-house film and projection equipment available to users

Ticketing Services: The facility has a box office and/or online ticketing service. Facility renters may have access to ticketing services.

Availability

This section of the inventory clarifies how busy performing arts facilities are—and more specifically, the nature of their availability to potential renters.

Not Available: The facility is not available for rent or has very limited availability for outside rentals on prime nights of the week (Thursday, Friday, or Saturday).

Low: The facility is available 1-4 prime nights each month (Thursday, Friday, or Saturday).

Medium: The facility is available 5-9 prime nights each month (Thursday, Friday, or Saturday).

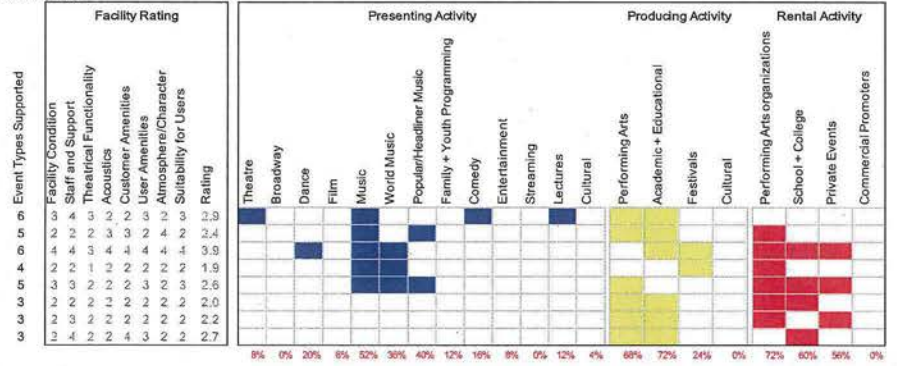
High: The facility is available 10+ prime nights each month (Thursday, Friday, or Saturday).

Carlsbad, CA: Indoor Performance Facilities
 Permanent indoor facilities within 20-miles of Schulman Auditorium, Carlsbad, CA

| Facility Type | Facility | Capacity | Event Types Supported | Facility Rating | | | | | Presenting Activity | | | | | | | | | | Producing Activity | | | Rental Activity | | | | | | | | | | | | | | | |
|---------------------|-----------------------------|--|-----------------------|--------------------|-------------------|--------------------------|-----------|--------------------|---------------------|----------------------|-----------------------|--------|---------|----------|-------|------|-------|-------------|-------------------------|----------------------------|--------|-----------------|-----------|----------|----------|-----------------|------------------------|-----------|----------|-------------------------------|------------------|----------------|----------------------|--|--|--|--|
| | | | | Facility Condition | Staff and Support | Theatrical Functionality | Acoustics | Customer Amenities | User Amenities | Atmosphere/Character | Suitability for Users | Rating | Theatre | Broadway | Dance | Film | Music | World Music | Popular/Headliner Music | Family + Youth Programming | Comedy | Entertainment | Streaming | Lectures | Cultural | Performing Arts | Academic + Educational | Festivals | Cultural | Performing Arts organizations | School + College | Private Events | Commercial Promoters | | | | |
| Local Facilities | Religious | Carlsbad Community Church - Worship Center | 1,200 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 3 | 2.5 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Film | Omni La Costa Resort & Spa | 800 | 1 | 3 | 2 | 1 | 2 | 3 | 2 | 3 | 3 | 2.4 | | | | | | | | | | | | | | | | | | | | | | | | |
| | School/Univ. | Carlsbad High School Performing Arts Center | 406 | 3 | 2 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 2.1 | | | | | | | | | | | | | | | | | | | | | | | | |
| | School/Univ. | La Costa Canyon High School Theater | 400 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Religious | Army + Navy Academy Chapel | 360 | 1 | 2 | 2 | 1 | 3 | 2 | 1 | 2 | 2 | 1.9 | | | | | | | | | | | | | | | | | | | | | | | | |
| | School/Univ. | Sage Creek High School Theater | 343 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2.3 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Religious | The Mission Church | 325 | 5 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2.3 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Religious | Carlsbad Community Church - Sanctuary | 300 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Harding Community Center Auditorium | 250 | 1 | 2 | 2 | 1 | 2 | 1 | 1 | 2 | 1 | 1.7 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Ruby G. Schulman Auditorium | 215 | 3 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 1.9 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Religious | St. Michael's by the Sea Episcopal - Church | 200 | 1 | 2 | 2 | 1 | 3 | 2 | 2 | 3 | 2 | 2.1 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Museum of Making Music | 150 | 6 | 2 | 2 | 1 | 2 | 2 | 2 | 3 | 2 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Other | Women's Club Carlsbad | 150 | 1 | 2 | 1 | 1 | 2 | 2 | 1 | 2 | 2 | 1.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Senior Center Auditorium | 140 | 1 | 2 | 1 | 2 | 2 | 1 | 1 | 2 | 2 | 1.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Religious | St. Michael's by the Sea Episcopal - Parish Hall | 135 | 1 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 1 | 1.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 1 | 110 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 2 | 95 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 3 | 80 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 4 | 80 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 5 | 75 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 6 | 75 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | New Village Arts | 99 | 5 | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2.3 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Religious | St. Michael's by the Sea Episcopal - Chapel | 80 | 1 | 2 | 2 | 1 | 3 | 2 | 2 | 3 | 2 | 2.1 | | | | | | | | | | | | | | | | | | | | | | | | |
| Regional Facilities | Performance | California Center for the Arts - Concert Hall | 1,523 | 10 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 3.4 | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Poway Center for the Performing Arts | 797 | 7 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 3.4 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Belly Up | 600 | 3 | 2 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Conrad Prebys Performing Arts Center - Baker-Baum Concert Hall | 513 | 6 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 3.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Lawrence Family JCC - Garfield Theatre | 500 | 13 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | La Jolla Playhouse - Weiss Theatre | 492 | 3 | 2 | 4 | 3 | 2 | 4 | 3 | 3 | 3 | 3.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Slar Theatre | 480 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2.3 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | La Jolla Playhouse - Potiker | 450 | 3 | 3 | 4 | 3 | 2 | 4 | 3 | 3 | 3 | 3.2 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | California Center for the Arts Center - Theater | 404 | 9 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3.3 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | La Jolla Playhouse - Forum | 400 | 3 | 2 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3.1 | | | | | | | | | | | | | | | | | | | | | | | | |
| | School/Univ. | Miracosta College - Concert Hall | 400 | 4 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2.1 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | La Paloma Theater | 390 | 3 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 2.1 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | AVO Playhouse | 385 | 4 | 2 | 2 | 3 | 2 | 3 | 3 | 4 | 3 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Lawrence Welk Theater | 309 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 3 | 2.8 | | | | | | | | | | | | | | | | | | | | | | | | |
| | Performance | Mission Theatre Playhouse | 301 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 2.2 | | | | | | | | | | | | | | | | | | | | | | | | |
| | School/Univ. | Palomar College- Brubeck Theatre | 261 | 5 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 2 | 2.7 | | | | | | | | | | | | | | | | | | | | | | | | |
| School/Univ. | Miracosta College - Theater | 247 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2.1 | | | | | | | | | | | | | | | | | | | | | | | | | |

