

TABLE OF CONTENTS

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

IMPLEMENTATION	71
NEXT STEPS	72
CONTINUOUS PLANNING	73
PRIMARY IMPLEMENTATION RECOMMENDATIONS	74
FUNDING SOURCES	77
FUNDING SOURCES FOR THE ARTS AND CULTURE SECTOR	78
ADDITIONAL FUNDING AND FINANCING OPPORTUNITIES	81
IMPLEMENTATION CHARTS	87
TEN PRIORITY ACTIONS	88
PROGRAM AND POLICY PRECEDENTS	99
PROGRAM AND POLICY PRECEDENTS	100
APPENDICES	105
ACKNOWLEDGEMENTS	106
KEY TERMS	107
LISTING OF CULTURAL ASSETS	108
INTERVIEW AND FOCUS GROUP PARTICIPANTS	112
GROUP PRESENTATIONS	114
CONSULTANT PROFILE	115
PLAN PREVIEW SUMMARIES AND FEEDBACK	116
COMMUNITY FEEDBACK REPORT	118



HOW TO READ THE PLAN

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

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

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

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

EXECUTIVE SUMMARY

ARTS AND CULTURE IN CARLSBAD

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

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

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

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

ARTS AND CULTURE AS A CORE VALUE

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

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

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

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

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

WHY AN ARTS AND CULTURE MASTER PLAN?

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

ARTS & CULTURE MASTER PLAN GOALS

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

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



Photo from Museum of Making Music

A NEW CHAPTER FOR ARTS AND CULTURE IN CARLSBAD

Identify priorities for arts and culture over the next 10 years



Create an implementation plan including strategies, tactics and resources needs



Develop measurable objectives to support those priorities



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

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

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

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

CITYWIDE VISION FOR ARTS AND CULTURE

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

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

OPPORTUNITIES ON THE HORIZON FOR ARTS AND CULTURE IN CARLSBAD

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

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

IDENTIFYING NEW ROLES

During the Discover phase, the consensus was that to expand the city's role in arts and culture locally and regionally, the city should evolve beyond its role from a Provider of programs and funding to be a Connector, Leader and Partner. We define these terms as follows:

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

SIX NEW STRATEGIC PRIORITIES

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

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

ENVISIONED OUTCOMES

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

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



Sage Creek High School Drama

Photo from the Carlsbad Unified School District

A ROADMAP

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

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

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

TEN PRIORITY ACTIONS

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

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

7. Work with business networking organizations to develop trainings for business professionals to serve on arts and culture nonprofit boards and encourage mentorship opportunities.
8. Create a Trail Art Initiative.
9. Create a Guest Artist residency program.
10. Create a Cultural Tourism Marketing Plan.



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

Photo from: Daren Scott, New Village Arts



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

ARTS AND CULTURE FRAMEWORK

DEFINING ARTS AND CULTURE

Planning for arts and culture can be tricky as the terms have many meanings. For that reason, we have used a broad understanding of these terms during the formulation of the Arts & Culture Master Plan.

Traditionally, the arts have conjured images of companies and institutions – the ballet, the opera, the symphony, theaters and museums. Today, the arts mean much more. With greater access to both new and traditional media, inspired entrepreneurship and venture capital, downtown revitalization and the fusion of culture and cuisine, the arts can be more immediate. They are as likely to be in the form of crafts, community art, digital media or food as in painting, sculpture, dance, theater and music. This plan takes a broad view of arts and culture and recognizes that the diversity of media and modes of expression is a strength of the arts sector and deserving of support.

Like the term art, culture refers to the way in which a group of people express their ideas, values and hopes. At its core culture embodies all the activities that we do as a community and help to form our knowledge of and attachment to the places in which we live. Captured in architecture, histories and the shared events that bring people together, a community's culture is its unique stamp upon the world. Art and culture are how we express ourselves as individuals and how we engage each other as a community.

ARTS AND CULTURE ARE TAKING A NEW ROLE IN OUR CITIES

Arts and culture have always been an essential part of what it means to be human. Through image, stories, dance and other forms of expression, we become inspired, delighted and connected to each other as a community. Until recently the arts were viewed as enhancements or special extras within our daily lives. Over the past decade, however, our understanding has shifted. Scientific research has shown the arts stimulate a child's brain development. We see new and increased funding for cross-sector partnerships to develop vibrant urban areas. There has been a fundamental shift in business for more creativity and innovation. As a result, we see arts and culture taking a critical role in guiding how we develop as cities, communities and individuals.

Today, within the United States, we know that¹:

- **Arts unify communities.** 67 percent of Americans believe “the arts unify our communities regardless of age, race and ethnicity.”

- **Arts improve academic performance.** Lower dropout rates are another benefit.
- **Arts strengthen the economy.** In the United States today, the arts and culture sector is a \$730 billion industry representing 4.2 percent of the nation's GDP - a larger share of the economy than transportation, tourism and agriculture.
- **Arts are good for local businesses.** Attendees at nonprofit arts events spend \$24.60 per person, per event, beyond the cost of admission on items such as meals, parking and babysitters.
- **Arts drive tourism.** Arts travelers stay longer and spend more to seek out authentic cultural experiences.
- **Arts spark creativity and innovation.** Creativity is among the top five applied skills sought by business leaders - with 72 percent saying creativity is of high importance when hiring.
- **Arts improve healthcare.** Nearly one-half of the nation's healthcare institutions provide arts programming for patients, families and even staff. More than two-thirds believe these programs provide healing benefits to patients - shorter hospital stays, better pain management and less medication.
- **Arts foster healing in the military.** The arts are part of the military continuum—promoting readiness during pre-deployment as well as aiding in the successful reintegration and adjustment of veterans and military families into community life.

During conversations with local stakeholders, many said this is the time for arts and culture in the City of Carlsbad. Given the opportunities, needs and political will, aligning arts and culture-based strategies with other community priorities just makes sense.

CREATIVE PLACEMAKING

The city's planning efforts also take place within a national groundswell of interest in the ways in which arts and culture can advance diverse community strategies.

¹ Reference: Ten Reasons to Support the Arts. Randy Cohen, 2017. The Americans for the Arts, <https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/ten-reasons-to-support-the-arts-2017>

For instance, since 2010, the National Endowment for the Arts, ArtPlace (a consortium of 12 philanthropic foundations and six major financial institutions, with diverse federal agencies participating as strategic partners) and the Kresge Foundation have invested over \$80 million in creative placemaking projects all across the country. Creative Placemaking is an area of city planning that partners with the arts and culture sector in order to develop the quality and vitality of a place. In addition to national arts funders, both the U.S. Department of Housing and Urban Development and the U.S. Department of Education have revised funding guidelines to encourage arts strategies as part of their programs.

BENEFITS OF THE CREATIVE ECONOMY

The success of new approaches such as Creative Placemaking prompts cities to reassess the role and value of arts and culture within their communities and to examine the types of skills, connections and capacities needed to harness the potential of their arts and culture assets. Even smaller towns and cities are engaging the arts and culture community with economic development in order to achieve the following:

- Support for the development of downtown assets and cultural renewal.
- Increase in business attraction and expansion of the tax base.
- Growth of a regional and community image.
- Arts increasing the attractiveness of the area to highly desirable, knowledge-based and creative-sector employees.

These national trends tie in closely with Carlsbad's goals to strengthen the city's strong and diverse economy and its position as an employment hub in North San Diego County.

THE ARTS IN CALIFORNIA

Shifts in the arts and culture sector are happening throughout the state and the nation. A recent report by the James Irvine Foundation looked at how people in the State of California participate in arts and culture activities.² The report identified many of the same trends that are emerging in Carlsbad today.

² Novak-Leonard, et.al. (2015) The Cultural Lives of Californians: Insights from the Cultural Survey of Arts & Culture Participation. University of Chicago and The James Irvine Foundation

People’s participation in arts and cultural activities, especially in ways that allow them to develop or release their own artistic impulse, is extensive — and perhaps nowhere more so than in California. At the same time, California’s cultural landscape is undergoing massive changes, affecting the ways people encounter, experience and engage with art. These changes include California’s demographic shift to be a so-called “majority-minority” state and rapid technological advances that offer new opportunities for artistic expression and access. These changes pose challenges and exciting new opportunities for how artists and organizations create and share their expertise and work.

Key findings include:

- Californians want to engage in arts and culture, and demand is high.
- Art happens everywhere - new technology, expectations and cultural norms mean Californians engage in art in new ways and places.
- There is disparity - Californians have varied arts interests, but there are evident patterns of lower participation levels for some of California’s largest and growing demographic groups.



Photo from the Carlsbad Music Festival

CARLSBAD’S SUCCESS STORIES

Carlsbad has a rich history with several arts and culture organizations and traditions that are embedded as a core component of that legacy. These organizations bring diverse cultural experiences to the community. It is one of the aspirations of the Arts & Culture Master Plan to continue to support these organizations and to create programs that will assist them with capacity building to strengthen their operations and help each to further its mission.

NEW VILLAGE ARTS THEATRE

The only live theater venue in the Village of Carlsbad, New Village Arts has brought critically acclaimed productions to the city since 2001. Founded by graduates of New York’s Actors Studio Drama School, the company first staged shows at the Granary – a converted chicken coop in Carlsbad’s Magee Park. Thanks to the support of the City of Carlsbad, New Village Arts is currently housed in one of the Village’s oldest buildings – a 1922 former lumber yard – with a 99-seat theater and artists incubator space known as The Foundry. With innovative classes and outreach programming such as Teatro Pueblo Nuevo, NVA offers professional and family educational opportunities that help to create a healthy and culturally vibrant community.



New Village Arts Building

Photo from New Village Arts

MURALS

Today the Village of Carlsbad is known for a unique and eclectic set of murals supported by local businesses and artists. Residents and visitors can find works tucked along quiet streets and alleyways such as “The Robot,” by local artist Jason Markow, at the corner of State St. and Carlsbad Village Dr. and Michael Summers’ “Catnap,” located on the exterior of Witch Creek Winery. A popular spot is the

Carlsbad Art Wall created by local community artist Bryan Snyder. Bryan works with a rotating set of local and regional artists, muralists, teens and community members to create ever-changing artworks along the wall of Señor Grubby's.



"Carlsbad Art Wall", Señor Grubby's, 2017

MUSEUM OF MAKING MUSIC

The Museum of Making Music is the official museum of NAMM (National Association of Music Merchants), the not-for-profit association that serves and strengthens the global music products industry. Founded in 1998 and opened to the public in March 2000, the Museum celebrates the rich history of the music products industry from 1900 to today. Through unique exhibitions, live music performances and educational programs, the Museum shares the accomplishments and impact of the people who make, sell and use musical instruments and other products.



Museum of Making Music Gallery Space

Photo from Museum of Making Music

CARLSBAD MUSIC FESTIVAL

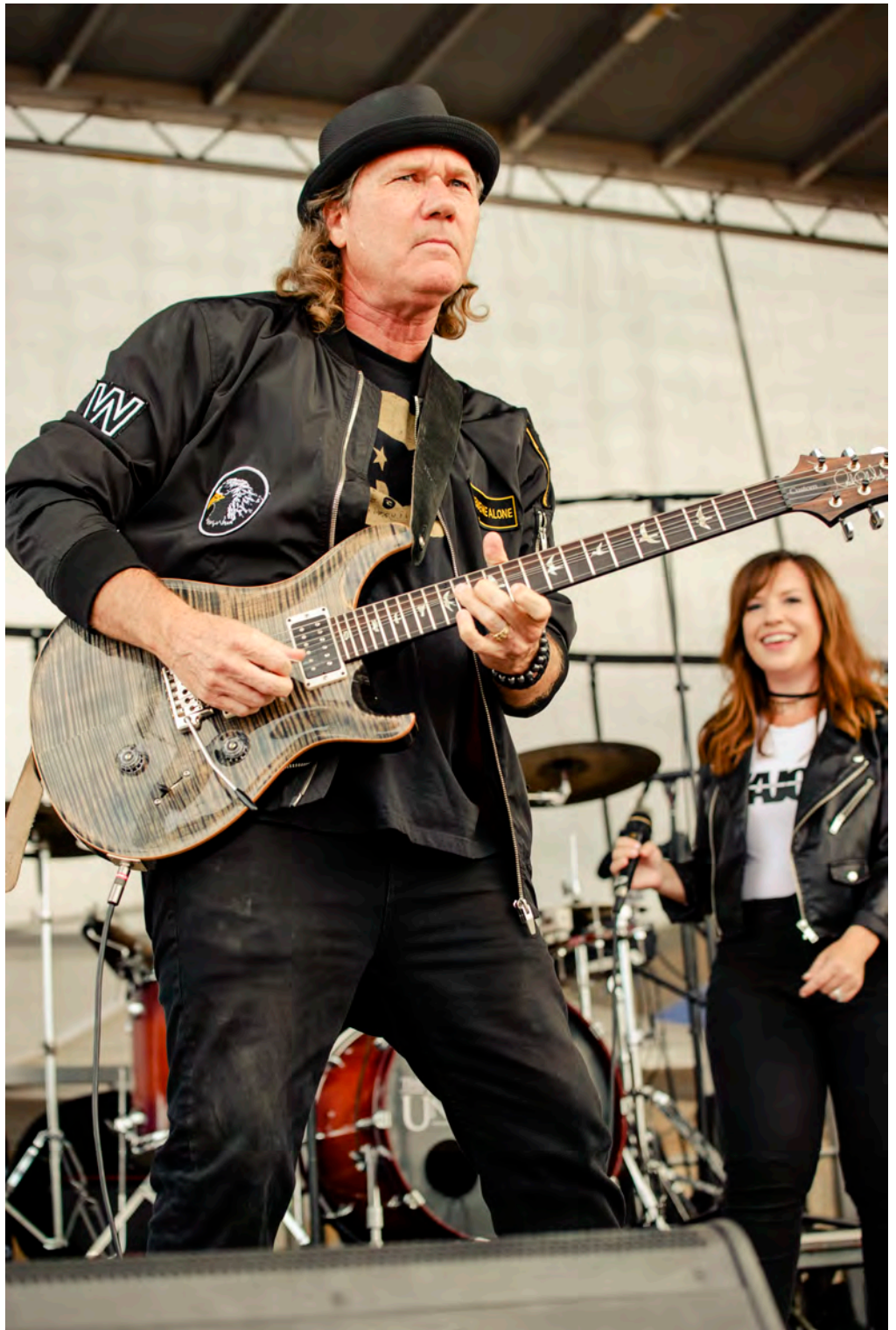
Now in its 15th season, the annual Carlsbad Music Festival has offered a three-day summer celebration of “adventurous music by the beach.” The Festival features over 60 performances and is curated by Founder and Artistic Director Matt McBane, who is also a composer and violinist. Performers bring a mix of eclectic and adventurous music including contemporary classical, indie rock, world music, electronic, jazz and more. Each year, dozens of free outdoor concerts draw thousands of visitors to the Village of Carlsbad where they can find a beer garden, food trucks and an artisan market. In addition, the Carlsbad Music Festival is supported by their partner organization St. Michael’s Episcopal Church.

TGIF CONCERTS IN THE PARKS

What started in 1985 as a series of intimate jazz concerts in parks has grown to a major fixture of summer in Carlsbad. Nine concerts are presented in four city parks. Each event features food vendors and hands-on art activities at Family Open Studios. Live music and a dance floor offer evening entertainment for over 30,000 residents and visitors annually. Musicians are featured from San Diego, as well as across southern California and nationally. Support for the concert series comes from the City of Carlsbad through the Cultural Arts Office as well as Parks & Recreation, Public Works, Carlsbad Police, Carlsbad Explorers and Senior Volunteer Patrol. In addition, the concert series receives strong annual support from Carlsbad Friends of the Arts.

LEO CARRILLO RANCH HISTORIC PARK

Opened in 2003, the Leo Carrillo Ranch Historic Park is Carlsbad’s 27-acre former working ranch, once owned by actor Leo Carrillo. Today, this historic park is home to handcrafted adobe buildings, antique windmills, a reflecting pool and many other historic structures where visitors can explore California history. Known for the natural beauty found in the agave, bougainvillea, Birds of Paradise, flowering trees and dozens of peacocks, the City of Carlsbad supported the stabilization and preservation of this unique historical asset. A unique entry gate was created specifically for the park through the city's public art program. Leo Carrillo Ranch is a designated Historic National Landmark and is connected to the citywide trails system via the four-mile-long Ranch Carrillo Trail.



TGIF Concert in the Parks Series



Carlsbad Music Festival

COMMUNITY ENGAGEMENT

THE PLANNING PROCESS

Direction and recommendations for the Arts & Culture Master Plan action items came from community residents who desire the ongoing development of arts and culture within Carlsbad. Additional ideas and inspiration were taken from national best practice models.

The public engagement component of the project is based on numerous outreach methods:

- Stakeholder Interviews and Focus Groups
- Public Meetings
- In person and Online Surveys
- Community Outreach in Focused Areas
- Plan Preview
- Meeting-in-a-Box for Arts Organizations



Each individual engagement component played a specific part in the development of the Arts & Culture Master Plan. The initial stakeholder interviews and focus groups helped the team to create the overall theme framework, while public meetings provided a chance to update the larger public on the planning process and test ideas that were emerging from those stakeholder discussions. The in-person and online surveys helped to deepen the team’s understanding of how the larger public viewed each of the themes and what specific ideas they might like to see develop as part of the plan.

As the plan evolved, a Plan Preview document (included in the Appendices) was created to give residents an advance look at what ideas were emerging and get one final round of feedback before the final draft. The Arts & Culture Master Plan now reflects the ideas and visions created by and tested with community representatives. The national best practices that helped inform this final draft involve cultural sector economic development and creative placemaking.

The plan’s action items provide a clear roadmap for expanding arts and culture that is specific to Carlsbad, its history and its residents.



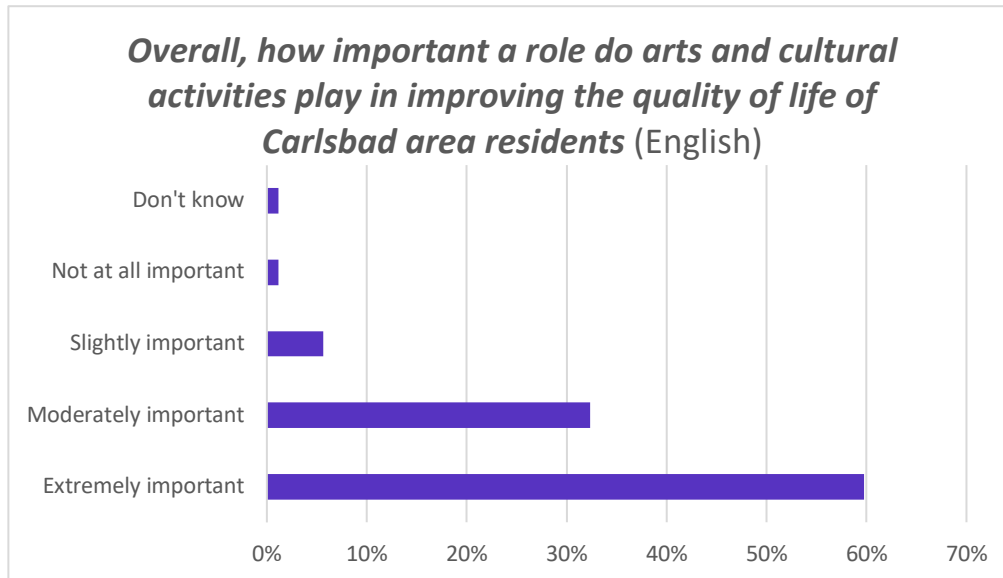
TGIF Concert Series

KEY COMMUNITY FINDINGS

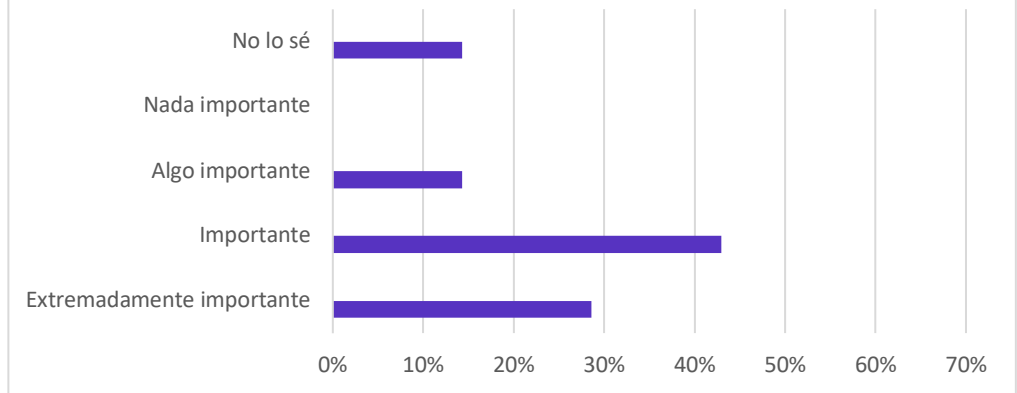
The community engagement process revealed just how strongly Carlsbad residents want arts and culture to be part of their daily lives. There is support for seeing the arts beyond the traditional settings of galleries and concert halls and placed along natural trails, in business parks and within different neighborhoods to provide fuller engagement with works of expression and creativity.

These ideas and others, gathered in interviews with individual residents, creative professionals, focus groups and community meetings laid the foundation for the two broad surveys distributed digitally and on paper throughout the city – including surveys during TGIF concerts - from May through August, 2017.

Survey Results. Overall survey results showed that, broadly speaking, residents of the City of Carlsbad believe arts and culture are an essential part of the city and their quality of life. The vast majority of all respondents (92%) expressed that arts and culture is either moderately important (32%) or extremely important (60%).

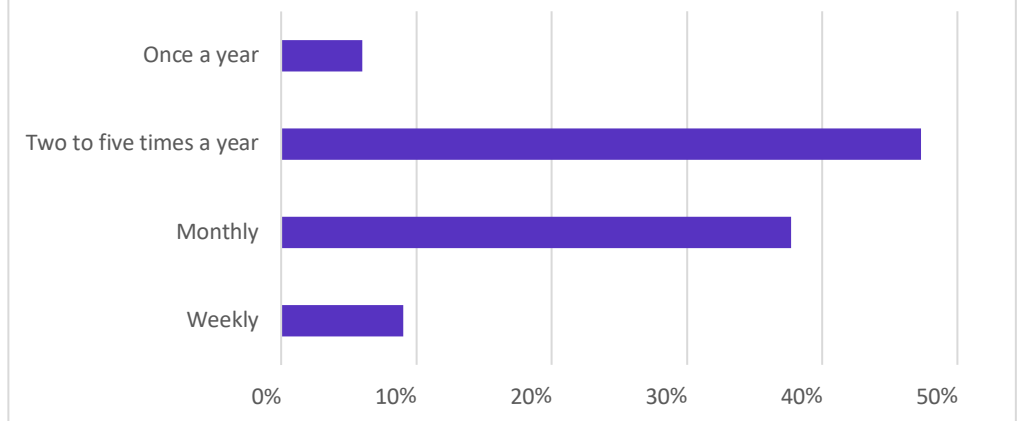


Overall, how important a role do arts and cultural activities play in improving the quality of life of Carlsbad area residents (Spanish)

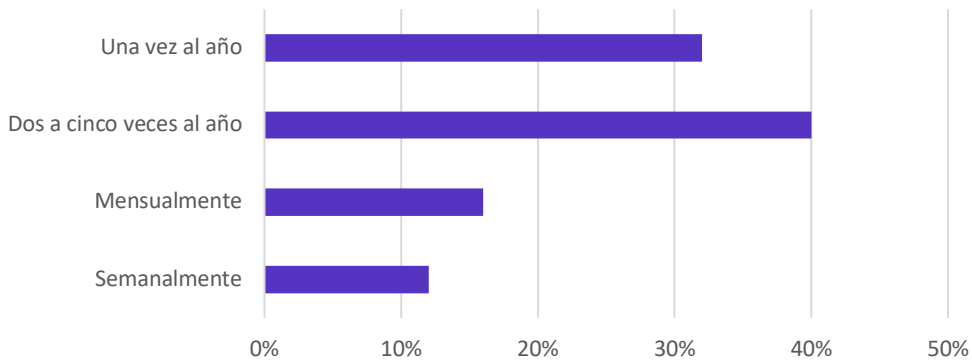


Additionally, many Carlsbad residents are quite active in the arts, with a majority (84%) of respondents saying they participate either monthly (38%) or two-to-five times (48%) per year in an arts and culture event.

In a typical year I participate in arts and culture events and programs in the Carlsbad area (English)



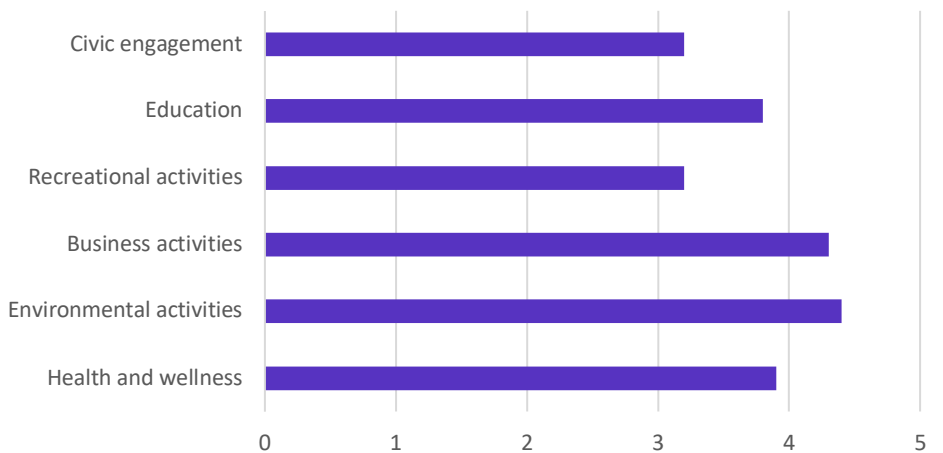
***In a typical year I participate in arts and culture events and programs in the Carlsbad area
(Spanish)***

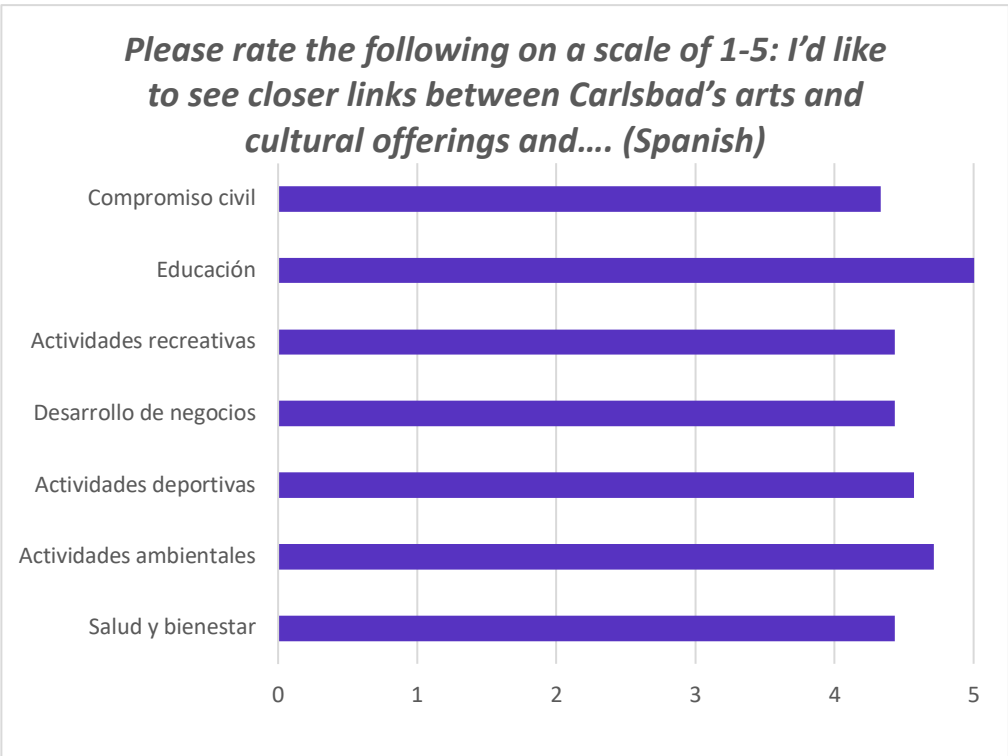


In addition to this broad general support, the results show support for integrating arts and culture into non-traditional aspects of daily life. There was significant interest in programming that bring interactions with the arts in new ways such as the Mobile Outreach Strategy which offers arts experiences throughout Carlsbad.

By supporting different partnerships, finding new grant opportunities and helping local creative businesses and non-profits grow, the city can leverage its efforts to meet this desire for more interaction with the arts. Through the survey, Carlsbad residents showed both an understanding of and support for this direction.

Please rate the following on a scale of 1-5: I'd like to see closer links between Carlsbad's arts and cultural offerings and...(English)

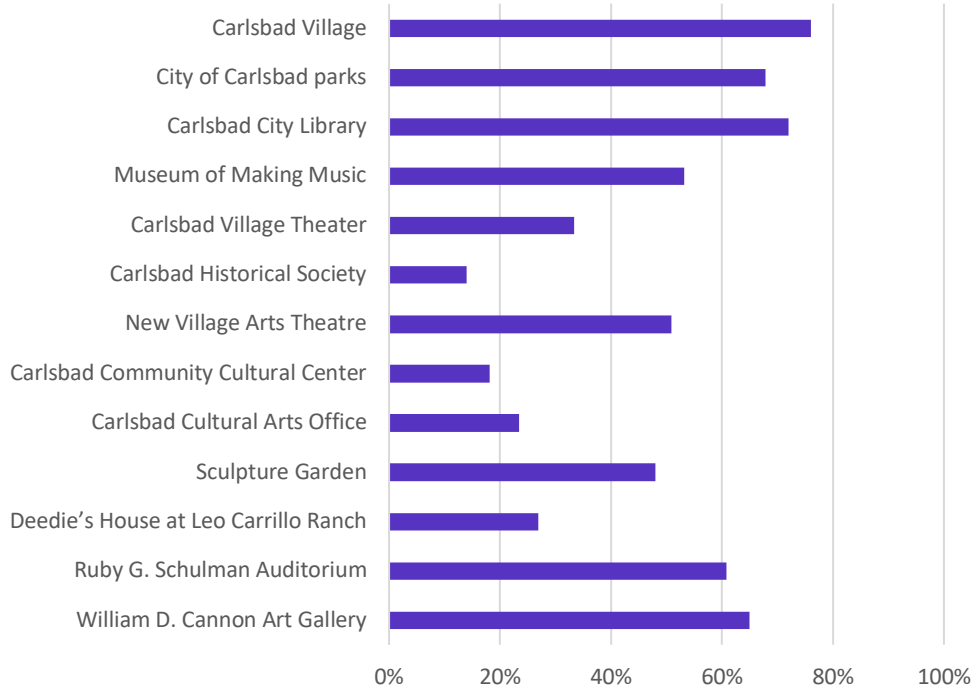




Survey results showed a difference in how English-speaking and Spanish-speaking residents visited cultural facilities. Given the smaller sample size, the survey results are not fully reflective of the Spanish-speaking community. However, it is a difference that should be noted for further planning to ensure all resident communities feel they have access to expanding arts and culture.

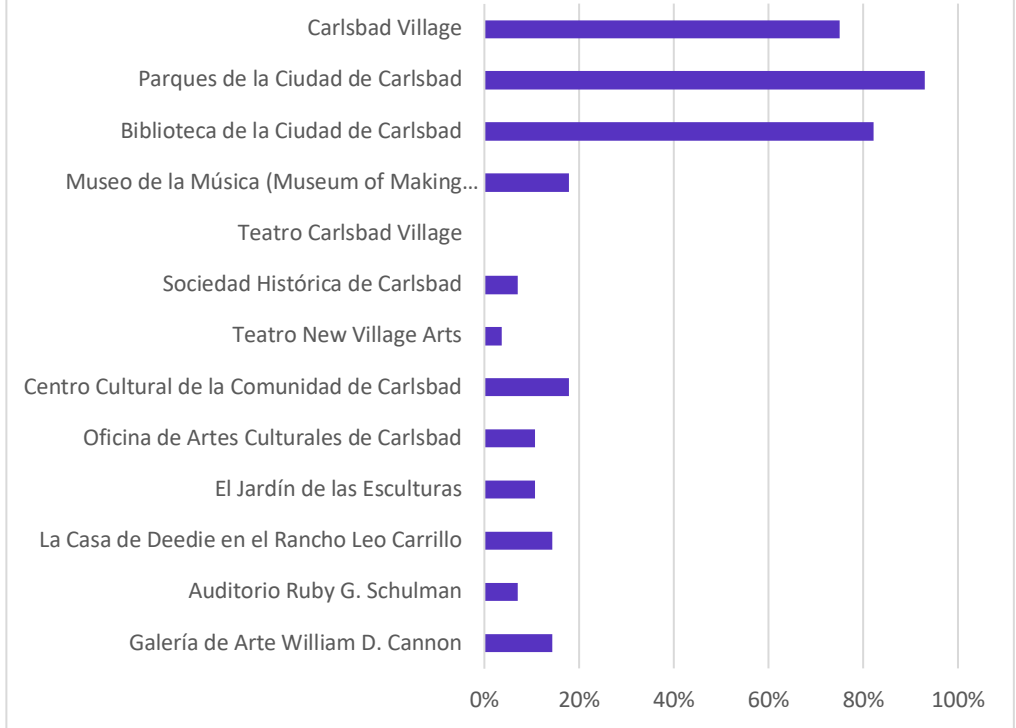
The survey data and other community input suggests that, particularly in the Barrio area with its rich traditions, the Village is a popular choice for an arts and culture district.

Where have you attended arts and culture events in the community? (English)



ArtSpash, Armanda Drive, City of Carlsbad

Where have you attended arts and culture events in the community? (Spanish)



City of Carlsbad William D. Cannon Art Gallery



THE PLAN

NEW ROLES FOR THE CITY OF CARLSBAD

During the creation of the Arts & Culture Master Plan, it became apparent that the City of Carlsbad needed to take on new roles in order to create a more vibrant arts and culture destination while maintaining its high quality of life. "No longer will the city be building the ship," it was said. "Now it needs to be wind in the sails."

PROVIDER, LEADER, CONNECTOR, PARTNER

The vision of a creative, innovative, inclusive and vital creative community lays the foundation for understanding how the city can expand from a Provider of arts programs and funding into broader new roles that allow the city to realize this vision of arts and culture in everyday lives while stimulating an expanding creative sector economy.

Building on its ability to bring residents together, the city will become a leader in bringing innovative ideas to the city, partnering with local groups to create capacity within the creative sector and connecting across city departments and among city partners.

The city will evolve from Provider of programs and funding, to performing the broader function of Connector, Leader and Partner. These four roles factor into each objective but come into play in different combinations. The Arts & Culture Master Plan recommendations are organized to meet this new understanding. Each of its four roles is defined by one of six major goals: Daily Life, Physical Realm, Business Sector, Lifelong Learning, Distinct Identities and Capacity Building.

PROVIDER (traditional role)

- Continue to Provide Strong Arts & Culture Programming

PARTNER (expanded role)

- Support Art as an Essential Component of Daily Life
- Foster Arts & Culture Within the Physical Realm

CONNECTOR (expanded role)

- Expand Arts & Culture Learning Opportunities
- Establish Relationships that Support a Thriving Business Sector

LEADER (expanded role)

- Celebrate Carlsbad's Unique History and Distinct Identities
- Build Capacity Within the Arts & Culture Sector

At the heart of the Arts & Culture Master Plan are the strategies and action item recommendations themselves. Each recommendation that is listed grew from the ideas and visions of community members, city staff and from inspiration found in the work of other cities. Together, these ideas create a plan that guides the City of Carlsbad to continue in its role as a regional leader for arts and culture.



“Les Misérables”, La Costa Canyon High School, 2018

ROLE OF THE CARLSBAD ARTS COMMISSION

By identifying targeted activities that support the city's development of arts and culture and connecting residents with those efforts, the Carlsbad Arts Commission serves an important role and must reassess its goals and strategies.

As specified by city ordinance, the Carlsbad Arts Commission is an advisory body that advocates on behalf of the community and strives to advance the fine arts and the performing arts. Appointed by the Mayor and the City Council, the Commissioners serve as ambassadors to the community, focused on its cultural enrichment. Its members apply their diverse experience in culture and creative life as a resource to assist with meeting Carlsbad's objectives and goals related to culture and the quality of life. The Commissioners are also asked to serve on subcommittees that include reviewing and recommending funding on Community Arts Grants applications and serving as an extension of the community in discussions regarding public art and arts education.

Specific areas for the Arts Commission to explore include:

- How the Commission can help nurture younger artists to be leaders within the arts and culture sector.
- How the composition of the Arts Commission can work to represent a balance of both the wide range of communities within the city and the diversity of the creative sector.
- How retired Arts Commissioners may consider serving on other boards and commissions to keep the arts 'at the table' in early conversations about project and program developments across the city's different departments.

Arts & Culture Master Plan Guidance. The Arts Commission will serve as an advisory body for implementation of the plan. It may assess progress annually and request an update report on the status of implementation, including a discussion about current arts and culture priorities. Through its own annual work plan, it can communicate with the City Council about recommended next steps, budget priorities and other interests related to arts and culture.



ROLE 1: PROVIDER

CONTINUE TO PROVIDE STRONG ARTS AND CULTURE PROGRAMMING

The City of Carlsbad's historic support of arts and culture as a core value led to the establishment of its Cultural Arts Office as part of the city's investment in the visual and performing arts. The Cultural Arts Office is supported by the city's general fund with an annual budget of over \$1 million in fiscal year 2017-18. Its programs include a robust series of concerts, exhibitions, special events, arts education opportunities and public art installations. They include the following:

- Cannon Art Gallery
 - Year-round world class exhibitions
 - Resident art displays in city libraries
- Public Art
 - Permanent collection - Art In Public Places
 - Temporary works - new and exciting works designed to inspire
 - Carlsbad Sculpture Garden - an outdoor art encounter
- Foreign Film Fridays
 - Bringing the best of world cinema to Carlsbad
- Performing Arts Series
 - Starring Artists – an interview and performance experience
 - This Is Jazz - showcases the region's musical talent
 - Opera Previews - an in-depth look at classical and modern masterpieces
- TGIF Concerts in the Parks
 - The city's biggest musical happening, now in its 33rd year
- Community Arts Grants
 - Annual funding cycle for arts organizations and schools
 - Special opportunities
- Arts Education
 - Three-Part Art - an educational outreach to local school groups
 - Deedie's House at the Leo Carrillo Ranch Historic Park
 - California History and Art Program at Leo Carrillo Ranch Historic Park
 - Family Open Studios - families enjoying art together

- Creative Arts - an interactive experience of creating visual and performing arts summer camp
- Club Pelican Summer Camp - exploring nature and the visual arts at the Batiquitos Lagoon

The professional staff recognizes that arts and culture are integral to the core values of the community. Encouraging self-expression and creativity are key components in designing meaningful and quality experiences with the arts. Each member of the team brings a passionate commitment to arts and culture, a unique set of skills and a distinctive perspective on what arts and culture mean to them. Collectively, the staff strives to bring the arts and culture world to Carlsbad through innovative programming. Their work together is collaborative, representing the best outcome when artists and administrators join forces to create truly memorable encounters for audiences, promoting lifelong learning that touches the heart and invigorates the mind.

PRIMARY GOAL

GOAL: Continue to Provide Strong Arts & Culture Programming

Through its continual role as a **Provider** the Cultural Arts Office will continue to deliver the highest level of innovative programming and events supported by the community.

COMMUNITY VOICES

Some comments from the community survey:

“Carlsbad is a very unique community in the types of arts and culture events it currently supports.”

“I love the foreign films at the Dove Library and would like to see Carlsbad support bringing more of them, as well as the lesser known films that are never shown in our local theaters.”

“I think Carlsbad is clearly the leader in North County when it comes to arts and cultural events.”



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

ROLE 2: PARTNER

SUPPORT ART AS AN ESSENTIAL COMPONENT OF DAILY LIFE

Just as our image of the artist has changed, so has our interaction with art. Whether it's public art in corporate parks and along city trails, live performances by international stars and local amateurs, or touring exhibitions and neighborhood art projects, Carlsbad residents want greater access to an increasingly varied arts and culture experience. Community residents responded with broad support to the idea of integrating arts and culture into many different aspects of daily life – from health and wellness, to education and environmental activities.