Permanent indoor facilities within 20-miles of Schulman Auditorium, Carlsbad, CA

| Regional Facilities | Type | Facility | Capacity |
|---------------------|--------------|---|----------|
| | Performance | North Coast Rep Theatre | 194 |
| | Performance | Sunshine Brooks Theatre | 194 |
| | Performance | Conrad Prebys Performing Arts Center - The Jail | 180 |
| | Performance | Encinitas Library - Community Room | 170 |
| | School/Univ. | Palomar College - Studio Theatre | 150 |
| | School/Univ. | Miracosta College - Black Box | 120 |
| | Performance | STAR Repertory Theater | 101 |
| | Performance | La Jolla Playhouse - Shank Theatre | 98 |



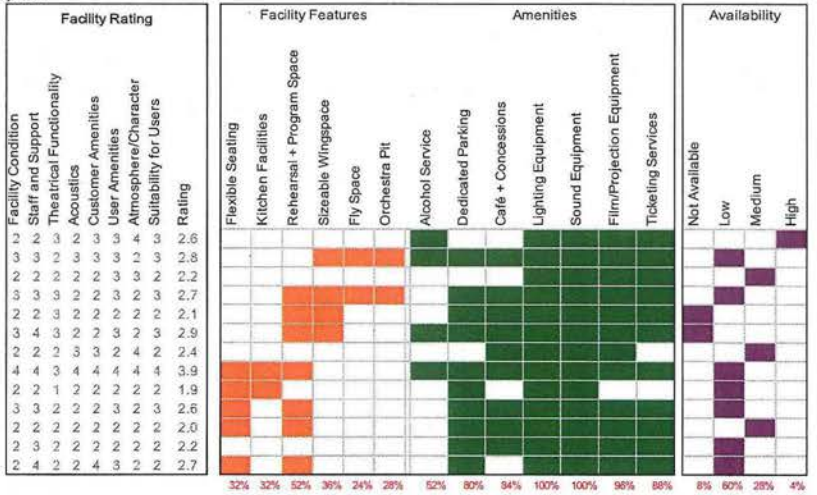
Carlsbad, CA: Indoor Performance Facilities
 Permanent indoor facilities within 20-miles of Schulman Auditorium, Carlsbad, CA

| Type | Facility | Capacity | Event Types Supported | Facility Rating | | | | | | | Facility Features | | | | | | | | | | | Availability | | | | | | |
|---------------------|---|--|-----------------------|--------------------|-------------------|--------------------------|-----------|--------------------|----------------|----------------------|-----------------------|--------|------------------|---|---------------------------|--------------------|-----------|---------------|-----------------|-------------------|--------------------|--------------------|-----------------|---------------------------|--------------------|---------------|-----|--------|
| | | | | Facility Condition | Staff and Support | Theatrical Functionality | Acoustics | Customer Amenities | User Amenities | Atmosphere/Character | Suitability for Users | Rating | Flexible Seating | Kitchen Facilities | Rehearsal + Program Space | Sizeable Wingspace | Fly Space | Orchestra Pit | Alcohol Service | Dedicated Parking | Café + Concessions | Lighting Equipment | Sound Equipment | Film/Projection Equipment | Ticketing Services | Not Available | Low | Medium |
| Local Facilities | Religious | Carlsbad Community Church - Worship Center | 1,200 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 3 | 2.5 | | | | | | | | | | | | | | | |
| | Film | Omni La Costa Resort & Spa | 800 | 1 | 3 | 2 | 1 | 2 | 3 | 2 | 3 | 3 | 2.4 | | | | | | | | | | | | | | | |
| | School/Univ. | Carlsbad High School Performing Arts Center | 406 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2.1 | | | | | | | | | | | | | | | |
| | School/Univ. | La Costa Canyon High School Theater | 400 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2.0 | | | | | | | | | | | | | | | |
| | Religious | Army + Navy Academy Chapel | 360 | 1 | 2 | 2 | 1 | 3 | 2 | 1 | 2 | 2 | 1.9 | | | | | | | | | | | | | | | |
| | School/Univ. | Sage Creek High School Theater | 343 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2.3 | | | | | | | | | | | | | | | |
| | Religious | The Mission Church | 325 | 5 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 2.3 | | | | | | | | | | | | | | | |
| | Religious | Carlsbad Community Church - Sanctuary | 300 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2.0 | | | | | | | | | | | | | | | |
| | Performance | Harding Community Center Auditorium | 250 | 1 | 2 | 2 | 1 | 2 | 1 | 1 | 2 | 2 | 1.7 | | | | | | | | | | | | | | | |
| | Performance | Ruby G. Schulman Auditorium | 215 | 3 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 1.9 | | | | | | | | | | | | | | | |
| | Religious | St. Michael's by the Sea Episcopal - Church | 200 | 1 | 2 | 2 | 1 | 3 | 2 | 2 | 3 | 2 | 2.1 | | | | | | | | | | | | | | | |
| | Performance | Museum of Making Music | 150 | 6 | 2 | 2 | 1 | 2 | 2 | 2 | 3 | 2 | 2.0 | | | | | | | | | | | | | | | |
| | Other | Women's Club Carlsbad | 150 | 1 | 2 | 1 | 1 | 2 | 2 | 1 | 2 | 2 | 1.6 | | | | | | | | | | | | | | | |
| | Performance | Senior Center Auditorium | 140 | 1 | 2 | 1 | 2 | 2 | 1 | 1 | 2 | 2 | 1.6 | | | | | | | | | | | | | | | |
| | Religious | St. Michael's by the Sea Episcopal - Parish Hall | 135 | 1 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | 1.8 | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 1 | 110 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 2 | 95 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 3 | 80 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 4 | 80 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | |
| | Film | Cinépolis - Theater 5 | 75 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | |
| Film | Cinépolis - Theater 6 | 75 | 2 | 3 | 2 | 1 | 2 | 4 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | | |
| Performance | New Village Arts | 99 | 5 | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2.3 | | | | | | | | | | | | | | | | |
| Religious | St. Michael's by the Sea Episcopal - Chapel | 80 | 1 | 2 | 2 | 1 | 3 | 2 | 2 | 3 | 2 | 2.1 | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | 30% 46% 57% 17% 9% 9% 52% 65% 43% 43% 83% 70% 35% | | | | | | | | | | | | | | |
| Regional Facilities | Performance | California Center for the Arts - Concert Hall | 1,523 | 10 | 3 | 4 | 4 | 4 | 3 | 3 | 3 | 3.4 | | | | | | | | | | | | | | | | |
| | Performance | Poway Center for the Performing Arts | 797 | 7 | 3 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 2.4 | | | | | | | | | | | | | | | |
| | Performance | Belly Up | 600 | 3 | 2 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 2.6 | | | | | | | | | | | | | | | |
| | Performance | Conrad Prebys Performing Arts Center - Baker-Baum Concert Hall | 513 | 6 | 4 | 4 | 2 | 4 | 4 | 4 | 4 | 4 | 3.8 | | | | | | | | | | | | | | | |
| | Performance | Lawrence Family JCC - Garfield Theatre | 500 | 13 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2.8 | | | | | | | | | | | | | | | |
| | Performance | La Jolla Playhouse - Weiss Theatre | 492 | 3 | 2 | 4 | 3 | 2 | 4 | 3 | 3 | 3 | 3.0 | | | | | | | | | | | | | | | |
| | Performance | Star Theatre | 480 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2.3 | | | | | | | | | | | | | | | |
| | Performance | La Jolla Playhouse - Potiker | 450 | 3 | 3 | 4 | 3 | 2 | 4 | 3 | 3 | 3 | 3.2 | | | | | | | | | | | | | | | |
| | Performance | California Center for the Arts Center - Theater | 404 | 9 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3.3 | | | | | | | | | | | | | | | |
| | Performance | La Jolla Playhouse - Forum | 400 | 3 | 2 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 3.1 | | | | | | | | | | | | | | | |
| School/Univ. | Miracosta College - Concert Hall | 400 | 4 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2.1 | | | | | | | | | | | | | | | | |
| Performance | La Paloma Theater | 390 | 3 | 2 | 2 | 1 | 2 | 2 | 2 | 4 | 2 | 2.1 | | | | | | | | | | | | | | | | |

Permanent indoor facilities within 20-miles of Schulman Auditorium, Carlsbad, CA

Regional Facilities

| Type | Facility | Capacity | Event Types Supported |
|--------------|--|----------|-----------------------|
| Performance | AVO Playhouse | 385 | 4 |
| Performance | Lawrence Welk Theater | 309 | 3 |
| Performance | Mission Theatre Playhouse | 301 | 2 |
| School/Univ. | Palomar College- Brubeck Theatre | 261 | 5 |
| School/Univ. | Miracosta College - Theater | 247 | 2 |
| Performance | North Coast Rep Theatre | 194 | 6 |
| Performance | Sunshine Brooks Theatre | 194 | 5 |
| Performance | Conrad Prebys Performing Arts Center - The Jai | 180 | 6 |
| Performance | Enginitas Library - Community Room | 170 | 4 |
| School/Univ. | Palomar College-Studio Theatre | 150 | 5 |
| School/Univ. | Miracosta College - Black Box | 120 | 3 |
| Performance | STAR Repertory Theater | 101 | 3 |
| Performance | La Jolla Playhouse - Shank Theatre | 98 | 3 |



Outdoor Performing Arts Sites: 10-mile radius around Carlsbad, CA

| Site Name | City | Type | Events | Capacity |
|--|-----------|---|---|----------|
| California Center for the Arts - Great Green | Escondido | Lawn - Temporary Stage - Lawn Seating | Music Concerts, Civic Events, Private Events | 10,000 |
| Alga Norte Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 4,000 |
| Poinsettia Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 4,000 |
| Stagecoach Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 3,000 |
| Calavera Hills Community Park | Carlsbad | Park - Temporary Stage - Lawn Seating | TGIF Concerts in the Park, Family Open Studios workshops | 3,000 |
| Rancho Del Oro Park | Oceanside | Park - Temporary Stage - Lawn Seating | Concerts in the Park, Movies in the Park | 3,000 |
| Mance Buchanan Park | Oceanside | Park - Temporary Stage - Lawn Seating | Concerts in the Park, Movies in the Park | 3,000 |
| Junior Seau Oceanside Pier Amphitheatre | Oceanside | Amphitheater - Permanent Stage - Lawn Seating | Supergirl Pro Festival, Movies in the Amphitheater, Graduation / Civic Events | 2,500 |
| Moonlight Amphitheater | Vista | Amphitheater - Permanent Stage - Stadium + Lawn Seating | Produced Theater, Presented Music Concerts, Film | 2,000 |
| California Center for the Arts - Lyric Court | Escondido | Lawn - Temporary Stage - Lawn Seating | Music Concerts, Independence Day Celebration, Civic Events, Private Events | 500 |
| St. Michael's by the Sea Episcopal Church - Lawn | Carlsbad | Lawn - Temporary Stage - Lawn Seating | Carlsbad Music Festival | 350 |
| Leo Carrillo Ranch | Carlsbad | Park - Temporary Screen - Lawn Seating | Leo Carrillo Film Festival, Holiday at the Rancho, Day of the Dead | 300 |
| Aviara Park Amphitheater (In-Development) | Carlsbad | Park - Permanent Stage - Lawn Seating | In-Development | 200 |
| The Flower Fields at Carlsbad Ranch | Carlsbad | Park - Temporary Stage - Lawn Seating | Music Concerts, Arts + Craft Vendors, Basket Weaving, Food Truck, Wine Tasting, Visual Art Workshop, Yoga | 50 |

Carlsbad, CA: Meeting + Event Facilities Inventory
Meeting and event facilities within Carlsbad, CA