Making arts and culture available for everyday experiences will bind a community together and foster a local identity. The City of Carlsbad can help drive this effort through active partnerships with businesses, artists and cultural organizations.

PRIMARY GOAL

GOAL: Support Art as an Essential Component of Daily Life

In its role as **Partner**, the city's Cultural Arts Office will bring together city departments, local arts and culture organizations and local businesses to promote a more diverse range of arts and culture opportunities that will bring art into all aspects of daily life. Through these partnerships, the Cultural Arts Office can help to incorporate the arts in unique and innovative ways within all dimensions of life: business, health, education and the environment.

STRATEGIES AND ACTIONS

Ensuring that arts and culture are part of everyday life requires strategic partnerships with organizations throughout the community. The Cultural Arts Office can look to case studies within the City of Carlsbad and in other cities that demonstrate how local government is partnering with community stakeholders to raise the profile of arts and culture as reoccurring elements throughout the city.

Strategy 1:

Develop a Mobile Outreach Strategy for the Cultural Arts Office.

- DL 1.1 (Daily Life): Investigate the possibility of utilizing the city's Mobile Stage for performance opportunities outside of the TGIF concert series including potential rentals as a revenue source.
- DL 1.2 (Daily Life): Procure an "Art Vehicle" for city staff to deliver arts programming to locations throughout the city.

Strategy 2:

Support the continuation and development of a festival and events culture within the city.

- DL 2.1 (Daily Life): Continue to support and foster relationships, while partnering with large-scale events within Carlsbad, such as Art in the Village, La Costa Film Festival, Carlsbad Music Festival and other local organizations that can help to create and promote a festival offering for both residents and visitors.
- DL 2.2 (Daily Life): Streamline city regulations related to street festivals, performances in the parks and street performers for specific performance appropriate places around the city. Create a FAQ sheet for potential performers and artists.
- DL 2.3 (Daily Life): Encourage temporary artworks to be included in the planning of community celebrations and special events.
- DL 2.4 (Daily Life): Support city-wide recognition of October as Arts and Humanities Month.

Strategy 3:

Ensure that access to the arts is available for all community members.

- DL 3.1 (Daily Life): Work with local social service providers to explore opportunities for collaborative partnership programming where people with physical or other types of challenges can be supported by the arts to explore their own creativity and connect with the greater community.
- DL 3.2 (Daily Life): Create an access to the arts program and seek opportunities to expand scholarships, subsidies and passes for populations identified as having financial barriers to arts and culture access.
- DL 3.3 (Daily Life): Explore opportunities to advance artist relationships with the local military community, including funding for specific project development.

Strategy 4:

Partner with local neighborhood groups to promote the creation and display of art.

- DL 4.1 (Daily Life): Work with neighborhood-based cultural activities and enable Cultural Arts Office staff to encourage and support neighborhoods with the planning of installations or events.
- DL 4.2 (Daily Life): Create a neighborhoods arts grant program to provide seed money and formalize a technical assistance program to help local groups implement arts events and projects.

Strategy 5:

Identify opportunities for new and innovative coverage by local and regional media around the arts.

- DL 5.1 (Daily Life): Create a city-wide and/or regional event listing with current art offerings around Carlsbad.

POTENTIAL PARTNERS

- Businesses
- Developers
- Land use and planning organizations
- Local arts organizations
- Artists
- Parks & Recreation Department
- Public Works Department
- Community & Economic Development Department
- Neighborhood Groups

COMMUNITY VOICES

Here are some of the survey comments that show how important this is:

“Make random art installations throughout the city.... Not just in major traffic areas throughout downtown, but maybe some in Holiday Park, Calavera Hills, to Hosp Grove. It makes people get out to places that they may not have gone before and adds so much character to underused areas of the city. I especially think that an art walk through Hosp Grove would be amazing.”

“Art & cultural events should be hosted at various sites; such as in parks and trails, at lagoons, outdoor venues spread throughout the City. Combine education, nature, arts and culture whenever possible.”

FOSTER ARTS & CULTURE

WITHIN THE PHYSICAL REALM

Today, expectations about art, where they see it and what they experience, are changing. Many want to see arts and culture as infused within the very fabric of the city. Whether this means more artwork along city trails, new murals, or local neighborhood art projects, Carlsbad residents would like to expand upon traditional experiences of seeing art inside galleries and performance spaces to seeing art in new and surprising ways all around them.

PRIMARY GOAL

GOAL: Support Partnerships that Foster Arts & Culture within the Physical Realm

Serving as a **Partner** with both city departments and external businesses and organizations, the Cultural Arts Office will bring together the people and resources needed to create opportunities for a more diverse range of arts opportunities within the city.

STRATEGIES AND ACTIONS

Strong partnerships are needed to use arts and culture to enhance the physical realm. There are opportunities for the city's Cultural Arts Office to achieve this goal by building these partnerships with other city departments, the local design and development community and local arts organizations. The Cultural Arts Office can explore, identify, cultivate and ultimately support the partnerships needed to attract outside funding for projects that would enhance existing and create new spaces in the community.

Strategy 1:

Enhance existing venues and explore the potential for additional artistic and performance venues within the city including various funding models such as public-private partnerships.

- PR 1.1 (Physical Realm): Launch a feasibility study to explore the creation of a City of Carlsbad cultural arts facility that responds to the regional interest for a larger performance venue for professional theater and can provide classrooms, rehearsal spaces and production studios.

- PR 1.2 (Physical Realm): Work with Carlsbad Village business owners and organizations to create a map of potential performance spaces within the Downtown area for use by additional performance-based artists.
- PR 1.3 (Physical Realm): Work with the local faith-based community to expand use of available congregational spaces for cultural activity.

Strategy 2:

Expand upon public art opportunities within the community to begin moving towards more equal placement of the arts within the city.

- PR 2.1 (Physical Realm): Encourage and assist local businesses to support the creation of privately-sponsored murals within Carlsbad Village and new developments throughout the city.
- PR 2.2 (Physical Realm): As plans for the Coastal Corridor develop, work with regional planning agencies and artists to identify opportunities for displaying public art.

Strategy 3:

Work internally across city departments to identify opportunities to include art within existing and future improvement projects.

- PR 3.1 (Physical Realm): Establish a practice of including a Cultural Arts representative in preliminary concept development conversations about upcoming Capital Improvement Projects (CIP).
- PR 3.2 (Physical Realm): Explore a utility box wrapping program.
- PR 3.3 (Physical Realm): Fund technology upgrades for the Cannon Art Gallery to enable the space to function at industry standards for presentation of art, audio programming and visitor support features.

Strategy 4:

Work with the development community to support the inclusion of the arts in future projects.

- PR 4.1 (Physical Realm): Create an Arts Inclusion policy to help frame conversations between the city and private developers who might be looking to include artwork (both permanent and temporary) within their own developments. Policy should address a strategy for creating public art on private development sites, proposed contribution (typically .5-2%), definition of appropriate art, artists selection criteria, and project selection criteria.

POTENTIAL PARTNERS

- Businesses
- Artists and Arts Organizations
- Parks & Recreation Department
- Carlsbad Village Association
- Carlsbad Chamber of Commerce
- Local Non-profits
- North County Arts Network (NCAN)
- Neighborhood Groups
- Local Media Outlets
- Property Owners

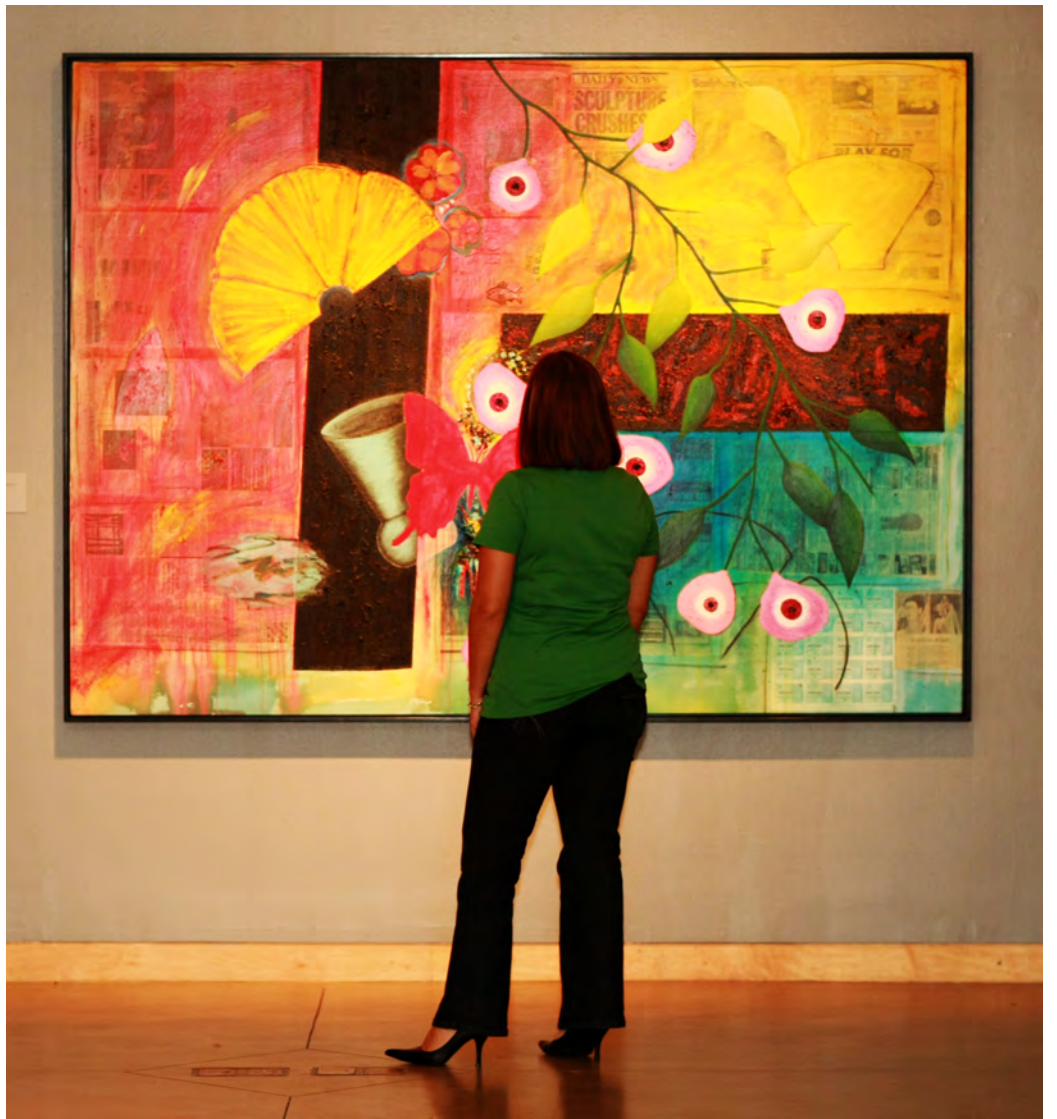
COMMUNITY VOICES

Here's what we heard from the community in our outreach surveys.

"I absolutely love all the street art in Carlsbad! From the Carlsbad Art wall, to the painted fire hydrants! I also love finding the doodles in the village! We live in such a great community and art keeps us all connected!!!"

"We need a civic theatre that can be used by community organizations."

"Build a centrally located cultural arts center where many different music, performing and visual artists and patrons can enjoy quality experiences. Make it easy for all people to experience the arts."



William D. Cannon Art Gallery, City of Carlsbad

ROLE 3: CONNECTOR

EXPAND ARTS & CULTURE LEARNING OPPORTUNITIES

A community's vitality, like that of each individual, depends on continued learning and engagement with new ideas. Community members have shared input about the importance of arts and culture education and providing access for people of all ages. Creative opportunities can be offered by the city to ensure that community members of all ages have strong exposure to the arts.

PRIMARY GOAL

GOAL: Expand Arts & Culture Learning Opportunities

In its role as a Connector, the Cultural Arts Office will bring together schools, arts organizations and businesses to network towards a supplemental system for arts support and strategize new means of providing arts education for all ages.

STRATEGIES AND ACTIONS

The city's Cultural Arts Office will convene local partners and seek creative solutions to provide arts education opportunities for all ages.

Strategy 1:

Encourage innovative intergenerational arts programming such as sharing oral histories that can serve as source material for performances and visual art that foster creativity and collaboration.

- LL 1.1 (Lifelong Learning): Leverage local partnerships to support STEM to STEAM learning initiatives with an initial pilot program with Carlsbad's Title I schools with an eventual goal of replication in schools across the city.
- LL 1.2 (Lifelong Learning): Explore potential partnerships and grant resources to develop a City of Carlsbad "Arts and Health" initiative, with the eventual goal of replication to all school districts within Carlsbad.

Strategy 2:

Adults & Community - Increase access to arts-based enrichment programs and opportunities.

- LL 2.1 (Lifelong Learning): Work with local colleges, universities, arts educators, and arts providers, to develop partnerships that focus on the creation of a community arts learning plan that promotes lifelong learning in the arts.
- LL 2.2 (Lifelong Learning): Work in partnership with the Carlsbad City Library Learning Center to create targeted Spanish-language arts and music classes for the Barrio community.
- LL 2.3 (Lifelong Learning): Work with regional community college districts and other higher education partners to identify applied learning opportunities for art and design students to teach classes at City of Carlsbad facilities.
- LL 2.4 (Lifelong Learning): Create opportunities for guest artist residencies for master classes or other engagement events.

Strategy 3:

Youth - Expand arts education provided by local school districts, the city and third-party providers.

- LL 3.1 (Lifelong Learning): Develop annual careers in the arts event in conjunction with local schools and local organizations to help facilitate local artists and creative professionals to connect middle and high school students about careers in the creative sector and create a youth arts council.
- LL 3.2 (Lifelong Learning): Work with Carlsbad, San Marcos, Encinitas and San Dieguito school districts as well as higher education institutions to create an internship program that provides career learning opportunities in the municipal arts field.



"Three-Part Art Program", William D. Cannon Art Gallery, City of Carlsbad

POTENTIAL PARTNERS

- Businesses
- Community college districts
- California State University San Marcos
- Chamber of Commerce Education Committee
- School districts and PTAs
- Private creative businesses
- Local arts organizations
- Local non-profits
- Carlsbad Historical Society
- Parks & Recreation Department

COMMUNITY VOICES

Here is what some of our respondents said about the question of education.

“[Create] community programs that enable and encourage mentorship and growth of educational opportunities, so that art education and traditions can be passed down to the next generations.”

“Have more art classes, more music venues which are affordable to all.”

“More advanced/sophisticated community classes, art studios open to the public, woodworking workshops with all machinery open to the public.”

“Make more 'entry-level' arts education opportunities available (such as) community theatre productions and introductory arts classes.”



California History and Art Program, Leo Carillo Historic Ranch
Photo from the California History Project

ESTABLISH RELATIONSHIPS THAT SUPPORT A THRIVING BUSINESS SECTOR

Successful business leaders depend on creativity and innovation to keep their companies growing, their products and services relevant, their employees engaged and their customers loyal.

By investing in an active arts environment, Carlsbad has attracted world-class companies at the forefront of innovation in action sports, life sciences, hospitality, tourism, information and communications technology and clean technology.

Many of these companies embody the arts-business link with inventive solutions to office workspaces and bringing creative storytelling into marketing and employee communications. There are numerous opportunities to further explore the integration of arts and business to engage artists to enliven offices and branding, acting techniques to invigorate corporate presentations and coach public speaking and many more examples.

PRIMARY GOAL

GOAL: Establish Relationships that Support a Thriving Business Sector

To do this the city, which has strong ties with both local artists and businesses, will actively serve as a **Connector** of the arts and business sector in organized exchanges that lead to candid dialogue and collaborative projects.

STRATEGIES AND ACTIONS

The city is the common thread between both the local arts and business communities in Carlsbad. The city has strong ties with both sectors and can utilize these connections to pull together stakeholders to achieve this goal.

Strategy 1:

The Cultural Arts Office will partner with the Community & Economic Development Department to encourage small, innovative business start-ups by creative entrepreneurs.

- BS 1.1 (Business Sector): Convene a Cultural Arts Office and Community and Economic Development Department staff discussion to explore how cultural planning goals intersect with economic development goals.

- BS 1.2 (Business Sector): Partner with Community and Economic Development Department to convene a series of dialogues with local creative and artistic industry professionals to discover mutual goals and interests, i.e. supporting professional and personal development of employees in the workplace.

Strategy 2:

Strategize with arts allies in the business community to take a leadership role in the development of the arts and culture sector.

- BS 2.1 (Business Sector): Work with business networking organizations to develop trainings for business professionals to serve on arts nonprofit boards and encourage mentorship opportunities.
- BS 2.2 (Business Sector): Work with business networking groups to host events, titled Creative Carlsbad, targeted to connecting artists, arts organizations and creative businesses.
- BS 2.3 (Business Sector): Support the development of North County Arts Network (NCAN) towards potential non-profit status and strengthen its efforts to support the regional arts ecology.
- BS 2.4 (Business Sector): Create a roundtable to serve as a business and arts leadership and advocacy board to explore topics such as increasing public and private funding for arts and helping cultural entrepreneurs build capacity.

Strategy 3:

Encourage artistic programming in the city's underutilized spaces or areas.

- BS 3.1 (Business Sector): Establish Business Parks After Dark program to present cultural events through Mobile Outreach Strategy.

POTENTIAL PARTNERS

- Businesses
- Carlsbad Chamber of Commerce
- Carlsbad Village Association
- City's Community & Economic Development Department
- Facility owners or management companies
- Artists and arts organizations
- Local non-profits
- NCAN (North County Arts Network)
- Innovate 78
- North County Regional Economic Development Council



Carlsbad Farmers Market



Carlsbad Farmers Market

COMMUNITY VOICES

Here are survey comments relevant to this topic:

“Arts and culture enhance and improve the quality of a city. Improved quality of life couples into a better economic environment because top companies and their employees want to work and live in a culturally enhanced environment.”

“Bring in art galleries (all genres), build a small theatre for plays and, mostly, bring in creative businesses. Carlsbad could be a hot art town, but quality art needs venues and money so that professional artists have ways to get their work out there and earn a living. The City benefits from businesses while keeping Carlsbad unique and artsy.”



Carlsbad Village Association

ROLE 4: LEADER

CELEBRATE CARLSBAD'S UNIQUE HISTORY AND DISTINCT IDENTITIES

Artists have unique tools and talents that can provide insights into a culture's history. By taking a leadership role in promoting numerous cultural legacies, the City of Carlsbad can help to share these historic treasures at outdoor concerts, on weekend outings in the Village and during walks along our extensive trail network.

PRIMARY GOAL

GOAL: Celebrate Carlsbad's Unique History and Distinct Identities Through Arts & Culture

In this **Leader** role, the city would help develop and promote the diverse, creative and cultural resources that define it. The Cultural Arts Office can foster partnerships and collaborations between organizations that share the vision of building a dynamic arts and culture sector that promotes the city's identities and gives voice to its stories.

STRATEGIES AND ACTIONS

The Cultural Arts Office can bring together organizations with a common vision to support a dynamic arts and culture sector by promoting the city's identities and giving voice to its many stories.

Strategy 1:

Promote Carlsbad's distinctive identities by connecting the arts, the city's heritage and the natural and constructed environment.

- DL 1.1 (Distinct Identities): Create a trail art program through a collaboration with city departments, local businesses and organizations that encourages wellness and enhances the outdoor experience.

Strategy 2:

Enhance the Carlsbad Barrio neighborhood as a cultural destination.

- DL 2.1 (Distinct Identities): Celebrate Barrio heritage through city signage in English and in Spanish to foster and support cultural heritage connection.

- DL 2.2 (Distinct Identities): Explore opportunities for the Cultural Arts Office to support efforts in the Barrio neighborhood in identifying its status as a cultural asset and destination for residents and visitors.

Strategy 3:

Promote Carlsbad as a vital cultural destination that celebrates the work of local artists.

- DL 3.1 (Distinct Identities): Develop a working with local artists program to help the business community bring more artists' work (visual, performing, etc.) into area hotels and businesses, leading to a directory.
- DL 3.2 (Distinct Identities): Create a cultural tourism marketing plan, collaborating with Visit Carlsbad and other tourism-related organizations.



Barrio Mural, Victor Ochoa, 1981

POTENTIAL PARTNERS

- Local artists and arts organizations
- Neighborhood associations
- City of Carlsbad Departments
- Businesses
- Carlsbad Chamber of Commerce
- Visit Carlsbad
- Carlsbad Village Association
- Carlsbad Historical Society
- Local preservation advocates

COMMUNITY VOICES

Here's what members of the community said in our outreach surveys.

"We need something to connect us throughout the city, art and cultural activities have the potential to do just that."

"Environmental art sculpture and environmental art. More calls for sculpture in the environment and more venues in which to exhibit."

"I miss the Barrio Festival that used to be held. It offered a wide range of diverse cultural art, food and entertainment close to our downtown."

"Look for the diversity and history of our community. Be open to considering arts and culture that serves to tell a lifelong story of our community."

"I'd love to see a tour of the architecture of Carlsbad or the gardens."

BUILD CAPACITY

WITHIN THE ARTS & CULTURE SECTOR

Stereotypes of paint-splattered artists alone in cramped studios are giving way to more realistic images of individuals engaged in local economies across a wide and expanding array of performing and visual disciplines as well as digital work. Today, artists are forming mutually beneficial partnerships with local businesses that help entrepreneurs gain awareness within the community and grow the economy.

Cities can help by stimulating capacity building that leverages resources and assists artists and arts organizations. Capacity building, according to the National Council of Nonprofits, is a way for a nonprofit to more effectively deliver its mission by identifying a communications strategy, improving volunteer recruitment, developing a leadership succession plan, updating technology and securing financial and operational stability.

As a longstanding provider of arts and culture programs in our community, the City of Carlsbad can support existing and attract new arts and culture providers through capacity building.

PRIMARY GOAL

GOAL: Build Capacity Within the Arts & Culture Sector

In this additional role as a **Leader** the City of Carlsbad would connect and initiate dialogue with partners able to help explore and expand the vision of arts and culture in the area.

STRATEGIES AND ACTIONS

Opportunities exist for the Cultural Arts Office to provide insight and support to build other local arts and culture organizations to strengthen their reach and impact in the community. The city could then assume a greater leadership role at the local and regional level and identify new strategic opportunities for programming, venue development and education that might otherwise not be financially feasible.

Strategy 1:

Foster arts and culture organizational capacity building such as through alternative funding opportunities for the arts, like the city's 2018 Capacity Building Grants and increasing funding in the city's Community Arts Grants budget.

- CB 1.1 (Capacity Building): Create a grants program focused on arts organization start-ups within their first five years.
- CB 1.2 (Capacity Building): Create a technical assistance program in partnership with local business, organizations and higher education institutions targeted to support local artists and arts organizations with needed skills such as business plans, accounting and marketing.
- CB 1.3 (Capacity Building): Explore the development of an arts incubator program for new creative-sector start-ups.

Strategy 2:

Elevate awareness of and attention to the cultural arts as part of city policy decisions.

- CB 2.1 (Capacity Building): Create a City of Carlsbad orientation program for local artists and creative entrepreneurs to help foster artist involvement on different city boards and commissions.
- CB 2.2 (Capacity Building): Explore a relief time program for city staff to volunteer with local arts programs.

Strategy 3:

Foster arts leadership integration through existing organizations like North County Arts Network (NCAN) and others.

- CB 3.1 (Capacity Building): Explore the creation of an annual state of the arts event in North County to provide opportunities for community-building and shared learning and to generate interest and create dialogue and ideas around the arts, culture and creative industries within North County.
- CB 3.2 (Capacity Building): Convene a regional arts roundtable to look at broad needs with specific working groups to address topics such as programming, venues and other essential elements of the regional arts ecosystem.
- CB 3.3 (Capacity Building): Work with regional partners to pursue creative economy research can create a regional convening around the release of the results.

POTENTIAL PARTNERS

- North County cities
- North County Arts Network (NCAN)
- Local artists and arts organizations
- New local, regional and national grant sources
- City of Carlsbad grantees
- Carlsbad Library & Arts Foundation
- Carlsbad Friends of the Arts
- San Diego Regional Arts & Culture Coalition
- Innovate 78
- San Diego North Economic Development Council



New Village Arts

COMMUNITY VOICES

Here's what members of the community said in our surveys during our outreach:

"More local artists displaying and being part of decision making (in various citywide planning efforts) for Carlsbad."

"Carlsbad could elevate the existing arts and culture offerings by enhancing the efforts of local galleries, music venues and theatres, like New Village Arts, by providing funding and increased marketing support."

"[Provide] more opportunities for local artists to be involved in the planning of events, such as through round table discussions, meetings, online groups and discussions that focus on getting more people involved in working to implement music and arts events around the city."



Community Mural Creation
Photo from Janell Cannon

IMPLEMENTATION

NEXT STEPS

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

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

- Addition of more TGIF concert pre-show performances to create new opportunities for local arts and culture groups.
- Expansion of Community Arts Grants to include new categories of Capacity Building and Special Opportunities.
- Partnerships for programming such as the Cannon Gallery Spring 2108 Prom exhibit and student film project with Carlsbad High School Film Academy.
- Incorporating audience interests and feedback into new arts and culture programming such as Starring Artists.



"The World on a String", Cannon Art Gallery, 2011

CONTINUOUS PLANNING

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

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

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

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

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

PRIMARY IMPLEMENTATION RECOMMENDATIONS

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

BUDGET ENHANCEMENTS

As action items move forward, provide General Fund allotment for the following items:

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

RECOMMENDED OPERATIONAL STRATEGIES

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



Photo from Hospice of the North Coast

FUNDING SOURCES

FUNDING SOURCES FOR THE ARTS AND CULTURE SECTOR

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

GENERAL FUND

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

DESIGNATED FUNDING STREAMS

Transient Occupancy Tax

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

Fees for Service

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

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

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

Longer-Term: Dedicated Revenue Source

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

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

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

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

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

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

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

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

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

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

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

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

ADDITIONAL FUNDING AND FINANCING OPPORTUNITIES

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

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

As the grants strategist surveys the local, state and national funding landscape, it is important to note that specific grants will most often not cover annual operating costs. They will however be able to help with the funding of capital projects, seed funding and cross-sector placemaking projects that can bring many local partners to the table in order to create arts-based community improvements. One source of creative placemaking funding is the National Endowment for the Arts Our Town program³ and the Art Works program⁴, both of which have funded numerous Californian cities. For a comprehensive set of Our Town program examples see the Exploring Our Town website⁵.

³ National Endowment for the Arts Our Town program:

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

⁴ National Endowment for the Arts Art Works program:

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

⁵ National Endowment for the Arts Exploring Our Town website:

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

The California Arts Council also provides grants to local arts agencies with their Creative California Community program⁶, which, like the NEA Our Town program, specifically seeks to create opportunities for creative placemaking-type projects. Another California Arts Council program that can help the City of Carlsbad achieve its Priority Action for creating artist residencies is the Artists in Communities program⁷. This program seeks to support artistic residencies in community settings and help demonstrate that “artists are integral to healthy communities and that the arts ... brings people together, builds community and fosters social progress.”

It is important to note that, as the city and its supporting organizations embark upon the development of a larger arts funding strategy, opportunities can be sought outside of the arts world and traditional arts-based funders. Just as the National Endowment for the Arts and the California Arts Council seek to fund communities that are looking to achieve cross-sector partnerships that bring artists into community development contexts, many funding agencies that traditionally support other disciplines and other sectors can also be tapped for arts support. One such example can be found in the area of transportation, where funders are now realizing the important role that the arts can play in creating visual enhancements, community outreach and project ideation. The Americans for the Arts offers a guide on federal funding for arts-based Transportation Enhancements⁸. More recently, Transportation for the Arts, a transportation advocacy group, has written a Creative Placemaking Field Scan⁹ and started State of the Art Transportation Trainings,¹⁰ in which communities receive tailored technical assistance to equip themselves to utilize arts, culture and other creative approaches for solving specific transportation problems.

⁶ California Arts Council Creative California Community program:

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

⁷ California Arts Council Artist in Communities program:

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

⁸ The Americans for the Arts Transportation Enhancements:

https://www.americansforthearts.org/sites/default/files/pdf/get_involved/advocacy/TransportationGuide07.pdf

⁹ Transportation for the Arts Creative Placemaking Field Scan:

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

¹⁰ Transportation for the Arts State of the Art Transportation Trainings:

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

PARTNERSHIP CONTRIBUTIONS

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

PRIVATE DEVELOPMENT INCENTIVES AND FEES

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

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

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

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

WORKING WITH OUTSIDE DEVELOPERS FOR LIVE/WORK SPACES

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



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

IMPLEMENTATION CHARTS

TEN PRIORITY ACTIONS

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

1. Research and development of venue feasibility plan. [PR 1.1 (Physical Realm) – Partner]
2. Implement a Mobile Outreach Strategy utilizing a newly programmed Arts Vehicle and Mobile Stage, i.e. Business Park After Dark. [DL 2.1 and DL 2.2 (Daily Life)– Partner & BS 3.1 (Business Sector) – Connector]
3. Support the continuation and development of Carlsbad’s festival and event culture. [DL 2.1 (Daily Life) – Partner]
4. Leverage local partnerships to support creating an initial STEAM pilot program with Carlsbad's Title I schools with an eventual goal of replication in schools across the city. [LL 1.1 (Lifelong Learning) – Connector]
5. Partner with Community and Economic Development to convene a series of dialogues with local creative and artistic industry professionals to discover mutual goals and interests, i.e. supporting professional and personal development of employees in the workplace. [BS1.2 (Business Sector) – Connector]
6. Increase community grant funding and support. [CB1.1 (Capacity Building) - Leader & DL 4.2 (Daily Life) – Partner]
7. Work with business networking organizations to develop trainings for business professionals to serve on arts and culture nonprofit boards and encourage mentorship opportunities. [BS 2.1 (Business Sector) – Connector]
8. Create a Trail Art Initiative. [DI 1.1 (Distinct Identities) – Leader]
9. Create a Guest Artist residency program. [LL 2.4 (Lifelong Learning) – Connector]
10. Create a Cultural Tourism Marketing Plan. [DI 3.2 (Distinct Identities) – Leader]

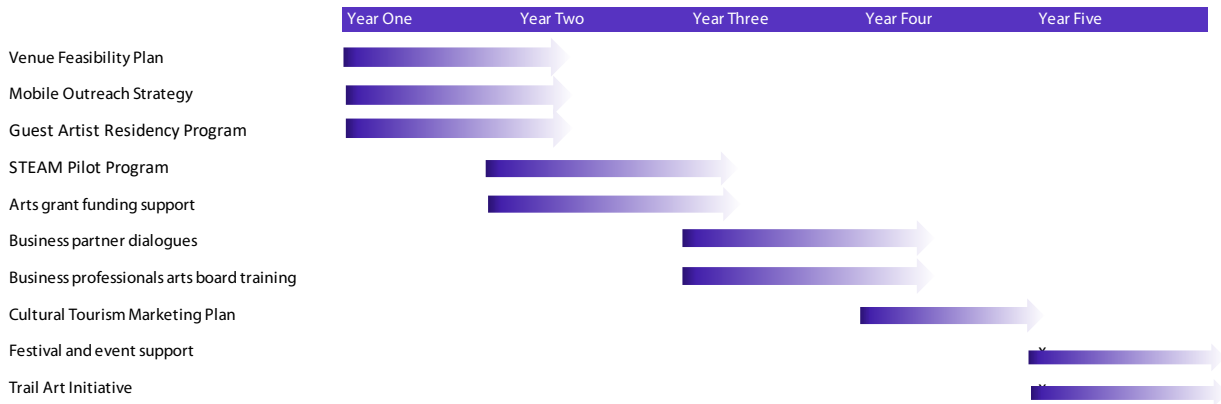
In addition to these priorities, the other Action Items within the plan have been ranked according to the timeframes in which they will be addressed for implementation. Within the plan the following categories were used:

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

CARLSBAD ARTS & CULTURE PLAN TOP TEN ACTION ITEMS CHART

TOP TEN	THEME	ACTION ITEM	STAFFING	SOURCE OF FUNDING	TIMEFRAME
1. Research and development of venue feasibility plan.	Physical Realm	1.1	Existing staff	\$35,000 (Originally funded in FY15/16)	Year One
2. Implement a Mobile Outreach Strategy utilizing a newly programmed Arts Vehicle and Mobile Stage, i.e. Business Park After Dark.	Daily Life	1.1, 1.2	Expand staff	Increase in general funding allocation \$90,000 (FY 18-19)	Year One
	Business Sector	3.1			
3. Support the continuation and development of Carlsbad's festival and event culture.	Daily Life	2.1	Expand staff	Explore the utilization of a percentage of the Transient Occupancy Tax	Year Five
4. Leverage local partnerships to support creating an initial STEAM pilot program with Carlsbad's Title I schools, with an eventual goal of replication in schools across the city.	Lifelong Learning	1.1	Expand staff	Increase in general funding allocation and pursue cross-sector grant opportunities with local school districts	Year Two
5. Partner with Community & Economic Development to convene a series of dialogues with local creative and artistic industry professionals to discover mutual goals and interests, i.e. supporting professional and personal development of employees in the workplace.	Business Sector	1.2	Expand staff	Increase in general funding allocation and pursue sponsorships or grant funds	Year Three
6. Increase community arts grant funding and support.	Capacity Building	1.1	Existing staff	10% annual increase in grant funding allocation	Year Two
	Daily Life	4.2			
7. Work with business networking organizations to develop trainings for business professionals to serve on arts nonprofit boards and encourage mentorship opportunities.	Business Sector	2.1	Expand staff	Increase in general funding allocation	Years Three
8. Create a Trail Art Initiative.	Identities	1.1	Expand staff	Explore the utilization of a percentage of the Transient Occupancy Tax	Year Five
9. Create a Guest Artist residency program.	Lifelong Learning	2.4	Expand staff	In addition to general fund allocation, pursue new funding sources such as sponsorships and underwriting opportunities in subsequent fiscal years	Year One
10. Create a Cultural Tourism Marketing Plan.	Identities	3.2	Expand staff	Explore the utilization of a percentage of the a percentage of the Transient Occupancy Tax	Year Four

CARLSBAD ARTS & CULTURE PLAN TOP TEN ACTION ITEMS TIMELINE



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



Carlsbad Flower Fields

CARLSBAD ARTS & CULTURE PLAN

ACTION MATRIX - DAILY LIFE

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

CARLSBAD ARTS & CULTURE PLAN

ACTION MATRIX - PHYSICAL REALM

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

CARLSBAD ARTS & CULTURE PLAN

ACTION MATRIX - LIFELONG LEARNING

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

CARLSBAD ARTS & CULTURE PLAN

ACTION MATRIX - BUSINESS SECTOR

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

CARLSBAD ARTS & CULTURE PLAN

ACTION MATRIX - DISTINCT IDENTITIES

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

CARLSBAD ARTS & CULTURE PLAN

ACTION MATRIX - CAPACITY BUILDING

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



PROGRAM AND POLICY PRECEDENTS

PROGRAM AND POLICY PRECEDENTS

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

Role 1: PROVIDER

Continue to Provide Strong Arts & Culture Programming

Identifying Innovative Ways to Provide Arts Programming

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

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

Role 2: PARTNER

Support Art as an Essential Component of Daily Life

Local Arts and Culture Initiative

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

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

Role 2: PARTNER

Foster Arts & Culture Within the Physical Realm

Public-Private Partnerships to Enhance the Public Realm

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

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

Role 3: CONNECTOR

Expand Arts & Culture Learning Opportunities

Education – Community Initiatives

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

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

Role 3: CONNECTOR

Establish Relationships that Support a Creative and Thriving Economy

Resources and Ideas for Arts and Business Partnerships

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

<http://www.partnershipmovement.org>

Role 4: LEADER

Celebrate Carlsbad's Unique History & Distinct Identities

Connecting Art and the Environment

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

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

Role 4: LEADER

Build Capacity Within the Arts & Culture Sector

Partnerships that Support Capacity Building

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

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



Sage Creek High School Drama, 2018

APPENDICES

ACKNOWLEDGEMENTS

Thank you to the more than 1,100 residents of the City of Carlsbad who gave of their time, energy and ideas through individual interviews, community conversations, focus groups and surveys. This plan is by you and for you.

City of Carlsbad

Mayor Matt Hall

Mayor Pro Tem Keith Blackburn

Council Member Mark Packard

Council Member Michael Schumacher

Council Member Cori Schumacher

City of Carlsbad Arts Commission

Cathy Breslaw, Chair

Laurenn Barker, Vice Chair

Emma Jadhav

Joan Markovits

Tina Schmidt

Bryan Snyder

Scott White

Aaron Alter, Former Chair

City of Carlsbad Cultural Arts Office

Heather Pizzuto, Library & Cultural Arts Director

Richard L. Schultz, Cultural Arts Manager

Karen McGuire, Curator of Exhibitions

Tonya Rodzach, Arts Education Coordinator

Megan Gilby, Community Arts Coordinator

Chase Dougherty, Gallery Assistant

Lisa Naugler, Arts Education Assistant

Sandra Riggins, Senior Office Specialist

Mimi Kim, Administrative Assistant

Consultant

GO collaborative

Lynn Osgood

Supported by: Arlene Ellwood

KEY TERMS

Arts – Within the Arts & Culture Master Plan, art is broadly defined and includes an understanding of personal and creative expression through many forms such as music, dance, drama, fine arts, folk art, literary arts, design and architecture, film, radio and television, cuisine, digital media and many others. These different forms of expression can be undertaken professionally or solely for individual reasons.

Arts Ecology – The general system of individual artists and arts organizations found within a city that has an impact on the social and economic systems of the area. The goal of a healthy arts ecology is to create strong arts organizations with stable and increasing audiences that can in turn help to strengthen local business economies, local hiring potential and job retention.

Creative Placemaking – A cross-sector practice found within city planning and community development that intentionally creates partnerships between the arts and culture sector in order to develop the quality and vitality of a place. Often working with partners from public, private, nonprofit and community sectors, these efforts look to strategically shape the physical and social dimensions of a place through arts and culture activities.

Culture – Broadly speaking, culture is both the expression and celebration of the values of a particular community through its traditions, geography, cuisine, oral traditions, fashion, literature, music and religious expression. Recognized through the sharing of history, language and place, the arts are often a fundamental component in the development and expression of a local sense of place.

Innovation – The process of iterative change that occurs for the development of ideas, goods or services. Often with the intention of solving a problem, innovation is a major topic in fields of business, economic development and policy creation.