| Type | Facility | Capacities | | | Event Types Supported | | | | | Attributes | | | | | | | | | | Total | | | |
|-----------|--|------------|-----------|---------|-----------------------|----------------------------|----------------|------------------|-----------------------|---------------|----------------------|-----------------------|------------------------|--------------------|-----------------|----------------------|------------------------------|----------------|-------------------|-------|------------------|--------------------------|------------------------------|
| | | Theater | Reception | Banquet | National Conferences | Local/Regional Conferences | Private Events | Community Events | Unique/Historic Venue | Outdoor Venue | Full Stage Available | Dance Floor Available | On-site Accommodations | Lighting Equipment | Sound Equipment | Projection Equipment | Equipment Available for Rent | Internet/Wi-Fi | Alcohol Permitted | | On-site Catering | Outside Catering Allowed | Available Commercial Kitchen |
| Community | Harding Community Center - Auditorium | 250 | 250 | 180 | | | | | | | | | | | | | | | | | | | 6 |
| Community | Harding Community Center - Recreation Hall | 100 | 100 | 80 | | | | | | | | | | | | | | | | | | | 5 |
| Community | Harding Community Center - Community Room | 20 | 20 | 20 | | | | | | | | | | | | | | | | | | | 3 |
| Community | Carlsbad City Library - Schulman Auditorium | 215 | 215 | - | | | | | | | | | | | | | | | | | | | 9 |
| Community | Carlsbad City Library - George + Patricia Gowland Meeting Room | - | 67 | 67 | | | | | | | | | | | | | | | | | | | 6 |
| Community | Senior Center - Dining Room | 135 | 152 | 135 | | | | | | | | | | | | | | | | | | | 5 |
| Community | Senior Center - Auditorium | 140 | 140 | 100 | | | | | | | | | | | | | | | | | | | 6 |
| Community | Senior Center - Multipurpose Room | 20 | 20 | 20 | | | | | | | | | | | | | | | | | | | 3 |
| Community | Senior Center - Dance Studio | 50 | 50 | 36 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Senior Center - Art Studio | 50 | 27 | 27 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Senior Center - Activity Room 111 | 74 | 40 | 40 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Senior Center - Activity Room 118 | 60 | 38 | 38 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Magee Park - Heritage Hall | 85 | 85 | 85 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Magee Park - Granary | 25 | 25 | 25 | | | | | | | | | | | | | | | | | | | 3 |
| Community | Pine Avenue Community Center - Activity Room | 95 | 95 | 40 | | | | | | | | | | | | | | | | | | | 5 |
| Community | Calavera Hills Community Center Activity Room | 85 | 85 | 60 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Calavera Hills Community Center Meeting Room 1 | 25 | 25 | 22 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Calavera Hills Community Center Meeting Room 2 | 25 | 25 | 22 | | | | | | | | | | | | | | | | | | | 4 |
| Community | Georgina Cole Library Community Room | 75 | 75 | 75 | | | | | | | | | | | | | | | | | | | 6 |
| Community | Stagecoach Community Center - Activity Room | 75 | 25 | 25 | | | | | | | | | | | | | | | | | | | 3 |
| Community | Stagecoach Community Center - Meeting Room 1 | 25 | 20 | 22 | | | | | | | | | | | | | | | | | | | 3 |
| Community | Stagecoach Community Center - Meeting Room 2 | 25 | 20 | 22 | | | | | | | | | | | | | | | | | | | 3 |
| Community | Alga Norte Community Park Meeting Room | 40 | 40 | 25 | | | | | | | | | | | | | | | | | | | 4 |
| Hotel | Omni La Costa Resort - Costa del Sol Ballroom | 1,600 | 1,700 | 1,225 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Terrace Lawn (Upper) | - | 850 | 700 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Poinsettia Ballroom | 1,000 | 800 | 540 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Vista Terrace | - | 800 | 600 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Plaza | - | 800 | 540 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Costa del Sol Side Lawn | - | 500 | 360 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Terrace Lawn (Lower) | - | 425 | 350 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Veranda | 350 | 400 | 240 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Costa del Sol Terrace | - | 400 | 240 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Valley Promenade | - | 400 | 275 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Orchid Terrace | - | 350 | 288 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Iris/Marigold/Azalea Terrace | - | 350 | 288 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Parlor | 250 | 220 | 200 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Las Palmas | 160 | 160 | 120 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Iris | 175 | 160 | 160 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Legends Lawn | - | 150 | 120 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Gardenia | 160 | 120 | 140 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Orchid | 160 | 120 | 140 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Marigold | 100 | 100 | 80 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Carnation | 64 | 60 | 48 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Omni La Costa Resort - Las Palmas Terrace | - | 50 | 48 | | | | | | | | | | | | | | | | | | | 14 |
| Hotel | Omni La Costa Resort - Camellia | 50 | 30 | 40 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Park Hyatt Aviara - Grand Ballroom | 100 | 1,200 | 840 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Upper Palm Courtyard | - | 1,200 | 1,000 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Park Hyatt Aviara - Aviara Salon | 380 | 500 | 240 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Lower Courtyard | - | 400 | 210 | | | | | | | | | | | | | | | | | | | 13 |
| Hotel | Park Hyatt Aviara - Avalon | 320 | 390 | 210 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Laviana | 238 | 290 | 160 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Kingfisher | 212 | 250 | 130 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Avocet | 120 | 130 | 110 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Fillary | 38 | 80 | 20 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Blue Heron | 30 | 58 | 65 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Goldfinch | 40 | 40 | 20 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Osprey | 40 | 40 | 20 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Egret | 40 | 40 | 20 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Park Hyatt Aviara - Pelican | 40 | 35 | 20 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Pacific Lawn | 1,200 | 1,200 | 800 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Ocean Blue Lawn | 1,000 | 1,000 | 800 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Grand Pacific Ballroom | 950 | 900 | 600 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Atrium Courtyard | 850 | 850 | 420 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Sunset Ballroom | 550 | 600 | 330 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Atrium | 500 | 550 | 280 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Palm Courtyard | 515 | 515 | 380 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Sunset Terrace | 390 | 390 | 130 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Grand Terrace | 390 | 390 | 130 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Carlsbad Terrace | 300 | 300 | 100 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Rooftop | 250 | 250 | 150 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Carlsbad | 200 | 200 | 150 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Cardiff Terrace | 180 | 180 | 60 | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Westin + Sheraton Carlsbad Resort - Cardiff | 200 | 175 | 120 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Terramar Ballroom | 110 | 110 | 110 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Solana | 70 | 70 | 50 | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Westin + Sheraton Carlsbad Resort - Del Mar | 70 | 70 | 50 | | | | | | | | | | | | | | | | | | | 11 |

Carlsbad, CA: Meeting + Event Facilities Inventory
Meeting and event facilities within Carlsbad, CA

| Type | Facility | Capacities | | | Event Types Supported | | | | Attributes | | | | | | | | | | | | | | Total | | | | |
|----------------|---|------------|-----------|---------|-----------------------|----------------------------|----------------|------------------|-----------------------|---------------|----------------------|-----------------------|------------------------|--------------------|-----------------|----------------------|------------------------------|----------------|-------------------|------------------|--------------------------|------------------------------|-------|---------------------------|--|----|----|
| | | Theater | Reception | Banquet | National Conferences | Local/Regional Conferences | Private Events | Community Events | Unique/Historic Venue | Outdoor Venue | Full Stage Available | Dance Floor Available | On-site Accommodations | Lighting Equipment | Sound Equipment | Projection Equipment | Equipment Available for Rent | Internet/Wi-Fi | Alcohol Permitted | On-site Catering | Outside Catering Allowed | Available Commercial Kitchen | | Available Warming Kitchen | | | |
| Hotel | Westin + Sheraton Carlsbad Resort - Leucadia | 75 | 65 | 50 | | | | | | | | | | | | | | | | | | | | | | 11 | |
| Hotel | Westin + Sheraton Carlsbad Resort - Encinitas | 75 | 65 | 50 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Cape Rey - Hilton Resort - Shearwater Ballroom | 690 | 650 | 480 | | | | | | | | | | | | | | | | | | | | | | | 10 |
| Hotel | Cape Rey - Hilton Resort - Pool Terrace | - | 650 | 500 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Cape Rey - Hilton Resort - Shearwater Terrace | 240 | 400 | 192 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Cape Rey - Hilton Resort - Shearwater Lawn | 400 | 300 | 288 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Cape Rey - Hilton Resort - Shearwater East Patio | - | 100 | 72 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Cape Rey - Hilton Resort - Pelican Watch Ballroom | 120 | 70 | 96 | | | | | | | | | | | | | | | | | | | | | | | 10 |
| Hotel | Cape Rey - Hilton Resort - Pelican Watch Terrace | - | 70 | 60 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Cape Rey - Hilton Resort - Sandpiper Ballroom | 81 | 50 | 60 | | | | | | | | | | | | | | | | | | | | | | | 10 |
| Hotel | Cape Rey - Hilton Resort - Sandpiper Terrace | - | 50 | 40 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Cape Rey - Hilton Resort - Surfbird Room | 60 | 35 | 48 | | | | | | | | | | | | | | | | | | | | | | | 10 |
| Hotel | Holiday Inn Carlsbad - Horizon Ballroom | 400 | 367 | 275 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Hotel | Holiday Inn Carlsbad - Executive Lounge | 50 | 50 | 40 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Hotel | Hilton Garden Inn Carlsbad Beach - Wavecrest Ballroom | 300 | 300 | 260 | | | | | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Hilton Garden Inn Carlsbad Beach - Garden Terrace | - | 200 | 120 | | | | | | | | | | | | | | | | | | | | | | | 11 |
| Hotel | Hilton Garden Inn Carlsbad Beach - Garden Ballroom | 100 | 132 | 80 | | | | | | | | | | | | | | | | | | | | | | | 12 |
| Hotel | Hilton Garden Inn Carlsbad Beach - Gazebo | - | 100 | 40 | | | | | | | | | | | | | | | | | | | | | | | 10 |
| Hotel | Hilton Garden Inn Carlsbad Beach - Bistro Patio | - | 50 | 30 | | | | | | | | | | | | | | | | | | | | | | | 10 |
| Hotel | Beach Terrace Inn - Ocean Lounge | 50 | 50 | 50 | | | | | | | | | | | | | | | | | | | | | | | 6 |
| Hotel | Beach Terrace Inn - Ocean Terrace | 50 | 50 | 50 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Hotel | Four Seasons Residence Club - Seasons Private Dining Room | 32 | 32 | 32 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Meeting/Event | Flower Fields of Carlsbad - Paul Ecke Barn | 200 | 500 | 200 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Meeting/Event | The Crossings at Carlsbad - Canyons | 250 | 400 | 250 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Meeting/Event | The Crossings at Carlsbad - Fireside Room | 80 | 150 | 80 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Meeting/Event | The Crossings at Carlsbad - Roston Room | 120 | 120 | 60 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Meeting/Event | The Crossings at Carlsbad - Board Room | 30 | 50 | 30 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Meeting/Event | Leo Carrillo Ranch - Hacienda Courtyard | 240 | 300 | 240 | | | | | | | | | | | | | | | | | | | | | | | 5 |
| Meeting/Event | Leo Carrillo Ranch - Stable + Corral | 110 | 150 | 110 | | | | | | | | | | | | | | | | | | | | | | | 4 |
| Meeting/Event | Dave + Busters - Dining Room | - | 210 | 210 | | | | | | | | | | | | | | | | | | | | | | | 4 |
| Meeting/Event | Dave + Busters - Meeting Room 2 | - | 120 | 120 | | | | | | | | | | | | | | | | | | | | | | | 9 |
| Meeting/Event | Dave + Busters - Game Room | - | 100 | 100 | | | | | | | | | | | | | | | | | | | | | | | 4 |
| Meeting/Event | Dave + Busters - Meeting Room 1 | - | 36 | 36 | | | | | | | | | | | | | | | | | | | | | | | 9 |
| Meeting/Event | Museum of Making Music - Classroom | 150 | 180 | 100 | | | | | | | | | | | | | | | | | | | | | | | 5 |
| Meeting/Event | Museum of Making Music - Museum Galleries | - | 150 | - | | | | | | | | | | | | | | | | | | | | | | | 5 |
| Meeting/Event | Museum of Making Music - Boardroom | - | 30 | - | | | | | | | | | | | | | | | | | | | | | | | 5 |
| Meeting/Event | Chuvao Chocolaters | 40 | 80 | 40 | | | | | | | | | | | | | | | | | | | | | | | 2 |
| Restaurant/Bar | Green Dragon Tavern + Museum - Pilgrims Room | 100 | 75 | 64 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Restaurant/Bar | Green Dragon Tavern + Museum - Patriots Room | 100 | 75 | 64 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Restaurant/Bar | Green Dragon Tavern + Museum - Presidents Room | 74 | 60 | 56 | | | | | | | | | | | | | | | | | | | | | | | 7 |
| Restaurant/Bar | Green Dragon Tavern + Museum - Upstairs Tavern | - | 50 | - | | | | | | | | | | | | | | | | | | | | | | | 7 |

*Capacities and/or features are estimated.

47% 48% 99% 56% 19% 26% 60% 61% 64% 59% 61% 82% 77% 81% 94% 73% 63% 19% 46%

Visual Art Studio Inventory: Carlsbad, CA
 Studio spaces within 10-miles of Carlsbad, CA

Visual Arts Facilities

- The Foundry
- ArtHatch
- Barrio Glassworks (In-development)
- Gallery 262
- Ship in the Woods
- Lux Art Institute

| | Medium | | | | | | | | | | Activity | | | | | | | | Facility Features | | | | | | | Total Facility Features |
|--------------|----------------------|--------------------|-----------|--------------|--------------|-------------|-----------------------------|--------------|----------|---------|-------------------------|-------------------------|--------------|-----------------------|--------------------------|--------|-------------|-----------|----------------------------|------------------------|---------------------------|--------------|---------|----------------|----------------|-------------------------|
| | Sewing + Needle Work | Painting + Drawing | Sculpture | Metalworking | Glassblowing | Woodworking | Photography + Digital Media | Print Making | Ceramics | Jewelry | School + Youth Programs | Adult Programs + Events | Summer Camps | University + Academic | Festivals + Major Events | Events | Residencies | Incubator | Auditorium + Lecture Space | Classroom + Work Space | Meeting + Reception Space | Retail Space | Gallery | Artist Housing | Kitchen Access | |
| # of Studios | 0 | 5 | 2 | 0 | 1 | 1 | 3 | 1 | 2 | 1 | 2 | 3 | 1 | 1 | 1 | 4 | 2 | 1 | 0 | 3 | 0 | 2 | 5 | 2 | 2 | 1 |
| Total | 0 | 5 | 2 | 0 | 1 | 1 | 3 | 1 | 2 | 1 | 2 | 3 | 1 | 1 | 1 | 4 | 2 | 1 | 0 | 3 | 0 | 2 | 5 | 2 | 2 | 1 |
| Percent | 0% | 83% | 33% | 0% | 17% | 17% | 50% | 17% | 33% | 17% | 33% | 50% | 17% | 17% | 17% | 67% | 33% | 17% | 0% | 50% | 0% | 33% | 83% | 33% | 53% | 100% |

appendix e: city of carlsbad
planning document
literature review

Literature Review

A review of City of Carlsbad planning documents provides evidence of other citywide planning efforts that have identified the positive benefits of a performing and visual arts venue for Carlsbad's residents and visitors. Dedicated cultural venues for Carlsbad can support a number of Council approved goals and policies as well. The document review included the following which are described in more specific detail below:

- Cultural Plan for Carlsbad (1990)
- Arts and Culture Master Plan (2018)
- Envision Carlsbad Existing Conditions and Issues Exploration, Working Paper 4: History, the Arts and Cultural Resources; High Quality Education and Community Services (2010)
- Envision Carlsbad General Plan Update Elements (2015)
 - Arts, History, Culture, and Education (AHCE)
 - Economy, Business Diversity, and Tourism (EBDT)
- Parks & Recreation Department Master Plan (2015)
 - Multigenerational Community Recreation Center Feasibility Study (2017)
 - Outdoor Adventure Park Feasibility Study (2017)
- Carlsbad Village and Barrio Master Plan (2018)

Cultural Plan for Carlsbad, 1990

Documenting the need for new arts and cultural venues in Carlsbad dates back to the City's Cultural Plan for Carlsbad in 1990 which identifies this issue as Task 1:

Task 1 Prepare Cultural Facilities Recommendations to Buildout

Identify cultural facilities recommendations for Carlsbad to buildout with recommended sources of funding. Those recommended in the cultural plan for future study are: a community cultural center with visual, performing, and classroom space, an amphitheater and Carrillo Ranch.

Arts and Culture Master Plan, 2018

In the 2018 Arts and Culture Master Plan, the first of the Top Ten Action Items is

Research and development of venue feasibility plan.

The Action Matrix – Physical Realm Item P.R. 1.1 further calls for

Launch[ing] 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 theatre and can provide classrooms, rehearsal space and production studios.

Community Feedback

Hundreds of open-ended online community survey responses provide feedback indicate a strong desire for cultural “gathering spaces” and performing arts venues that make it easy for people to experience the arts. They desire venues that support all types of performances as well as the visual arts and those that encourage direct involvement in creative and cultural activities. Many want to stay in Carlsbad for their arts and cultural participation, rather than going to neighboring cities such as Oceanside, Vista and Encinitas as well as downtown San Diego.

Current Popular Venues

The survey also showed that both English and Spanish speaking respondents primarily attend arts and culture events in Carlsbad Village, at the library, and in the parks. The Rose G. Schulman

Auditorium and William D. Cannon Art Gallery are popular venues among English speaking respondents (60% or more) but far less so for Spanish speaking respondents (less than 20%).