LISTING OF CULTURAL ASSETS

<u>Asset</u>	<u>Type</u>
Arts Commission	City department, commission, or entity
Carlsbad Historical Society	City department, commission, or entity
City of Carlsbad McGee House	City department, commission, or entity
Cole Library	City department, commission, or entity
Carlsbad City Library Learning Center / La Biblioteca de Carlsbad Centro de Aprendizaje	City department, commission, or entity
Parks & Recreation Department	City department, commission, or entity
Library and Cultural Arts Department	City department, commission, or entity
Library Board of Trustees	City department, commission, or entity
Dove Library Complex (including Cannon Gallery, Schulman Auditorium)	City department, commission, or entity; Museum or gallery; Venue
Carlsbad Sculpture Garden	City department, commission, or entity; Public art; Park/outdoor space
Carlsbad Friends of the Arts	Community organization
Carlsbad Senior Center	Community organization
Boys & Girls Clubs of Carlsbad Village Clubhouse	Community organization
Carlsbad Village Association	Community organization
Boys & Girls Club Carlsbad Bressi Clubhouse	Community organization
Carlsbad Library & Arts Foundation	Community organization
Carlsbad Friends of the Library	Community organization
Carlsbad Community Church	Community organization; Venue
St. Michael's by the Sea Episcopal Church	Community organization; Venue
Agua Hedionda Lagoon Discovery Center	Community organization
Carlsbad Music Festival	Cultural experience
Legoland	Cultural experience
La Costa Film Festival	Cultural experience
Carlsbad High School	Education
Valley Middle School	Education
Buena Vista Elementary School	Education

Jefferson Elementary School	Education
Kelly Elementary School	Education
Magnolia Elementary School	Education
Carlsbad Village Academy	Education
Carlsbad Seaside Academy	Education
Gemological Institute of America	Education
St Patrick Catholic School	Education
LePort School - Carlsbad Village	Education
Carlsbad Montessori Center	Education
Beautiful Saviour Lutheran School	Education
Army and Navy Academy	Education
Poinsettia Elementary School	Education
Pacific Ridge School	Education
Kuyper Preparatory School	Education
Sage Creek High School	Education
Calavera Hills Middle School	Education
Calavera Hills Elementary School	Education
Hope Elementary School	Education
Carlsbad Art Farm	Education
Pacific Rim Elementary School	Education
Carlsbad Unified School District	Education
Aviara Oaks Middle School	Education
Aviara Oaks Elementary School	Education
National University	Education
Halstrom Academy	Education
Giocolleti Music Center	Education; Business
Carlsbad Oceanside Art League (COAL) Gallery	Museum or gallery
Front Porch Gallery	Museum or gallery
The Foundry	Museum or gallery
Barrio Museum (aka Barrio Carlos)	Museum or gallery
Green Dragon Tavern and Museum	Museum or gallery
Museum of Making Music (MoMM)	Museum or gallery; Music venue
The Flower Fields at Carlsbad Ranch	Park/outdoor space

Strawberry Fields (Carlsbad Strawberry Company)	Park/outdoor space
Batiquitos Lagoon	Park/outdoor space
Magee Park	Park/outdoor space
Leo Carrillo Historic Ranch	Park/outdoor space; Museum or gallery
Alga Norte Community Park (TGIF concerts)	Park/outdoor space; Music venue
Stagecoach Park (TGIF concerts)	Park/outdoor space; Music venue
Calavera Hills Community Park (TGIF concerts)	Park/outdoor space; Music venue
Poinsettia Park (TGIF concerts)	Park/outdoor space; Music venue
National Association of Music Makers (NAMM)	Professional organization
Bird of Paradise Medallion	Public art
Caballeros Gates	Public art
Carlsbad Golfers	Public art
Carlsbad Shore Protection Sea Wall	Public art
Carlsbad Village Entrance	Public art
Coastal Helix	Public art
Contemplation	Public art
Father and Child	Public art
Historical Flowers of Carlsbad	Public art
Marmalade Dragonflies	Public art
Mother Earth and Father Sky	Public art
Northwest Entrance Sculpture	Public art
Photo Mural	Public art
Tree for Elijah	Public art
Untitled	Public art
Young Singer	Public art
10,000 Year Trail	Public art
Coastal Rail Trail	Public art
Crown Lair	Public art
Flowers and Flames	Public art
Leo Carrillo Historic Park Entry Gate	Public art
Swim and Dive Entry Panels and Mosaic Pool Towels	Public art

Portrait Heads	Public art
Skateboarder	Public art
Spires	Public art
Firefighter Heritage Installation Boxes	Public art
Flying Shadows	Public art
Photo Collages on Metal in Rock Shapes	Public art
Sculptures in the Carlsbad City Children's Library	Public art
Six Paintings	Public art
Sports Cut-outs	Public art
Theresa and Kristi	Public art
New Village Arts	Theater org; Venue
Carlsbad Theater	Venue; Business
CarlsbadCrawl.com	Virtual

INTERVIEW AND FOCUS GROUP

PARTICIPANTS

Organization / Affiliation

Name

Artist	Anne Mudge
Artist	Bryan Snyder
Artist	Paul Henry
Artist	Kenneth Capps
Artist	Janell Cannon
Assistant City Manager	Gary Barberio
Assistant to the City Manager	Jason Haber
Attorney	Hap L'Heureux
Barrio Museum	Ofie Escobedo
Batiquitos Lagoon	Fred Sandiquist
City of Carlsbad Arts Commission	Tina Schmidt
City of Carlsbad Arts Commission	Laurenn Prater Barker
City of Carlsbad Arts Commission	Cathy Breslaw
City of Carlsbad Arts Commission	Aaron Alter
City of Carlsbad Arts Commission	Emma Jadhav
Carlsbad Library & Arts Foundation	Jim Selover
Carlsbad Village Association	Marty Volla
City Council	Michael Schumacher
City of Carlsbad's Community & Economic Development Department	Glen Van Peski
City of Carlsbad's Community & Economic Development Department	Christie Marcella
Carlsbad City Library Learning Center	Glynn Birdwell
City Public Artist (Fire Station 3)	Betsy Schulz
City Public Artist (Safety Training Center)	Michael Stutz
City Public Artist (Golf Course)	TJ Dixon
Comet Design	Nanette Newbry
Cruzan	Jim Mandler
Cruzan	Tom Wood

CUSD, Calavera Hills Middle School	Judi Stapleton
CUSD, Valley Middle School	Sue DeWulf
DD Studio	Tracy Manning
City of Carlsbad Parks & Recreation Department	Mick Calarco
City of Carlsbad Parks & Recreation Department	Chris Hazeltine
Dragmaster - architect/developer	Brett Farrow
Dragmaster - architect/developer	Damian DeRobbio
Elevator	Frank Cowell
Environmental Issues Advocate	Mary Anne Viney
Flower Fields	Joni Miringoff
Friends of the Arts	Jackie Stone
Historic Preservation Commission	Linda Geldner
Historic Preservation Commission	Laurie Boone
Historic Preservation Commission	Chris Garcia
La Costa Canyon High School	Ron Lenc
La Jolla Historical Society	Heath Fox
Legoland	Lynn Crockett
LegoLand	Jake Gonzales
City of Carlsbad Library & Cultural Arts Department	Heather Pizzuto
City of Carlsbad Library & Cultural Arts Department	Richard Schultz
Museum of Making Music	Carolyn Grant
Musician and Carlsbad Residents	Bonnie and Gunnar Biggs
New Village Arts	Kristianne Kurner
North County Symphony Orchestra	Bill Gilmer, President
Parks and Recreation Commission	Ron Withall
Senor Grubby's	Justin Jachura
SMUSD, San Marcos Middle School	Michelle Breyer
Special Projects Consultant	Peder Norby
Viz Art Ink Gallery	Gregg Visintainer

GROUP PRESENTATIONS

6/19/17	Oceanside Museum of Art
7/4/17	Art Walk
7/12/17	North County Arts Network
7/18/17	San Diego Shakespeare Society
8/3/17	La Costa Film Festival
8/4/17	Museum of Making Music
10/26/17	Carlsbad Citizens Academy
11/17/17	Mira Costa College Board of Trustees
1/2/18	Village Voices
2/5/18	LEAP - Carlsbad Unified School District
2/5/18	Museum of Making Music
2/15/18	Youth Enrichment Services
2/21/18	Chamber of Commerce Education Committee
2/26/18	Carlsbad Unified PTA
2/26/18	Student/Superintendent Advisory – CUSD
2/28/18	New Village Arts Board Meeting
3/19/18	Carlsbad Historical Society
3/19/18	Friends of the Arts
3/19/18	North Coast Calvary Chapel Arts Group
3/20/18	Carlsbad Library & Arts Foundation
3/21/18	City of Carlsbad Library Board
3/28/18	Carlsbad Unified School District
4/5/18	Barrio Neighborhood Group
4/10/18	Kiwanis Club
4/11/18	Carlsbad Public Works Department
4/12/18	Carlsbad Citizens Academy
5/2/18	Chamber of Commerce Government Committee
5/15/18	Batiquitos Lagoon Foundation
5/17/18	Carlsbad Friends of the Library

CONSULTANT PROFILE

GO collaborative is a design and planning firm focused on creative, community design and development. Their services include arts and culture master planning, arts evaluation, creative placemaking design and development services. Founded by Sarah Gamble, architect and Lynn Osgood, urban planner and researcher, the firm combines their complementary backgrounds and passion for the public realm. GO collaborative embodies the strengths of their diverse professional training with experience providing creative and innovative services to connect people in meaningful ways with the places they care about. The firm led the NEA's efforts to create *Exploring Our Town*, an online resource that highlights their Our Town grant program and provides insights into how creative placemaking projects come together across the nation.

PLAN PREVIEW SUMMARIES AND FEEDBACK



Business Sector

Art in Daily Life

Lifelong Learning

Distinct Identities

Physical Realm

Capacity Building

Arts & Culture *Plan Preview*

Carlsbad Arts & Culture Plan

Community engagement. Cultural enrichment.

Introduction: The Commitment

In 2017, the City of Carlsbad asked local residents, artists, arts organizations and other groups and individuals who care deeply about the cultural health of our community how they would invest city resources to deepen and expand an arts environment that is already a model for cities in North San Diego County.

This initial phase sparked an outpouring of imaginative ideas and thoughtful priorities. Residents of Carlsbad were eager to join in an effort to encourage the artists who create and innovate, to support the organizations and institutions that produce and present, and to stimulate an informed and engaged population who hunger for the widest range of performing and visual arts.

We are grateful to all who took time to share their insights and commitment to nurture arts and cultural programs for a growing, diversified population of residents and visitors.

This document is a vital next step in the process.

What follows, after a brief preview of what we see as the strengths of our current programs and the challenges to maximizing their effectiveness, are five short previews based on three recommended roles for the city, several major themes for growth and the recommendations that emerged over the past year during dialogues with the community.

We look forward to receiving your feedback on this summary and to working with you to develop a far-reaching and realistic plan that will ensure that the City of Carlsbad remains a haven for the arts and a cultural destination for the region and beyond.

Carlsbad Arts & Culture Today

Strengths. The City of Carlsbad has earned its reputation as a leader in developing the arts and culture of North County by focusing on three strengths:

- **High quality programs.** Among the year-round arts and culture programs valued by residents of all ages are arts education opportunities, gallery exhibits and special events such as the TGIF Concerts in the Parks.

- **Dedicated resources.** Carlsbad's investment in arts and culture is greater than neighboring cities and includes a Cultural Arts Office staff to continually renew and maintain the excellence of our programs.
- **History of partnership.** These programs are the result of decades of commitment from countless community organizations and volunteers. They have fostered a deep sense of local identity by helping create iconic locations like the Flower Fields and signature events such as TGIF Concerts in the Parks.

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

- Clearly **defining the city's role** as a regional arts and cultural resource and destination.
- **Providing access** to programming for a growing population increasingly diverse and distributed throughout the city.
- Developing **new forms of funding** and **new partnerships** that will provide more ways for artists and arts organizations to bring new work to the public.
- Instill arts participation as a **part of daily life**.
- Coordinate with leadership of **neighboring municipalities** to ensure Carlsbad's funds help develop programming and installations that appeal to regional audiences.

New Roles. Consensus was clear that such challenges could be better met if the city expanded its role of **Provider** of programs and funding, as well as increasing its current status as **Connector, Leader** and **Partner** in an expanded local arts community and economy.

- **Connector ...** to bring together diverse entities to pursue mutual goals.
- **Leader ...** to advocate for the arts and encourage innovative ideas for regional conversations with arts partners throughout the North County area.
- **Partner ...** to form cross-sector collaborations as a key action to increasing the impact the arts should have.

Preview 1

Connector Role 1: The Business Sector

Successful business leaders depend on creativity and innovation to keep their companies growing, their products and services relevant, their employees engaged and their customers loyal.

By supporting an active arts environment, Carlsbad and its strong and innovative business environment, has attracted-world-class companies that are at the forefront of innovation in action sports, life sciences, hospitality, tourism, information and communications technology, and clean technology.

Many of these companies embody the arts-business link with inventive solutions to office workspaces and bringing creative storytelling into marketing and employee communications. There are endless opportunities to further explore the integration of arts and business to engage artists to enliven offices and branding, actors to invigorate corporate presentations and coach public speaking, and many more examples.

Here are just two survey comments relevant to this topic:

“Arts and culture enhance and improve the quality of a city. Improved quality of life couples into a better economic environment because top companies and their employees want to work and live in a culturally enhanced environment.”

“Bring in art galleries (all genres), build a small theatre for plays, and, mostly, bring in creative businesses. Carlsbad could be a hot art town, but quality art needs venues and money so that professional artists have ways to get their work out there and earn a living. The City benefits from businesses while keeping Carlsbad unique and artsy.”

GOALS, STRATEGIES & ACTIONS

Goal: Establish relationships that support a creative and thriving economy.

To do this the city, which has strong ties with both local artists and businesses, will actively connect arts and business in organized exchanges that lead to candid dialogue and collaborative projects.

Strategy 1: The Cultural Arts Office will partner with the Community & Economic Development Department to encourage small, innovative business start-ups by creative entrepreneurs.

Action: Convene a cross-department workgroup comprised of Cultural Arts Office and Economic Development Department personnel to explore how cultural planning goals intersect with economic development goals.

Strategy 2: Strategize with arts allies in the business community to take a leadership role in the development of the arts and culture sector.

Action: Create a roundtable to serve as a business arts leadership and advocacy board to help increase public and private funding, coordinate business volunteers for the arts, identify event sponsors and facilitate art.

Strategy 3: Encourage cultural programs in the city's high-tech industrial core.

Action: Establish Business Parks After Dark program and pop-up artistic venues, which are attractive to the city's creative class, in the city's high-tech industrial core.

YOUR THOUGHTS?

- Which strategy would have the most impact?
- What else can businesses do to partner with arts? Other examples are mentorships with artists, artist residencies and performances in business.
- Would you consider serving on an arts organization board?
- Do you have other ways to strengthen the connection between arts and business?

[Take the survey](#)

ADDITIONAL RESOURCES

Potential Partners:

- Businesses
- Carlsbad Chamber of Commerce
- Carlsbad Village Association
- City's Community & Economic Development Department
- Artists and arts organizations
- Local non-profits
- Innovate 78
- North County Regional Economic Development Council

Programs that worked for other communities:

Americans for the Arts is the leading nonprofit organization for advancing the arts in America. Its pARTnership Movement is an initiative to show business leaders that partnering with the arts can build their competitive advantage. Case studies are available online. <http://www.partnershipmovement.org>

LEARN MORE

To find out more information, please visit www.carlsbadca.gov/arts.

Preview 2

Connector Role 2: Lifelong Learning

A community's vitality, like that of each individual, depends on continued learning and engagement with new ideas. We received many comments about the need for access to arts education and culture activities for residents of all ages.

Here is what some of our respondents said about the question of education.

“[Create] community programs that enable and encourage mentorship and growth of educational opportunities, so that art education and traditions can be passed down to the next generations.”

“Have more art classes, more music venues which are affordable to all.”

“More advanced/sophisticated community classes, art studios open to the public, woodworking workshops with all machinery open to the public.”

“Make more 'entry-level' arts education opportunities available (such as) community theatre productions and introductory arts classes.”

GOALS, STRATEGIES & ACTIONS

Goal: Expand Arts & Culture learning opportunities.

In this version of the Connector role, the city will bring together schools, arts organizations and businesses to network towards a supplemental system for arts support while our Cultural Arts Office meets with local partners to strategize new means of providing arts education for all ages.

Strategy 1: For youth - Expand arts education provided by local school districts, the city and third-party providers.

Action: Work with local colleges, arts educators and arts providers to develop a Community Arts Learning Plan that promotes lifelong learning in the arts.

Strategy 2: For adults and the community at large - Increase access to arts-based enrichment programs and opportunities.

Action: Work with local community college to identify opportunities for art and design students to teach classes at City of Carlsbad facilities. Assist the college with locating applied learning opportunities within the city that will bridge gaps in arts education.

Strategy 3: Encourage innovative inter-generational arts programming, such as sharing oral histories, which can serve as source material for performances and visuals that foster creativity and collaboration.

Action: Leverage local business partnerships to support STEM to STEAM learning initiatives and promote the development of innovation and creativity.

YOUR THOUGHTS?

- Which strategy resonates the most with you?
- What role would you like to see the city take in generating new educational opportunities in the arts?
- How can the city best help ensure access to creative learning opportunities for adults?
- Are there any other ideas you would like to share?

[Take the survey](#)

ADDITIONAL RESOURCES

Potential Partners:

- Businesses
- Community college
- California State University San Marcos
- Chamber of Commerce Education Committee
- Local school boards and PTAs
- Private creative businesses
- Local arts organizations
- Local non-profits
- Carlsbad Historical Society
- Parks & Recreation Department

Arts Education – Community Initiatives

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

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

WANT TO LEARN MORE?

To find out more information, please visit www.carlsbadca.gov/arts.

Leader Role 1: Capacity Building

Stereotypes of paint-splattered artists alone in cramped studios are giving way to more realistic images of individuals engaged in local economies across a wide and expanding array of performing and visual disciplines as well as digital work.

Far from resenting the intrusion of entrepreneurs and local businesses – other than as patrons – artists are forming mutually beneficial partnerships with them to help their community with awareness, education and economic development.

Cities can help by stimulating capacity building that leverages resources and assists artists and arts organizations. Capacity building, according to the National Council of Nonprofits, is a way for a nonprofit to more effectively deliver its mission by identifying a communications strategy, improving volunteer recruitment, developing a leadership succession plan, updating technology and more.

As the primary provider of arts and culture programs in our community, the City of Carlsbad can apply capacity building to attract additional arts and culture providers through new and diverse programming, and connect organizations with new funding resources.

“More local artists displaying and being part of decision making (in various citywide planning efforts) for Carlsbad.”

“Carlsbad could elevate the existing arts and culture offerings by enhancing the efforts of local galleries, music venues and theatres, like New Village Arts, by providing funding and increased marketing support.”

“[Provide] more opportunities for local artists to be involved in the planning of events, such as through round table discussions, meetings, online groups and discussions that focus on getting more people involved in working to implement music and arts events around the city.”

GOALS, STRATEGIES & ACTIONS

Goal: Build capacity within the Arts & Culture sector

In this Leader role the City of Carlsbad would connect and initiate dialogue with partners able to help explore and expand the vision of arts and culture in the area.

The City of Carlsbad's historic support of arts and culture as a core value led to the establishment of its Cultural Arts Office. It assists local arts and culture organizations strengthen their reach and impact in the community. It allows the city to assume a greater leadership role at the local and regional level, and identify and fund new opportunities for programming, venue development and education.

Strategy 1: Foster arts and culture organizational capacity building through alternative funding opportunities for the arts, like the city's 2018 Capacity Building Grants.

Action: Create a grants program focused on start-ups for arts organizations to help them get their feet on solid ground.

Strategy 2: Elevate awareness of and attention to the cultural arts as part of municipal policy decisions.

Action: Create a City of Carlsbad Orientation program for local artists and creative entrepreneurs to help foster artist involvement on different city boards and commissions.

Strategy 3: Foster arts leadership integration through existing organizations like North County Arts Network (NCAN) and others.

Action: Convene a Regional Arts Roundtable to look at broad needs with specific working groups to address topics such as programming, venues and other essential elements of the regional arts ecosystem.

YOUR THOUGHTS?

- Which strategy has the most impact for you?
- How could the city lead efforts to create greater capacity in the arts community?
- What kind of assistance could the city offer to local arts organizations?
- Have we missed any potential partners who could help with these efforts?

[Take the survey](#)

ADDITIONAL RESOURCES

Potential Partners:

- North County cities
- North County Arts Network (NCAN)
- Local artists and arts organizations
- New regional grant sources
- City of Carlsbad grantees
- Carlsbad Library & Arts Foundation
- Carlsbad Friends of the Arts
- San Diego Regional Arts & Culture Coalition
- Innovate 78
- San Diego North Economic Development Council

Partnerships that Support Capacity Building:

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

WANT TO LEARN MORE?

To find out more information, please visit www.carlsbadca.gov/arts.

Leader Role 2: Distinct Identities

Artists have unique tools and talents that can provide insights into a culture's history. In our community, where the native past and natural beauty are too often obscured in a fog, we look to artists and cultural institutions to recall and interpret their distinctive narratives. By taking a leadership role in protecting natural resources and promoting cultural legacy, the city can share these historic treasures at outdoor concerts, weekend outings in the Village and walks along our robust trail network.

Here's what members of the community said in our surveys during our outreach.

"We need something to connect us throughout the city, art and cultural activities have the potential to do just that."

"Environmental art sculpture and environmental art. More calls for sculpture in the environment and more venues in which to exhibit."

"I miss the Barrio Festival that used to be held. It offered a wide range of diverse cultural art, food and entertainment close to our downtown."

"Look for the diversity and history of our community. Be open to considering arts and culture that serves to tell a lifelong story of our community."

"I'd love to see a tour of the architecture of Carlsbad or the gardens."

GOALS, STRATEGIES & ACTIONS

Goal: Celebrate Carlsbad's unique history and distinct identities through Arts & Culture.

In this additional role as a LEADER, the city would help develop and promote the diverse, creative and cultural resources that define its identity. The Cultural Arts Office can bring together organizations that share the vision of building a dynamic arts and culture sector that promotes the city's identity and gives voice to its stories.

Strategy 1: Promote Carlsbad's distinctive identities by connecting the arts, the city's heritage and the natural and built environment.

Action: *Create a match-funded collaboration between local businesses and the Parks & Recreation Department to create a Trail Art program on paths near business parks that encourage wellness and enhance the experience.*

Strategy 2: Enhancement of the Carlsbad Barrio neighborhood as a cultural destination.
Action: Work with the Barrio neighborhood residents, preservation advocates, businesses and non-profits to explore how the Carlsbad Barrio can thrive as a cultural asset and destination for residents and visitors.

Strategy 3: Promote Carlsbad as a vital cultural destination that celebrates the work of local artists.
Action: Develop a Working with Local Artists training program to help the local business community increase exposure for visual and performing art by local artists in hotels and businesses. Create a directory of participating businesses.

YOUR THOUGHTS?

- Which strategy resonates the most with you?
- How would you like to see the city better encourage its cultural identity?
- What could be done to provide better access to arts and culture in the community?
- Which historical or cultural identity would you like to see the city promote?

[Take the survey](#)

ADDITIONAL RESOURCES

Potential Partners

- Local artists and arts organizations
- Neighborhood associations
- City of Carlsbad
- Businesses
- Carlsbad Chamber of Commerce
- Carlsbad Village Association
- Carlsbad Historical Society
- Local preservation advocates

Connecting Art and the Environment

FLOW: Can You See the River?, Indianapolis, IN: Conceived by visual artist Mary Miss, “FLOW: Can You See the River?” is a city-wide public art project in Indianapolis that reveals how the ordinary activities of citizens affect the health and future of the White River water system. As a collaboration of artists, community organizations, scientists, and city planners, “FLOW” engaged the citizens of Indianapolis through physical installations along the river, an exhibition and an online interactive mapping tool

(trackraindrop.org) in order to enhance Indianapolis residents' awareness of the waterway and many of the river-related issues that affect their lives.

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

WANT TO LEARN MORE?

To find out more information, please visit www.carlsbadca.gov/arts.

Partner Role: Art in Daily Life

Just as our image of the artist has changed, so has our interaction with art. Whether it's public art in corporate parks and along city trails, live performances by international stars and local amateurs, or touring exhibitions and neighborhood art projects, Carlsbad residents want greater access to an increasingly varied arts experience.

Making art and culture available for everyday experience will bind a community together and foster a local identity, and the City of Carlsbad can help drive this effort through active partnerships with businesses, artists and cultural organizations.

Here are some of the survey comments that show how important this is:

“I absolutely love all the street art in Carlsbad! From the Carlsbad Art wall, to the painted fire hydrants! I also love finding the doodles in the village! We live in such a great community and art keeps us all connected!!!”

“Build a centrally located cultural arts center where many different music, performing and visual artists and patrons can enjoy quality experiences. Make it easy for all people to experience the arts.”

“Make random art installations throughout the city.... Not just in major traffic areas throughout downtown, but maybe some in Holiday Park, Calavera Hills, to Hosp Grove. It makes people get out to places that they may not have gone before, and adds so much character to underused areas of the city. I especially think that an art walk through Hosp Grove would be amazing.”

GOALS, STRATEGIES & ACTIONS

Goal: Support art as a prominent component of daily life and pursue partnerships that can expedite and sustain it.

In its role as Partner, the city's Cultural Arts Office will bring together city departments, local arts organizations and local businesses, including the design and development community, to promote a more diverse range of arts opportunities that will bring art into all aspects of daily life. This consortium can then attract funding for projects that will enhance the community's existing art and cultural spaces, and create new locations.

Strategy 1: Enhance existing venues and find additional artistic and performance venues within the city, and pursue new funding models such as public-private partnerships.

Action: 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 spaces and production studios.

Strategy 2: Work with the development community to support the inclusion of the arts in future projects.

Action: Identify opportunities to encourage the development of more affordable artist housing and workspaces through partnerships with the local development community.

Strategy 3: Support the continuation and development of a festival and events culture within the city.

Action: Include temporary artworks in the planning of community celebrations and special events.

Strategy 4: Develop a Mobile Outreach Strategy for the Cultural Arts Office.

Action: Procure an "Art Bus" for city staff to deliver arts programming to locations throughout the city.

Strategy 5: Ensure that access to the arts is available for all community members.

Action: Explore opportunities to advance artist relationships with the local military community, including funding for specific project development.

YOUR THOUGHTS?

- Which strategies resonate the most with you?
- What can the city do to make the arts more accessible for residents?
- What could the city do to bring about more art and performances in the city, and into your local neighborhood?
- Are there additional potential partners you would add to the list below?

[Take the survey](#)

ADDITIONAL RESOURCES

Potential Partners:

- Businesses
- Artists and arts organizations
- Parks & Recreation Department
- Carlsbad Village Association
- Carlsbad Chamber of Commerce
- Local non-profits
- North County Arts Network (NCAN)

- Neighborhood groups
- Local media outlets
- Property owners
- Developers
- Land use and planning organizations
- Public Works Department
- Community & Economic Development Department

Public-Private Partnerships to Enhance the Public Realm

Co-Sign, Covington, KY: The City of Covington partnered with the American Sign Museum to bring CoSign, an initiative created to provide local artist-designed storefront signage to area businesses in a neighborhood targeted for economic redevelopment and revitalization. With a focus on education for both small business owners and artists, the initiative provided employment and training opportunities for artists while creating new signage for small businesses to attract visitors to an area known for commerce and creativity. <https://www.arts.gov/exploring-our-town/co-sign>

WANT TO LEARN MORE?

To find out more information, please visit www.carlsbadca.gov/arts.

PLAN PREVIEWS FEEDBACK

ARTS & CULTURE PLAN PREVIEW

CONNECTOR ROLE 1: THE BUSINESS SECTOR

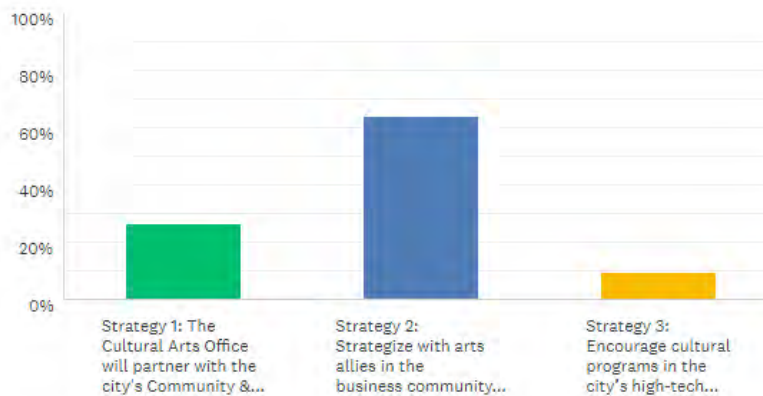
Total respondents: 92

Q1. Which strategy to enhance the connection between arts and the business sector would have the most impact?

Answered: 86 Skipped: 6

Which strategy to enhance the connection between arts and the business sector would have the most impact?

Answered: 86 Skipped: 6



ANSWER CHOICES

RESPONSES

▼ Strategy 1: The Cultural Arts Office will partner with the city's Community & Economic Development Department to encourage small, innovative business start-ups by creative entrepreneurs.	26.74%	23
▼ Strategy 2: Strategize with arts allies in the business community to take a leadership role in the development of the arts and culture sector.	63.95%	55
▼ Strategy 3: Encourage cultural programs in the city's high-tech industrial core.	9.30%	8
TOTAL		86

Q2. What else can businesses do to partner with arts? Other examples are mentorships with artists, artist residencies and performances in business.

Answered: 70 Skipped: 22

Support/Sponsor Existing Organizations

- "Identify and utilize the community values, contributions and opportunities possible through partnerships with New Village Arts."
- "Continue, or better yet, expand support for cultural venues like New Village Arts."
- "Carlsbad could elevate the existing arts and culture offerings by providing funding and increased marketing support to enhance the efforts of local arts organizations like New Village Arts."
- "Become more active in North County Philanthropic Council."
- "Having a corporate sponsorship at an establishment like New Village Arts allows for great visibility for the business, as well as a creative way to create name recognition for the business in a sustained way in a centralized area of Carlsbad."

Other Sponsorships

- "Sponsor their employees to attend performances."
- "Offer sponsorship for under privileged students to participate in programs, particularly cooperative experiences with business, school district and city."
- "Sponsor art installations."
- "Take/support sponsorships for art assets publicized and listed by the City's Art Office."

Offer Live/Work/Performance Spaces

- "Residencies and local performance spaces offered by the business community."
- "Support low-cost housing and studio space for artists."
- "I think performances in businesses, or partnerships with them, might be a good way to get more support from the business and its employees to promote and financially support the arts."
- "Business can provide gallery space for public to view visual arts."

Pop Up/Temporary Exhibits

- "Organize public permanent and temporary art exhibits..."
- "Public performances. Pop-up events."
- "Sponsor pop up exhibits and performances – especially in the Village-Dove area and the new Rancho Santa Fe Center. Anything to make people put down their phones and enjoy art/music etc."
- "Pop-up events in and near the village."

Q4. Do you have other ways to strengthen the connection between arts and business?

Answered: 58 Skipped: 34

Create opportunities for business and artist interact

- "A roundtable of artists and business representatives to coordinate art activities."
- "Work to establish an "arts district" in Carlsbad Village, with businesses near NVA that offer music, visual art galleries, and more local theatre, along with businesses that help to promote a strong and lasting arts vision."

- "Invite key business leaders to attend arts events."
- "Some arts organizations would be happy to host business events at their locations – NVA would certainly be a good candidate!"
- "Monthly meetings, or less for reps from businesses and the arts to meet for relationship building, educating each other about current status, future ideas of said organizations/individuals."
- "Encouraging connections through City or Chamber events so both businesses and the creative community can actually interact, brainstorm and feel inspired to make that connection"

Create more mixed-use venues

- "Include art in all forms in business buildings – make it a priority."
- "Create venues where art and business merge."
- "City funded private partnerships for venues for music and visual arts displays and work areas."
- "Work with developers to create locales that are supportive of small creative businesses, unique food venues and arts commerce – creating appealing spaces that are destinations for creative vendors and shoppers."
- "Live music at more venues that pays the musicians well."

ARTS & CULTURE PLAN PREVIEW

CONNECTOR ROLE 2: LIFELONG LEARNING

Total respondents: 68

Q1. Which strategy for lifelong learning resonates most with you?

Answered: 64 Skipped: 4

Which strategy for lifelong learning resonates most with you?

Answered: 64 Skipped: 4



ANSWER CHOICES	RESPONSES
Strategy 1: For youth - Expand arts education provided by local school districts, the city and third-party providers.	43.75% 28
Strategy 2: For adults and the community at large - Increase access to arts-based enrichment programs and opportunities.	42.19% 27
Strategy 3: Encourage innovative inter-generational arts programming such as sharing oral histories that can serve as source material for performances and visuals that foster creativity and collaboration.	14.06% 9
TOTAL	64

Q2. What role would you like to see the city take in generating new educational opportunities in the arts?

New/Existing facilities

- "Support thru making city owned spaces available."
- "An arts/community center would be a helpful hub to provide educational opportunities."
- "I would like to see Carlsbad follow in the footsteps of Irvine, which has a fine arts center that offers affordable art classes, workshops and equipment."
- "Develop a physical building – cultural center with creative studio rentals for ceramic studios, printmaking, weaving, painting, sculpture."
- "Utilize the new Community Center for art and music appreciation classes. Open high schools for community classes."
- Develop an art center that offers classes or provides studio space for artists who are interested in offering classes."

Support structured school art programs

- "I would like to see the City of Carlsbad working with the school district and the state of CA to encourage art classes in the schools be taught by fully credentialed Art Education teachers."
- "Advocate for arts programs in all schools."
- "Expand Elementary school music programs."
- "Add art and music and writing programs to the school system."
- "Educate our school district that the arts are not a financial burden...but a necessity for a well educated human being."

Support art programs for all ages

- "Senior (50+) art activities in South Carlsbad."
- "Sponsoring shows for students and schools – especially shows dealing with history or important issues students can relate to – will help get young people more involved in considering attending theatre."
- "There seems to be art available for the young and old. Teenagers, young adults and middle adults are left out of the equation unless they want to take community college courses."
- "Provide more programs and services directly for all ages."
- "Have story telling at the senior center where some of our mature citizens can contribute."

Financial support

- "Sponsor, promote and subsidize the arts around the city."
- "Funding for existing organizations who currently have education and outreach programming such as New Village Arts."
- "Bankroll school programs and offer programs to the general public for a fee."
- "Provide funding."

Increase accessibility

- "Hire experts in the arts to provide free classes. Many seniors are on a fixed income and although they would love to take more are classes are prevented from doing so because of financial reasons."
- "Quality touring shows to schools and underserved communities."
- "Increasing access and opportunity to the arts/appreciation."
- "Invite artists who can easily commute to offer shows, displays, concerts to showcase their art."

Q3. How can the city best help ensure access to creative learning opportunities for adults?

Answered: 56 Skipped: 12

Increase accessibility

- "Provide affordable/free space for arts programs."
- "Partner with local theaters, etc. and offer low/no cost classes and series. Support traveling workshops/shows to assisted living centers and such."
- "Having weekend or evening programming that are low cost or free would be helpful."
- "Ensure arts education and outreach programming is accessible for free or low costs throughout all neighborhoods in Carlsbad."

More communication

- "Get the word out."
- "Publicity – helping residents know about all the opportunities available to them."
- "Publicize more. We don't know what's available."
- "Communicate offerings available to Carlsbad residents. Cater to your taxpaying residents vs tourists."

More venues

- "Turn some of the space in the senior center and other new buildings into art studios."
- "An active community center that serves all ages would be helpful, like the Encinitas Community Center."
- "Make all three libraries greater cultural arts hubs."
- "Team with local schools and colleges. Jump on business sponsored opportunities, such as GIA opening their doors to the public."

Support existing organizations

- "Perhaps a comprehensive and well designed list of events, opportunities and programs could be made available regularly at partnering businesses."
- "By putting funds into New Village Arts."
- "Financial support of the people/organizations providing those programs so that they can be free or low cost to participants."
- "Creative learning opportunities can be fostered through existing arts organizations in Carlsbad."

Expanded programming

- "Look at some of the programs like figure drawing workshops, Shakespeare reading workshops and more that are done at the Encinitas Library."
- "Program classes and workshops so people can take pottery, stained glass, etc."
- "Offer workshops that provide guidance and introduce different hands-on techniques."
- "Art classes such as watercolor, drawing, etc. are always full at Mira Costa College."

ARTS & CULTURE PLAN PREVIEW

LEADER ROLE 1: CAPACITY BUILDING

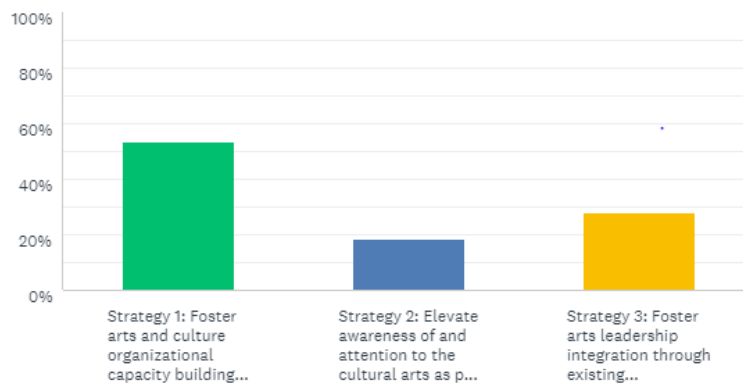
Total respondents: 43

Q1. Which strategy to enhance capacity building has the most impact for you?

Answered: 43 Skipped: 0

Which strategy to enhance capacity building has the most impact for you?

Answered: 43 Skipped: 0



ANSWER CHOICES	RESPONSES
Strategy 1: Foster arts and culture organizational capacity building through alternative funding opportunities for the arts, like the city's 2018 Capacity Building Grants.	53.49% 23
Strategy 2: Elevate awareness of and attention to the cultural arts as part of municipal policy decisions.	18.60% 8
Strategy 3: Foster arts leadership integration through existing organizations like North County Arts Network and others.	27.91% 12
TOTAL	43

Q2. How could the city lead efforts to create greater capacity in the arts community?

Answered: 29 Skipped: 14

Support existing opportunities/organizations

- "Joining in the promotion of North County wide events could build audience."
- "Support existing arts organizations that are already proving programming such as New Village Arts and Carlsbad Music Festival."
- "Carlsbad could elevate the existing arts and culture offerings by providing funding and increased marketing support to enhance the efforts of local arts organizations like New Village Arts."
- "Provide more funding and opportunities for Carlsbad Village Association and other local orgs in order to provide more music performances and artist performances."

Support community collaboration

- "Invite local and theater experts to convene and discuss/recommend approaches. That would benefit the artists, educate city officials and hopefully lead to outreach about solutions and subsequent art offerings."
- "Hold an open-door meeting to foster and discuss."
- "Adjacent city networking. Chamber support. Co-sharing ideation with schools, theaters, centers."
- "Integrate through municipal decision and use leadership integration from existing groups."
- "Increased collaboration with regional arts organizations."

Financial support

- "Provide affordable/free space to arts programs."
- "Be sure that there is secure funding for arts annually."
- "Make it more affordable to attend concerts and plays."
- "Fund more art events, education and organizations."

Make Carlsbad a cultural arts hub

- "Develop Carlsbad as a destination Arts Center. New Village Arts is located next to the train stop."
- "If possible, create a theater district around the current New Village Arts."
- "Help organizations like New Village Arts in their expansion and promotion; clean up some other venues."

Q3. What kind of assistance could the city offer to local arts organizations?

Answered: 30 Skipped: 13

Promotion/Public support

- "Be advocates for art at all city council meetings. Attend shows and performances, offer to speak at curtain up to show your support."
- "Increase promotion of local arts events."
- "Some of the biggest help would be in promoting the arts as a draw to the city. The more folks in San Diego proper know about these hidden gems, the more likely they are to attend (and then spend their money in Carlsbad)."
- "Create public places to inspire, do and show art."

Financial support

- "More of what is already established in grants opportunities and some training."
- "The New Village Arts theatre does amazing stage productions despite being housed in a very limited facility. I urge the city to provide generous financial support to this amazingly creative organization."
- "Grants so as to offer slightly lower ticket prices to encourage more people to go."
- "Financial support, venue support."

Q4. Have we missed any potential partners who could help with these efforts?

Answered: 18 Skipped: 25

- New Village Arts
- Carlsbad Unified School District
- North County Philanthropy Council
- Museum of Making Music

ARTS & CULTURE PLAN PREVIEW

LEADER ROLE 2: DISTINCT IDENTITIES

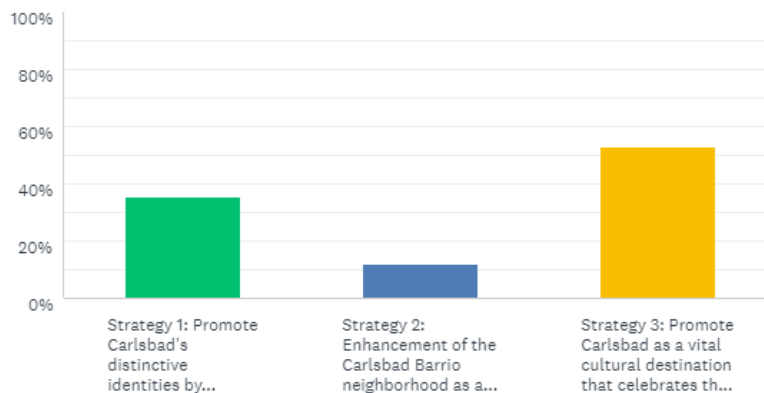
Total Respondents: 34

Q1. Which strategy resonates the most with you?

Answered: 34 Skipped: 0

Which strategy resonates the most with you?

Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES
Strategy 1: Promote Carlsbad's distinctive identities by connecting the arts, the city's heritage and the natural and built environment.	35.29% 12
Strategy 2: Enhancement of the Carlsbad Barrio neighborhood as a cultural destination.	11.76% 4
Strategy 3: Promote Carlsbad as a vital cultural destination that celebrates the work of local artists.	52.94% 18
TOTAL	34

Q2. How would you like to see the city better encourage its cultural identity?