Envision Carlsbad Existing Condition and Issues Exploration Working Paper 4: History, the Arts and Cultural Resources; High Quality Education and Community Services

The Envision Carlsbad Existing Condition and Issues Exploration Working Paper 4: History, the Arts and Cultural Resources; High Quality Education and Community Services report preceded the Envision Carlsbad General Plan Update and informed the two Elements described here in more detail. In addition, it notes areas of the city that are in greater need for new cultural spaces and the concerns about future buildout that could constrain new development.

Section 3.4 of Working Paper 4 which notes that "The city takes pride in providing art and other cultural venues for the community; however, most of the existing cultural art institutions and organizations are located in the northwestern portion of Carlsbad." It states that the General Plan Update "presents an opportunity for the City to encourage the development of new cultural art venues in the eastern and southern portions of the city to provide balanced opportunities for the entire community to appreciate, learn, perform and enjoy cultural arts."

It goes on to suggest that "The potential for new multi-use venues capable of hosting large indoor and outdoor performances could enhance the city's ability to draw local and regional crowds." It also notes that "... a broader strategy for funding is needed in order to deliver a similar or enhanced level of cultural arts services and facilities as the community reaches buildout." It suggests that there are opportunities to "think creatively" about partnerships between agencies and organizations as well as new uses for existing facilities and sharing resources for greater efficiencies.

Impacts

1. New cultural venues are recognized as an important community asset; however, they tend to be sited in the city's northwestern quadrant which is not conducive to citywide use and accessibility.
2. Concerns about buildout has implications for decisions about creating new or adapting existing developments for future cultural facilities and venues.

Envision Carlsbad General Plan Update

Envision Carlsbad General Plan Update's AHCE and EBDT Elements each include both goals and policies that reference the benefits associated with cultural venues and facilities.

AHCE Element

The AHCE Element has ties with Core Value 7 of the Carlsbad Community Vision:

Core Value 7: Emphasize the arts by promoting a multitude of events and productions year-round, cutting edge venues to host world-class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs

It aligns with the Land Use and Community Design Element:

...enhancing livability in Carlsbad and creating an overall physical image for the city through the arts and presentation of cultural and historic resources.

It also aligns with the Open Space Conservation and Recreation Element:

...all new parks include a public art component and address community needs for arts programming.

Related Goals include:

7-6-3 Integrate the arts, public art and art education as a vital aspect of community life, with a wide range of facilities and public programs designed to engage the city's diverse audiences as active participants and patrons.

7-6-5 Enhance cultural and generational diversity and social connections through opportunities for volunteerism and civic engagement; more public gathering spaces, family-friendly activities, and public art; and more events that connect residents to one another and keep them active in the community.

Related Policies include

- 7-P.12 Explore opportunities and fundraising strategies for developing dedicated arts-oriented gathering places and venues that ensure wide availability and accessibility to arts and arts education opportunities. Where possible, provide interim spaces within other facilities for arts and arts education opportunities.
- 7-P.13 Explore feasibility of new multi-purpose venue(s) capable of hosting large indoor and outdoor performances, and the provision of affordable spaces for local artists to produce and display their work.
- 7-P.22 Develop programs that invest in and contribute to the enhancement of arts and cultural programs, services, organizations, and artists to foster ongoing cultural tourism efforts and creative economic development in the city.

Impacts

- 1. Dedicated cultural venues can provide not only places for presentation of performing or visual arts but also contain additional areas for public gathering and social connections, multigenerational participation in cultural activities.
- 2. A performing arts venue enables residents to attend performances within the city of Carlsbad, rather than in neighboring cities with existing venues, creating economic impacts as well as other social and community benefits.
- 3. A venue with spaces for arts creation and production or educational programming increases the City's ability to meet goals for investment in and enhancement of arts and culture programs and services.
- 4. Venues that support visual and performing arts presentation and production as well as those that allow for residents, visitors, and artists to have opportunities to participate directly in the creative process can provide economic, social, creative and tourism benefits for the city as well.

EBDT Element

The EBDT Element has ties with Core Value 4 of the Carlsbad Community Vision:

Core Value 4: Strengthen the city's strong and diverse economy and its position as an employment hub in North San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

Related Goals include:

- 8-P.3 Lead and promote business outreach and collaborative initiatives among business leaders and economic stakeholders. Such outreach and collaboration shall include partnering with local businesses and economic development and employment organizations to identify strategies for local business retention and expansion, talent attraction and regional branding.
- 8-P.5 Encourage increased year-round tourism through such means as working with the Carlsbad Tourism Business Improvement District to help market Carlsbad as a complete multi-day, year-round destination, and by working with other organizations to promote and develop Carlsbad as an ecotourism destination.

Impacts

- 1. Visual and performing arts venues and other cultural facilities have a significant impact on cultural tourism which in turn increase transient occupancy tax revenues.
- 2. A venue that supports year-round arts programming can be a draw for cultural tourists and encourage longer stays with music, dance, theatre, film and visual arts festivals or other multi-day events – particularly in slower months.
- 3. Enabling the city's already vibrant cultural offerings to expand through new arts and culture facilities also aids in the recruitment of new businesses and corporate headquarters to Carlsbad as well as their ability to attract and retain employees.

Parks & Recreation Department Master Plan

There are several areas of the Parks & Recreation Master Plan that call out the need for some type of facility to support cultural activities.

Section 1.7.2 Program Priority Rankings

The community identified “cultural arts programs” as their fifth highest priority for the Parks and Recreation Department.

Section 1.8.6 Big Ideas

The plan describes two “Big Ideas” based on community program priorities and the philosophy that “programs determine facility design.

Apropos to the cultural venue study Big Idea #1 proposes a multiuse, multigenerational community recreation center that can “cover the gamut of programming needs” including cultural arts, dance and special events. Relevant to this study, the plan suggests that specialized activities such as arts and crafts classes or performing arts spaces could be amenities provided through the proposed multiuse facility.

Further the plan notes that “these types of programs also lend themselves well to partnership models with public, private or nonprofit providers for design, development and operation.”

Big Idea #2 is an Outdoor Adventure Park that includes a variety of programming, from fitness and wellness, adventure and environmental education programs, youth summer camps, and special events.

While neither of these spaces are specifically for cultural arts uses they are included here because of the outcomes of subsequent feasibility studies and their potential implications for development of a performing and visual arts venue.

Multigenerational Community Recreation Center and Outdoor Adventure Park Feasibility Studies

In August 2017, PROS Consulting analyzed the feasibility of 1) a large scale, two-story multi-use multigenerational recreation facility for Carlsbad and 2) an 8-14-acre outdoor recreation site as described in Big Idea #2 above. Each study identified one or two sites for the proposed projects and conducted their analysis based on the available spaces.

The study examined community, leadership and stakeholder input, market analysis, concept development and design, business plans, operational budgets, partnership options, possible programs and services, and the financial requirements for the proposed projects

Online and statistically valid community surveys for each project indicated that there was strong (70% +/-) community support for each project as well as a willingness to pay for services and access.

Despite the overwhelming community support for the projects, in each case, it was determined that the City’s ability to develop the projects as envisioned was not feasible due to space limitations which would have forced the developments to eliminate major amenities in order to fit within the available footprints. In particular, satisfying the required number of parking spaces would have forced the Multigenerational Community Recreation Center to reduce its size and offerings, making it undesirable and out of keeping with the intended vision. The Outdoor Adventure Park had the potential for drawing in large numbers of visitors from the region by filling a gap in the market, indicating a high potential for success and economic benefits to the City. However, space limitations at each identified site and environmental impacts such as increased noise, lighting and traffic to surrounding neighborhoods, would pose challenges that would be difficult to mitigate.