Answered: 23 Skipped: 11

Diversify city leadership/programs

- "More representation of various minority groups in arts and cultural offerings."
- "Political leadership needs to demand staff for the people and rise above the banal and conventional to make Carlsbad a shining beacon on the hill."
- "Ensure that those who make decisions and those who receive arts support reflect the diversity of the city."
- "Become a multicultural center."
- "I never see anything for your Native Americans living in Carlsbad."
- "Perhaps more festivals or cultural events could be added, but I think it's great as it currently exists."

Encourage collaboration

- "Art is always stronger when its connection with local heritage and civic institutions is clear."
- "Blending of surfing community, Latino community, arts community and historical elements."
- "Embrace programs that are already thriving here in Carlsbad, like New Village Arts, the Museum of Making Music and the Carlsbad Music Festival."

Balance public/private needs

- "In order for a sense of pride and 'ownership' of the Barrio to be supported and to grow culturally, I believe a better balance has to be struck between the city and the real estate market to prevent the neighborhood from becoming too gentrified."
- "Keep the charm and history of Carlsbad intact by saying no to developer who wish to build unreasonably large projects."
- "Sorry to say but there is no art in any of the Carlsbad obscene developments..."

Q3. What could be done to provide better access to arts and culture in the community?

Answered: 25 Skipped: 9

Increase visibility/promotion

- "Making it simpler for local businesses to showcase the arts and music performances with the community, such as allowing performance permits in restaurants along State Street..."
- "Don't scrub street art unless it's offensive. Celebrate the good art appearing on our streets with online kudos."
- "Create the places for art in our parks and open areas."
- "Transportation to arts facilities, maybe a ride sharing scheme that was online."
- "Help get the word out to the community about the many arts offerings already available in the city and help promote the new arts organizations that are being built."
- "Be sure to include the arts in some capacity at all council meetings."

More venues

- "Provide affordable/free space for programming."
- "Provide a community arts space."
- "Make an arts hub in the community as a meeting place, as venue for growth and as a showcase of all skill."
- "Create a venue where artists can showcase their art and residents of all ages could participate in classes"

Financial support

- "Keep ticket prices low."
- "More funding."
- "More financial support for arts orgs – couldn't the annual capital improvement budget be reviewed and some of those funds reallocated?"

Q4. Which historical or cultural identity would you like to see the city promote?

Answered: 22 Skipped: 12

Blended/Multicultural

- "I would like to encourage more unity not separation into different cultures – include all together in perhaps a cultural exposition of the different groups that make up Carlsbad's diverse history."
- "Carlsbad is a wonderfully diverse mix of identities. Closing in on one or two would limit the cultural experience of our community."
- "Promoting multiple historical and cultural identities would benefit the city by attracting more tourists."

Artistic community

- "A center for performing arts, offering visual and musical arts before and after performances, and supporting performance with dining options and other supportive services."
- "New Village Arts!"
- "The current, vibrant art scene we have here."
- "Performing and visual arts. Historic legacy but outside the library's perspective and direction."

Latino community/Beach community

- "Latino community (around Lola's is cool), beach community."
- "Surfer/Skaters."
- "Our landscape and sea/lagoon scapes are our fundamental natural and cultural identity."

ARTS & CULTURE PLAN PREVIEW

PARTNER ROLE: ART IN DAILY LIFE

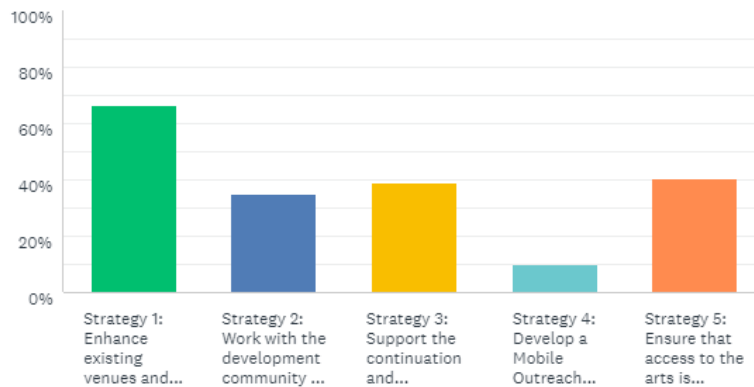
Total Respondents: 71

Q1. Which strategies to enhance art in daily life resonate the most with you?

Answered: 69 Skipped: 2

Which strategies to enhance art in daily life resonate the most with you?

Answered: 69 Skipped: 2



ANSWER CHOICES	RESPONSES
▼ Strategy 1: Enhance existing venues and find additional artistic and performance venues within the city, and pursue new funding models such as public-private partnerships.	66.67% 46
▼ Strategy 2: Work with the development community to support the inclusion of the arts in future projects.	34.78% 24
▼ Strategy 3: Support the continuation and development of a festival and events culture within the city.	39.13% 27
▼ Strategy 4: Develop a Mobile Outreach Strategy for the Cultural Arts Office.	10.14% 7
▼ Strategy 5: Ensure that access to the arts is available for all community members.	40.58% 28
Total Respondents: 69	

Q2. What can the city do to make the arts more accessible for residents?

Answered: 57 Skipped: 14

More venues

- "Enhance existing venues and find affordable/free additional artistic and performance venues within the city, and pursue new funding models such as public-private partnerships.
- "Create a real venue like Belly Up in Solana Beach."
- Utilize the empty industrial buildings off Palomar Airport Road to create artist studios and public art making areas..."
- "Build a performing arts center that also provides space for visual artists to work and display local artists work."
- "Clean up common areas, install a stage."

Increase visibility

- "Do more public displays such as murals, etc."
- "Be more like the City of Vista and have more art up around the city."
- "Have it everywhere! I visited Seattle, and there was a ton of art integrated into the city."

More promotion

- "Use social media including email to suggest an arts event of the day, every day. Prepare an education flyer about how to be involved including how to dress, how to book and generally how to be involved. Include average prices and how many events are free."
- "Let us know when and where events are taking place. We no longer have a newspaper to remind us. What about people who have no computer?"
- "Better dissemination of events to residents."

More classes and events

- "More outdoor concerts and plays."
- "Have a festival and promote all the arts at it, or a street fair."
- "Events and festivals are great. Maybe some workshops and events that residents can participate in themselves would be a lot of fun."
- "Quarterly events like the old ArtSplash and the current Music Festival."
- "More classes, more space where people can be creative, more events."

Q3. What could the city do to bring about more art and performances in the city, and into your local neighborhood?

Answered: 50 Skipped: 21

New/Enhanced venues

- "Build and equip venues for large audience performances as well as small."
- "More venues, more opportunities for local music and art displays, particularly acoustic venues for coffee shops and wine bars where people gather in neighborhoods."
- "Perhaps an opportunity might be to encourage restaurants and cafes to offer performances and to encourage more village events where artists could share their work."
- "Create an amphitheater where live performances can happen."
- "Live music, outdoor concerts, maybe build a small venue down somewhere by the beach like they have in Oceanside."

Collaborate with local organizations

- "Collaborate with non profits or foundations. Maybe create a community collaborative or utilize an existing one."
- "By expanding New Village Arts the theatre will be able to add productions by their own actors and guest production companies."
- "Continue support of New Village Arts and similar theaters."

Financial support

- "Funding for artists."
- "Tax incentives to encourage business to support the arts and to encourage people to donate to the arts."
- "More financial support of those performances."
- "Funding of events, event at a partial level."
- "Sponsor more art classes performances, with financial support of local businesses."

Q4. Are there additional potential partners you would add to the list below? Businesses Artists and arts organizations Parks & Recreation Department Carlsbad Village Association Carlsbad Chamber of Commerce Local non-profits North County Arts Network (NCAN) Neighborhood groups Local media outlets Property owners Developers Land use and planning organizations Public Works Department Community & Economic Development Department

Answered: 30 Skipped: 41

- School districts, local colleges, Carlsbad Education Foundation
- NAMM
- Local artists and citizens

COMMUNITY FEEDBACK REPORT



Venues

Exhibits

Music

Arts Education

Public Art

Theater

Arts & Culture Plan

Input Summary Dec. 2017



Arts & Culture Plan

Summary of Public Input

December 2017

TABLE OF CONTENTS

Summary of Public Input	1
<i>Introduction to the Public Input Process</i>	3
OUTREACH PROCESS SUMMARY	3
ADJUSTMENTS ALONG THE WAY	5
<i>What We Heard</i>	8
INITIAL FIVE THEMES	8
SUPPORTING SURVEY	10
SPANISH-SPEAKING OUTREACH	12
ADDITIONAL EMERGING IDEAS	14
Appendices	17
<i>APPENDIX A: Interview and Focus Group Protocols</i>	18
Stakeholder Interview and Focus Group Summary	18
Interview & Focus Group Protocols	19
<i>APPENDIX B: Spanish-Speaking Community Outreach</i>	21
Communication Objectives	21
Outreach Methodology	21
Awareness	21
Participation	22
What We Heard	23
<i>APPENDIX C: Survey - Full Quantitative Results</i>	24
Survey Methodology	24
Survey Demographics	24
Arts & Culture Plan Survey #1: Full Results	30
Plan para las Artes y la Cultura #1: Full Results	37
Arts & Culture Plan Survey #2: Full Results	44
Plan para Las Arte y la Cultura: Encuesta No. 2 - Opción 2	54
<i>APPENDIX D: Survey – Full Qualitative Results</i>	64
Survey One Open-Ended Question Responses	64
Survey Two Open-Ended Question Responses	76

Introduction to the Public Input Process

The planning process for the Arts & Culture Plan consists of three phases:

- Discover
- Envision
- Develop

Each phase of the process includes opportunities for the community to weigh in and provide input. The City of Carlsbad sought input from the community on ideas, strategies and priorities related to arts and culture from more than seven hundred individuals in over twenty different settings in the Discover and Envision phases of the planning process:

- 1) 27 Stakeholder interviews
- 2) Focus groups with 25 participants
- 3) Three online and in-person surveys (Two in English, one in Spanish) resulting in 687 responses
- 4) Four community workshops with a total of 54 attending
- 5) Three “Meeting in a Box” events with arts organizations with a total of 39 attending
- 6) 14 pop up events in the community, including and additional 10 with the Spanish speaking community

The following report summarizes the input from these first two phases of the planning process. The project team is now approaching the Develop phase of the planning process and will use input gathered to prepare a draft Arts & Culture Plan.

It’s important to note that the input gathered through the surveys conducted should be considered in a similar way to input received during public comment at a City Council meeting, remarks at a public workshop or comments provided via email to city staff. Due to the way survey participants were identified, the survey sample may not be representative of all project stakeholders. As a result, unlike a scientific study, the responses cannot be generalized to the larger population with a known margin of error.

OUTREACH PROCESS SUMMARY

The city sought input on the Arts & Culture Plan from March through August 2017 in the following settings:

- Stakeholder interviews
- Focus groups
- Public workshops
- Online surveys
- In person surveys

- Meeting in a box
- Multicultural outreach
- Updates to City Council and Arts Commission

Each outreach event resulted in important input, which shaped the plan development process.

DISCOVER PHASE: March through June 2017

This phase of the process was an opportunity to connect with key stakeholders in the arts and culture, business and education sectors. Input gathered in the interviews and focus groups contributed to the framework for the emerging ideas that have guided the planning process.

Stakeholder interviews

- Interviews were conducted with 27 stakeholders from the business, education and arts and culture community.

Focus groups

- Six focus groups were held with stakeholders in business, education and arts and culture. A total 25 of people participated in focus groups.

Workshops

- Two workshops were held on May 18, 2017 and May 20, 2017. 39 attended.
- A printed survey was distributed to individuals at each meeting for additional feedback.

Online / In-person survey

- Input was solicited from the Carlsbad community from May 18, 2017 through June 19th, 2017. 176 total provided input through the online survey.
- The survey was distributed to those signed up to receive Arts & Culture and city-wide newsletters, through stakeholders and partners, a news release on the city's website and social media channels

Multicultural Outreach

- The city engaged a multicultural outreach specialist to assist with outreach to the Spanish speaking community
- A total of ten pop-up events and community meetings were attended in six separate locations such as Pine Avenue Park, Lola's, and local schools.
- 28 surveys were filled out and approximately 40 people were reached.

Public Presentations

- Updates to Arts Commission
- Updates to City Council

- Keep city decision makers informed throughout the plan development process.

ENVISION PHASE: July and August 2017

The project team began to see common ideas come to the surface in the Discover phase. These ideas evolved to an initial list of Five Emerging Themes that served as the framework community discussions. In the Envision phase of the project, the team asked for specific concerns and ideas around each of the five themes.

Online survey

- Input was solicited from a larger section of the Carlsbad community July and August 2017, via an online survey. 483 completed the survey.
- The survey was distributed to those signed up to receive city email notifications, through a list of key stakeholders and was promoted through the city website, social media channels.
- The online surveys deepened the team's understanding of how the broader community in Carlsbad viewed each of the themes, and what specific ideas they might like to see develop as part of the plan.

In-person survey

- Input was also solicited from Carlsbad community members through in person surveys at several Library & Cultural Arts special events in July and August 2017
- The surveys were distributed to individuals attending the popular TGIF Concerts in the Parks and participating in the Family Open Studios art making activity on June 22, June 29, July 6, July 13, July 20, July 27
- The surveys were distributed to individuals visiting library locations during the weeks of August 21 and August 28 and at the Farmers Market in Carlsbad Village.

Meeting in a Box events

- Individual arts organizations hosted three Meeting in a Box events with its arts and culture grantees and arts organizations in the community.
- Notes from these meeting was integrated into overall data synthesis.

Multicultural Outreach

- Continued from Discover phase with on-site outreach and in-person survey distribution (with Spanish translation).
- An additional 9 surveys were filled out

ADJUSTMENTS ALONG THE WAY

From the outreach conducted in the Discover and Envision phases of the planning process, the project team received meaningful input to shape the development of the Arts & Culture Plan. Additionally, information gathered at this stage was also used to adjust approach for outreach for the planning process.

Multicultural outreach

Early in the process, the project team learned that cultural identities were important part of the history in Carlsbad. For this reason, the project team engaged a specialist to assist with outreach efforts in minority communities, realizing that the city's traditional communication tools may not be reaching that audience.

Traditional public workshops

It was clear in the Discover phase that attendance at traditional public workshops was challenging. Attendance was low. Additionally, the feedback received early in the process was skewing heavily in North Carlsbad and represented an older demographic. The project team adjusted the outreach approach in the Envision phase to include opportunities for the community to provide input outside of the traditional public workshops, in areas in South Carlsbad and reach a younger demographic. The team set up a pop up booth at the TGIF Concerts in the Parks events, in all library locations and at the Farmers Market to "meet people where they are" and seek input on the plan.

Timing

The team realized the challenge in gathering input during the spring and summer, which are very busy times in the community. The timeline for the both the Discover and Envision phases was extended to allow for maximum input on online and in person surveys.

Original Timeline:

- March to May: Dialogues and Surveys
- June to August: Consultant Analysis and Compile Results
- September to October: Develop Draft Plan and Request Feedback from the Community
- November to December: Present to City Council

Revised Timeline:

- March to May: Focus Groups, Interviews and Survey 1
- June to August: Survey 2 with Expanded Outreach
- September to October: Consultant Analysis and Develop Support Documents
- November to December: Staff Review of Support Documents
- January to February: Consultant to Draft Plan, Release Engagement Report and Create Plan Preview
- Early February: Staff and Community Representatives Draft Plan Workshop
- Early March: Arts Commission Draft Plan Workshop
- March-April: Revise Draft Plan
- Early-Mid April- Release Plan Preview with Online Survey
- Early May: Release Draft Plan for Public Feedback
- April & May: Presentations to City Council

Meeting in a Box

From the input received in the Discover and Envision phases of the planning process, the city learned their partners and local arts organizations were interested in taking an active leadership role in the plan development process. In response to that feedback, the city hosted Meeting in a Box events with arts and culture organizations and city grant recipients. These efforts showed a growth in the city's role in the arts and culture community from one of Leader to that of a Convener, by bringing together the stakeholders and facilitating a discussion on the Arts & Culture Plan. Input in the Meeting in a Box events also provided helpful insight to the Cultural Arts Office on arts and culture grants and program format, leading to changes in approach in these two areas to better meet needs of this audience.

What We Heard

INITIAL FIVE THEMES

During the Discover phase of the project it became clear that some initial themes were surfacing from all the comments that were received. These comments were crafted into “Emerging Themes.” As the planning process progressed these themes served as a framework for the larger planning process, and a way to organize conversations, comment and ideas received both online and in-person through the project surveys and discussions.

Theme One: Enhance Carlsbad’s Distinct Identities through Arts and Culture

Carlsbad has a unique history and quality of life, and that distinctiveness attracts and keeps residents, visitors, business owners, and entrepreneurs. Many residents spoke passionately about the city and its history, and many expressed a deep interest in seeing this sense of identity displayed more prominently in neighborhoods, shopping areas, and places of business. People also strongly felt that Carlsbad’s identity could be seen in the way the community comes together for events. Residents desired to see the arts and culture bring more people together, and support the collective civic spirit in ways that are unique to Carlsbad.

Theme Two: Support Art as an Essential Component of Daily of Life

Although the arts have traditionally been thought of as activities that happen in addition to the daily routine of people’s lives, a great number of people that were interviewed desired to experience art as an integrated part of their everyday life. Many residents talked about their own artistic practices as musicians, artists, actors, and writers, and many desired to have more opportunities to perform and collaborate on creative projects with their fellow residents.

Theme Three: Expand Art and Culture Learning Opportunities

An important component of any healthy community is the opportunity to create and express – both individually and collectively. Many Carlsbad residents expressed the desire to see more opportunities for lifelong arts education. Recognizing the essential role arts education plays in supporting a vibrant community, residents expressed a strong desire for increasing educational opportunities for school aged children both within schools, and through extra-curricular activities. Recognizing the strong role that the arts and culture play in individual lives, many of those that were interviewed also discussed the need to create more extensive life-long creative learning opportunities.

Theme Four: Enable Art to Enhance the Physical Realm

The arts are an essential building block for creating a strong and vibrant public realm, particularly in the Village area. Today the arts serve to engage both residents and visitors, communicate a sense of local identity, and ensure that all have access to

vibrant community spaces. Many residents recognized the strength of the City's new public artwork and desired to see more throughout the city. It was recognized also that art in the physical realm supports the sense of pride and community that residents felt could often be seen in the surrounding communities, but to a lesser degree in Carlsbad.

Theme Five: Support a Thriving Business Sector with the Arts

It was often recognized by representatives of the local business sector, that the goals listed above by residents are the same goals desired by businesses. From lifelong learning opportunities, to a vibrant physical realm, those who took part in interviews and focus groups recognized that their ability to attract a skilled and innovative workforce, depended in large part on being able to offer a sense of community vitality supported by a strong arts and culture sector. There was a desire expressed to increase the profile of arts and culture in the community in order to strengthen the general business environment, and support a thriving and successful business culture.

SUPPORTING SURVEY

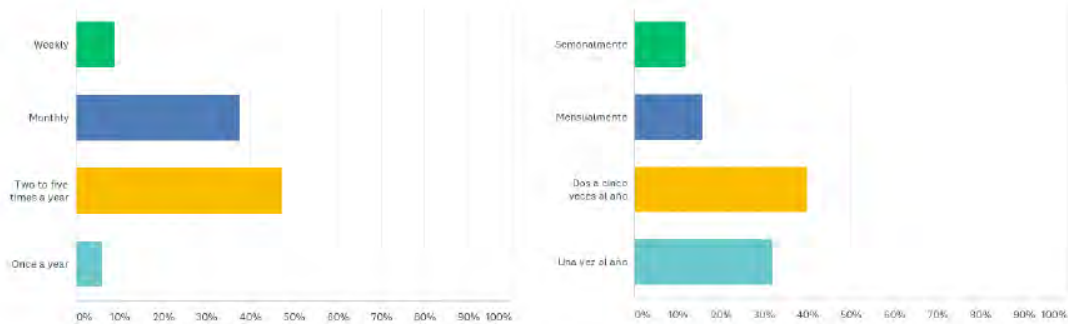
In parallel to the development of the Themes (through the process of interviews, focus groups, and public meetings), two broad Surveys were also created.

Demographically, the results show a fairly broad range of respondents as well as a (desired) diversity amongst the different survey respondents themselves.

One larger trend to note regarding the results is that those households without children, and in a high age bracket had greater representation within the survey than young families with children. This is not an unexpected result given the nature of the time and attention it takes to respond to a survey, but it is a trend which should be considered when looking at proposals for family-friendly or child-centered arts and culture activities. It is possible that more support for those efforts could exist in the city beyond what is seen the survey responses.

Participation in Arts & Culture Events

Looking at the survey responses, it can be broadly said that residents of the City of Carlsbad are quite active in the arts, with a majority of respondents saying they participate either monthly or two-five times per year in an arts and/or cultural event.



English Language Survey

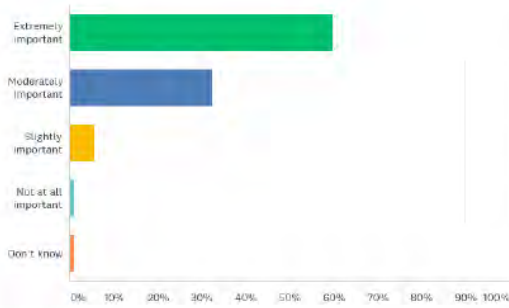
Spanish Language Survey

Q3: In a typical year I participate in arts and culture events and programs in the Carlsbad area:

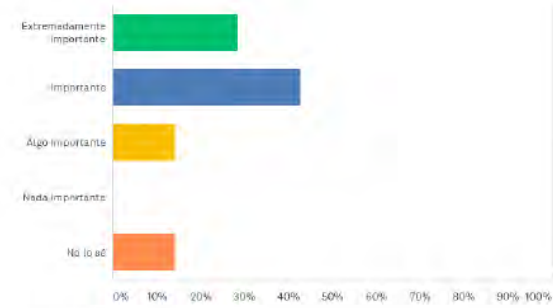
Weekly / Monthly / Two to five times a year / Once a year

Support for Arts & Culture

Also of particular note across the surveys is the broad support for the arts and culture sector within the city, with a great majority of residents responding that arts and culture is either important or extremely important for quality of life within the city.



English Language Survey

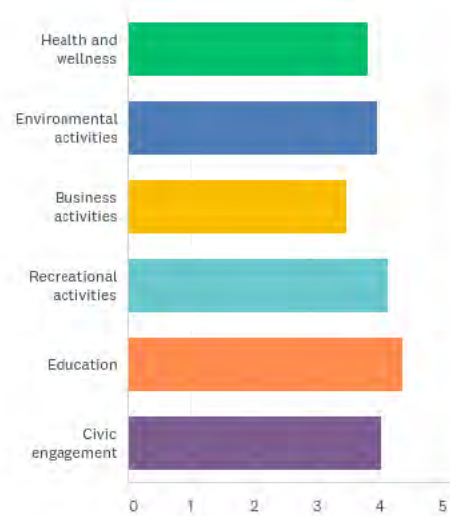


Spanish Language Survey

Q3: Overall, how important a role do arts and cultural activities play in improving the quality of life of Carlsbad area residents?

Arts in Daily Life

Along with this general broad support, survey results also show broad support for integrating the arts into many of the day-to-day aspects of life that we don't traditionally think of as closely aligned with the arts and culture sector.



English Language Survey



Spanish Language Survey

Q4: Please rate the following: I'd like to see closer links between Carlsbad' arts and cultural offerings and...
Health and wellness / Environmental activities / Business activities / Recreational activities / Education / Civic Engagement

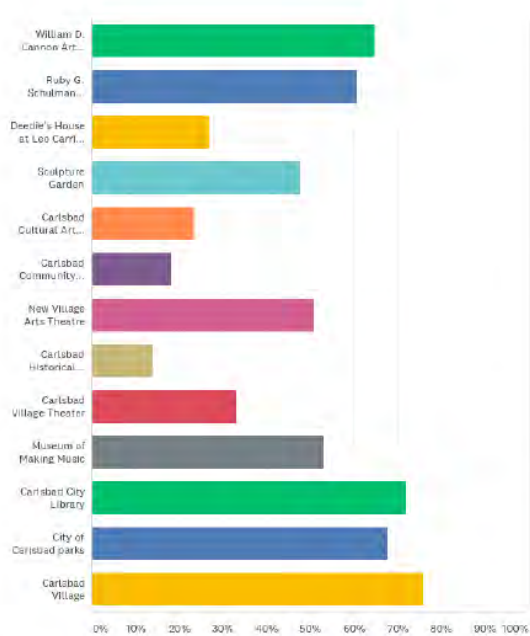
SPANISH-SPEAKING OUTREACH

Efforts to reach the city's Spanish speaking community were also very important to planning efforts, and special efforts were made to create occasions where their input could be gathered in-person by a native Spanish-speaker.

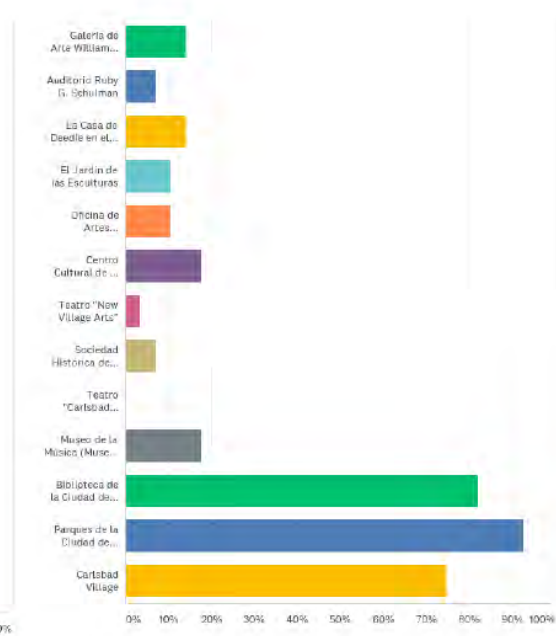
To help shepherd the city's efforts, community outreach specialist Melba Novoa was brought on. Through Ms. Novoa's efforts, a total of ten pop-up events and community meetings were attended in six separate locations with approximately 40 people reached. Within these conversations the following ideas and concerns were surfaced:

- A majority of individuals interviewed (70%) think arts and culture are a very important or important part of the quality of life in Carlsbad.
- A significant number of survey respondents don't use social media or have signed up to receive emails with calendar and program information.
- There is a lack of awareness regarding existing programs in Spanish.
- Suggestions included creating a board at schools, libraries, city buildings with calendar of arts and culture.
- The most trusted source of information about Arts and Culture is the Learning Center.
- Schools are trusted and perceived as significant partners in providing arts and cultural programs.
- Access due to lack of transportation is a barrier.
- There is a wish for more low-cost programs in Spanish aimed at seniors.
- More cultural programs and support for groups that promote the Hispanic cultural heritage of Carlsbad, in particular Barrio Museum and Barrio history.
- More opportunities for Carlsbad artists to exhibit or showcase their work for low cost or free.
- There is a desire for more paid job opportunities for local artists.
- There is a lack of free or low cost theater, music, and dance programs.

When comparing the English and the Spanish responses to the surveys, there is a strong difference between English speaking and Spanish speaking residents in terms of which city cultural facilities they visit. Although there was a smaller sample size in the Spanish-speaking community, it was apparent that there was less participation and awareness in the Spanish speaking community about existing arts programs. This difference should be noted for further planning efforts for different facility/venue/area programs and projects.



English Language Survey



Spanish Language Survey

Q1: Where have you attended arts and culture events in the community? (Check all that apply)

Appendix B contains further information on Spanish-community outreach efforts.

ADDITIONAL EMERGING IDEAS

As the planning process continued, the city worked with the community to get additional input on specific ideas, priorities and measurable objectives related to the original five themes. These further conversations showed the emergence of additional ideas which then became integrated into the guiding plan framework. Additional ideas were incorporated into the planning framework both as an added sixth category, and as additional recommendations within the original set of Themes:

- Capacity Building (now a 6th Theme)
- Accessibility (integrated in Art in Daily Life)
- Regional Ties (integrated as part of the 6th Theme)
- Communications Accessibility (integrated in Art in Daily Life)

Below are listed a summary of ideas that were heard during the later Envision phase of the project.

1. **Physical Realm:** There was a great deal of support for creative enhancements of the physical realm. The comments were wide ranging but areas of focus could be seen around the topics of
 - Village/Barrio
 - Natural Environment
 - Murals
 - Public Art

Most surprising were the comments around the desire to see art become an integrated as part of the Carlsbad's tremendous environmental assets, such as along trail networks. There was also a great deal of support for the type of community inspired, community lead arts opportunities such as the Carlsbad Art Wall with its rotating murals, and engagement of local artists.

2. **Education:** Within the Education area a great deal of residents' focus was upon youth education opportunities, particularly at the elementary school level. Residents acknowledge the deep cuts in funding that have occurred around children's art education and wish to find a way to address the issue. There was also a good deal of support for adult and multi-generational education experiences.
3. **Business:** Carlsbad residents saw a very clear benefit to fostering a stronger relationship between local businesses and local artists and arts organizations. The benefit was seen being reciprocal. On the one hand, businesses could certainly provide support to local arts organizations through donations and professional services. But residents also noted that local artists provide support

to businesses through their ability to create appealing environments and a high quality of life for other residents.

4. **Art in Daily Life:** Perhaps the broadest range of could be seen through the many of the ways citizens responded about how they wanted to interface with arts and culture in their life. They did not see art as something that should be engaged solely through the traditional contexts of single performances or exhibits. Rather, residents desired to see more ways in which to integrate arts and culture into the rhythms of daily life through festivals, live-music downtown, having arts integrated throughout the city, social events, pop-ups, and many other ideas.
5. **Support Identities:** There was a great deal of support by residents for having the arts help to celebrate the great number of cultures, nationalities, groups, and identities found within the city. These areas of creative expression did not just include a celebration of cultural identities, but also expressed a desire to use art to celebrate the personal expression that happens through sports, and the larger national identity we hold as U.S. citizens.
6. **Capacity Building:** Quite a number of comments focused on the desire to have the city help artists and arts organizations achieve their full potential through grant and professional development programs. A number of comments also identified the ways in which local citizens could also help to support the arts either on their own or with the city's help.

As part of the capacity building theme, it was also noted that a growing generational divide exists between those members of the creative community who formed many of the well known and loved arts current arts events, and younger artists and entrepreneurs who are still in the process of developing their own work and creative endeavors. Creating mentorships between generations is a potential route for exploration.

7. **Accessibility:** The ability to access arts and culture offering either physically or financially was of a great deal of concern for many. It was recognized that the City of Carlsbad already had many offerings that people could access for free or reduced cost, and this type of programming is greatly supported.
8. **Regional Ties:** Given the geography of the area, a number of comments also surfaced about regional offerings and the desire to connect more actively with regionally touring exhibits or performances, and for the city to take a leadership role in these conversations.

9. **Communications:** Many comments were provided that both acknowledged the tremendous job the city does to reach out to citizens about arts and culture events, while at the same time acknowledging a desire to find out even more.

Appendices

APPENDIX A: Interview and Focus Group Protocols

Stakeholder Interview and Focus Group Summary

Methodology

The goal of the initial phase of plan outreach was to develop a larger overview of the current arts and culture sector in Carlsbad and to begin to form a larger framework for the plan's creation.

92 people were identified as potential interviewees through conversations with the consultant Lynn Osgood and Cultural Arts staff. From the initial list, interviews were held with 27 people over the course of two site visits during the spring of 2017, along with an additional 25 people who participated in focus groups.

In addition to the one-on-one interviews, a series of focus groups were also held that brought together multiple individuals from similar sectors. Focus groups included:

- Local Artists
- Local Arts Educators
- Business (2 Focus Groups)
- Environment and Preservation

Working jointly on outreach, Ms. Osgood from GO collaborative, and City of Carlsbad Cultural Arts Manager Richard Schultz, initially contacted each person via email. Any email addresses that returned an undeliverable response were researched, corrected, and re-sent. Follow-up emails were sent about a week later to anyone who had not originally responded.

Ms. Osgood scheduled an interview appointment with those who did agree to participate. Most interviews lasted from 30-60 minutes, while a few lasted for two hours. Ms. Osgood took notes in real time and asked follow-up questions to ensure that she understood their responses. In some cases, when interviewees had questions about goals of the Arts & Culture Plan process, Ms. Osgood provided information to the participants.

Interview & Focus Group Protocols

Interview Structure

Each interview and focus group was structured around an open set of questions. Each discussion touched on the initial questions but then also explored other topic areas further depending on the interviewee's area of expertise (history, economic development, arts education etc.). All interviews and focus groups were anonymous to allow for candor on behalf of the interviewee's responses.

Results from the Interviews were then examined to find those area of primary concern for the stakeholders. While no specific recommendations were extracted from the interviews in the early stage of the plan development (that process would come later in parallel with the examination of the survey results), the discussions did yield a broad overview of those areas that the plan needed to focus upon. These areas of focus were then tailored into the Plan's initial draft Themes that guided the next set of conversations the larger city-wide community.

Semi-Structured Interview Questions

1. Confirm name, and title and organizational affiliation (if needed). Could you tell me a little bit about the work that you do and your organization/business?
2. What are the top priorities for you/your organization/business—now and over the next ten years? Do arts and culture have any relationship to those issues?
3. Consider yourself and your family on a personal level—what are the most important roles that arts, culture, and creative expression play in your lives?
4. Thinking of the City of Carlsbad, overall—what are the most important roles that arts, culture, and creative expression play?
5. Thinking about the next 10 years, what roles *should* arts and culture play within Carlsbad?
6. Are there more important issues for the City to address? If so, do arts and culture have any relationship to those issues?
7. Any other ideas of things that can happen? Things the city could do to support?

8. Is there anyone else we should speak with whose perspective would really help us understand how to help develop a roadmap for how to foster and support arts and culture?
9. Are there any questions I should have asked, but didn't? Any final comments?

Semi-Structured Focus Group Questions

Warm Up (20 minutes)

- Introductions
 - Name, what you do, and...
 - what is the most important thing for an outsider to understand about the City of Carlsbad (in general)?
 - Consider yourself and your family—what are the most important roles that arts, culture, and creative expression play in your lives?

SWOT Exercise (30 minutes) – Arts and Culture in Carlsbad

- S / W / O / T: What strengths, weaknesses, opportunities, and threats face you, specifically as a (ARTS EDUCATOR, BUSINESS PROFESSIONAL, ETC.) in the City of Carlsbad, now and over the next ten years?

The Role of the Arts (20 minutes)

- Consider the City of Carlsbad, overall—what are the most important roles that arts, culture, and creative expression play?

Vision Brainstorm (20 minutes)

- Thinking about the next 10 years, what roles *should* arts and culture play for Carlsbad
- Devil's Advocate:
 - Are there more important issues for the City to address? If so, do arts and culture have any relationship to those issues?
- Any other ideas of things that can happen? Things the city could do to support?

APPENDIX B: Spanish-Speaking Community Outreach

Communication Objectives

- Clearly convey the public involvement process to stakeholders so they understand their role in providing input for the projects
- Obtain input that represents the values and priorities of all stakeholders
- Provide opportunities for stakeholders to participate in multiple ways that are convenient to them, encouraging maximum involvement
- Ensure that communication materials are accessible and easy to understand by stakeholders

Staff was committed to wide and persistent marketing throughout the six week period by doing in person presentations, mailings, e-mailings, and posting flyers across the city. An important part of the plan was to ensure participation of the Spanish-speaking community. Meeting this goal required understanding of communication preferences and appropriate methods for reaching out to this community and providing the tools and support necessary to facilitate their participation.

The Spanish-speaking community is not homogeneous, and their media use is as fragmented as with any other ethnic or age group. To this end, the team ensured that, 1) awareness about the Arts and Culture Plan Update was raised among this population, including the timeline and purpose of the process, and 2) tools and engagement strategy for meaningful participation were created.

Outreach Methodology

A survey was created in Survey Monkey to capture people's opinion. Business cards with links to online survey in English and Spanish were distributed at all outreach events. The survey was available in paper to accommodate people without internet access or with limited access to computer. To receive broad participation among residents with limited or no English proficiency, the survey was translated from English into Spanish. The translation was also modified using everyday language. In addition, the survey was administered at outreach events orally by Spanish-speaker outreach staff when requested by residents with no reading or writing skills.

Although this approach required more time, it ensured that individuals from all educational and economic backgrounds were able to share their opinion about current programs and services and wishes for the future. The results and feedback gathered during field work were aggregated and downloaded from Survey Monkey.

Awareness

Staff made presentations and spoke with local leaders, teachers and representatives from the following groups:

- Churches and other places of worship (St. Patrick's, Christian Church)
- Schools, with dedicated outreach at Jefferson Elementary and Buena Vista Elementary (Teachers, PTA, ELAC, Migrant Ed)
- Affordable housing complexes (CHW, MAAC)
- After-school programs including Boys & Girls Club, Kids' Care, Head Start
- Centro de Aprendizaje
- Community stores (El Torito)
- Mexican restaurants (Lola's, El Puerto)
- Parks (Pine Park, Concerts in the Park)

The purpose of these introduction meetings was to provide information and resources related to the Arts and Culture Plan Update. Teachers, business leaders, community organizers, and program coordinators had the opportunity to provide feedback on survey questions, make suggestions to increase response rate, promote the public input effort, and introduce staff to target population.

Participation

Staff has an established network with trusted providers of information in the Spanish speaking community: local schools, Centro de Aprendizaje, Cole Library, Boys & Girls Club, churches, local restaurants and businesses, and Head Start. These groups will provide the foundation for a long term engagement process that would benefit the projects as well as other city projects in the future.

Face-to-face interaction was the preferred method to create awareness about the process and request feedback. The following is a calendar of outreach events conducted during the process:

May 16 – Jefferson Elementary
 May 19 – Jefferson Elementary
 May 20 - Pine Park
 June 18 – St. Patrick's
 June 21 – Library Learning Center
 July 12 – Farmers Market
 August 10 – Lola's
 August 14 – Lola's
 August 15 – Lola's
 August 21 – Lola's

About 40 responses were gathered from Spanish-speaking members of the community and added to Survey Monkey translated into English. This number includes people who filled the survey in Spanish electronically. Data was aggregated to general input.

What We Heard

A majority of individuals interviewed (70%) think arts and culture are a very important or important part of the quality of life in Carlsbad.

A significant number of survey respondents don't use social media or have signed up to receive emails with calendar and program information.

There is a lack of awareness regarding existing programs in Spanish.

Suggestions included creating a board at schools, libraries, city buildings with calendar of arts and culture.

The most trusted source of information about Arts and Culture is the Learning Center.

Schools are trusted and perceived as significant partners in providing arts and cultural programs.

Access due to lack of transportation is a barrier.

There is a wish for more low-cost programs in Spanish aimed at seniors.

More cultural programs and support for groups that promote the Hispanic cultural heritage of Carlsbad, in particular Barrio Museum and Barrio history.

More opportunities for Carlsbad artists to exhibit or showcase their work for low cost or free.

Find paid job opportunities for local artists.

More free or low cost theater, music, and dance programs.

APPENDIX C: Survey - Full Quantitative Results

Survey Methodology

The public outreach process for the Arts & Culture Plan included identifying topics of particular interest to stakeholders and the community at large, then developing surveys to gather more information about, and determine the extent of support for, those topics. In the Spring of 2017, the consultant Lynn Osgood worked with Susanne Bankhead, Community Relations Manager, City of Carlsbad, and Richard Schulz, Director of the Cultural Arts Office to launch two separate surveys using the city's Survey Monkey community engagement web forms.

Each survey began with a general statement describing the goals of the Arts & Culture Plan and described the ways in which the planning efforts are building upon previous planning efforts within the City. A series of multiple-choice questions followed; in some cases, when applicable, respondents could provide comments or were asked for open-ended feedback.

The first survey opened in May 2017 and were available for responses through the end of June 2017. Participation was encouraged and promoted through numerous online and print venues including the City's website, social media platforms, City newsletters, and during community meeting presentations.

It was also recognized during the survey planning process that more targeted efforts needed to be taken to reach the city's Spanish speaking population. To do this, the city hired an additional outreach specialist who administered Spanish-language surveys in different areas around the city.

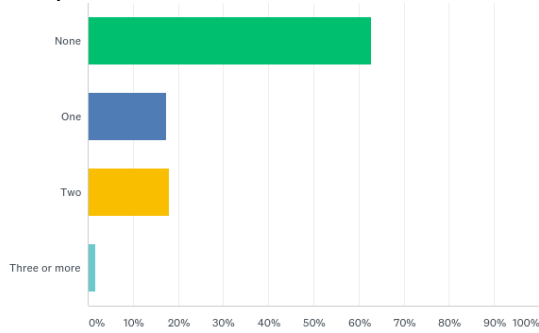
The second survey opened in July of 2017 and was available through mid-September 2017. It should be noted that staff from the Cultural Arts Office and the Public Relations office did extensive outreach at Libraries, public events, and in particular at city sponsored TGIF concerts. These efforts yielded a tremendous response helped to ensure a broad set of residents was engaged in the process of creating the plan.

Survey Demographics

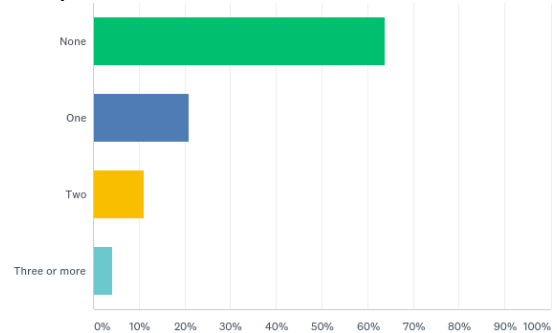
Ensuring equitable demographic representation of survey results was an important consideration during the survey creation process. Initial results showing the lack engagement from the Spanish speaking community prompted not only the creation of a Spanish language survey instrument, but additional outreach efforts as well as the team was aware that simply translating the survey itself was not enough to reach a fully diverse audience. The following tables illustrate the range of answers to the demographic questions that were asked in each survey. Data from the 2016 City of Carlsbad Public Opinion Survey is also given as reference given its close statistical alignment with current city demographics.

Q10. How many children under 18 live in your household?

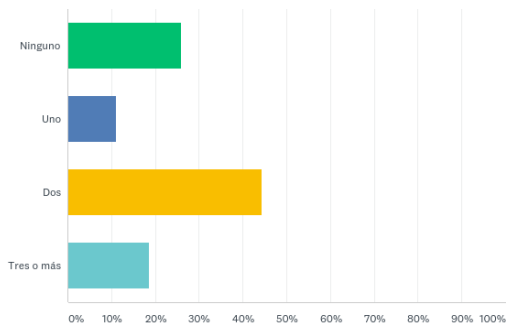
Survey 1



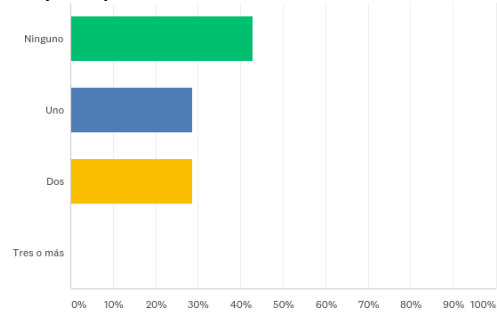
Survey 2



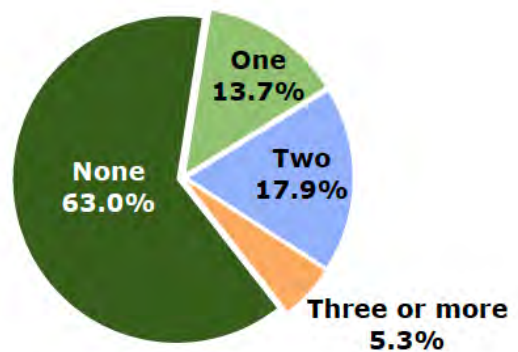
Survey 1 Spanish



Survey 1 Spanish

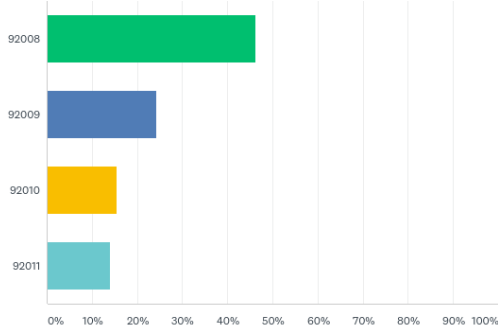


Reference Demographics:
Public Opinion Survey Demographics
(2016)

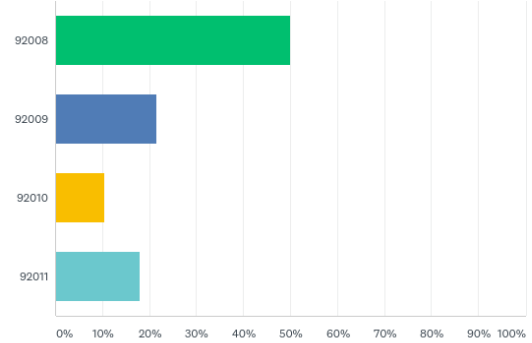


Q11: What is your zip code?

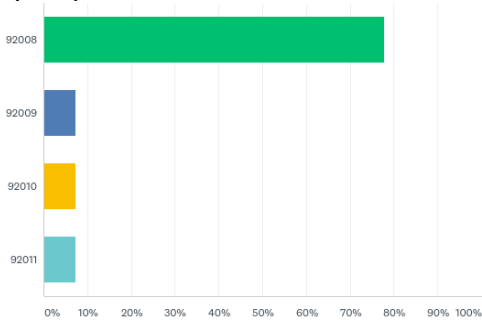
Survey 1



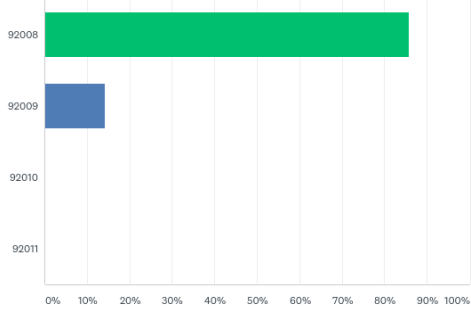
Survey 2



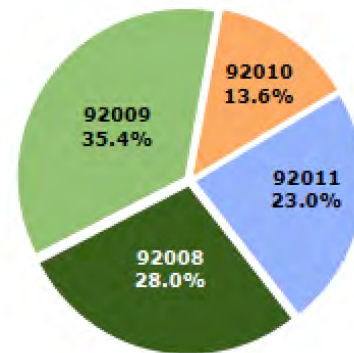
Survey 1 Spanish



Survey 2 Spanish

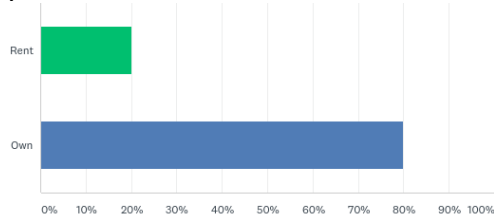


Reference Demographics: Public Opinion Survey Demographics (2016)

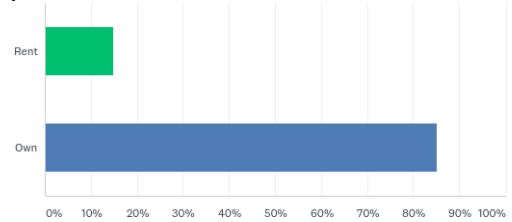


Q12: Do you own or rent the unit in which you live?

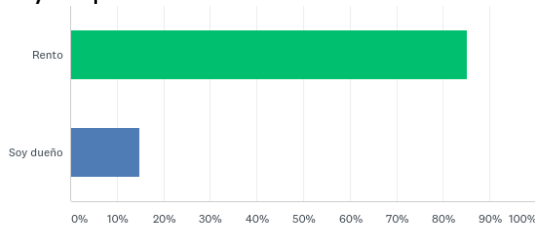
Survey 1



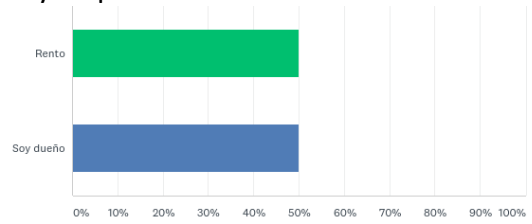
Survey 2



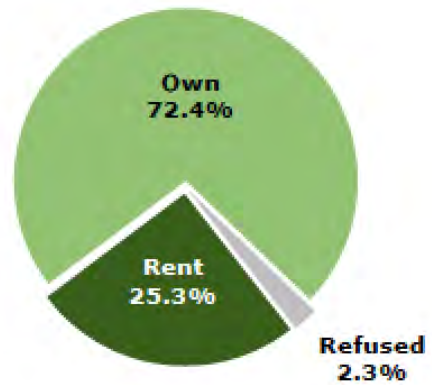
Survey 1 Spanish



Survey 2 Spanish

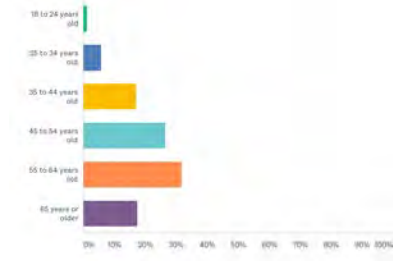


**Reference Demographics:
Public Opinion Survey Demographics
(2016)**

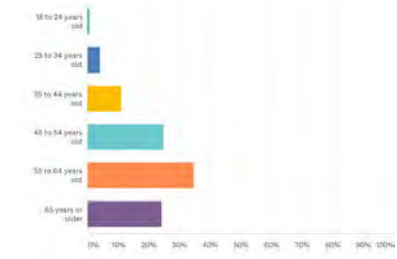


Q9: How old are you?

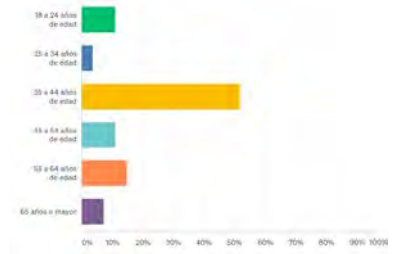
Survey 1



Survey 2

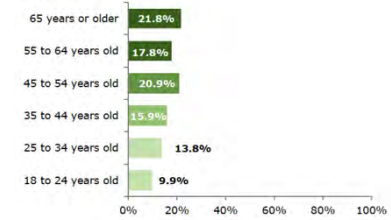


Survey 1 Spanish



Community Survey

Figure 29. Age



The results show a fairly broad range of respondents as well as a (desired) diversity amongst the different surveys themselves. One trend to note regarding the results is that those households without children, and in a high age bracket were more represented overall than young families with children. This is not an unexpected result given the nature of the time and attention it takes to respond to a survey, but it is a trend which should be considered when looking at proposals for family-friendly or child-centered arts and culture activities. It is possible that more support for those efforts could exist in the city beyond what is seen the survey responses.

Arts & Culture Plan Survey #1: Full Results

Below, we include full results for the quantitative survey findings.

Q1: Where have you attended arts and culture events in the community? (Check all that apply)

Answer Choices	%	#
William D. Cannon Art Gallery	64.9%	111
Ruby G. Schulman Auditorium	60.8%	104
Deedie's House at Leo Carrillo Ranch	26.9%	46
Sculpture Garden	48.0%	82
Carlsbad Cultural Arts Office	23.4%	40
Carlsbad Community Cultural Center	18.1%	31
New Village Arts Theatre	50.9%	87
Carlsbad Historical Society	14.0%	24
Carlsbad Village Theater	33.3%	57
Museum of Making Music	53.2%	91
Carlsbad City Library	71.9%	123
City of Carlsbad parks	67.8%	116
Carlsbad Village	76.0%	130
Other (please specify)		22

*Percentages based on answers from 171 respondents (5 skipped this question)

Q2: What community events and programs do you attend or have you attended on a regular basis? (Check all that apply)

Answer Choices	%	#
TGIF Concerts in the Park	64.9%	109
Leo Carrillo Film Festival	10.1%	17
Holiday at Rancho	13.1%	22
Wild West Festival	8.3%	14
Three-Part-Art	6.0%	10
Family Open Studios	19.1%	32
Carlsbad Village Street Faire	67.3%	113
Art Splash	48.8%	82
This is Jazz!	11.9%	20
Opera Previews	7.7%	13
Carlsbad Music Festival	44.1%	74
Carlsbad Art Walk	45.2%	76
Library concerts	29.8%	50
Library films	25.0%	42
Carlsbad Playreaders performance	13.7%	23
Performance at community or local theater	43.5%	73
Concert at community or local venue	34.5%	58
Other (please specify)		25

*Percentages based on answers from 168 respondents

**Q3: Where have you attended arts and culture events in the community?
(Check all that apply)**

Answer Choices	%	#
Weekly	9.0%	15
Monthly	37.7%	63
Two to five times a year	47.3%	79
Once a year	6.0%	10
Other (please specify)		6

*Percentages based on answers from 167 respondents

**Q4: Personally, I enjoy participating in the following (including at home).
(Check all that apply)**

Answer Choices	%	#
Visual arts	82.9%	141
Music	88.2%	150
Dance	41.8%	71
Theater	67.7%	115
Literature/writing	50.6%	86

*Percentages based on answers from 170 respondents

Q5: I would like more opportunities to participate in the following types of events and programs in Carlsbad. (Check all that apply)

Answer Choices	%	#
Visual arts	68.9%	113
Music	70.1%	115
Dance	38.4%	63
Theater	61.0%	100
Literature/writing	34.2%	56
None	3.7%	6

*Percentages based on answers from 164 respondents

Q6: in your opinion, how important are the following?

Answer Choices	Extremely important		Moderately important		Slightly important		Not at all important		Don't Know		Total
	%	#	%	#	%	#	%	#	%	#	
Expressing Carlsbad's unique identities through arts and culture	57.0%	94	26.1%	43	10.9%	18	5.5%	9	0.61%	1	165
Having arts and culture be part of everyday life	72.1%	119	18.2%	30	7.3%	12	2.4%	4	0.00%	0	165
Accessing opportunities for lifelong arts education	69.9%	114	16.6%	27	11.7%	19	1.8%	3	0.00%	0	163
Using art and culture to enhance the physical environment (in neighborhoods or shopping areas)	68.5%	111	21.0%	34	6.8%	11	3.1%	5	0.62%	1	162
Fostering arts and culture in Carlsbad in order to create a strong local business environment	56.2%	91	29.0%	47	8.0%	13	3.1%	5	3.70%	6	162

Q7: What do you think are the most effective things the City of Carlsbad can do to support arts and cultural opportunities for everyone?

Answered	133
Skipped	43

Q8: I am...

Answer Choices	%	#
not an artist.	54.1%	92
an amateur artist.	24.1%	41
a part-time artist.	8.8%	15
a professional artist.	12.9%	22

*Percentages based on answers from 170 respondents

Q9: How old are you?

Answer Choices	%	#
18 to 24 years old	1.2%	2
25 to 34 years old	5.9%	10
35 to 44 years old	17.1%	29
45 to 54 years old	26.5%	45
55 to 64 years old	31.8%	54
65 years or older	17.7%	30

*Percentages based on answers from 170 respondents

Q10: How many children under 18 live in your household?

Answer Choices	%	#
None	62.8%	108
One	17.4%	30
Two	18.0%	31
Three or more	1.7%	3

*Percentages based on answers from 172 respondents

Q11: What is your zip code?

Answer Choices	%	#
92008	46.6%	72
92009	24.4%	38
92010	15.4%	24
92011	14.1%	22
Other (please specify)		17

*Percentages based on answers from 156 respondents

Q12: Do you own or rent the unit in which you live?

Answer Choices	%	#
Rent	20.1%	34
Own	79.9%	135

*Percentages based on answers from 169 respondents

Q13: If you would like to stay in touch with us about the latest on the Arts & Culture Plan process, please provide your contact information. Your prior responses will remain anonymous.

Answer Choices	%	#
Name:	90.5%	57
Address:	82.5%	52
Postal Code:	85.7%	54
Email:	98.4%	62

*Percentages based on answers from 63 respondents

Plan para las Artes y la Cultura #1: Full Results

Below, we include full results for the quantitative survey findings.

Q1: ¿En dónde ha asistido a eventos de arte y cultura en la comunidad? (Marque todas las respuestas aplicables)

Answer Choices	%	#
Galería de Arte William D. Cannon	14.3%	4
Auditorio Ruby G. Schulman	7.1%	2
La Casa de Deedie en el Rancho Leo Carrillo	14.3%	4
El Jardín de las Esculturas	10.7%	3
Oficina de Artes Culturales de Carlsbad	10.7%	3
Centro Cultural de la Comunidad de Carlsbad	17.9%	5
Teatro New Village Arts	3.6%	1
Sociedad Histórica de Carlsbad	7.1%	2
Teatro Carlsbad Village	0.0%	0
Museo de la Música (Museum of Making Music)	17.9%	5
Biblioteca de la Ciudad de Carlsbad	82.1%	23
Parques de la Ciudad de Carlsbad	92.9%	26
Carlsbad Village	75.0%	21
Otro lugar		2

*Percentages based on answers from 28 respondents.

Q2: ¿A cuáles eventos y programas de la comunidad asiste usted en forma regular? (Marque todas las respuestas aplicables)

Answer Choices	%	#
Conciertos TGIF en el Parque	40.0%	10
Festival de Cine Leo Carrillo	20.0%	5
Día de fiesta en el Rancho	16.0%	4
Festival del Viejo Oeste	4.0%	1
Arte de Tres Partes (Three-Part-Art)	0.0%	0
Estudios Abiertos para la Familia	8.0%	2
Feria Callejera de Carlsbad Village	68.0%	17
Art Splash	20.0%	5
¡Esto es Jazz!	4.0%	1
Presentaciones de Opera	0.0%	0
Festival de Música de Carlsbad	40.0%	10
Carlsbad Art Walk	24.0%	6
Conciertos en la Biblioteca	48.0%	12
Películas en la Biblioteca	32.0%	8
Presentaciones de Carlsbad Playreaders	8.0%	2
Presentaciones en la comunidad o teatro local	12.0%	3
Conciertos en la comunidad o sitio local	28.0%	7
Otro lugar		0

*Percentages based on answers from 25 respondents

Q3: En un año típico yo participo en eventos y programas de arte y cultura en el área de Carlsbad:

Answer Choices	%	#
Semanalmente	12.0%	3
Mensualmente	16.0%	4
Dos a cinco veces al año	40.0%	10
Una vez al año	32.0%	8
Semanalmente	12.0%	3

*Percentages based on answers from 25 respondents

Q4: En lo personal disfruto participando en las siguientes actividades dentro y fuera de casa. (Sírvase de marcar todas las respuestas aplicables)

Answer Choices	%	#
Artes visuales	25.9%	7
Música	59.3%	16
Baile	44.4%	12
Teatro	37.0%	10
Literatura/Escritura	22.2%	6

*Percentages based on answers from 27 respondents

Q5: Quisiera tener más oportunidades para participar en los siguientes eventos y programas en Carlsbad: (Sírvase marcar todas las respuestas aplicables)

Answer Choices	%	#
Artes visuales	44.4%	12
Música	51.9%	14
Baile	48.2%	13
Teatro	48.2%	13
Literatura/Escritura	25.9%	7
No participo	14.8%	4

*Percentages based on answers from 27 respondents

Q6 En su opinión, ¿qué tan importantes son los siguientes conceptos?

Answer Choices	Extremely important		Moderately important		Slightly important		Not at all important		Don't Know		Total
	%	#	%	#	%	#	%	#	%	#	
Expresando las identidades únicas de Carlsbad a través de las artes y la cultura	78.3%	18	8.70%	2	8.70%	2	0.00%	0	4.35%	1	23
Teniendo a las artes y la cultura como parte diaria de la vida	73.9%	17	13.04%	3	8.70%	2	0.00%	0	4.35%	1	23
Teniendo acceso a oportunidades para la educación artística durante toda la vida	88.5%	23	7.69%	2	0.00%	0	0.00%	0	3.85%	1	26
Usando el arte y la cultura para mejorar al entorno físico (en vecindarios o áreas comerciales)	86.4%	19	9.09%	2	0.00%	0	0.00%	0	4.55%	1	22
Promoviendo las artes y la cultura en Carlsbad para poder crear un ambiente local de negocios más fuerte	91.3%	21	0.00%	0	4.35%	1	0.00%	0	4.35%	1	23

Q7: ¿Qué piensa usted que sean las cosas más efectivas que la Ciudad de Carlsbad puede hacer para brindar apoyo a las oportunidades artísticas y culturales para todos?

Answered	20
Skipped	8

Q8: Yo...

Answer Choices	%	#
no soy un artista.	73.1%	19
soy un artista principiante.	7.7%	2
soy un artista de tiempo parcial.	15.4%	4
soy un artista profesional.	3.9%	1

*Percentages based on answers from 26 respondents

Q9: ¿Qué edad tiene usted?

Answer Choices	%	#
18 a 24 años de edad	11.1%	3
25 a 34 años de edad	3.7%	1
35 a 44 años de edad	51.9%	14
45 a 54 años de edad	11.1%	3
55 a 64 años de edad	14.8%	4
65 años o mayor	7.4%	2

*Percentages based on answers from 27 respondents

Q10 ¿Cuántos hijos menores de 18 años de edad viven en su hogar?

Answer Choices	%	#
Ninguno	25.9%	7
Uno	11.1%	3
Dos	44.4%	12
Tres o más	18.5%	5

*Percentages based on answers from 27 respondents

Q11: ¿Cuál es su código postal?

Answer Choices	%	#
92008	77.8%	21
92009	7.4%	2
92010	7.4%	2
92011	7.4%	2
Otro		0

*Percentages based on answers from 27 respondents

Q12: ¿Renta o es dueño de la unidad en la que vive?

Answer Choices	%	#
Rento	85.2%	23
Soy dueño	14.8%	4

*Percentages based on answers from 27 respondents

Q13 Si usted quisiera mantenerse en contacto con nosotros acerca del proceso del Plan de Artes y Cultura, sírvase proporcionarnos su información de contacto. Sus respuestas anteriores permanecerán anónimas

Answer Choices	%	#
Nombre:	100.0%	18
Domicilio:	83.3%	15
Código Postal:	94.4%	17
Correo electrónico:	72.2%	13

*Percentages based on answers from 63 respondents

Arts & Culture Plan Survey #2: Full Results

Below, we include full results for the quantitative survey findings. For specific open-ended question results, see Appendix D which lists out responses according to major topic area (business, education, every-day-life, etc.)

Q1: On a scale of one to five, please rate how strongly you agree with the following statement.

	Strongly Disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		NA/Don't know		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#	%	#		
Carlsbad's current arts and cultural offerings are accessible and available to all.	3.2%	15	6.6%	31	15.0%	70	41.9%	196	27.8%	130	5.6%	26	468	3.89
Other (please specify)													54	

*Percentages based on answers from 468 respondents.

Q2: We'd love to hear your specific ideas about how to enhance Carlsbad's distinct identities through arts and culture. What other types of arts and culture activities, events, offerings, or venues would you like to see supported within the City of Carlsbad in order to accomplish this theme?

Answered	299
Skipped	175

Q3: Overall, how important a role do arts and cultural activities play in improving the quality of life of Carlsbad area residents?

Answer Choices	%	#
Extremely important	59.7%	264
Moderately important	32.4%	143
Slightly important	5.7%	25
Not at all important	1.1%	5
Don't know	1.1%	5
Other (please specify)		37

*Percentages based on answers from 442 respondents.

Q4: Please rate the following: I'd like to see closer links between Carlsbad' arts and cultural offerings and...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Health and wellness	3.9%	16	4.7%	19	23.7%	97	40.6%	166	27.1%	111	409	3.9%
Environmental activities	4.4%	18	2.4%	10	18.4%	76	40.3%	167	34.5%	143	414	4.4%
Business activities	4.3%	17	8.5%	34	37.4%	149	32.9%	131	16.8%	67	398	4.3%
Recreational activities	3.2%	13	1.7%	7	9.2%	38	49.6%	205	36.3%	150	413	3.2%
Education	3.8%	16	1.0%	4	5.7%	24	33.3%	140	56.2%	236	420	3.8%
Civic engagement	3.2%	13	2.7%	11	15.6%	63	43.7%	176	34.7%	140	403	3.2%
Other (please specify)											29	

*Percentages based on answers from 428 respondents.

Q5: We'd love to hear your specific ideas about how to support art as an essential component of daily life. What other types of arts and culture activities, events, offerings, or sites would you like to see supported within the City of Carlsbad in order to achieve this theme?

Answered	176
Skipped	298

Q6: Please rate the following: Carlsbad's youth have adequate access to arts and cultural education through...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Public elementary schools	8.1%	29	25.0%	90	31.1%	112	25.0%	90	10.8%	39	360	3.1
Public high schools	3.0%	10	20.4%	68	38.0%	127	26.4%	88	12.3%	41	334	3.3
City of Carlsbad programs	1.1%	4	11.4%	42	31.7%	117	40.9%	151	14.9%	55	369	3.6
Other community providers (non-profits, churches, private lessons, etc.)	0.7%	2	11.7%	33	48.4%	137	28.3%	80	10.9%	31	283	3.4
Other (please specify)											44	

*Percentages based on answers from 381 respondents.

Q7: Please rate the following: Carlsbad adults have adequate access to arts and cultural education through...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Area colleges	1.1%	4	15.6%	55	33.7%	119	39.7%	140	9.9%	35	353	3.4
City of Carlsbad programs	1.6%	6	13.8%	51	30.1%	111	44.2%	163	10.3%	38	369	3.5
Other community providers (non-profits, churches, private lessons, etc.)	1.5%	5	14.6%	50	45.0%	154	29.8%	102	9.1%	31	342	3.3
Other (please specify)											32	

*Percentages based on answers from 380 respondents.

Q8: We'd love to hear your specific ideas about how to expand arts and culture learning opportunities. What other types of arts and culture activities, events, offerings, or sites would you like to see supported within the City of Carlsbad in order to achieve this theme?

Answered	135
Skipped	339

Q9: Please rate the following: In the future, I would like to see art improve...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Streets	3.3%	13	5.9%	23	14.2%	55	38.1%	148	38.4%	149	388	4.0
Parks	3.1%	12	2.6%	10	5.7%	22	42.0%	163	46.7%	181	388	4.3
City buildings	4.4%	17	3.9%	15	13.8%	53	40.3%	155	37.7%	145	385	4.0
City infrastructure (such as bridges and railways)	3.3%	13	5.4%	21	17.5%	68	38.9%	151	34.8%	135	388	4.0
Natural areas (such as on trails and signage)	5.7%	22	8.0%	31	14.7%	57	36.3%	141	35.3%	137	388	3.9

*Percentages based on answers from 397 respondents.

Q10: We'd love to hear your specific ideas about how to enhance the physical realm. What other types of arts and culture activities, events, offerings, or sites would you like to see supported within the City of Carlsbad in order to achieve this theme?

Answered	127
Skipped	347

Q11: Please rate the following: How important are arts and culture for helping Carlsbad attract and keep...

	Not at all important		Slightly important		Neither important nor not important		Moderately important		Very important		NA/Don't know		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#	%	#		
Businesses?	2.8%	11	4.4%	17	13.8%	54	30.2%	118	42.7%	167	6.1%	24	391	4.1
Workers?	2.6%	10	4.3%	17	21.4%	84	31.4%	123	35.0%	137	5.4%	21	392	4.0
Retirees?	0.8%	3	1.5%	6	8.4%	33	25.5%	100	59.4%	233	4.3%	17	392	4.5
Students?	1.3%	5	2.8%	11	10.4%	41	28.4%	112	50.8%	200	6.4%	25	394	4.3
Other (please specify)													23	

*Percentages based on answers from 390 respondents.

Q12: We'd love to hear your specific ideas about how to support a thriving business sector. What other types of arts and culture activities, events, offerings, or sites would you like to see supported within the City of Carlsbad in order to achieve this theme?

Answered	98
Skipped	376

Q13: Please rate the following: How important are arts and culture for helping Carlsbad attract and keep...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Through city locations (libraries, City Hall)	1.6%	6	7.9%	30	24.3%	92	44.6%	169	21.6%	82	379	3.8
In the local print media	2.7%	10	16.0%	59	35.5%	131	32.5%	120	13.3%	49	369	3.4
Through local broadcast news (TV and radio)	3.9%	14	23.6%	85	41.8%	151	19.9%	72	10.8%	39	361	3.1
Through internet/social media	2.2%	8	13.0%	48	25.4%	94	37.8%	140	21.6%	80	370	3.6
Other (please specify)											25	

*Percentages based on answers from 390 respondents.

Q14: Please share any details on how you access information about arts and culture. For instance, what are the most important sources? Are there particular kinds of arts offerings for which you wish you had more/better access to information?

Answered	118
Skipped	356

Q15: I am....

Answer Choices	%	#
not an artist.	60.3%	237
an amateur artist.	19.6%	77
a part-time artist.	9.7%	38
a professional artist.	10.4%	41

*Percentages based on answers from 393 respondents.

Q16: How old are you?

Answer Choices	%	#
18 to 24 years old	2.3%	9
25 to 34 years old	5.3%	21
35 to 44 years old	20.1%	80
45 to 54 years old	16.5%	66
55 to 64 years old	25.8%	103
65 years or older	30.1%	120

*Percentages based on answers from 399 respondents.

Q17: How many children under 18 live in your household?

Answer Choices	%	#
None	60.4%	241
One	14.3%	57
Two	18.8%	75
Three or more	6.5%	26

*Percentages based on answers from 399 respondents.

Q18: What is your zip code?

Answer Choices	%	#
92008	37.9%	127
92009	26.6%	89
92010	11.9%	40
92011	23.6%	79
Other (please specify)		55

*Percentages based on answers from 335 respondents.

Q19 Do you own or rent the unit in which you live?

Answer Choices	%	#
Rent	17.7%	69
Own	82.3%	320

*Percentages based on answers from 389 respondents

Q20: If you would like to stay in touch with us about the latest on the Arts & Culture Plan process, please provide your contact information. Your prior responses will remain anonymous.

Answer Choices	%	#
Name:	95.1%	135
Address:	66.9%	95
Postal Code:	59.9%	85
Email:	87.3%	124
Name:	95.1%	135

*Percentages based on answers from 142 respondents.

Plan para Las Arte y la Cultura: Encuesta No. 2 - Opción 2

Below, we include full results for the quantitative survey findings. For specific open-ended question results, see Appendix D which lists out responses according to major topic area (business, education, every-day-life, etc.)

Q1: En escala de uno a cinco, ¿qué tanto está de acuerdo con las siguientes declaraciones?

	Strongly Disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		NA/Don't know		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#	%	#		
Las ofertas artísticas y culturales de Carlsbad son accesibles y están al alcance de todos.	0.0%	0	0.0%	0	12.5%	1	50.0%	4	12.5%	1	25.0%	2	8	4
OPORTUNIDAD DE COMENTAR													2	

*Percentages based on answers from 8 respondents.

Q2: Nos encantaría escuchar sus ideas específicas sobre cómo mejorar las distintas identidades de Carlsbad a través del arte y la cultura. ¿Qué otro tipo de actividades artísticas y culturales, eventos, ofertas o lugares le gustaría ver apoyadas dentro de la Ciudad de Carlsbad para lograr este tema?

Answered	6
Skipped	3

Q3: En general ¿qué tan importante es el papel que juegan las actividades artísticas y culturales en la calidad de vida de los habitantes de Carlsbad?

Answer Choices	%	#
Extremadamente importante	28.6%	2
Importante	42.9%	3
Algo importante	14.3%	1
Nada importante	0.0%	0
No lo sé	14.3%	1
OPORTUNIDAD DE COMENTAR		1

*Percentages based on answers from 7 respondents.

Q4: Me gustaría ver vínculos más cercanos entre las ofertas artísticas y culturales de Carlsbad y...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Salud y bienestar	0.0%	0	0.0%	0	14.3%	1	42.9%	3	28.6%	2	14.3%	1
Actividades ambientales	0.0%	0	0.0%	0	14.3%	1	14.3%	1	57.1%	4	14.3%	1
Actividades deportivas	0.0%	0	0.0%	0	28.6%	2	14.3%	1	28.6%	2	28.6%	2
Desarrollo de negocios	0.0%	0	0.0%	0	14.3%	1	42.9%	3	28.6%	2	14.3%	1
Actividades recreativas	0.0%	0	0.0%	0	14.3%	1	42.9%	3	28.6%	2	14.3%	1
Educación	0.0%	0	0.0%	0	0.0%	0	14.3%	1	71.4%	5	14.3%	1
Compromiso civil	0.0%	0	0.0%	0	16.7%	1	33.3%	2	50.0%	3	0.0%	0

*Percentages based on answers from 7 respondents.

Q5: Nos encantaría escuchar sus ideas específicas sobre cómo apoyar el arte como un componente esencial de la vida cotidiana. ¿Qué otro tipo de actividades artísticas y culturales, eventos, ofertas o lugares le gustaría que recibieran apoyo de la Ciudad de Carlsbad para lograr esta idea?

Answered	5
Skipped	4

Q6: Los jóvenes de Carlsbad tienen acceso adecuado a la educación artística y cultural a través de...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Escuelas primarias públicas	0.0%	0	14.3%	1	0.0%	0	42.9%	3	0.0%	0	42.9%	3
Escuelas secundarias públicas	0.0%	0	0.0%	0	0.0%	0	66.7%	4	0.0%	0	33.3%	2
Programas de la Ciudad de Carlsbad	0.0%	0	0.0%	0	16.7%	1	50.0%	3	0.0%	0	33.3%	2
Otros proveedores en la comunidad (organizaciones sin fines de lucro, iglesias, clases particulares, etc.)	0.0%	0	16.7%	1	0.0%	0	50.0%	3	0.0%	0	33.3%	2
OPORTUNIDAD DE COMENTAR												

*Percentages based on answers from 7 respondents.

Q7: Los adultos de Carlsbad tienen acceso adecuado a la educación artística y cultural a través de...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
Centros educativos de la zona	0.0%	0	0.0%	0	33.3%	2	33.3%	2	0.0%	0	33.3%	2
Programas de la Ciudad de Carlsbad	0.0%	0	0.0%	0	20.0%	1	40.0%	2	0.0%	0	40.0%	2
Otros proveedores de la comunidad (organizaciones sin fines de lucro, iglesias, clases particulares, etc.)	0.0%	0	14.3%	1	14.3%	1	42.9%	3	0.0%	0	28.6%	2
OPORTUNIDAD DE COMENTAR												

*Percentages based on answers from 7 respondents.

Q8: Nos encantaría escuchar sus ideas específicas acerca de cómo ampliar las oportunidades de aprendizaje de las artes y la cultura. ¿Qué otro tipo de actividades artísticas y culturales, eventos, ofertas o lugares le gustaría que apoyara la Ciudad de Carlsbad para lograr este tema?

Answered	2
Skipped	7

Q9: En el futuro, me gustaría ver que el arte mejore...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
las calles	0.0%	0	0.0%	0	0.0%	0	50.0%	3	50.0%	3	0.0%	0
los parques	0.0%	0	0.0%	0	0.0%	0	50.0%	3	50.0%	3	0.0%	0
los edificios de la ciudad	0.0%	0	0.0%	0	0.0%	0	60.0%	3	40.0%	2	0.0%	0
la infraestructura de la ciudad (como puentes y ferrocarriles)	0.0%	0	0.0%	0	20.0%	1	40.0%	2	40.0%	2	0.0%	0
las áreas naturales (como los caminos y señalamientos)	0.0%	0	0.0%	0	20.0%	1	40.0%	2	40.0%	2	0.0%	0

*Percentages based on answers from 6 respondents.

Q10: Nos encantaría escuchar sus propias ideas sobre cómo mejorar el entorno físico. ¿Qué otro tipo de actividades artísticas y culturales, eventos, ofertas o lugares le gustaría que la Ciudad de Carlsbad apoyara para lograr este tema?

Answered	3
Skipped	6

Q11: ¿Qué importancia tienen las artes y la cultura para ayudar a atraer y mantener en Carlsbad...

	Not at all important		Slightly important		Neither important nor not important		Moderately important		Very important		NA/Don't know		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#	%	#		
a las empresas?	0.0%	0	0.0%	0	33.3%	2	50.0%	3	16.7%	1	6	3.6	a las empresas?	0.00%
a los trabajadores?	0.0%	0	16.7%	1	33.3%	2	33.3%	2	16.7%	1	6	3.2	a los trabajadores?	0.00%
a los jubilados?	0.0%	0	0.0%	0	16.7%	1	50.0%	3	33.3%	2	6	3.75	a los jubilados?	0.00%
a los estudiantes?	0.0%	0	0.0%	0	33.3%	2	50.0%	3	16.7%	1	6	3.6	a los estudiantes?	0.00%
OPORTUNIDAD DE COMENTAR											1		OPORTUNIDAD DE COMENTAR	

*Percentages based on answers from 6 respondents.

Q12: Nos encantaría escuchar sus propias ideas sobre cómo apoyar a un sector empresarial próspero. ¿Qué otro tipo de actividades artísticas y culturales, eventos, ofertas o lugares le gustaría que la Ciudad de Carlsbad apoyara para lograr este tema??

Answered	4
Skipped	5

Q13: Puedo enterarme sobre las ofertas artísticas y culturales en la Ciudad de Carlsbad...

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total	Weighted Average
	%	#	%	#	%	#	%	#	%	#		
a través de ubicaciones de la ciudad (bibliotecas, Ayuntamiento)	0.0%	0	14.3%	1	14.3%	1	57.1%	4	14.3%	1	7	a través de ubicaciones de la ciudad (bibliotecas, Ayuntamiento)
en los medios impresos locales	14.3%	1	14.3%	1	14.3%	1	42.9%	3	14.3%	1	7	en los medios impresos locales
a través de transmisiones de noticias locales (televisión y radio)	28.6%	2	14.3%	1	28.6%	2	14.3%	1	14.3%	1	7	a través de transmisiones de noticias locales (televisión y radio)
a través de internet/redes sociales	0.0%	0	0.00%	0	42.9%	3	42.9%	3	14.3%	1	7	a través de internet/redes sociales
OPORTUNIDAD DE COMENTAR											1	OPORTUNIDAD DE COMENTAR

*Percentages based on answers from 7 respondents.

Q14: ¿Cómo recibe o busca información sobre eventos artísticos y culturales? Por ejemplo, ¿cuáles son sus fuentes de información más importantes? ¿Hay ciertos tipos de ofertas artísticas para los que le gustaría tener más/mejor acceso a la información?

Answered	5
Skipped	4

Q15: Yo...

Answer Choices	%	#
no soy un/a artista.	50.0%	3
soy un/a artista principiante.	16.7%	1
soy un/a artista de tiempo parcial.	0.0%	0
soy un/a artista profesional.	33.3%	2
no soy un/a artista.	50.0%	3
soy un/a artista principiante.	16.7%	1

*Percentages based on answers from 6 respondents.

Q16: ¿Qué edad tiene usted?

Answer Choices	%	#
18 a 24 años de edad	28.6%	2
25 a 34 años de edad	14.3%	1
35 a 44 años de edad	14.3%	1
45 a 54 años de edad	0.0%	0
55 a 64 años de edad	14.3%	1
65 años o mayor	28.6%	2

*Percentages based on answers from 7 respondents.

Q17: ¿Cuántos hijos menores de 18 años de edad viven en su hogar?

Answer Choices	%	#
Ninguno	42.9%	3
Uno	28.6%	2
Dos	28.6%	2
Tres o más	0.0%	0

*Percentages based on answers from 7 respondents.

Q18: ¿Cuál es su código postal?

Answer Choices	%	#
92008	85.7%	6
92009	14.3%	1
92010	0.0%	0
92011	0.0%	0
Otro		0

*Percentages based on answers from 7 respondents.

Q19 ¿Renta o es dueño/a de la unidad en la que vive?

Answer Choices	%	#
Rento	50.0%	3
Soy dueño	50.0%	3

*Percentages based on answers from 6 respondents.

Q20: Si gusta mantenerse enterado del proceso del Plan de Artes y Cultura, sírvase darnos su información. Sus respuestas anteriores permanecerán anónimas.

Answer Choices	%	#
Nombre:	100.0%	2
Domicilio:	100.0%	2
Código Postal:	100.0%	2
Correo electrónico:	100.0%	2
Nombre:	100.0%	2

*Percentages based on answers from 2 respondents.

APPENDIX D: Survey – Full Qualitative Results

In each survey both quantitative and qualitative responses were asked. The following appendix lists all the responses gathered in each survey. Survey One had one open ended question for general feedback. Survey Two had open-ended questions for each theme (arts and business, arts and education, etc.). Each set of responses is listed by theme.