Recommendation

In each case, the consultants did not recommend moving forward with either project and the City is now considering how to enhance existing venues and facilities with the desired amenities rather than build those that stand alone as initially envisioned.

Impacts

1. The Parks and Recreation Department Master Plan has relevance to this study in its identification of a community desire for space for cultural activities and the role that parks can play in the creation of outdoor (amphitheater) spaces for performances and gatherings year-round as well as in the summer when there is a significant uptick in the City’s outdoor cultural arts offerings.
2. Secondly, the two feasibility studies for Parks and Recreation facilities document issues with the available space for new venues and the role that parking and population density can play in determining siting and feasibility.

Carlsbad Village & Barrio Master Plan

The Village and Barrio Master Plan is a visioning document as well as a master plan for the future. The significance of each area runs deeply in the history of Carlsbad. The Master Plan is in part an effort to identify and document each of their very best qualities and characteristics while supporting their ability to adapt to the changing community and its economic and environmental needs. The Village and Barrio Master Plan is a road map to the future with goals and policies, standards and guidelines, and an implementation plan.

The Master Plan does not specifically call for a cultural facility or other venue. It does however, identify goals and strategies that can be aided in their implementation with the intentional inclusion of a arts and cultural venue of some type.

1.5.1 Land Use and Community Character

- A. Maintain and enhance the Village as a community focal point with high quality shopping, dining, entertainment, working and living environments.
 - 1. Support a dynamic mix of uses and facilities, including a commercial center, mixed and standalone residential uses, and new, inviting public spaces.

1.5.4 Placemaking

- B. Create magnetic public spaces for arts and culture, civic and other activities.
 - 5. Activate the Village by promoting placemaking strategies that support arts and culture, including visual, musical, and theatrical arts and other public performances.

Impact

- 1. The siting of an arts center or other mixed-use cultural venue in the Village and Barrio area aligns with the goals and strategies of the Master Plan as well as other Plans reviewed as part of this literature scan.

Cultural Facilities Needs Assessment

October 22, 2019

Heather Pizzuto
Library & Cultural Arts Director

Richard Schultz
Cultural Arts Manager



Tonight's Presentation

- Recommended Action: Adopt a Resolution accepting the Cultural Facilities Needs Assessment and provide direction to staff as appropriate.



Arts & Culture Master Plan

- #1 response was an arts venue
- Guiding questions:
 - Is there a need in the region?
 - Is there sufficient interest within the community?



Webb Management Services

- Request for Proposals issued Oct. 29, 2018
- Contracted with Webb Management
 - Clients include governments and arts groups



Key Study Questions

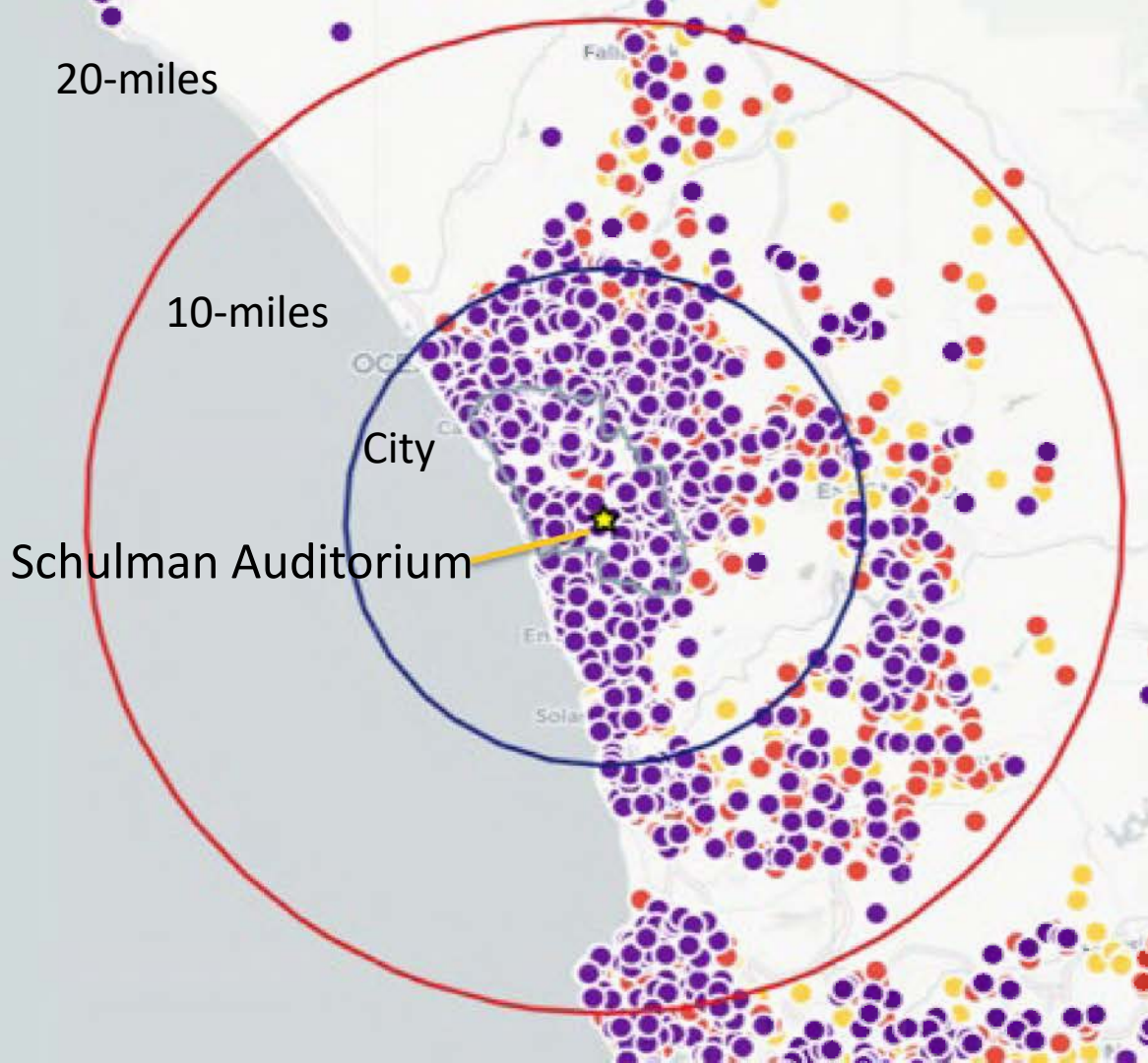
- What are the market characteristics?
- What is the level of demand from users?
- What is the regional competition?
- How do community goals align?