Survey One Open-Ended Question Responses

- Assist in marketing, bringing public awareness, to the arts opportunities in Carlsbad 2) Continue funding arts experiences for youth
- A strong public arts program that requires that all building projects have some public art element, like the city of Philadelphia requires. A community program that enables mentorship and growth of educational opportunities, so that art education and traditions can be passed down generations. Hi
- Advertise more. Bring more awareness.
- Allow art to be displayed painted on business walls.
- Allowing for more performance opportunities and local talent showcasing-poetry and literature readings, plays, art exhibits, etc.
- Arts and culture enhance and improve the quality of a city. Improved quality of life couples into better economic environment because top companies want to work and live in a cultural enhanced environment
- Better promotion in more places.
- bring back art ed into the elementary schools
- Bring back Art Splash & keep Carlsbad Art Wall it's amazing to see featured artists create a masterpiece, my kids are in awe
- Bring back the village square where we can have a meaningful gathering space and regular arts programming accessible to all. Use local artists. Bring back beach fest. Have wider variety of residents on arts council.
- Build a centrally located cultural arts center where many different music, performing and visual artists and patrons can enjoy quality experiences. Make it easy for all people to experience the arts. The arts and culture are so important to our humanity - they touch our souls.
- Build a performing arts center!!!
- Build facilities
- By providing the much needed locations and working studio space for artists of all mediums to work and show at a lower rental/lease cost than retail spaces. The arts add an added dimension to the average destinations such as food, drink, and the beach.
- Carosbad art wall
- Come up with many more smaller-budget site-specific opportunities for public art and limit the proposal/ selection process to the enthusiasm of SD area visual artists (open it up to those who have do not yet have a portfolio of public art).

For example, City of Pasadena invests in artists and art through their revolving art program (3 year play-out - \$12,000 honorarium) - excellent opportunity for some artists and makes small dead spaces alive. The Carlsbad Public Art call-for-artists that I have seen are all in the bigger bucks category requiring a proven record.

- Concentrate the arts in one area of Carlsbad. The obvious place is the Village. Make the Village an area that art/theater/music/dance/film enthusiasts gravitate to. Encourage the use of properties in the Village (and walkable surrounding areas) as artist studios, galleries and performance spaces. Set aside at least one or two evenings a month for a mini-street fair: farmers market of artisan foods, artists' open studios, hand-made crafts & jewelry, live music in the streets, theater/music/dance/art film venue. And, encourage the existing Village shops to remain open at night.
- Continue and expand support of City departments and community groups that provide arts and cultural programs.
- Continue and increase funding for the arts. Relax and allow more artistic expression in public areas, especially in the Village. Make visual art a part of every new project that is approved. Stop the high rise, high density, aesthetically dead condo construction. Create a web page like the one Encinitas has for the arts. Include all arts activities for the week, not just City-sponsored events. This will bring attention to the area and attract more tourism as people will become aware that there is more to Carlsbad than beaches and Legoland. Create a small Village space for concerts, art exhibits, and outdoor plays. The Choice location at State and CVD is an example, only add a raised stage. Perhaps the parking lot by the fountain would be perfect for that, since it looks like the Choice spot will be swallowed up. Create a "Spotlight on the Arts" program that focuses on different Carlsbad arts groups every month.
- Continue implementation of ongoing programs as well as broadening the education program in more school programs elementary through college level. Link schools with all types of art programs.
- Continue offering free admission to Cannon gallery
- Continue support of the Carlsbad Art Wall curated by Bryan Snyder and other homegrown art projects.
- Continue the carlsbad art wall by Snyder art!!!
- Continue to provide a variety of activities at different locations.
- Continue to provide funding for the amazing arts events and installations that we do.
- Continue to provide the rich variety of arts and cultural opportunities for all ages.
- Continue to support and nurture the Carlsbad Art Wall developed by Snyder Art. This is such a great draw leading up to, then during the painting process, and even after each new painting goes up as we get to enjoy new art every other month.

- Continue to support art festivals, art walks, local art associations
- Continue to support local artists and art projects like the mural on Grubbys or other murals throughout the Village.
- Continue to support the Carlsbad Art Wall by Snyder Art
- Create additional spaces for additional programs (performances, exhibitions, etc.) in more areas of town.
- Diversity of programs and spread out during the year.
- Encourage foot traffic through the neighborhoods and offer a chance to dialogue. Encourage multiple voices to participate. Street theater, graffiti included.
- Encourage the citizenry to start organizations, clubs, etc. and provide support and guidance to all those entities to motivate them to provide arts and cultural opportunities. This will be the most effective use of taxpayers dollars and it will also be the very best way to actually provide to the citizenry what the citizenry wants. It will be a thousands times better that relying on the personalities of city employees, which are a socially introverted breed unto themselves, and/or paying an outside consulting firms excessive amounts of taxpayer money to do something which they really can't do with any accuracy and that is tells Carlsbad what its citizens want. This is a tried and true methodology that lead Vail, CO, to the successful arts and culture organizational foundation that they laid out in the decade of the 70s. Carlsbad is a provincial, and in some ways a backward, behind city that is under the convoluted notion that it is actually thinking outside of the box and time and time again comes up with expensive lack luster ideas that are lucky to solve fifty percent of the objective level and more often than not have paid a one hundred percent price for it. This city has potential that it seems that it is almost deliberately and intentionally not executing to a maximum level. SIDE NOTE: Question #6 was engineered by an idiot in that if keeps people from being able to express their truth thoughts or opinions. It appears to be another deliberate manipulation to drive a program in the direction of the city staff which is abjectly wrong.
- Encourage the development of a foreign-film theatre so that Carlsbad residents don't have to travel to Carmel Mountain or Hillcrest to view a current foreign film Establish a studio for painter. More music instruction and parks centers and senior center Opportunities for musical groups to play together (ukulele, guitar, keyboard, etc.)
- Encourage, and continue to support, the Carlsbad Art Wall project. My child was lucky enough, to have the incredible opportunity, to participate. Thanks to the Boys & Girls Club & Bryan Snyder. She still talks about it. It was an unforgettable connection, to the Arts in the Village.
- Engage the involvement of seniors in the community. They are a wealth of knowledge and experience.
- Feature more local artists as well as national and some international
- Feature our local artists over those from other locations

- Fiesta del Barrio, posadas. We need to make more emphasis in the Hispanic culture. There are no venues or opportunities for collectively express ourselves. We would like more promotion in Spanish, identify people who could take over in organizing and promoting Barrio events, provide venues and support for emerging artists.
- Find better ways to promote them. Maybe at the Learning Center there could be handouts or a poster in Spanish every month so we have time to plan on attending.
- Focus on Carlsbad's cultural heritage, Spanish, Mexican, Luiseño and support the Carlsbad Art Wall developed by Snyder Art (the building on Carlsbad Village Drive @ Grubby's).
- Free opportunities/workshops at the com rec centers.
- Freedom of expression is important so the art shows the voice of the community
- Get our Carlsbad public schools supportive of music and art at the elementary level (currently our district does not fund any music or art education). Arts advocates know it is vital for kids...all kids (not just affluent) to have the exposure and opportunity to be an artist/musician. Currently, our district board is not putting any funds toward this...depending on pta's and foundations. Out of our 9 elementary schools only two have credentialed music teachers that are hourly employees. The other schools either have a teacher that is called a music teacher or no music teacher at all. The visual arts are in the same shape. It is appalling and our children deserve better. The arts are so important!
- Get the word out in more and better and useful ways. Many events go by and having them listed on the webpage is one tiny place. Should be in the schools, at grocery stores, malls, all sorts of places that the community frequents. unlimited opportunities exist...
- Good promotion of events and opportunities, already very good
- Grant Money for the Arts There is a lot of grant money going to non-profits from the California Arts Council. But I have noticed that almost all the grants are for Non-profits, and these non-profits are not required to hire "artists" to teach the art, but only to provide an "art event" or class and can be taught by a non-artist, So now we have teachers and aides and whoever receiving art grant money to do an event but they are not required to have an artist teach at the event. Artists getting pushed out of their careers by non-profits.. As an artist who has always earned a living through art, I would like to see exposure for artists through various means,, pay artists for their work, (not freebee art) - not entries to see who wins an art contest and still not pay for the work (there should always be a monetary compensation). Architects, engineers, designers aren't exhibiting their work to the public for free. Whoever came up with the notion that artists should always get too little or nothing for their work. Besides, you always get what you pay for and this promotes bad art. The pendulum has swung to the far side, from no art in schools to schools receiving the bulk of art money, and the focus seems to be on children activities for arts events and no

requirement that the non-profit hire any artists to teach . There is this notion and people say it all the time "we are all artists". While I agree we are all creative in our own way, all of us are not artists. This is like saying we are all psychologists. Suggestion So my point is, that support for the arts in Carlsbad, always include the involvement of a professional artist(s). I would like to see that a percentage of arts support go to Carlsbad artists, so that the artists here are able to receive exposure and assistance. Then prioritize percentages to the region around Carlsbad, then San Diego as a whole, then CA as a whole, and then national as a whole., Environmental Art Sculpture and environmental art. More calls for sculpture in the environment and more venues in which to exhibit. A Professional Art Community. Bring in art galleries (all genres), build a small theatre for plays, and, mostly, bring in creative businesses. Carlsbad could be a hot art town, But quality art needs venues and money so professional artists have ways to get their work out there and earn a living. The City benefits from businesses (always) while keeping Carlsbad unique and artsy. Summary If the City would combine funds to assist artists through calls and grants and includes professional art galleries and art businesses, then there is attraction, support for a large range of artistic expression and supports monetarily struggling artists as well as professional artists to get their work accomplished and shared. Keep it a unique art community - not a walmart art community and Carlsbad arts will thrive.

- Grants.
- Have a meeting place or another word would be gathering place that would encourage and support all the arts-something outdoors and inside.
- Have a wide variety of offerings and outreach to inform community of activities
- Have an open dialogue with your residents. Allow your residents to be active in planning and implementation of project; don't outsource out of our community.
- Have frequent events with adequate parking and ease of attendance. Publicize events well in advance. Hold events on a continuing basis to build a following, such as first wednesday, etc. Offer diverse programs for all interests and ages.
- Have more art classes, more music venues which are affordable to all. Love TGIF in the park!
- Have opportunities that are accessible to all , free or of minimal charge. Have art/social events. Senior art classes at Dove. Senior yoga class at Dove. Designated Senior room(s) at Dove.
- Have plenty of free events! public art is great (like the mural project in downtown carlsbad). Offer movies and events for all ages (my husband and I love the foreign films at the library and we as a family enjoy the open art family days at the library). Keep it up!
- Having art and cultural events throughout the City for free is key to allowing as many community members involvement.
- Having more communication/promotion channels and quantity and variety of events.

- Hold visual art making classes for all age groups in a variety of locations around Carlsbad, for example why can't that arts office hold landscape painting classes at the lagoon - I've seen kids painting there at a camp. Also I wish that Carlsbad did a better job with its public art. Many pieces that claim to be part of our public art just look like a fancy wall or gate. I think Carlsbad could have a better identity for attracting visitors to restaurants and the beach area if there was more interesting and exciting public art.
- Host art programs
- I absolutely love all the street art in Carlsbad! From the Carlsbad Art wall, to the painted fire hydrants! I also love finding the doodles in the village! We live in such a great community and art keeps us all connected!!!
- I have been involved with Bryan Snyder art community for about 10 years. All of the art Bryan has been doing throughout the community of Carlsbad has taught the entire community of Carlsbad about art. I also really love the fact that he is teaching the youth about art and a fun way to be engaged in our small community well keeping out of trouble.
- I like the idea of the libraries being the central area for the arts and enhancing what they have to offer with classes, gallery showings, ect. Obviously events need to and should occur in a variety of locations but I like the existence of a central hub.
- I love all the amazing programs Carlsbad offers. Need more movie in the Park nights
- I love the art wall and other art around the Village (like the tigers on Witch Creek). It gives the Village a unique flair and can be easily enjoyed by all.
- I love the grubbys art wall and all the doodles around town
- I love the variety. I am overwhelmed by City e-mails and physical mailings 3 a year based on school year. Maybe as simple as website/sticker on monthly City of Carlsbad bill to have us check the website?
- I think Carlsbad does a great job at this! Continue reaching out to the schools and having family events.
- I think having community involvement in local art programs. It is so important for locals and visitors to have a chance to get involved and it really helps local businesses increase sales and thrive.
- I think it would be great to choose a month for each culture to learn new things about them and try new foods from that culture.
- I think the city already does a great job with access to music through the concerts in the park program. I would like to see more adult education in the visual arts through the parks.
- I think you could have TGIF continue through September. Years and years ago we had a beautiful orchestra concert once a year. That was wonderful.
- I think you need to get a big name band in Alga Norte Park. My vote goes for George Clinton and Parliament Funkadelic. They'll play the best FUNK that

everyone loves to dance to. And if asked they can make it a family show leaving out any cussing. Everyone would come to a free show with them in the park. Do this and make Carlsbad funky and proud. If you can't get them then do another good true FUNK band. The world needs more FUNK. It makes people smile and dance and make the FUNK face. ?? Thank you for considering this. I know the band so if you need any help I'll be glad to get the info for you to get in touch with their management.

- I would like the Carlsbad Art Wall by Snyder Art to continue. Also, bring back the Art Splash!
- I'd like more events and programs to be closer to where I live and with teachers that speak Spanish. Many times I don't learn about city events.
- In lieu of spending 5 million on parks improvements that aren't needed why don't we have a nice outdoor theater for performing arts?
- Introduce more civic art into the village area. Provide incentives to private developers to incorporate art into new village & barrio projects. Hold festivals (e.g. Fiesta del Barrio) that can also be used to engage the public to provide input on public art projects - these could be art competitions. Add more murals in the village/barrio and create a mural art walk for tourists. Have outdoor sculpture exhibits in the summer along the sidewalk and sea wall. Support Art Splash - this is a great event! Build a new city hall that can be used to support the arts - for example: * Changing art exhibitions * Allow patrons of the theater, music fest, etc. to use the city hall parking lot (or new parking structure) after hours and provide a shuttle to the event. * Outdoor concerts on roof-top deck of city hall (with view of ocean)
- It starts with exposing children to all types of art and culture. The City does a great job with their programs.
- Keep Bryan Snyder funded. He knows Carlsbad and its residents and continues to keep us engaged in art on a daily basis.
- Keep the art wall at Grubbies and add more. Also permanent murals. More music venues.
- Keep the Art Wall in the Village. I love to see the various forms of visual art on it and the changes each time it's redone. The previous pieces would make an amazing calendar!!
- Keep the housing density low. Now every time we try to participate in some art or cultural activity, it is too crowded. So, we stopped going. Lived here more than 20 years and it is very bad and getting worse.
- Leverage existing non-City cultural activities and incorporate them in the "overall offerings" of the city....limited additional cost to the city but significantly broadens the services available to the community....
- listen to your community members, value your lower income working class citizens and active community members under 50 and who make less than \$200,000 annually, especially those who make less than \$39,000 annually.

- Look for the diversity and history of our community. Be open to considering arts and culture that serves to tell a life long story of our community. As well continuing the wonderful film and music series we already have.
- Make it very easy for private enterprise and non-profits to provide what the city needs via free building permits, lower or subsidized taxes and other means. When private enterprise is involved the solutions will be what more of the citizenry wants as opposed to the selections being made you high fee outside consultants who really don't care or by city employees for are biased to do as they see things should be. City government does not need to be spending taxpayer money or be involved with anything arts and cultural. Allow for the business market to provide these needs, but make it very easy and fair for them to come forward and do so.
- Make them available to the whole community
- Marketing and promotion. Bring back Posadas, Fiesta del Barrio. We don't have opportunities to share our cultural heritage with our families.
- Marketing/promotion of family events through schools.
- Más clases de arte y canto o música
- Mas publicidad obre el trabajo artistico sbre todo de los artistas residentes. Publicidad, Para el artista es importante la publicidad para asi poder vender .
- More advanced/sophisticated community classes, art studios open to the public, woodworking workshops with all machinery open to the public. Please trash the stupid flame on 101 coming into Carlsbad from Oceanside: it is a poor shameful copy of the one by Neil Dawson in Christchurch, New Zealand. Do not put more wanna be art around town, paying it thousand of dollars. Walmart plastic chairs are better art expressions...
- More art events in south Carlsbad. Promote Carlsbad artists in city literature, mailings, website etc. profile an artist each month in visual arts, music, dance, writing etc. when u have concerts in the park, have art in the park. offer paint plein air at beach , flower fields, and lagoon
- More artistic but fun and healthy programs such as zumba for older adults, painting, maybe in Spanish.
- More classes.
- more concerts at Stagecoach Park, more art visible from streets, cultural food festivals in South Carlsbad (bring people of different cultures together).
- More events targeting kids and youth in public parks.
- More events that are relevant to my community, like Golden Age Mexican or Latin-American Film Festival.
- More murals and mural tours. Let's be a destination for arts and culture.
- More murals! Increasing arts education programs for young children, families, and couples, including movies in the park.
- More of what is offered. Love the revolving art wall in the village! Do a scavenger hunt for art instillations etc could be fun!

- More opportunities for local artists to be involved in the planning of events, such as round table discussions, meetings, online groups and discussions that focus on getting more people involved in working to implement music and arts events around the city.
- More programs accessible for kids and adults. More diversity in cultural events and presentations.
- More programs at the Learning Center.
- More promotion at schools.
- More public art (murals) and low cost classes and events for citizens.
- More venues, at a cheaper cost, for local visual and performance artists to display and perform their craft. Utilize the existing spaces much more frequently. Better signage in public spaces, especially the libraries, to promote events in venues.
- Offer more concerts with top name performers that attract all ages.
- Offer more diverse activities for all ages and lower some fees.
- Offer more opportunities downtown.
- One of my favorite places to check out is the wall on the side of Senor Grubby's. I get my hair done at Hans Hakenon salon close by and I always check to see what the new mural is! I take lots of photos and selfies there, people love my photos of our lovely wall. I also love the Tigers mural on the side of coffee and winery, all the murals are great! More programs for children to do crafts would be awesome too , maybe they could learn from a muralist and paint one themselves?
- One of the most effective ways to advance art in our community is to create opportunities for adults and children to be creative in the visual arts on a regular basis.
- Open access and constant exposure
- Partner with arts organizations/presenters/educators. Support arts/performance venues. Celebrate the city's cultural heritage & history.
- Partner with the schools with grants -- esp. for instrumental music.
- Please keep funding the arts in Carlsbad, you are a HUGH influence for the arts in other surrounding cities. I love the work of Brian Snyder and beg you to keep his mural project funded. He has started movements in your sister cities to beautify their public spaces with Mural Art.
- Promote quality events
- Promote the arts happening in the City...not just the ones that the City funds, but ones happening all over the City. "Arts Happening in Your Community" for example...Show the richness of what Carlsbad offers in terms of the arts. Compile the various offerings and show how vibrant Carlsbad really is. In your publications: highlight Carlsbad citizens that are artists--on a consistent and ongoing basis.
- Promote what is available in all means possible

- Provide a variety of events.
- Provide a wide variety of events targeting type of art/culture, age groups.
- Provide after school, summer, and winter programs for the youth who don't have access to the arts.
- Provide free or low cost cultural and art events for all to enjoy.
- Provide more. Move arts out of the auspices of the Library. They have limited vision and support
- Provide music and art series regularly through both libraries addressed to all ages.
- Provide opportunities in non-traditional settings that are close to people. Lower the costs and bureaucracy for independent artists. Foster new artistic expression within the city. Sponsor art programs at schools, including teaching and performance.
- Providing a higher level of operational support for the local arts organizations. Perhaps also make more 'entry-level' arts education opportunities available (community theatre productions -- intro arts classes).
- Public art and music. I like the variety offered. Art for kids could be improved
- Public Art, Art galleries, opportunities for local artists to exhibit, musicians to play, etc. "pop-up" dance, readings, poetry, musical, theater events (maybe @ city parks or downtown). Start up an art museum with classes. Multi-arts mini-festivals. Provide parking and shuttles. More programs like Opera Preview and Opera Caravan to open up access to area events. A club to discuss and share cultural events and experiences.
- Public funding, outreach to children
- Publicize them well in advance. People want to attend these events, but often only find out about them after it's too late to make plans. F/E: Use the city website as an event information distribution platform via Twitter, RSS, etc..
- Random art instillation throughout the city. San Francisco does it really well, and other big and European cities do it. Not just in major traffic areas throughout downtown, but maybe some in holiday park, calaveras, to hosp forest. It makes people get out to places that they may not have gone before, and adds so much character to underused areas of the city. I especially think that an art walk through hosp grove would be amazing.
- Recognize that the arts generate tourism and brings in money and jobs into a community.
- Requiring public art in civic projects is a good start and I LOVE Art Splash!. I personally enjoy the changing art exhibitions at the Cannon Art Gallery and would like to see more public art in the village/barrío area as both permanent and temporary displays. As an example, Senior Grubbys east (exterior) wall features a mural by a different artist every couple of months. Can the city encourage local businesses to support the arts through incentives or grants as a way to draw more people to our local businesses? Another idea is for a

temporary exhibit along the seawall that would draw visitors to the area (like the 'urban trees' exhibit along San Diego Embarcadero). I think that temporary art displays encourage more participation from the community and visitors since the exhibits can only be viewed for a specific time period. Could the city partner with seasonal festivities such as the flower fields?

- Right now the problem is that we don't know about these events. Also, we know a place by the location but not by the name.
- Sculptures, murals, music, etc. in public places
- Send out notices before the date of review. Not the day of. Can't support your program with a day of notice.
- slow down growth; promote the environment and support art projects
- Sponsor programs for all ages and through schools.
- Support Bryan Snyder art projects but also inform people better of how they could get involved in community murals or how local artists can get featured etc. I'd like to see a little more funky/quirky art styles
- Support local artists! Please! There is wonderful talent right here! Bryan Snyder..and many more. Stop outsourcing art! We live here because we love Carlsbad and what it represents. We identify with local artists
- Support the art wall project by Brian Snyder. More temporary art in public spaces. More galleries down town. More art festivals, music, dance. Support more art in district schools. Use Magee Park for events besides the music festival. Art contests. Use artists for advertising. Put art in green spaces and parks. Educate your council members on art in public spaces and the need for art education. Poetry contests and writing workshops. Design Carlsbad t-shirts using artists! Art at the beach drawing and painting.
- support the arts via city budget
- Support the groups and organizations (non profits) that are providing this to our community. Ask the groups doing it now what more can be done.
- Support young Artist such as Matt McBane and Bryan Snyder.
- test survey - Lynn
- TGIF , LEO CARILLO, PUBLIC ART LIKE IN DOWNTOWN VISTA, FAMILY OPEN STUDIO
- The city could host more programming, especially in dance and music. the art forms that are underrepresented in the city.
- The City needs to do a better job advertising certain events. TGIF have a great attendance every year, however, I attended some excellent concerts that were poorly attended. Occasionally there are events that I learn about too late to be a part of.
- The free (or inexpensive) musical performances and theater performances, such as Carlsbad Playreaders. The afternoon concerts and activities are wonderful for me because I am retired and I don't like to go out and drive after dark....but, I do, for such events through the Library. The Dove Library is almost the only one I go

to, except the Encinitas Library, which also has a rich cultural program. Art shows in the library's galleries are also very much enjoyed and appreciated, and I like that they are open at such times and dates that it is easy to see the shows.

- Use Dove Library to host as many arts and cultural events as possible.
- Utilize local talent as a rule before outsourcing.
- When advertising, use different languages to get the point of the event across. Create different events that celebrate diversity and showcase different cultures.

Survey Two Open-Ended Question Responses

Accessibility

- 4 was a great event to come to for visitors to see a great community and art
- Accessible and available does not necessarily translate into "interesting" or "relevant" to all. Not a good survey question because it's meaningless.
- Add more artists around the music scene, so they can sell art paintings
- always at jazz in the park
- But not advertised well in advance
- Carlsbad has unique cultural Mexican Farmers and Indian and water history culture but it's no where to be found other than Circle K Mural. The rest is random art that says nothing about Carlsbad's culture or history.
- Don't have the statistic to make this decision
- email notifications
- Enjoy the free live music We love kid craft opportunity
- Festivals and art experiences that extend through the evening on Saturday or on Sunday. Our kids play sports, so we miss anything that happens during the day on Saturday! Also, we live near Cole library and it sometimes feels like more things are at Dove.
- Friday concerts are too big and too crowded
- Have never hear about it and have been a resident for 3 years
- Have never heard about it and I have been living here for 3 years
- I am not familiar with art programs in carlsbad aside from Jazz in the park. It is our favorite family date
- I didn't know this existed. I know about TFIF, which is fantastic, but otherwise unaware.
- I don't even know about any cultural offerings. I do get information weekly on Encinitas.
- I enjoy many of the arts and cultural offerings the City of Carlsbad supports. However, I wish our city had a musical & theatre venue similar to the City of Vista's Moonlight Amphitheatre.
- I feel that more can be done to make the arts accessible, particularly by having more places for live music for local musicians
- I get frequent communications, and accessibility to the Dove library and TGIF concerts is great!
- I see most of events advertised through the library. Would like to get more frequent notifications of events.
- I think they are available to all but the vast majority don't know they are available
- I wish to become more informed. I lost time being ill and look forward to the upcoming growth. This is my start.
- I would like to see more art/music offerings in barrio - Pine Park and Holiday Park

- I would like to see sign language interpreters at events
- Include more free or low cost music/Art classes and presentation at the senior citizens centers
- Is it possible to limit the offerings to Carlsbad residents only?
- Jazz in the park is our favorite summer event
- just moved from SD
- just moved here
- limited wheelchair access
- love concerts in the park and community art/ gallery exhibits
- marketing to carlsbad residents
- more money to fund the Carlsbad-Oceanside gallery stay open longer
- More public transportation available so 1) residents dont have parking issues/ easier on environment and 2) allows more access for older people or for people who dont drive
- muchas actividades se piosa que son para pesonas adultas hay que promover mas para que los jovnes se interesen en las galarias y conoscan nustras artistas locales
- Necesario mas publicidad, radio, prensa, tv,
- new to carlsbad
- not anyone has a car, it would be good to have shuttles
- Not aware of all the current programs
- Not for Elementary children. Our school district NEEDS to support the arts at this age. IT IS VITAL!
- Not sure how to access what is available
- Offerings are neither accessible nor available is we don't know about them.
- only aware of TGIF concert events
- Parking and transportation is an issue. There is very little parking downtown or around the parks and not enough bus service on main roads
- prices are limiting factor
- Recently I was told about an art fair for Grand Ave & State st sponsored by businesses I think but the cost to be juried in was quite high. I felt it should be more open & less costly to enter. The COAL Gallery is very acessible to the public but would be helpful to have more public awareness of where it is & what we offer to the public. Certain businesses within that same area by the fountain stay constantly busy but unless you walk back to the parking area parallel to Grand people don't know it is there/
- Some are very costly - camping \$25?
- Sometimes Schulman auditorium fills up and people are turned away
- Sometimes they're available to too many people outside of Carlsbad and I wonder who is primarily footing the bill for this. I'm tired of my quality of life being expensed for non-residents' enjoyment at no expense to them.
- TGIF concerts all year

- The City of Carlsbad and Chamber of Commerce should do more to encourage plein air painters to paint the Village, the Barrio , and other historic landmarks or ranch lands before the beauty of those places is lost to future development.
- the latest choice of art in the Village Barrio had no input from the residents
- The outdoor concerts are so popular that they are overcrowded.
- They could be promoted better so that, even though they are accessible, there is awareness as well.
- Those with hearing impairments do not have visual aids |captioning or CART nor ASL at Cultural Events. The hearing assistive devices are not available for all nor is there braille for the blind. ADA Communication Disorders Requirement
- Wasn't aware of it

Offerings

- City support of smaller public art projects open to local artists who can then enter the field and move on to larger national commissions. Current trend seems to be Carlsbad limits public art commissions to artists with a proven record of large commissions.
- "Make it" events at local libraries and public parks
- 1-sidewalk chalk painting day with artists assisting residents to make a square of art. 2-classical music month in a "winter month"-with classical musicians and or classical music playing throughout the evening on state between grand and carlsbad village drive. 3-close state street between grand and carlsbad village drive for dancing in the street evening! have different stations where all can be instructed and participate to various types of music..
- A citywide garage sale or toss out day whereby people can pick through your treasures before recycle service picks up. It is great fun.
- A major concert venue in which Carlsbad residents get priority first over non-Carlsbad residents. For example, opportunity to buy tickets 3-7 days before the general public.
- a place for people to do street art and paintings
- A public performing arts theater. Public art sculptures throughout town.
- A venue for locale artists to exhibit & exchange ideas as in a forum
- A viable are movies, readings, plays, marathons, music in the park, how about promoting a science fair among the schools?
- Add artist painters, and more art teachers
- Add to the Visual Arts offerings & venues. Offer reduced rent & tax incentives/breaks to the Arts.
- additional music or theater performances
- Additional Senior Citizen Centers & events Additional community gardens with art sculptures funded by grants to local artists
- Additional street fair for artists
- After school programs
- All are awesome
- An annual Plein Air Event where artists are invited to "Paint Carlsbad". Encourage, invite, and welcome plein air artists to paint during the Art Walk, during the Farmers Market, or in the Village any time they wish.
- Anything for children, they are truly the future and as much value in the arts that can be offered should be. the city employee and family art show should be brought back, it brings so many people together.
- Anything that might make the history of carlsbad more well known by the citizens
- AR-15 rebuild & Cultural Dance
- art chalk for children art events available for various parks
- art festival

- Art murals on the walls of city
- Art shows at venues near the beach would be very nice additions to the current art shows held in the village.
- arts education for all kids at the elementary level....during the school day.
- Arts event for artists (watercolor, mixed media, acrylics, photography) narrow small scale set-up (10x3) along the boardwalk. Also Cannon park would be a good venue location for small number of juried in local artists.
- At least that I am aware if there isn't much dance performances available to the general public. More at community stages for local kids to dance at would be a great option
- Baile Folclorico
- Ballet is currently missing from our arts and culture scene, but of course, Carlsbad doesn't have the venue for it.
- Ballet is currently missing from our arts and culture scene, but of course, Carlsbad doesn't have the venue for it.
- Ballet is missing but of course, Carlsbad doesn't have the venue for it.
- Beach art like the current mural at Senor Grubby's
- Bring in 1 hour performances of the SD Opera and lectures from the Old Globe. The only theatre group is Village Arts at present. We need to embrace a higher level in the arts. Perhaps Quarterly collaboration with SD Art Museum.
- Bring the art to different areas of the city, similar to pocket libraries. Set-up project based activities, using same materials and where participants can obtain submit the end product for an exhibition. Bringing the people together, yet showing uniqueness of their project. Have an art supply drive.... promoting people to donate what they have in their homes and allow others to come pick up items for free - an Art Fest - exchange coop? Have artist who are showing exhibit provide short artist video clips for use on a tablet that can be shown when promoting arts or even use in the gallery during the exhibits, bringing relatability to the artists. Have the artist share how they got started in their craft or what inspires them.
- Build a Performing Arts Ctr (similar to Escondido) so we can bring live performances of all types to Carlsbad & not have to go to SD or Escondido.
- Building a world class performing arts center
- By supporting Music and Arts education in the schools. By making it STEAM education that ensures arts for all.
- Carlsbad center for the arts- all ages. Access to art creation M-F
- Carlsbad could elevate the existing arts and culture offerings by enhancing the efforts of local galleries, music venues and theatres, like New Village Arts, with funding and increased marketing support.
- Carlsbad has a unique cultural heritage and an opportunity to enhance the Visual Arts through more hands in the Fine Arts to bring people together.

- Carlsbad has many events, but needs to better promote events to make them truly available. It seems not all residents are being reached with information.
- Carlsbad has much potential to bring world class performing arts to the forefront but, those who have held the keys for decades are threatened. They do not welcome newcomers to their arts scene and, consequently, eventually lose those newcomers to the Globe and the Playhouse.
- Carlsbad is a very unique community in the types of arts and culture event it currently supports. I cannot think of anything lacking in this arena.
- Carlsbad should have a small (500 seat?) outdoor amphitheater in a park for concerts and theatre performances. The site of the power plant would be ideal for a park and amphitheater. Also, a small raised stage at the north end of the "green" at Frazee Beach would be nice.
- children focused art theater
- children free art
- children involved
- Children's photography and Art classes
- classical music to be included in TGIF outdoor concerts
- Combination music/artists faire along the main w/ artists, musicians set up in all the shopping center courtyards & promoted way ahead w/ minimal entry fees to participate so more people would be able to be involved & thus invite their family & friends down to enjoy also. Maybe a central shuttle bus area for visitors to get down to ex. Carlsbad Village/ 101 area because parking is such an issue. In cooler months maybe a renaissance faire w/ poets/artists, costumes?
- Community theater that puts together classic plays and original ones.
- Community theater- watching performances and also workshops for kids more performing arts opportunities, especially for kids to interact.
- concert in the park is very cool. especially kids!!
- Concerts in the park at more parks at the same time. Smaller crowds would be better.
- concerts keep kids out of trouble; concerts
- Continue to support COAL Gallery, with their great programs for students.
- Carlsbad needs a free multi level parking garage so people can attend activities. Right now it is so congested people avoid going down town and making the parking spaces smaller isn't the answer with the big SUV's many people with children have.
- cultural art projects/ events
- Culture specific art festivals! Pakistani, Indian, African, Asian .. etc. Celebrate our great diversity
- Currently there are concerts in city parks but there really isn't and real, structured building/amphitheater for concerts or plays. We need to have one. There isn't one in North SD County.
- Dance

- dance ;plays
- Danza, Musica, y teatro, mas clases de arte en las escuelas. Artes tradicionales con el fin de recordad ancestros y artes antiguas.
- difficult without car
- Direct City sponsored events seem to get promotion, but venues such as the Carlsbad HS performing arts or other independent organisations (Carlsbad Music Festival, The Village arts etc) could be tied into the city art promotion budget and promoted more.
- DIY crafting nights Word rock project class
- Downtown art, chalk artists
- en las tres librerias es muy importante anunciar los eventos para todas las edades.
- encourage more Art venues in the Village, pursue more Art Gallery's. This is a prime community for something such as this. More concerts at the beach and local music events.
- Establish a fine arts center in the village area and promote a regular evening of the month for an "art and beer/wine/farmersmarket walk". Include street musicians. Let artists set up canopies to sell their art and jewelry. Or, encourage village retailers to hang art of local artists on that evening. Start an annual open studios weekend event.
- Events displaying local artist' works and performances with local groups on a regular basis. More free and open places to gather together for cultural experiences.
- Events offered at different Carlsbad locations for example when library hosts kid events thru the city
- Events such as the Art Walk. Murals around town. Artwork similar to the Carlsbad sign that establishes city pride. Artwork similar to the round about on State Street.
- Events that introduce outdoor/ artistic activities to kids
- Expand on what is in place. Also expand the scope of the offerings (more diverse offering of the visual/fine arts) Separate facility for photography
- Free dance lessons in park
- get rid of jack in the box and donut shops, and put in some other places...art galleries with local artists, original musicians at. venues...
- give arts money to schools to help them have performing arts, perhaps invite alumni of the local schools who have gone on and made it big time in their performing arts field. People would love to see the locals after they have made it in their field. singing, dancing, theater, band, or whatever. One band member from 84 is a drummer in Las Vegas in one of the biggest shows. one girl who was in les miz at high school was on soap operas on TV. Several singers have made CD's and are doing shows all over. Some have been on Broadway in theatrical shows. Some are teachers, some have teaching studios. One student from

singing and theater is in the Disney program setting up the new Disneylands overseas. One student was a choreographer in the olympics .

- have free concerts in parks around city
- Have more Jazz performances. At least once a month.
- Home grown community gardens More jazz History of Carlsbad Visual and participatory art
- Home school classes
- Home school classes
- Home-grown community gardens History of Carlsbad More Jazz Visual and participatory art
- How far are you willing to take this 'theme'? For a "distinct" cultural identity Carlsbad first needs a base, a civic Center. Carlsbad encompasses a very large area. If you build a theater here do an art installation there you are dividing the community. You need a place, a central place, where residents and visitors can gather to see art and theater and hear music. Not to mention how badly a new council chamber is needed. If you want residents and visitors to identify with Carlsbad then you need a hub. Carlsbad built a golf course (which very small percentage of the citizens use) we should be able to build a Civic Center with a theater, a museum, a park, and a council chamber with attached offices.
- I already love the activities happening in Carlsbad! We have only lived here 6 months and love the sense of community
- I believe it is time to include the Pine Park in the TGIF Concerts rotation to make access more inclusive to under served residents.
- I have nothing against art but I am not sure why Carlsbad needs to promote it?
- I hope the foreign films are expanded and are not show on the same day Mira Costa shows. More play readers, game days for adults, discussions about current events.
- I like the mural in the barrio. Nice to have artwork that celebrates the city's history, and/or work by local artists.
- I love it
- I love the foreign films at the Dove library and would like to see Carlsbad support bringing more of them, as well as the lesser known films that are never shown in our local theaters.
- I probably haven't taken as much advantage of all of the speakers and programs at the library that are currently offered, so unfortunately don't have any additional input to provide on this question.....
- I see lots of pop and folk and jazz events, but a lot less classical music opportunities. Encinitas has free concerts that I would love to see Carlsbad emulate.
- I think Carlsbad is clearly the leader in Norh County when it comes to arts and cultural events.

- I think the City should celebrate more of the history and diversity within our community through art, music and food.
- I would highlight that Carlsbad has unique asset which presents its opportunity to join several cities with a similar unique asset. I am talking about use of the land overlooking the Lagoon with the Strasberg field A outdoor performing arts amphitheater located overlooking the Lagoon would rival cities like Boston in attracting performing talent to the area. Carlsbad could become an outstanding performing center with summer art evinings.
- I would like to see a combination floral and art area/exhibit either rotating or permanent that would draw people to the area. The San Diego Botanical Garden has been very successful in this effort. I would also like to see an art graphic that would be displayed throughout the city that would unify and tie the city together; perhaps with a path from north to south and east to west. Ot, the unifying graphic could be displayed in front of businesses with a map for visitors to follow. I would like to see a visitor's map that would list all of the public art for people to visit.
- I would like to see Carlsbad present local Carlsbad musicians (there are many fine ones) in more informal and all ages performance venues such as a "coffee house" atmosphere or a "jazz club" atmosphere.
- I would like to see more high quality art exhibits at the Dove Library art gallery.
- I would like to see more of a link with the first people's of Carlsbad. Work with the Luiseno Native Americans for cultural representations around town or at parks, similar to the asthetic at Sunset Park in San Marcos. Basket designs, pictograph designs, shells.
- I would like to see regular concerts at the Schulman auditorium.
- I would like to see some sort of community out reach to encourage people of color to take part in these areas.
- I would love to see Carlsbad participate in activities that bring many groups together; holiday such as Christmas or 4th of July parades that include scouting groups marching, Service organizations, dance groups and marching band.
- I would love to see historic fiestas come back to barrio with ballet folklorico, mariachis and traditional food. Also, Baltimore and other cities have supported 30 days of art as a 'new years resolution'. Painters, poets, musicians and all lovers of art commit to 'doing art' everyday for a month (January). Then in February, it is the time for viewing and celebrating. Pop ups and temporary galleries are created to celebrate the artist of the city. I love the concerts in the park and 'music in the village' ... more please.
- i would love to see smaller music venues
- I would really like to see street artists transform the ugly and bland walls of the Carlsbad Desalination plant into a vibrant art project ! The community could be involved also.
- I would really love to see some support for the LGBT community, as well as different cultures and races being represented.