Research Participants

- Community & arts organizations
- Artists & educators
- City board & commission members
- City staff

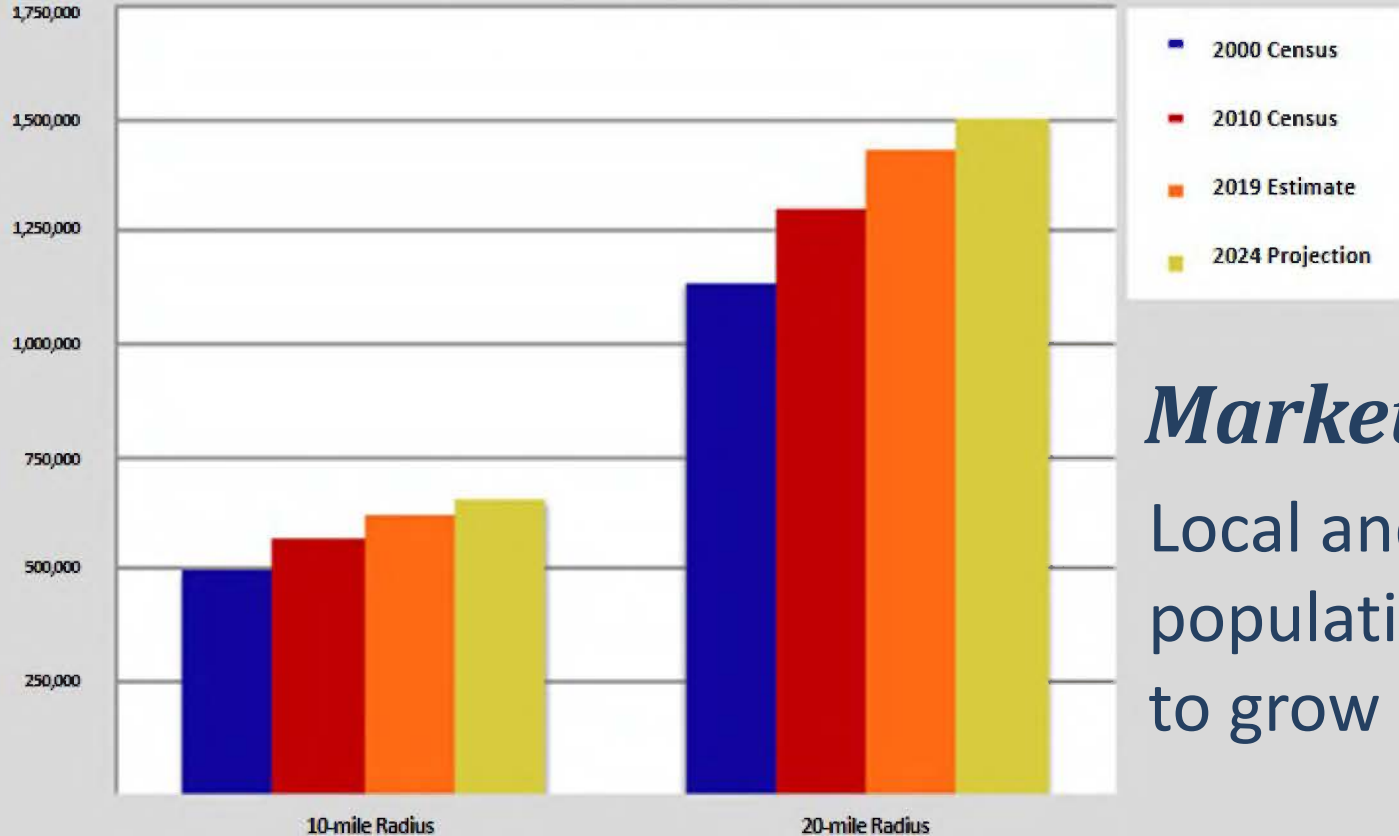




Market Analysis

Majority of audiences travel from within 20 miles

Population Growth: Region



Market Analysis

Local and regional populations expected to grow

Market Conclusions

- Educational attainment and income are strongest indicators of arts attendance
- High levels in the market suggest individuals with the propensity to attend arts events



Market Conclusions

Increased Tourism

- Number of visitors is steadily growing
- Visitors are more likely to support traditional and diverse forms of cultural programs
- Visitors spend \$45/person per visit on recreational activities



Competitive Space Analysis

- Small & medium facilities with low to no availability
- Need for functional and fully equipped outdoor space
- Few studio, class and meeting spaces



Usage Conclusions

12 organizations expressed interest in a performing arts facility with the following amenities:

- Rehearsal space
- Flexible seating
- Sufficient back-of-house support spaces
- Catering kitchen



Recommendations

1. Develop a Flexible Indoor Performance Space
 - 400 to 600 seats
 - Flexible and multi-purpose
 - Accommodate local music, dance and theatre organizations; touring entertainment; festivals and civic functions



Recommendations

2. Additional indoor space for rehearsal, programs and teaching
 - Classrooms and studios
 - A commercial kitchen
 - For dance, music and theatre



Recommendations

3. Create an outdoor performance & event space
 - Minimal permanent structures
 - Infrastructure to support major events and festivals



Recommendations

4. Develop independent industrial art space
 - Artist work spaces
 - Affordable studio memberships
 - Resources such as computer workstations, equipment to rent and materials to buy



Next Steps

- Explore potential sites and opportunities such as a City Hall and Civic Center location
- Staff to pursue relevant future opportunities

Recommended Action

- Adopt a Resolution accepting the Cultural Facilities Needs Assessment and provide direction to staff as appropriate.

Feedback & Questions?

Additional Slides

Comparable Projects

Lake Forest Civic Center | Lake Forest, CA

- 12.4 acre complex includes a Performing Arts Hall & City Council Chambers, City Hall, Policing Center, Community & Conference Center, and Senior Center.
- Performance Hall is 200-seat, state-of-the-art (A/V and acoustic) facility.



Comparable Projects

Lake Forest Civic Center | Lake Forest, CA

- Hall used for City Council and Commission meetings, plays, musicals, pageants and graduations.
- Community Center and Senior Center offers program and meeting space for a wide range of residents.
- Facility opened Fall 2019, costing \$73M.



Comparable Projects

Mosesian Center for the Arts | Watertown, MA



- Once a US Army arsenal, the 30,000 sq.ft venue is now home to a 339-seat theater, a 100-seat Black Box theater, exhibition galleries, 2 rehearsal halls, classrooms and resident artist studio.
- Home to Watertown Children's Theatre and New Repertory Theatre, a professional resident company.



Comparable Projects

Mosesian Center for the Arts | Watertown, MA

- Center offers robust education programs, teaching ceramics, printmaking, mixed media, painting, dance, musical theater, and literary arts.
- The rehearsal hall is equipped with a sprung dance floor.



Comparable Projects

Addison Circle Park | Addison, TX

- 10-acre park ideal for civic gatherings, festivals and everyday community use.
- Goal was to create good sightlines for outdoor performances, to organize ticket-holders and to allow for the placement of tents for events and food & beverage vendors.



Comparable Projects

Addison Circle Park | Addison, TX

- Emphasis on infrastructure, including electrical and water supply, to support major concerts for 12,000 people, theater events and other 500-1,000 person concerts and events.
- 372,000 sq.ft of open lawn, plaza and garden spaces
- Opened in 2003, costing \$7.5M.





Comparable Projects

Irvine Fine Arts Center | Irvine, CA

- 18,000 sq.ft center provides art classes and camps in ceramics, photography, culinary arts, jewelry-making, painting and more.
- Center's main gallery showcases regional visual artists.
- Open Studio Program for ceramics, jewelry, photography and printmaking offers rental space.



Comparable Projects

Irvine Fine Arts Center | Irvine, CA

- Ceramics Studio is fully equipped with three large gas kilns. Jewelry Studio is equipped with jewelry casting and fabricating equipment.
- Center is part of larger, 36.5-acre Heritage Community Park.