- I'd like the Sunday art walk to be supported by the city and for it to have more artists.
- I'd like to see the cultural identity of The Village influence the other parts of Carlsbad so there's a sense of a shared tradition and knowledge. We need something to connect us throughout the city, art and cultural activities have the potential to do just that.
- I'd love to see more events held at or near the beach or more use of the parks. I love that the strawberry fields caters to seasonal events. I think the city needs more music and possibly travelling art shows at various parks and landmarks around the city (given the lack of parking)
- I'd love to see more recurring plans (such as the Jazz in the park and leo carrillo movies). Those are wonderful events which happen regularly for a period of time. This is nice because sometimes the weekend events which crop up just once or twice a year are when I've already planned something but if there was something ongoing (even if only for 1 month) then chances are I could make 1-2 of those dates work)
- If a new city hall gets built it should have a new art museum to showcase local talent or host visiting shows. I would like to see dance productions, live comedy (That isnt raunchy) perhaps the city could work on a joint use agreement with Sage Creek HIGH school to use their performing arts center which will be complete this winter.
- If you want to highlight Carlsbad's distinct identities, stop promoting the homogenization of the town through Barrio elimination and the continued mass housing with no parking complexes that stifle downtown music and arts.
- In Carlsbad Village, provide incentives for artists to establish galleries. A music hall for musicians to perform (the Museum of Music is all we have!). Improve public transportation so everyone can have access to what we already have, without having to own a vehicle.
- Include a sculpture walk along the coast and incorporate into the coastal corridor improvements. Something like the 'trees' along SD harbor - but it should be a theme that's meaningful for Carlsbad - maybe a surfboard theme.
- Increased support of local non profit arts groups. Waiver of fes and charges for groups to hold events and use City facility for free or low cost events.
- Involving the youth in our community. When youth connect through art in their own community they naturally take more pride in their community
- Is it possible to turn the old Power Plant into something amazingWITHOUT taking it down ? Amazing canvasState of the art OCEANFRONT SkakeParkwith killer old style ramps ,etc . Oceanfront Park of Art !!!!!!!Zipline Here ? 🙌
- It would be great if local artists were given the opportunity to show their work in the gallery by Dove library. I'm an artist and expressed interest in this. I put my name in a binder that had a lot of people's names who were also interested in exhibiting in this space and never heard back about this.

- Keep concerts going- love them
- Latin music and food events. Latin jazz
- library has some great events could we add yoga or something like that! Love jazz and foreign films
- Limit amount of craft shows in lieu of Fine Art shows.
- Live theater and music; murals, fewer bars.
- Local art shows, more music events
- Local singing competition/ surf art community event kids concert in park/ more art on buildings
- local speakers on local issues, environment/climate
- longer day options 9-12 thru traffic is too difficult
- Love easy art projects, love jazz in the park, music of any sort
- Love free concerts
- Love the library and city programs; more music
- love library program as well as outdoor musical events
- Love summer concerts Add some ethnic music: LATINO! SALSA! painting and exhibits water color oil exhibits and classes
- love the concerts in the park for families! Perhaps have some family games for kids.. relay races or something with activities that add art. run and parts colored sand in a glass???
- love the crafts at concert park. would show up other places just to do art activities
- Make city venues less expensive for arts organizations to use.
- Make concerts Saturday 4-8. Bands of different genre to attract more people with variety of music in each festival
- Make culturally diverse programs to include music and food
- making sure public art and events encourage physical interaction with our natural surroundings get people in the water, create dog beaches in the lagoon, never place art in front of ocean views. Community mural and mosaic events. Highlight local artists and employ them to teach/share their style in community projects.
- March 3rd is International Hearing Day. Have Presentations by local artist for this day with all accessibility, lectures, and to increase Awareness About Keeping One's Hearing and Remove Social Stigma
- Más énfasis en la historia del Barrio con eventos culturales a nivel de toda la ciudad. Con puestos de comida, artesanos, música etc.
- maybe a cultural arts festival or hosting some of the specific cultural arts festivals that go on around us....diversity in the arts
- Maybe integration of art or performance of our public schools into the community.

- maybe once in awhile some chamber music to mix things up, maybe more of the interactive art thing where a pro is doing sculpture or painting and we can watch or participate as well, maybe a 3d printer take on creating art?
- Maybe ore widespread and accessible events, Carlsbad is a big city and not everyone can get to the events.
- Mid-sized music venue for top talent
- More activities that blend the arts with the outdoors
- More art activities for young More music events
- More art classes by known artist in Carlsbad, i.e. paint with Michael Sommers, something similar to "Catnap" mural.
- More art installations around town and worked into public utilities such as electrical boxes and hydrants along with murals and mosaics at overpasses.
- More art shows, more art classes and more murals painted around the city
- More art shows, possibilities for artist to show their work
- More arts experiences for all ages. Not all experiences are family friendly because of drinking, etc. Maybe some interactive experiences. Open drum circles, ukulele play a longs, sing a longs, family create art nights, etc.
- More classes at the parks to learn new art projects~~~
- More communication to the public... emphasizing visitors.
- More community music events of jazz, classics or independent artists of various cultures. More art variety. Too much focus on ultra modern art.
- More concerts in small venues
- More cultural/International music
- More downtown music and art events, possibly combined, with a few streets blocked off for artists and musicians to set up camp. Introduce different themes, e.g. renaissance, the sixties, surf culture, magic. Try to make it interesting to all ages.
- More emphasis on art galleries , art walks featuring local art.
- More encouragement for 2-dimensional artists to display their art for sale at city events.
- More exposure to local businesses and more frequent events to bring sense of awareness
- More family movie nights at the park
- more festivals
- more festivals and fairs around specific themes, such as the impact of the railroad in the early days, the influence of Hollywood actors coming here to play in the 1930's and 1940's, etc.
- More foreign movies and classical music performances
- More foreign films. More frequent changes in the sculpture garden More art events for adults
- More free and low cost events geared toward families, especially with younger children.

- More free music
- More free music
- More free or reduced price activities for children and families in museums, concerts and libraries.
- More fun, hands-on, inexpensive art making events for all ages. Organized to get people of all ages together creating and enjoying!
- More instruction of youth at dances, fencing matches, one-act play recitals, we need the whole spectrum. Show youth TV from schools on city television.
- more jazz
- More jazz concerts
- More live theater and musical theater offerings at the Village theater downtown or in an outdoor amphitheater setting.
- More local artist displaying and being part of the decision making for Carlsbad
- more local businesses that can host live music during weekend nights
- More low cost/free classes for older adults.
- More mural and street art - free public events in the village. See article in Carlsbad Magazine about Snyder art and the art hunts around town.
- more music
- More music festivals at Stagecoach Park or anywhere in Carlsbad
- More music in Village
- More music or movies in the parks besides the summer concerts.
- more music venues
- more music venues
- More music venues- perhaps an all ages venue for younger musicians and audiences
- More music/ performing arts programs
- More musical theater and dramatic performances.
- More outreach, coordination, and collaboration between the city, local businesses, and grassroots musicians and artists of all stripes
- More park events like concerts not just in summer
- More park events like concerts not just in the summer
- more parking
- More permanent public art
- More projects to residents and topics not so trendy but relevant to life in Carlsbad. Ex. Families, working life, senior topics
- More public art from local artists
- More public art- Murals, sculpture Music- Paid festivals with better quality music- we will pay for music
- more public art, more classes.
- More public art. Art in the medians, or along the ocean front. A sculpture garden along El Canino Real, between Tamarack & Carlsbad Village Rd.

- More support for performing arts (music, band, choir, theater) in the schools with opportunities to perform in multiple venues in Carlsbad.
- More talks/seminars about diversity of cultures and specific cultures in the region.
- more theater or local musicians
- more varied music at concerts in the park. Artwalks are great / maybe food trucks of all ethics event
- More weekday evening offerings for those that work during the day.
- Movies Concerts (Jazz) Cafes
- Multi-cultural music, dances, art demonstrations
- Multicultural activities for families
- Museum in the barrio honoring Carlsbad's roots while they're still there.
- Music and "Taste of Carlsbad" evening in Downtown (similar to one in Encinitas)
- Music and art from the communtiy
- music and talent performances for children and adults
- Music concerts, art shows
- Music education in school needs support to have educated citizens who can appreciate music.
- Music Festivals. Interactive art gallery.
- Music support at the elementary level in the schools.
- Music venue tend to only be about LOUD NOISE. Why?
- My husband and I have enjoyed the various programs offered at the library this year.
- Need better advertising to identify what is available. A section on the City Website would be great.
- Neighbors inviting neighbors in smaller venues. The crowds are getting too large. Rotating themes every few months in the city, for pole flags, traveling art etc.
- New to this city, so I'm not that familiar yet with what has happened in the past.
- No idea.
- None @ this time
- Not sure how to access what is available
- Offer more access and parking to concerts
- Offer more to Carlsbad students through schools, especially elementary school. I'd love to see a series of cultural arts assemblies (offered free to Carlsbad Public schools) to bring different experiences to our students - drama, art workshop, musical performances, etc.
- On a recent visit to Ashland, OR, we experience the "Green Stage" in the middle of the quad where all the theaters from the world renown Shakespeare Fest face. The Green Stage offers high quality musical and performing arts acts free nightly and at noon. Similary to concerts in the park, this is a more intimate

- venue, and during the summer, its nice to have some variety featuring dancers, singers, bands, gymnasts and other types of performances.
- On weekends,during the summer months, having small various types of instrumental groups(soft jazz, blues, classical,etc.) playing music around the fountain area on State St. . This could be on Saturday and/ or Sunday afternoons from 1:00 to 4:00 or similar hours. This could be done at the grass triangle on Carlsbad This type of venue could be done during the Xmas holidays ,also.
 - Open air painting at Magee Park, like we have had in the past.
 - Open air theater
 - Outdoors performing arts theatre.
 - Performing arts & more sculpture and painting
 - Performing arts & more sculpture and paintings
 - Performing arts center more publicity about theater at middle school and high school
 - Perhaps focus some events for families, others for Seniors, some for younger adults, others all inclusive
 - Perhaps sponsor venues for writers to read/perform their work in appropriate city owned venues
 - Permanent stage/amphitheater for concerts, plays, dance performances that would seat a good size audience
 - Photography club again at senior center but open to everyone
 - Playgrounds en las playas ??
 - Plays, more new artists presented
 - Plays; More new artists presented
 - Possibly a music education program since that is not longer available in the elementary schools.
 - Preserve the Barrio. It is a very unique part of Carlsbad. Pass laws that prohibit Mansionizing the homes there.
 - Promote live music, minimize any existing restrictions as to times and locations.
 - provide different mediums of art
 - Public art honoring the history of Carlsbad to include the native people, the Hispanic culture and ranchos, and the early white settlers. Again, this open-ended question is overly broad - is there a budget in mind or is the sky the limit? The Art Splash for instance seems like a lot of effort for no real art gain. Seems like a street faire; nothing much to do. Need more hands-on activities.
 - Re-instate and properly fund Art Splash
 - Regularly scheduled events throughout Carlsbad. Concerts, movies, featured speakers, art showings.
 - Relationship and support of Carlsbad school music programs.
 - Residents need a place to find out what all the opportunities are (not just the City programs). So many residents are still not aware of programs currently

available, like the Museum of Making Music and New Village Arts. We could also use venues for live music, dance and film.

- Science and Magic shows for kids A space for adults to have a night out. Theater, concerts, dance floors
- Sculpture and painting programs and presentations for adults and youth
- Sculpture throughout city
- Signs/light posts or mosaic Latin tiles on sidewalk to follow from tourist info center to view historical building in Barrio like Lola's museum and Day of the Dead alter Mural by Circle K, Farmers house. Also old 1930's English villiage looking signs to have people follow the Carlsbad water statue and Speakeasy historic building. Since you want to encourage tourist to walk the village and barrio. Also a Day of Dead Festival in the Barrio, Pine Park.
- Since Carlsbad is such a large City, I think would be helpful to link the different areas of town, La Costa, Bressie Ranch, Robertson Ranch, Olde Carlsbad, Carlsbad Village, the Barrio, Coastal Carlsbad by focusing on a "downtown" plan that reaches out and connects to the many neighborhoods of Carlsbad. We need to bring Carlsbad residents out of their neighborhoods and into Carlsbad as a whole.
- Small outdoor concerts
- Spanish-related art like dance or music in the barrio maybe at holiday park
- Special day for hosting a fine arts showing of San Diego Artists. ie. wall paintings of watercolor, mixed media, oil, pencil.
- STEM events and family park/beach events are great
- Story walks Carlsbad public singing event, like the one at Balboa park
- Storytelling events and more musical offerings during the year
- Street Dancing
- Support local artists more. Use examples from coastal cities such as Laguna Beach, Carmel, and others on integrating arts & culture, the coast and the locals.
- Support music making and creative activities for all ages.
- Support the Arts (Dance, music, theater, etc.) in our schools. Cultivate and grow a love of the Arts through our schools. A great pathway to demonstrate our dedication of Arts and Community.
- Take architectural and landscape design more seriously. Lift that standard. If the infrastructure is the base, better art and culture will follow. Where there are stucco boxes, support murals and installations. Ease restrictions on live music at breweries and smaller venues. Consider the concept of a theater district on State Street near NVA.
- TGIF Jazz in park
- TGIF jazz in the park is fabulous, we should have a couple of symphonies in the park.we could even feature our high schools orchestras. I heard CHS xylophone group play and they were terrific

- The Demos at the Audubon Center at the Lagoon have been very good. Joe Oakes just did a great one recently.
- The Pine Park would make a great venue to host a TGIF Concert and bring cultural diversity to the event. A great opportunity that has yet to be embraced.
- Theater
- theater space
- Theater! Community theater. Do you sponsor this? If so, it isn't very noticeable
- There are a lot of activities offered but parking is a big problem.
- there are cultural identities not recognized or celebrated
- There is no designated arts area in C'bad
- There is not a large venue for music groups to showcase their talents
- There needs to be more art and art related field trips in the schools to develop the appreciation for art early.
- umix gardening, cooking and art such as paint
- Unique stone work along the Carlsbad BLVD/101 similar to Laguna Beach and Solana Beach, extending the walkway.. and sculpture with landscaping..
- Use parks closer to village not just poinsettia, stagecoach and calavera for events. Use our beaches - sandcastle contest, beach theme events
- Various types of music concerts
- very much enjoyed the smaller art in the village walk last Sunday morning
- Visual art needs to be displayed throughout the community.
- We are new, so we don't yet know what's available
- We attend LVX in Encinitas and would LOVE to see something similar in Carlsbad.
- We could use a lot less kitsch like the roundabout sculpture on the Oceanside Carlsbad border and more money spent with giving schools and other community members access to the therapeutic experience of creating art through classes and demonstrations of painting, sculpture etc.
- We enjoy and would enjoy more family friendly events!
- We love the concerts in the park and the arts and crafts
- We should honor different ethnicities' cultures by organizing informational, interactive, and fun events dedicated to those of specific cultural heritage such as Asian/Pacific Islanders.
- We would love to have a Landmark type theatre, something where you can see foreign films in foreign languages and other non-mainstream films. The other thing what would be great to have and would help the inhabitants to get to know each other, is to have public dance balls. Perhaps three times per year (spring, summer, fall) in a nice decorated ball room, with a Big Band that plays music for Ball Room Dancing (wals, rhumba, samba, cha cha cha, etc.), with formal dress code, perhaps also with dinner, and affordable.
- We like the family events that everyone in the family can enjoy together
- what ever happened to putting out a piano near the train station?

- With the likely loss of the Village Theatre, Carlsbad will be the least friendly city for musical theatre performances. It would be nice to not have to drive to San Diego, Vista, Oceanside, or Fallbrook to enjoy a venue larger than New Village Arts performances. I also like the idea of an area dedicated to art, similar to that of the Hayes Valley area in San Francisco. That neighborhood started slowly and on a small scale and has since developed into one of the hottest areas in SF.
- Woodworking/craft/artist lab where you can pay an hourly fee to work on your projects
- Would enjoy more int'l themed arts, music and dance festivals- cultural immersion . How about an Argentinian inspired festival -music, wines, art and dance! I have a local Argentinian contact who can make this happen! Would be a fantastic interactive event! Contact her : Shari Geffen 310 480-3402. She has the contacts and concept.
- Would like to see acting lessons for all
- Would like to see Carlsbad more integrated with the county at large, even the state with collaborations.
- Would like to see continued support for arts in the schools through the City of Carlsbad grants to arts education
- Would like to see different cultures represented through various art media, craft and music. Can different ethnic cultures be explored to educate the community?
- Would like to see more fine art galleries.
- Would love more children art/ music programs
- Would love to see more in the way of supporting music via open mic nights, and also making it possible for places in the village to host music. There are so many places such as coffee shops, wine bars, etc where acoustic music acts could play, but strict cabaret licensing makes it very difficult for local musicians to play in these places
- You need to market Carlsbad as an art destination and really support once a month evening art walks
- Youth theater

Quality of Life

- All
- already more than geared to business 1st & only!
- An Adaption of the Hearing Symbol for those with Mild to Severe Hearing Loss that is wearable, user friendly, and stigma removal
- Art can be found in all of aspects of the above.
- Business should help fund art & culture not the other way around.
- Carlsbad offers little in the way of elementary music education, which is a shame because musical interest starts so young, and budding musicians are not developed to feed into middle school musical programs. Not everyone in Carlsbad is able to provide their children private music instruction.
- Carlsbad Unified is not funding elementary music. Why??? It's a win-win for diversity, ethnicity, community, public relations.
- Check out communities like Laguna and Carmel, and Sun Valley, Idaho. They all somehow make it happen!
- city branding and describing who we are through art
- everything is and can be intertwined....music can get kids up and moving and away from their damned electronic devices; (as evidenced by how much fun they seem to have on friday nights in the summer)....but that can also continue through the school year....kids programs could be taken to senior centers; senior programs could be taken to the school system and to businesses, etc etc etc...
- Health an wellness: Square dance and folk dance lessons and activities in parks or at street fairs or at libraries.
- History - people have lived around Agua Hedionda lagoon for 10,000 years They are largely forgotten here..
- I would prefer a narrow relationship between gov't and promotion of arts.
- Interesting and fun ways of learning about different cultures
- It all depends on how it's defined and what citizens will lose in order to support any future plan. Will we have to trade neighborhood parks to meet the cultural needs of the community? Before I can answer these questions, I'd need to know what I have to give up in order to improve the city's arts and cultural offerings. If someone believes in the importance of arts and culture, then all of the links should be to agree. They're all interchangeable in a well run city.
- It's important to be civic minded and teach there children we need to give back to enhance our life as a community. But i do think parents need to nurture their children in schooling and care. Less focus on their dogs and cats!
- limit constructions sounds and leaf blowers to five hours a day so that citizens can hear natural sounds of environment like birds and waves.
- Local artists
- Other.cultures
- our Carlsbad Elementary schools are lacking an arts education supported by the school district, this is very sad for our youth.

- Our latino heritage, and native heritage.
- Para que la humanidad entienda que el arte es una forma de encontrar harmonia y entendimiento entre las razas, y el planeta en fin EL MUNDO ENTERO.
- Performing Arts of all types
- Please less street fairs that bring too many folks from far away communities. Intimate small gatherings are a more powerful way to inspire the community.
- RE: Environmental activities - Focus on maintaining current and delegating new green spaces in Carlsbad. Highlight the need for preserving those spaces and not developing them. Let's not have any more Agua Hedionda Lagoon debacles. We have a unique gift of greenbelts within Carlsbad that contributes to the culture of our community.
- Resist corporate marketing at all cost
- Seems to be a good link now, except that culture is being ruined by large buildings in the Village.
- Support equally all Carlsbad and San Marcos school programs for schools that reside in the city of Carlsbad
- Transportation; Train Stations
- Yoga should be offered at the Dove for free, like in Ecinitas.

Daily Life

- \$\$\$
- 1- encourage more art galleries-in the village-stop already with the liquor -we have ENOUGH BARS!! 2-Have small weekly art festivals on the coast and on state street. or add to the small few that are on 101 on the weekends. 3- encourage more artists to the village on weekends. one week end have landscape artist, another weekend ocean artists, one weekend oil, another watercolor..... at least 2 times a month offer some exposure for the artists!! one week end paintings another things that are made.
- A diversity of offerings produced and promoted consistently would be great. TGIF is a great example of consistent free music during the summer. What about dance, visual art, theatre, etc.?
- A museum, bigger theater, art center
- A music/theater venue.
- A Performing Arts Center, with gallery in a separate area. I do NOT think we should spend money on statues.
- Active Arts
- Again, I think it's about people knowing what is available.
- Allow residents to participate freely!
- Already mentioned plein air events. Check out Plein Air Magazine or Southwest Art magazine to see what's happening in an important niche of the visual art world. Also, have a city or chamber supported art gallery right in the village(like in the old train depot) for nationally recognized artists to exhibit.
- An arts center where courses could be offered, etc
- an offering of arts classes for all at an affordable rate for all or even free
- Annual recurring Festivals at set times of the year
- are there any traveling art exhibits that can be placed in banks or popular spots like coffee shops?
- Art & cultural events should be hosted at various sites; such as in parks and trails, at lagoons, outdoor venues spread throughout the City. Combine education, nature, arts and culture whenever possible.
- art at the lagoon,
- Art classes geared for different age groups, from toddlers to octagenarians. Do more on the various holidays keeping within the dedicated day, e.g. Vets, MLK, Labor, Columbus, allowing some education on why we celebrate these days. Fireworks on July 4th would be nice!
- art displayed in streets
- Art education in schools
- Art history lectures/films
- Art in public places
- Art opportunities at safety centers, seasonal themes contests for kids
- Art shows/Exhibits, more art @ farmers markets, sidewalk exhibits, street fairs

- Art walks, Barrio fiestas, poetry readings, plays in the park, concerts in the park, historic/info about avo farmers (bring back avo days)
- beach clean ups
- Build an amphitheater for outdoor shows
- Bus trips to museums, exhibits, plays out of our area. Cultural exchange trips to other countries. The chamber of com did trip to china i believe that was very popular. Naturalist led hikes to enhance appreciation of plants and animals. Artist loft zone in village or other areas.
- Businesses could partner with arts groups to support exhibits, performances, with City grant assistance - for Civic engagement, education and environment awareness
- By having a school bond to raise funds to foster and nourish art and culture in our Carlsbad Schools. We need full time ART, PE, and MUSIC teachers.
- Children's theater that isn't so expensive to be part of - \$250??? And families have to pay for tickets and costumes. Becomes \$500 for kids to be involved.
- Childrens' Choir, build character from youth. commitment, team production but besides just sports
- City could partner with the schools because the school budget for art and the access to art for school kids is very limited and varies from year to year depending on having motivated staff at the schools. Incorporate art into the community gardens; have contests for local artists. Use the green area at the Frazee beach as a summer music location on Sunday afternoons with different types of music (jazz, string quartet, etc)
- COAL Gallery
- Collaboration with the many arts in school; drama , music, visual and performance. Perhaps a festival along the lines of the music festival held in August.
- Concerts in the park during the summer are nice. How about some music during the rest of the year in doors?
- Continue to support arts education activities for young people in Carlsbad so they can experience the arts as a part of their daily life
- Dance , food, music
- Demos of various media in art. Showing unusual techniques.
- Depends on the term "support" because cost of items/activities is a big part. Hard to pay big \$\$ for a community activity when SD county is so active in world events.
- Described in question 1, and focus on bringing generations together. Even having seasoned artists in their field mentor young. Also show examples of simple projects to elaborate demonstrating the scale of projects. Show successful people in other careers who continue exploring the arts as part of their regular lives, showing a balance and enriched lifestyles. Focus on the value of art, nature, and other medias to mental health.

- Different locations where artists can display their work.
- Elementary schools need full-time music teachers K-5. Band, orchestra, choral....Jefferson and Hope are funded by parents. Other 7 school have none of those. Why??
- Eliminate useless metal sculptures at library on CBD. They do not enhance the artistic environment.
- Encinitas puts out a weekly blast of what is happening with the arts and what is available to the community. I've gone to some great arts experiences there because I got the information and most are minimal cost or are free.
- environmental activities in lagoons, natural habitats, environmental education and arts/crafts for children
- Environmental awareness and social justice. Volunteer opportunities enhanced.
- environmental fairs/ family participation free
- Events that bring
- Expanding on the TGIF would be a great start.. It can be done at lower cost with local players
- Exposure to arts and culture from SD Art Museum, the Old Globe, SD Opera (other than lectures), UCSD, San Diego State Fine Arts Program. Free or modest cost classical concerts similar to those offered by Encinitas Library. Enjoyed once in a while performances such as Richard Lederer at Cole Library this year.
- Exposure to different cultures, their music, their art and how they contribute to enrich the community's life in general.
- family fun events (family art night)
- Farmer markets more in the bressi ranch area.
- Feature artwork from local artists in city buildings. Have more unique weekend family events - we love ArtSplash! Partner with flowerfields, strawberry fields, etc. for art & cultural activities. Have an art competition. How about doing something with food as art?
- Fine art.
- First class fun. Interactive sculptures throughout town and trails
- Free art events for kids and seniors
- Free events at parks all year
- Friday music on State Street could be at the Fountain or behind Geocollettis music store so passers by could sit and enjoy the performance.
- gatherings that are more inviting to 25-40 year olds
- get support from businesses in exchange for promotion
- Good food
- Grants to support artists who create artwork for specific organizations within Carlsbad.
- Have an Art Fair similar to the Wednesday Street Fair in the Village. Have an day long Art fair/festival in the Village to include local works of Art, dance and music

performances, comedic or dramatic Plays, Spoken word or live music performances, etc.

- historic markers, maps of public art
- How much are you working with the school district, the senior center, and athletic events?
- I have been part of the art wall with the kids from the Boys & Girls Club. I love the lessons we teach about the difference between urban art and litter - meaning tagging etc. they have learned they can have an artistic outlet without having to break the law. Once they were part of that wall it gave them something to be a part of in the community that is ongoing. It has been really fun to watch.
- I have trouble with the word "theme". Are you using it as a noun or a verb. If art and culture are an everyday component of life then it is a "cornerstone" or a "root". Carlsbad already has art institutions and programs and events they just need to be supported and grown and to have the people and a place to do it.
- I miss the Barrio Festival that used to be held. It offered a wide range of diverse cultural art, food and entertainment close to our downtown.
- I see activities for all types of people; kids, adults, older people. Maybe we could offer something for students? Maybe the city could interact more with middle schools and high school. Maybe offer some after school art activities or help the school clubs!
- I was just in Coronado and they had a cool project where pianos were in the city. Anyone could sit and play.
- I would appreciate for the city to support the "Carlsbad Art Wall developed by Snyder Art"; If you go to Global Street Art and other similar FB pages showing what is being done all over the world, you could see this type of support transforming communities everywhere.
- I would like to see arts events at venues such as shopping centers or other venues that the citizens frequent on a daily basis.
- I would love to see more paid opportunities for local musicians and artists in Carlsbad and more outreach and coordination towards that goal.
- I would love to see the City of Carlsbad support an Arts Lounge with facilities for local fine artists to work or display their work, and local musicians to present their music.
- I'd like to see more environmental activities
- I'd like to see more theater, more music (the TGIF concerts are just too big and hard to get to) in smaller venues, more painting demonstrations and gallery exhibitions.
- I'd like to start at the elementary school level. Finally the students have art in their weekly curriculum, but there was no association between the art and culture of the community. They didn't take field trips to places where art is displayed throughout the community. The curriculum doesn't reference

Carlsbad's cultural heritage and how it's represented in the art throughout the city. There's little connection to The Village for students who grow up in other areas of Carlsbad.

- I'd love to see more cultivation of live music in the bars and restaurants in town. We used to have a more vibrant music scene and there seem to be fewer and fewer places to enjoy music in Carlsbad. I'm aware of the Carlsbad Music Festival, but I barely recognize the names of the performers. We have a world class blues musician in town, Nathan James, who tours the world and isn't performing at the festival. We have musicians who have been playing in Carlsbad for the last two decades who are never considered. The summer park concerts seem to be the cheesiest old folks bands possible...and I'm 56.
- I'd love to see some cookoffs maybe held at the farmers market. Possibly an event related to Carlsbad's history. Maybe some environmental education geared toward kids to be held at the beach or parks. I'd love to see a tour of the architecture of Carlsbad or the gardens. I'd love to see us use the airport for events since we have the parking there. Possibly an educational event for kids there or even tie in something with our local military that we are proud of.
- I'd love to see the City and CUSD work together to promote the arts by celebrating what the students do in the schools (art shows, concerts....) and bring them into the city.
- If you have art walks, include Latin art vendors. Keep State street looking like 1930's speakeasy village look and the Barrio more like an old town Latin feel.
- Improvement to access and physical attributes of existing venues (inside and out) such as New Village Arts in Carlsbad Village. The art and education that they offer is first class but people stay in their neighborhoods and it seems like we don't see all of Carlsbad having access or being aware of what they offer in terms of theatre, visual arts, education, diversity and community outreach.
- In appropriate places...a mural (which artists could enter contest w/ replica of what the mural would look like. Also, maybe more "music/art in the park or square" in diff. areas free to public.
- In art achievements a child or adult can boost ones self esteem-an outlet for creative exression they didnt know they had. For seniors the arts can coneract depression, loneliness and isolation by being around like minded people. Its therapy. They can become active participants in the art community. Enlarged arts programs-classes, crafts. Many office buildings are empty these days, but artists don't require fancy surroundings. In the past Girl and Boy Scouts provided many of these activities.
- Incorporate sporting events--Carlsbad 5000, Carlsbad Marathon, etc.--with music and art. Sort of like Encinitas Bro-Am
- increase opportunities for local artists to build audiences in music; paintin murals; producing plays; instruct different styles of dance...
- Integrate art into all aspects of the community
- interactive programs, please remember that not everyone has children

- It would be good to have facilities to accommodate music and lectures. The city will have 200K people before long. Where will such activities take place.
- Jazz in the park, to be extended
- Let the residents contribute to an Art Wall, similar to the Wyland's Whaling Wall.
- Let's tie art programs to the importance of our ocean and ocean conservation.
- Many small art galleries throughout the Carlsbad area would increase the visibility of our fine artists. I have a problem with so many jewelry artists competing for space among the fine artists' exhibits.
- Más énfasis en el Barrio de Carlsbad, su historia, cultura, música, gastronomía etc. Participación de los concejales de la ciudad en los eventos.
- Mas espacios para exposiciones, mas oportunidades para vender. Porque hay artistas que vivimos totalmente de ARTE, estamos trabajando solo en eso. Y no hay mucho espacios para exponer donde el artista encuentre un poco de oportunidades para vender.
- Meet and greets with City Council Inform people on how to run for office in Carlsbad
- Meet and greets with council members Teach people how to run for office in Carlsbad
- More "open gallery" type events for kids where they can create art - even if it's temporary. Talk to Synder he's great at this!
- More art classes available
- More art classes for kids
- More art classes for kids
- More art classes or groups like for example oil painting. More singing groups/choirs of different varieties, like gospel, jazz or different cultures, international.
- More arts activities through your Senior Center on weekends and evenings.
- More arts/culture events in the Village, much more public art embedded in new projects, add mosaic art to the sea walls, continue and increase support for the Music Festival and New Village Arts Theatre, allow businesses in the Village more leeway for artistic design. There definitely needs to be a City-sponsored gathering place in the Village. Choice has been a small-scale model for that, but it is being replaced by a non Village friendly project!
- More biking/hiking trails specific to ONLY that-and to incorporate local art/sculpture on those trails
- More children's art activities.
- More classes for seniors, specifically sculpture jewelry making.
- more community classes geared at art/theater
- More emphasis on keeping beaches clean. Keeping the city clean. It's good now but maybe trying to ban straws even. It sounds dumb but I've heard of business doing this in a polite way.
- More events to promote personal expression.

- More family art classes, not just at Dove but closer to us at Cole, and not just from 10-2 on Saturday when we have kids soccer games!
- more free art sculpture classes
- more free music
- More free, outdoor, live music in downtown would be a tremendous asset. Also, the encouragement and support for additional art murals on buildings is an attractive element.
- More frequent events throughout the City.
- More grants offered to artist to produce community art
- More grass and open space in the village with gathering places for small cultural events.
- more hands on art for local school children
- More live music
- More mixed mediums Art, Film & Food. Make sure to keep it organic, healthy & interactive. At the recent Art event 8/13 there was too much low end retail and no child art opportunity. In the upcoming such events please consider having little art stations where everyone could participate, in painting, sculpting etc..... Also, ballot public art giving Carlsbad residents the right on voting for art placed in public view. Give local artists the opportunity to offer the art considered for public arts placement.
- More murals around the city, not just downtown.
- More music venues in various areas around the city More variety in the types of arts and music offered More theatre venues More offerings in the Schulman Auditorium
- More park for kids
- More public art. It can be small and numerous. As long as it isn't overly manufactured. Also less large scale ultra modern where u can't decipher what it is at all without a huge explanation from the artist. More classic narrative art.
- more street fairs with art & music
- More street sculpture like in downtown vista
- Movies in the park
- Mud run races; carnivals
- Music at decentralized venues throughout the city. Local art demonstrations by residents
- Music Workshops
- No idea.
- Not sure at this time
- Not sure at this time.
- Obras de teatro, musicales, presentaciones especiales para niños y adultos, conciertos, etc
- Offer City sponsored art shows & competitions.
- Offer more workshops for adults and children.

- Partner with oceanside Museum of Art. Get in touch with summergrass blue
- partnering local art talent with local businesses
- Please see previous page.
- Plenty of opportunity for single artists to exhibit more than just one or two of their works at a time - to give viewers more opportunity to see the scope of one's work.
- Private/ public collaboration to bring more art to retail buildings
- Professional level work. New Village is as close as the city comes to it and it is still a far cry. High caliber artists would come to north county if the city were welcoming.
- Promote art classes to the locals inns and hotels for tourists
- Provide more visual art exhibitions and opportunities. Continue to support the Carlsbad music festival. Consider a dance festival. Support the New Village arts theater.
- Public art installations. Utilize all of our parks for musical performances, summer plays, art exhibits. Parking can be a real problem in Carlsbad Village, establishing a shuttle service for access to Carlsbad Village could help.
- Public art, sculptures. Involve museums and theatre for weekend events in public places.
- Public theatre. Classical music
- Rentable public workshops where you can make your own projects. Areas where people can display their art work for a short period for free. This way we give equal access to all tastes and we do not pay 1000's of dollars to "artists" just to be stuck forever with the type of horrible junk that has been imposed on us.
- Rock concerts
- same as #1. events more frequent and 'noticed' at libraries during the day & early evenings. more publicity.
- Saturday art in the park
- sculpture in public areas mosaics in pavements artistic and unique signage on streetsigns
- See my earlier answer. We go to Miracosta College to see plays and listen to music. It would great if Carlsbad could support similar offerings, even though the city doesn't have comparable facilities.
- see other comment
- Senior activities
- Serenade public with Classical musicians playing at sunset on the green near the Offshore Surf Shop. (near Carlsbad Village Drive end of beach with Carlsbad walkway) Taps would be good too, one night. Bagpipes would be soul full also.
- Show of local artists.
- Showcase local artists more frequently. Celebrate diversity through art and music (Laguna Arts Festival, Sawdust Festival type venues).

Incorporate/showcase the art of students within the local school system in a more public setting.

- Sponsored regular event where everyone can bring their guitar or ukulele, etc. and play and sing together.
- Spotlight local artist of theme artwalks
- Stop wasting our money on these ugly public art exhibits
- Support and relationship with Carlsbad school music programs.
- Support multi-ethnic celebration events. Celebration of Carlsbad's diverse demographics.
- Support the galleries. Bring in more galleries. Advertise the art.
- Support the local artists.
- The Carlsbad school district needs to step up and commit to ensuring that the arts are an integral part of education. This means committing to giving teachers in the arts the same contracts and benefits as all other teachers, as well as elevating visual arts, music, and drama to the same academic importance as all other subjects
- the city employee art show
- The Language of Speaking to a Hearing Impaired Person for inclusion, adoption of the Deaf Culture and creation of the Hear-rific Culture with adoptive art forms and an event in March to raise the awareness for Hearing Health.
- The power plant needs to be painted like a light house and a sea mural on the rest of the ugly building to make it blend in with the ocean and businesses~~~~
- The schools should be offering more music and art classes . Designated classes at least once a week with teachers certified in this area.
- Theater, outdoor or indoor with plays
- There needs to be activities around dance.
- Transportation hubs- Bus station, train X-ings, train stations, and beach access points.
- Turn the stack into Art it's part of Carlsbad
- Utilize Nashville, TN as your templete
- weekend activities with civic engagement
- Would like Carlsbad to underwrite an Arts Center
- Would love to see Carlsbad convening all the arts and culture city leaders in the county and see the political leaders of the community openly attending and supporting arts events
- Would love to see more art done by our local artist. Also more on our City's History and families.
- youth art involved with senior members of community

Youth Education

- Access to art and culture is limited in the public educational system.
- As a parent of 2 teen that have come up through the Encinitas Union and then San Dieguito district I have seen first hand that there is NO public arts education in elementary school unless parents provide it, and arts education is severely underfunded in middle and high schools. Parents of students who participate are expected to bear the financial burden.
- As a San Diego Opera volunteer, I think the city could do more to support the opera within our area.
- Carlsbad does not equally support elementary schools that are in the City but part of the San Marcos School district and should not just support elementary schools that are part of the Carlsbad School District
- Carlsbad Oceanside Art Gallery has programs for both elementary and high school students.
- Churches??? they offer brainwashing ... not culture or art!
- DNK
- Don't have statistic to qualify this answer
- Don't know
- Don't know enough to really say
- En las pocas eswcuelas que conozco he visto muy poco interes en mas horas de arte para sus alumnos. Debe haber mas tiempo para que los alumnos expresen sus sentimientos por medio de ARTE, musica, danza, pintura , escultura, Tejido etc.
- For expression art is great but not for educational goal.
- Have lost contact with what visual arts opportunities exist for students in our schools. I do know in Laguna all 4th grade students get the opportunity to take a field trip out on location and paint with professional LAPAPA artists.
- Hearing Loss Association of America
- I am not privy to this information to answer ti.
- I do not believe that Carlsbad does enough to encourage and promote equal opportunities for all children to be involved in the arts
- I do not know specifically, but I did not see the schools provide outstanding things.
- I don't have kids at CUSD so I can comment. Pilgrim church partners with artists to put on amazing concerts. I have seen pop up corner concerts in the village, more please.
- I have a 13 and a 15 year old. Hope elementary had to pay for a music teacher out of the PTA money. Art is barely a subject, and studies have always proven that music and art education helps improve math and other core subjects. We need to bring back more arts education in the Carlsbad public schools.

- I wish the classes and camps were offered to Carlsbad residents first. At a larger discount. Then empty spaces could be offered for outside communities at a higher price.
- I'm extremely dissatisfied in the lack of art education within the elementary schools.
- I'm just not that well-versed on what is out there, even though I get the usual literature mailed to residents.
- If you can afford all of the opportunities then I would agree. But to even play in the high school band or sing in the choir the financial responsibility is very expensive. No one should be turned away from participating in the arts and CUSD turns kids off and away.
- In today's educational climate of placing the most importance on test scores, the arts (which are not tested) have been de-valued as a component of a well-rounded education. FREE arts access is vital to allow young people to create and express themselves.
- Keep offering early music educationMusic makes the World go round ??
- Most elementary schools do not have art & music teachers.
- most elementary schools do not have art or music teachers. the arts are very important to develop the whole child.
- My neutral votes are because I am not aware of those programs.
- Need more information. Just would like to see growth.
- No current knowledge to provide meaningful answers.
- no insight; no kids
- Not sure
- not sure of all of the offerings and therefore cannot comment
- open up art studios!! oil painting classes, watercolor, jewelry making, printing...etc... get the colleges or such to have outdoor classes! or use one of the open store fronts on state street or done at state and laguna or in the village faire and use it as a community art gathering place!
- Our public schools are doing a injustice to our children by not providing arts opportunities by qualified teachers. Sure our middle and high school programs are really good but mostly because these are kids from families that can afford private instruction. There is talent and interest from most children but unfortunately many don't get the chance or exposure that they need and deserve.
- Since schools have reduced ARTS in general, communities need to step up to provide alternative creative sites for our youth.
- So much of the answers to these questions depend on where you live in Carlsbad. Perhaps it's available through a church, but unless I attend that church, how do I know? There isn't a "no opinion" or "not sure" option.
- St. Patricks Church offered Godspell musical last summer, which was well received. St. Elizabeth Seton offers Mainly Mozart and other concerts through the year. CHS does well with dance and music. Valley has a great art teacher and

vocal ensemble. Elementary schools like Kelly used PTA donations to fund arts and basic music programs when my kids attended but could have used better vocal instruction in the mid-1990's to early 2000's. Independent school (Pacific Ridge) is offering exceptional arts programs to it's community.

- The city should subsidize arts and culture for residents and visiyors of all ages to have individual art n culture and group activities.
- The issue is threats of cuts every year.
- Too much emphasis on sports and high performance activities.
- We need more Art programs in different kinds of art~~~
- We need to see an increase in the access to arts and cultural education in all these areas.
- You can never have too many opportunities to create.

Adult Education

- "Adequate Access"? Not really. Certainly not at a daily level.
- again not sure of all of the offerings
- Arts classes are available if you have the money to pay for them.
- Community colleges have dismantled their arts offerings for adults participating in their choirs, orchestras, theater activities.
- ditto above, no statistics
- I don't know enough to answer this question
- I feel like more options are provided for the younger and older sets and leave out the in-betweeners (30 - 55 year olds)
- It seems art programs are targeted for young children or seniors. Most adult art offerings are at the senior center, which may not appeal to other groups. Libraries are a neutral setting for everyone and can be utilized more often.
- It seems Encinitas & County Lib does much more
- Keep pushing what you offer, and adding to it. I'd like to see more offerings held at the Pine Center.
- make the village an art center! leave the wine and booze to the gaslamp district.
- Mas oportunidades para adulto mayor, mas dedicacion y centros educativos,
- Mira Costa classes allow some to sign up again and again excluding many who wish to learn.
- need some affordable opportunities for education
- Not up-to-date on these, however I'm sure there are needs overall to enhance & expand these outlets.
- Same as above.
- Same as above. Like I mentioned now learning.
- Same response as above.
- Some of the classes at the senior center are quite expensive!!
- Somewhat.....there is a lot going on but it is all in such factions that many do not know what is going on .
- The COAL Gallery has programs worthy of attention.
- The Libraries definitely provides a lot.
- The library is doing a good job and should continue to be fully supported.
- There are adequate education opportunities for adults in the broader area, but not a ton in Carlsbad.
- there are infrequent publications that come in the mail (I think....?)
- There are quite a few opportunities available but they are repetitive. I wish there was more diversity in the selection.
- There should be more activities at the Dove for Seniors.
- We could have free city or resident staffed events at all our rec centers, where people of all ages are welcome to participate.
- We need more access to things like pottery and glass blowing~~~

- We need more access.
- We need more Latin art and culture in Barrio Carlsbad.
- Would like to see more Visual Art opportunities within the Community.

Learning Opportunities - General

- ??
- A really lively music education program for children and adults - with scheduled performances.
- additional foreign language courses (Italian, Spanish, etc.) and cooking courses (vegetarian, healthy cooking, etc.)
- Adult seminars Adult education Adult art activities
- ALL young people in Carlsbad should be exposed to visual art, music, theater and dance in order to give them a chance to become lifelong arts creators and those who experience the art of others.
- Already answered.
- An art center.. or create a collaboration with the Oceanside Museum of Art... it seems Carlsbad doesn't have it's own museum... Make it available for all people of any income.
- Art appreciation/hands on art classes for adults and children
- Art camps outside, art museums, science museums, bands in the day on weekends to bring community spirit together -> 70's, 80's, 90's, and 00's rock, disco, top 40 music recently
- Art classes in school weekly, art contests
- Arts education should start at day one of a child's educational experience. The arts should be just as important as math, reading and science, etc. Our local public school district is not providing this for our children. They depend on foundations and other organizations to fund the arts while not putting a penny towards arts education in the elementary schools where it all starts. I would love to see the City demand more from our public school district and maybe educate our administrators and school board on the importance of Arts for all from the beginning of a child's education. SO IMPORTANT!
- As a patron of the arts in Carlsbad, I appreciate that our City provides grants to bring creative and cultural events to the area. I wish our City Council would grow the amount they spent on this because it has successfully fostered a feeling of creativity and vibrance in the city that I really appreciate. I'm referring to the Community Arts grant.
- Bring artists to the schools; bring students to the artists and their studios.
- Bring back Artsplash, perhaps by paying a full-time head for it and not relying on a volunteer.
- Bring existing programs through arts organizations and non-profits out of the neighborhoods and across all of Carlsbad.
- Bring people in from diverse culture to embrace art & dance
- Build on some of the things that are already going on, team up with NAMM (who has tons going on), join together with other arts groups and put out a joint eblast weekly, marketing is key. Find out why our schools aren't supporting the arts in the Elementary schools and promote the arts with the local school leaders.

Feature articles on arts things that are already existing but only the people participating know about them. Does arts office have social media, etc.? I'm pretty involved and I'm not aware of any. More free or low cost kids opportunities.

- By hosting special days for specific art workshops
- Carlsbad visitors center more info & exposure to arts in the Area
- City art gallery and maybe some competitions for the youth of the city.
- city of library
- classical and jazz music
- Community Arts Center
- community theater for adults
- Continue as is.
- Continue to expand and fill in the gap in public education for increasing arts and culture in the curriculum and after school programs.
- Continue to offer art at parts like Leo Corrilla at all Carlsbad Community parks and Farmers Markets
- cooking competition
- Coordinate with GIA museum opportunities
- Culture learning.... bring back, encourage and support the Barrio Festival.... please!
- Cuts are always made to the arts programs when tightening the budget. Less money spend on number of maintenance personnel-constant attention to grooming and amount of workers needed to do this. And many other depts too!
- Encouragement and funding opportunities to existing art organizations (such as COAL, etc.).
- Engaging seniors at Dove.
- Enrich city schools and parks with arts and music programs
- Evening art classes for working adults. I'd love to take a pottery class again - could potters wheels be provided? Could you partner with the high school?
- Expand school choices
- Expand the already awesome library events and activities.
- Fine art workshops. COAL Gallery provides an excellent workshop such as this once a month that is free to the public.
- Fine arts classes that are offered above the beginner level. Perhaps workshops that offer a specific skill and are held over the weekend. More, perhaps daily in the summer, outdoor concerts featuring local musicians playing in smaller venues, like the bandstand in Carlsbad Village. I would also like to see scholarships/support established for high school age musicians who have excelled to the point where they are accepted into honor bands like the California All State Orchestra, Band or Jazz Band. Carlsbad youth have been accepted into these honor groups and 100% of the financial burden of traveling

and participation is on the parents. These amazing young musicians would most likely be more than happy to perform for the community...

- Free events for kids. Market what you've got.
- free field trips to the Museum of Making Music
- free or low cost art instruction for all ages
- Fundraiser- arts, crafts, bake sales, music
- garden art. Went on C'Bad sponsored city hike & coerced to go thru A TIMESHARE SALES kiosk TENT!!! W R O N G! True, it happened 2016
- Glasswork, sculpture, fabric and fiber, optics, just for example
- Grants and funding through the public school
- Have a Fun Ear Plug Day to Raise to Awareness of Hearing. Have Programs for Adults to Learn Communication Skills with Hearing Loss Have Programs for Youth to Learn the Value of Hearing with Audiology Participation
- Have a supervised mural event where all interested residents can add a touch to a city mural, feel a little ownership in the end result.
- Hold art competitions and do trainings at Art events, then show competition results at mixed medium events ie. little johnny won 2nd place then he and his family come to the event.
- Homeschool
- Host programs with hands-on art Yoga Mexican dancing and history in Carlsbad
- How about a how to grow fruits and vegetables in containers, hydroponics, a flower festival or other earth type seminar throughout the year rather than at strawberry picking or flower fields blooming time. Or possibly a planned nature walk/hike where people get together as a group to enjoy a walk together through our trails. Even a things to do event for disabled. Even if it's a flyer highlighting handicap access to the city's events and landmarks. I'd like to see a taste of Carlsbad done where the Farmers Market is. Let us sample all the variety we have in our city. Maybe another at the airport for the restaurants in that area. I think it would be fun and still trendy to have a food truck festival. PS - I love all the art murals that we have introduced to the city.
- I don't hear anything about classes, ever. Offerings in the evening so 9 to 5 workers can participate would be great!
- I have to say as an artist and long time resident of Carlsbad that the city has come a long way as far as opportunities for public participation in cultural activities. The weak link continues to be the lack of an ongoing art/cultural education in grade school through high school. This has more to do with the State of California than the city but by continuing to support and grow basic art and music programs in the schools that is a contribution the city can commit to.
- I love the art scavenger hunts Brain Snyder does. He does not do as many as he used to. The Christmas decoration one he did was my favorite. Getting together and making ornaments with the community members was really fun. At the time

out family was somewhat new to the area and it immediately connected us to neighbors and friends that we have now had for years.

- I think that much of it is already here but perhaps a PR campaign might make what's here more widely known. Again a citywide logo/identity incorporating the unique floral heritage, ocean setting and abundant arts could be useful
- I think we need to focus on arts and social justice.
- I would like more outdoor classical events. Concerts like Jazz in the Park are fine, but why not sponsor smaller events focused on classical music. The objective being to bring this type of music to an audience that would not attend an indoor concert. Sponsoring groups, perhaps youth, to play at existing art and other events happening around the city might work. Popular music is everywhere, classical not so much.
- I would like to see a centralized arts calendar where all events can be added, not just City-sponsored events.
- I would like to see public spaces dedicated to ongoing visual arts exploration.
- I would love to have an arts center in Old Carlsbad, a place where you can go to take classes, and where you can see projects in progress to get an idea of what you want to try. Also, offer evening one-time workshops in art forms so people can try new things. It would be great to have a world culture every month and have several opportunities to try their art forms, not just at Dove but at other locations. And not just on Saturday when kids are all in soccer!
- I'd like to see a larger connection between business and education. There are so many kids, I think opportunities are limited.
- I've already mentioned several.
- In the shopping districts or beach areas, hold art classes for the public that would enhance our beachy community. Teach recycle activities, gardening in small spaces, and promoting good health with small clinic days to remind people about prevention and exercise in our touristy community.
- Int'l themed events with exposure to new art, food, dance- products -cultures!
- Invite more small business artists to open up
- It.might be fun and educational.to habe a series of programs where people bring food from one country, like italy, share a cultutal.slideshow or movie and are able to practice.basic phrases in that language. This could be followed by a trip. Mexico is close at hand and inexpensive to travel.to.
- Just spend some money and create programs and publicize what we have.
- love the arts and crafts for the kids
- love the drop-in events hat dont require long commitments
- Lower prices on art projects like Beginning to Draw.
- make a bandshell area near the fountain and have frequent activities there. i would focus on the village area.
- Make Barrio like "vintage Latin Old Town" smaller business/art/culture locations follow theme. Make Village 1930's feel with smaller business that follow theme.

There is no culture or theme to Carlsbad other than tourist trap and nothing for locals that show history or theme/culture of Carlsbad.

- Make it easier for restaurants and bars to get their live music permits. In fact, encourage it on a local level rather than making it harder and expensive for potential venues to get their license.
- Make it easy for residents to organize
- Make sure that all programs are promoted centrally with one place to go to see what is on offer.
- Más clases a bajo costo para personas mayores. Clases como escultura, baile regional, conferencias en español, artesanías etc.
- Mas interes por ARTES TRADICIONALES.
- Monthly art days - especially in the summer when the kids are out of school. Mural walks and mural creation can be almost free if supplies are donated and time is volunteered.
- More art programs for children at school Music for children and families
- More bathrooms at the beaches. Paint art on them.
- More city collaboration with local corporations, businesses, and non-profits
- More classes offered through parks and recreation.
- More concerts in park
- more free community service opportunities for families
- more free music
- More grant money to arts organizations to offer specific programs for youth and senior citizens. Or specific grants to those organizations for seniors and youth.
- More music in the village, like the Friday night live type. More foreign and independent films Have some venues for the La Costa Film Festival in the village.
- More organic and eco friendly classes of events revolving around nature
- More partnering with other organizations
- More speakers and hands-on activities at the libraries. Walk-in summer programs for kids with arts and crafts.
- More support of environmental organizations linked to arts organizations.
- music and art are important to all children
- Music education is lacking in the elementary schools
- music learning activities/education for kids
- Music lessons available in school/ after school
- n/a
- Night classes or weekend classes for art, cooking, City history, gardening.
- No idea.
- Not sure at this time
- Organize multicultural day with workshops, activities, arts craft music and dance.
- Osher classes are great. Please more art, music and history classes offered at Senior center and Learning center. Send out flyer in water bills so a residents are informed.

- Osher or Life events at the senior center. Support for current and increasing learning opportunities through the New Village Arts Theatre and Art Studios and the Music Festival. Support for the Carlsbad Art Wall at Grubby's and its teen workshops.
- Performing Arts Center to bring live theatre, music performances, arts such as Cirque de Soleil, etc., possibly with art gallery attached.
- Please help Carlsbad elementary school students have greater access to arts and culture
- Properly fund and re-instate Art Splash
- Refer to my comments on the previous page.
- rides to events from parking when lots are full
- Same as above in previous answer.
- Schools don't have time or money for arts. The city arts are run mainly through park and rec programs that charge a fee. Providing visiting orchestra performances at the cultural arts center for free, dance performances, ballet etc is important to the community and to our children.
- See comments aforementioned.
- senior art projects
- Serious art learning for children of all ages. Also serious classes for adults.
- Set up a schedule of events and communicate in advance, such as the first Thursday or second Tuesday etc. Combine art, culture, nature and education. Maybe events that are linked for 2-4 sessions, or explore the same topic from different perspectives such as art, culture, nature, education. Featured speakers, current topical offerings such as foreign films, authors, different municipal presentations such as the HMP. Spread the locations throughout the City so it is convenient for all.
- Sports and athletics
- support of the flower fields, arts program
- Thankyou for asking for input
- The city of Carlsbad does not do enough to build itself as a community that reaches out to all of its members. The arts need to be accessible for all, just just those people in higher incomes brackets.
- The city should engage more with the high school - programs after school, city as part of curriculum (a more sophisticated version of what they get in 3rd grade - it's barely remembered by high school!)
- The City's newsletter is good at this. Maybe a specific FB page? I don't have kids and am finished with college so can't speak to that.
- The educational experiences available to youth are nothing more than creative babysitting. They don't actually offer the student preprofessional opportunities. There should be someplace for the serious student....who can handle discipline and goal-setting
- The programs are offered but they are too expensive for many residents.

- The senior center has several arts and cultural activities. Now that I'm a senior that's great, but I never felt like I could go to them when I was younger.
- THEATER
- There are many artists who would like to be more involved w/ for example teens at risk or autistic kids, to provide art as therapy & enhancement for them,
- This may take a bit of thought. Oceanside seems to have taken a good approach
- Use the coast and the Village to expand arts offerings with the residents and visitors.
- water color group painting on beach. sponsor pop-up art exhibit in apartment complex where several artists live.
- We go into San Diego and Vista to experience quality musical theater productions. I would love to see quality productions here.
- We need the whole spectrum of arts from dance to theater to painting, sculpture and music. I'd love to see the city undertake a comprehensive program that would bring a higher quality of tourism than just the beach scene.
- We need to support CUSD by encouraging them to implement elementary music in the schools (full time teachers)
- We should have activities around dance
- We should of course paint the power plant and other buildings, We should have a side walk chalk day at carlsbad ocean grassy knoll for grown ups and kids~~~
- weekly art offerings to learn how to create art
- Wish schools went to field trips on museum or other exhibits
- Year Round (versus summer focus)
- You would need to have a committee trusted to organize and manage activities in a wide variety of cultural areas. The city needs to mature past the "beach community" level.

Physical Realm

- facilities, 2) programs in a variety of areas e.g., musical diversity - classical, jazz, pop, etc. 3) traditional fine arts-sculpture, painting, et al
- A regular evening set aside in the Village for an Art Walk in conjunction with Farmers Market and music.
- A story walk, where the pages of a storybook are posted along a trail, so kids get outside in nature and read a story as they go. We could make it kind of a scavenger hunt, by hiding the signs a little so they can find them.
- Again, I hesitate to say I agree because I don't want it to come at the expense of already existing areas where art is present, or at the expense of already existing parks and their parking lots. Too often a desire for one thing in the city is met with losing something else in the city. It seems like either/or, not both. More space needs to be public space for art, not existing space.
- Already mentioned several.
- an annual fiesta type event
- Apoyar a los artistas para dar clases en Escuelas, Bibliotecas, y Centros culturales, recibiendo un pago el cual sera de gran ayuda para contnuar trabajando con sus disciplinas artisticas.
- Art is everywhere colors everywhere~~~~
- Art "improvement" is needed everywhere. We have a wonderful city, but our world environment needs help...and the Arts can assist in making each individual "happier", thus creating a "happier" overall environment.
- Art along the main arteries of the city and the freeways would help to brand the city and be inviting for people to come and to stay in Carlsbad
- Art exhibits
- art in schools can be part of this activity.
- art infused thru nature instruction
- art related to the local history our trail system
- Artistic events that showcase newly graduated local students to give them exposure.
- as before....maybe in banks.....???
- As long as there is a committee that can judge good aesthetics. I have seen some awful overpowering tacky art in places. Not Carlsbad specifically.
- As long as art is sustainably done, ie: its not pladtic bannets. No more signage or art is needed on our natural lands. the planet exhibit does not belong at calavrra lake, for instance.
- beaches?
- Before we "decorate with art" lets encourage our population to be artists, musicians, dancers, etc. Then lets focus on the visual aspect of art. It too is vital but participating and being exposes in my eyes is more important than admiring another artists work.

- bring the piece of scrap metal and pile of fake? rocks at the Carlsbad roundabout on 101 to the junk yard and at least recover the cost of metal.
- Carlsbad does a pretty good job with landscaping, but very little with the actual creativity of the visual landscape of the city. Nothing really interesting. Take some chances. Lead the way.
- Clean up the Agua Hedionda Lagoon.
- contests for street art design and sponsor winner
- Continue adding art on buildings and streets. Bryan Snyder has likely done more than any other individual to create and expand art in these areas. Continue supporting and working with local artists such as him.
- Culture celebration through art, music and food.
- Day of the Dead Festival at Pine Park with Local Latin Vendors, food trucks, face painting, cultural dances and music. Taste of Carlsbad/art walk with all restaurants.
- Dedicate one week/month to one of the culture's representative of the origin of people in our community.
- Do not allow builders to develop without an Architect!
- Don't just "add" arts/culture to events. Create events that are Art/Culture centered...festivals, shows, marketplace, etc. at schools, libraries, parks, the Village, etc.
- Don't scrub good street art on public spaces and know the difference between street art and graffiti. Open up more space like Grubbies Art Wall. Relocate the sculpture garden to a more accessible public space.
- Embrace the unique quaint cottages... create a historical society to keep the individual homes in place.. No more tearing down to build trashitecture...
- Engage local artists to create new signage around town, murals on buildings, and in natural areas
- everything in Italy is beautiful. even trashcans and graffiti
- Featured resident artists with sculptures and murals around town.
- Fix the crumbling concrete and rebar on the Poinsettia Ave Bridge going over the train tracks
- Flower Power !Plant more native Wild Flower seeds
- Free Shakespeare in the park, flash mob/dance events, find-the-art scavenger hunts, etc.
- Get children and adults involved in signage for parks and trails. Have contests to come up with images and scenes and ideas. Have a separate one for children from adults
- Get rid of homeless at Pine park and Holiday. It is out of control. Give our police support to get these people out of our public parks.
- HearC Logo for Safety for Those with Hearing Impairments
- Hire local artisans to maintain Carlsbad's inherent natural beauty.
- How about art shows at the Coaster station?

- How about some adults only offerings, not limited to senior citizens? We pay taxes for education yet we don't have kids; we like kids but in limited amounts. So much focuses on kids and families w/ kids in Carlsbad. Kids are high energy and often loud.
- I believe Carlsbad is very inviting to visitors and is lacking very little in this arena
- I don't like the idea of interfering with natural areas. I think trails and like should be left alone.
- I enjoy viewing public murals on buildings and would like to see efforts continued in Carlsbad.
- I heard Encinitas had a "design a banner" for the main sts. Don't know details but, artists contest would be to design a theme for Carlsbad...
- I honestly believe we should put art anywhere we can, in order to enrich the lives of the people who live in and visit Carlsbad.
- I like nature left as simple as possible
- I like the idea of more art in the community but feel that there are many things that take attention away from driving on streets and don't want more things distracting drivers or pedestrians.
- I love the building murals in Carlsbad! More of that would be fun. It adds so much character.
- I prefer to see natural areas stay natural.
- I see a lot of tourists lost looking for Legoland. Really there are not that many signs which is good for locals but tourists can be a little reckless on the freeway because of this. Maybe a tasteful sign?
- I think art is very personal and although I am an artist, I often like to see nature solely as a natural environment without "art." I especially do not like art on buildings, or used as decoration on city electrical boxes, for instance. But I would like to see a coherent design that helps all the elements of a cityscape work together. Perhaps there can be a designated outdoor art district that can have changing art, but I think having it show up all over the city is not what Carlsbad needs.
- I think that there are a lot of activities that are offered and the marketing is lacking. I would love a weekly arts happening email so I could pick and choose what activities I would like to experience. Again work in tandem with the public school focusing on the Elementary level because they are discouraging thousands of students not to appreciate and participate in the arts by not providing the opportunity by qualified specialized educators.
- I think the City should encourage and even cultivate an arts-focused neighborhood and/or area within Carlsbad. It would be a draw for more local retail and for tourists to visit. Art, music and culture are very important to my family and me. It would be in the top 3 reasons for staying here in Carlsbad.
- I would like to keep the downtown area free of high-rise buildings. They detract from the beach community feel and artistic design of Carlsbad.

- I would like to see more art in roundabouts and other street areas as well as other public buildings.
- I would like to see The Village become "The Village of Flowers", connecting to the Flower Fields and growers in the area, with lots of artistic plant and floral design everywhere. Place identification tags on the interesting trees and plants, like the floss silk trees by the fountain.
- I would prefer more open space. I enjoy the painted power boxes.
- I would rather see the investment in providing art education and encouraging people to make and appreciate the arts
- I'd like to be more helpful, but I fear my words will be twisted or used to force something that is used against one part of the community to benefit the other. I also fear that the survey and my words or suggestions will be taken to justify something that is detrimental to the city or as a way to satisfy a personal agenda.
- In Parks, and infrastructure places, art elements can be added during construction and sometimes later to enhance. Suggestion: Let City employees submit designs for decorative details when feasible.
- Increase murals by local artists like Brian Snyder
- Int'l cultural interactive events
- Interactive art you can play on, eat your lunch on have a pic nic on!
- Involve specific demographic groups or school or educational groups in any project the City of Carlsbad undertakes
- Just because we're a beach community, it doesn't mean all designs have to be a dolphin or wave. Would like to see a broad range of offerings.
- Keep trails NATURAL! Art can enhance but never detract. Overdevelopment or gearing toward glitzy tourist attractions is not a net cost benefit or quality of life improvement.
- Kid's art displayed in neighborhoods. Stop signs and slow signs designed and created by kids then fabricated into a metal street sign. City of Sebastipol has whimsical metal sculptures (up-cycled for junk) displayed in an historic neighborhood. More local art! I love the painted hydrants and electrical boxes.
- Let residents do what they like. Where they like.
- Local art by local artist, please
- Looking at art is good. Participating in art is even better.
- Love the idea of sculpture garden, kids can enjoy Art on city buildings is always special
- Love the solar system walk in Calavera!
- Love what's being done, please do more. Thank you.
- More art and activities incorporated into trails and open spaces. An ocean themed playground (like Santa Barbara's Chase Palm Park) would be amazing near our beaches - like at Cannon park!
- more art installations throughout major roads and intersections
- More art on coastal rail trail and other bike trails

- More art sculptures in parks/love hydrants and electrical boxes painted with great art
- More Carlsbad artists hired as paid consultants for boards, planning commissions etc. (source of endless creative ideas)
- More free music
- More grant opportunities
- More local music offered. pubs and restaurants (new artists)
- More murals - love em.
- More parks, roller skating areas with music, skate parks, music in parks, bands in restaurants
- More sculpture. Creative lighting over freeways.
- More signage and social media attention to pedestrian trails
- More water features. Jumping waters would be great for the kids. Downtown Denver has a great one.
- Mosaic tiles, painted murals, woodwork, etc
- Mosaics depicting oceans themes with incorporation of native plants in gardens.
- Murales donde haya paredes. Exposiciones al aire libre excelente,
- Murals and structural art would be nice. Shuttle but beautiful forks too. Try not to get caught into trends in art and look at eclectic longevity.
- murals on buildings; craft shows
- murals on public buildings, additional sculptures or art around the city, fountains, etc.
- Murals, art "happenings"
- murals, music
- Murals/sculptures
- n/a
- Natural areas can stay mostly natural, may be a great place for local Native American cultural representation.
- Never ever, ever, ever in nature settings Nature is above art!
- No idea.
- No sure
- Not able at this time.
- not sure
- Not sure at this time
- Opera en los parques y lugares públicos. Oportunidades de escultura, pintura, baile, música. Conferencias en español.
- painting at the dog park, something in collaboration with art display at dove library, bring back the revolving art display at dove (maybe it is there and i don't know where it is now)
- Paintings on downtown carlsbad buildings new structures keep downtown music on street at night
- Pay for public art, murals etc.

- Pay more artists to paint art around the city
- Preserve and encourage art and murals in the village, encourage landscaping and parks with interactive art experiences
- Pine park specifically has been overtaken by drug dealers. I would like to feel safe letting my kids go to the park.
- place more sculptures through out the village area. and have a sculpture garden by both libraries. Have the Dove library outside space used frequently for the music guests, artists.
- Please do not waste money on more junk. Nothing is better than poor choices.
- Please stop going overboard with proposals to put art near the beach. It is beautiful as it is.
- Preserve Carlsbad's natural beauty!
- Professional murals
- Public Art enhances any public space. For example the power plant put a mural on it!
- Public art installations for specific time periods with an attending docent. Also do something with the "Flintstone wall" on El Camino Real below Salk Ave. It would be a perfect place to install art, and a great improvement to the extremely unattractive big hulking wall. An opportunity that could be easily exploited. Maybe consider historical designation plaques throughout the City and provide a self guided tour map. Spread the Farmers Market around alternate locations between North Carlsbad and South Carlsbad locations and include art exhibits by local artists and musicians. Also consider more murals on public buildings.
- Public art such as murals and sculptures enhance our visual environment and has the potential to increase tourism (dollars).
- Public art.
- Public sculpture in the parks
- Publish articles on history of the southern section of Carlsbad. Offer and or schedule senior events in the southern part of the city.
- Rail Road traffic Crossings in village
- Safety Program Community Outreach thru October Event City Run Event for Health & Wellness Program
- sculpture in public places
- Sculptures
- Sculptures downtown and at freeway off ramps
- See above re developing a comprehensive arts cultural program to bring a better mix of tourists and locals into community events.
- See previous comments re Performing Arts Center
- Serious art classes where people can learn a new skill. Before they just mess around with paint, they need to learn the skills needed to do a good job.
- Small 1920's Village feel in all downtown and Latin Feel in Barrio from Latin artist.

- Social events in which the participants create the art or beautification for the above
- Some of the local art needs to be touched up. The rotating wall is a unique idea and should be utilized in other areas of town, allowing more artist to showcase their art and it also adds to the freshness of the town, making it vibrant and new.
- stated above
- Statues
- Streets are for driving and driving needs to be safe. Art on streets would probably detract from focusing on driving.
- Support art walks.
- Take classes and art and music into group Senior dwellings.
- The major gateway to our downtown is an unappealing eyesore. Any thoughts about making the I-5 exits at CV Drive more appealing and attractive to reflect the quality of life in our community?
- The more art, the better - it inspires thought and communion!
- The power plant is ugly and could be painted to enhance the beautiful coast .
Paint the stack like a light house Boo Yea~~~My vision for along time~~
- The power.plant should have had a Eyland mural decades ago. Artistic paintings on large blank walls, bridges.and buildings are great. Art in the park, outdoors at each park for kids would be great, but without generating a bunch of waste. Art needa to.be done sustainably.
- The sea wall areas.
- The street art in the village is awesome. Would love to see more
- Theater venues for all the arts to perform in, big enough for the many many people, to attend, perhaps 1000-3000 people.
- There are so many areas that would be enhanced by added visual art.
- This may take a bit of thought..
- This survey is too long
- Trailheads could incorporate artist-designed entryways. I-5 corridor improvements should integrate art that is uniquely 'Carlsbad'.
- Trails to remain natural looking. Decorated buildings are nice
- Use dove Library Courtyard coffee house
- village, beach areas, where people go and get an impression of a community...See Encinitas, Laguna Beach
- Walking paths. Less buildings.
- we could work a little harder on Veterans Park
- We don't want art that might distract drivers
- We have a "vibrant community atmosphere " but my concern is with visual overload with murals all over buildings, many of which thanks to the architects who designed them are works of art themselves.
- We live in a very peaceful way of life here in Carlsbad. Utilizing our resources to enhance its unique beauty and safety is very important.

- Wellness in the park
- When does Art become visual clutter? Murals, Painted hydrants etc can be interesting but what is too much?
- When I was new to Carlsbad I had trouble finding outdoors meet ups
- When you change the order of the answer options in a quiz you won't get accurate results. Please fix this survey immediately
- Why not a weekend ARTS Fair in the Village area for artists to display several of their pieces?

Business

- Advertise and market our town as interested in art. Support the local galleries. Promote art walks.
- Aforementioned.
- Allow businesses to fund programs that are temporary.
- An Arts District is a proven way to attract all sort of business to an area of town. Carlsbad is large enough to have a number of these. Connecting them together with some sort of transport system would help to keep traffic low and people moving
- area like gaslamp in san diego would let us have a local place to go rather than driving 30 mi
- Art contests and fairs
- Art events in the Business Park areas to cater to the business and local workers.
- Art is in everything and everyone~~~
- Art makes people happy
- Arts and culture enhance all walks of life, whether they understand it or not. A lot of people wouldn't put it very high on their list, but they don't even realize the day to day elevation of their lives it gives them.
- Arts and culture help enhance and bind a community and attract people who tend to be civic minded. So the direct effect on business is probably not great, but the indirect effect in bringing in more people who make the city a good experience to be in and thus more in a more to spend money is probably quite strong
- Arts/Culture will lure younger entrepreneurs
- Be liaisons between businesses and good local artists. Demand architectural and landscape creativity, not "it's good enough."
- Begin regular "artists clusters" around tourist areas - 2-4 artists displaying their art.
- Business that show artworks by fine artists on the walls of their offices/restaurants are a nice attraction.
- Business that support a culture of giving back to the community and sponsoring events to bring awareness of our great potential in Carlsbad for a cleaner energy city, with a beautiful way of making our community first in investing in our future
- Businesses ALSO need to support a thriving arts and culture plan
- businesses are not going to come to carlsbad for the arts/culture...they will come for the infrastructure (accessibility by customers/taxes/economic factors)
- Businesses could be encouraged to support the arts via public/private partnerships, sponsoring events or allowing exhibits to be shown on their premises.
- Businesses partnering with young artists and musicians. Sponsorship and support is necessary for a thriving local art culture.

- businesses sponsoring artwork and artists through exhibits and artist in residence programs music venues on site
- Businesses supporting and perhaps sponsoring events as to make them part of the family/ community
- Businesses that support quality art. Fine arts, not just show.
- But also depends on MANY other factors incorporated into it, "cost of living", housing, stress free ability to commute to other areas of SD county
- change out different sculptures on the sidewalks...bring in different sculpture shows a year for the village streets-state mainly .
- Concerts & art displays in the parks.
- Conferencias de una amplia variedad de temas.
- Continue adding art on buildings and streets especially in the Village/Barrios area.
- Continued focus on the city trail system that pass throughout many of our business park areas. Workers consider options for exercise at work to be important. A lunchtime walk or after-work group trail run can be significant contributor in achieving a positive company culture.
- Coordinate art themed community events that work with businesses that otherwise wouldn't include art themed events in their schedule.
- Easier access for youths & retirees
- Ejemplo, Tienda de venta de Fibras , Yard etc , exhibiendo o publicitando con la imagen de un tapiz o una pintura relacionada con....
- Encourage business developments to provide some public space for open/art space in their developments.
- Encourage businesses to support the arts
- enhance arts within and around businesses
- Enhance the public realm with art. Tourists like to visit unique areas and tourism supports our business economy. It's like to see an urban park in the Village with artist-inspired seating and picnic areas. Reclaim and transform Rotary Park!
- Festivals to bring cultural tourists out of summer season.
- Find jobs and facilitate creative spaces for artistic people, create jobs around artistic events.
- Free music events after work.
- Have a business contest for employees to come up with winning drawings or signage. There are very talented artists and designers in our business community.
- Have a tiered system for supporting art within the application and licensing processes for businesses. A small business or a start up non-profit should be supplemented for art by the city using a small art tax of perhaps \$12 per household per year.
- Hearing friendly bussinesses

- help create partnerships between organizations- supplying materials and venues and contests
- Hire Carlsbad art team to create a temporary block long walking experience.
- I do know of a once-a-month art walk; havent been able to take part in thta yet, but maybe try to expand that?
- I enjoy farmers Markets- music
- I like the Art Walk evenings and street corner music. How about closing State street between Carlsbad Village Drive and Grand to vehicle traffic and encouraging restaurants and cafes to offer sidewalk seating. Also music performance in the middle area would be nice.
- I love the idea of the music festival, but it was very difficult to sit and enjoy the performances.
- I love the murals. Would love to see cook offs and Taste of Carlsbad events.Would love for area businesses to provide gifts/prizes at these events to promote themselves and their offerings. I'd love to hear sponsored music events especially if it involves the talent in the city and that of the students here.
- I think there are many businesses that could support the local community and educate employees and families on the significance of Carlsbad as a unique blend of old and young, rich and poor, locals and transplants, employed and unemployed, protectors of history and learners of history.
- I want to see businesses include local artists in their offerings and have local musicians play at their events. Perhaps the city could facilitate this.
- I want to support a thriving art culture. Partner businesses with artists, authors, musicians and poets to support the arts. Create mentorships with young artists. More opportunity for artists.
- I would like to see a bridge or two over the 5 freeway have some type of decorative railings and/ or lighting.
- I would like to see local businesses support the Arts through their resources, financial and physical space.
- In schools, offering programs after classes so it is safe.
- Incentive programs for businesses to purchase and show local art on location. Children need to keep that part of the brain alive in a time when the arts are loosing footing in schools. Creativity is essential for human progress.
- incorporates art at restaurants and beaches
- It helps to create a commnity which attracts all of the above
- It would be good to attract businesses by publishing glowing reports about what IS AVAILABLE for their employees; and getting new Carlsbad companies to involve themselves in Carlsbad's culture. How about looking for people on the staff who would be good at encouraging that cooperation. Should the City publish an attractive monthly list of local cultural activities distributed to companies with many employees.

- It's all about money for businesses and workers. Sorry, sometimes the brutal truth is necessary.
- Job fairs and ted talks for graduates
- Like Fallbrook's wine and a Bite
- Make it easy and inexpensive for them to establish and make money.
- Make sure the businesses know about the art opportunities available to their employees (and how to support them through sponsorships). Maybe a guide created and shared with all local businesses with the art opportunities available in Carlsbad.
- maybe bring back parades, they were in Carlsbad in the 1960's and 70's- the fairs and the food sales on Wed are good. also the races are good.
- Maybe each business could provide a small event based on what they market.
- Maybe more businesses * new ones could involve artists' work for their walls or promote, sponsor art events
- Mom and pop stores!
- more art/ cultural resource for kids
- More effort to integrate businesses into the cultural fabric of their specific neighborhood and across the entire city through sponsorships, grants, more public art in business complexes, etc.
- More grant money to local music and art studios... collaborate more with public schools
- More sponsorship of events by local businesses
- Muchos artistas tambien aportamos ideas muchas veces para todos respecto a oficios ocupacionales e ideas para mejorar empresas, ofreciendo sus creaciones para publicidad .
- music festivals, cultural festivals, etc.
- n/a
- New venues dedicated to larger groups being able to perform here, e.g., Moonlight Amphitheatre
- No idea.
- Not sure
- Not sure
- Not sure. Ask large businesses if they use the performing and visual arts as a way to attract potential employees. I think while important, the natural beauty of our coastline and beaches are the reasons people would want to work here.
- Offer "team building" art classes
- offer businesses a tax incentive on their business uscences renewal fee to add art in their spaces
- Open mic opportunities
- outdoor concerts
- overstated premise re some businesses.

- People travel between home, work and shopping, art and culture need to be accessible in these locations.
- People want to live and dwell in an accessible city...Finish the rail trail!
- Performance spaces within Carlsbad can be increased, creating gathering places where people can also purchase food, souvenirs, etc...
- Plein aire painting lessons, events and sales. Lessons, demonstrations, public participation
- Public art, fountains, gardens and music can help business centers enrich the workers and attract tenants.
- public exhibits and cultural centers
- Reach out to business to partner with helping support the arts and activities in the community.
- regular musical recitals; plays;
- Resource center for musicians and artist to connect with businesses.
- Same as I've said before. Actually go out and encourage businesses to be in the arts...live music, creative visuals for their businesses. Don't make it harder and more expensive on them.
- see above
- See previous comments re Performing Arts Center. Tell Sacramento to stop increasing taxes, pushing business to other states.
- Seeing & doing art is very important for all ages.
- Shopping malls and centers should incorporate art into their sites and designs. Events can be held at business locations, such as evening concerts and art displays in the business parks.
- Small business art studios in a warehouse or festival like saw dust
- STEM Fairs connecting businesses and education for displaying new creative ideas developed by students at each grade level.
- Studies have shown that public art contributes to harmony in human conclaves.
- Support contests for the businesses like the one around halloween.
- Support cooperation between businesses and current arts organizations for mutual marketing. Create artistic signage pointing the way to businesses, galleries, and performing arts areas. Have a very visible, staffed information booth near the Village fountain to help people locate parking, businesses and arts.
- The activities/events/etc. I've mentioned previous would support a thriving business sector. Our city can become an Arts/culture event itself. People would say..."Let's go to Carlsbad and see their Arts Festival...and while we are there we'll hit up the beach, legoland, some craft beer, some golf, some shopping...and maybe stay a while. It's like..."If you build it, they will come".
- The arts are referred to as the humanities for a reason, we desperately need them!

- the business sector sometimes doesn't look at the big picture.....work with them to see the big picture of how arts activities will increase their business ventures instead of the local business complaining how activities hurt their business because of parking, etc.
- The existing businesses should support the ideas I've mentioned as they will only enhance the desire for people to live,visit, work and bring new businesses to Carlsbad.
- The Hearing Friendly Business Concept would be represented by the HearC Logo to attract the 3.2 Trillion Dollar Market in to their businesses
- The power house on the 101 needs to be painted to look like a light house been my dream for years. Ocean theme mural on the rest of the building to blend with the surrounding beauty~~~
- The root of art is architecture. If you don't have a city that is aesthetically pleasing then people can find other places to go. We already have the ocean and other naturally beautiful things going for us. The trick is not to overwhelm what nature has already done. Businesses will come and stay if roads are easily traveled, for hotels, restaurants, access to the airport and location to other businesses. Students/parents will come for the arts if is being taught. Retirees will stay if things are easily accessible and their windows don't look out onto a storage facility.
- Varied serious art classes for children as well as adults.
- visitors
- We love to visit family owned ethnic restaurants. Losing the Armanian restaurant at the beach was a big loss to our community! We need more family owned ethnic restaurants in Carlsbad.
- We need more bike lanes and more trails. Make them artistic.
- We need to attract artists with affordable loft living. Single residency occupancy building should be a part of.our hosuing element. Hostels too.
- We need to get out of the business of "real estate" and build "green industry". That will attract an educated populace with an appreciated for all the arts.
- We shouldn't be focused on using art to support businesses.
- Web design
- When people come to the city to view art shows etc, they spend money in the city eating and buying, thereby supporting the retail business
- Wine tastings, art in the park, free art for troubled youth, meetups for young professionals at art/music venues, make art and culture the norm, more public art, eliminate the threat of cutting music programs in the schools.
- Would like to see more chalk art on the road
- year-round to avoid competing with traditional summer season
- YEs yes yes! More culture! Downtown SD has so much more than North County. Would love science and art museums
- Young families want access to the arts too!

Communications

- A city webpage just for the arts
- A comprehensive arts calendar online, that is marketed and advertised within the city, would be very helpful.
- Access is limited and hard to get to. City website needs an overhaul! Very cumbersome to use
- Advertise events before they happen, rather than report on it after the fact. Promote events in Carlsbad Magazine.
- Advertise in the Tribune. Really advertise. Advertise in the small local news letters. Spend some money.
- all
- All platforms must be covered so nobody misses an opportunity.
- any with passion.
- Art tends to get hidden in the branding of city advertising. It needs to pop to be noticed. And advertised early and not at inconvenient times. Keep in mind adults tend to work until 5pm and there's traffic.
- At the library, sometimes magazines
- Better placement of offerings on the city page
- broader distribution and coordination with other area publications through inserts and other materials
- Carlsbad brochure of classes
- carlsbad city homepage
- Carlsbad emails
- Carlsbad magazine
- Carlsbad magazine 08/10 magazine, newspaper
- Celebrating TGIF concerts in the park is my favorite time of the year! All of the entertainers were great, especially Spazmatics & The Mighty Untouchables. Thank you for your wonderful choices of local entertainers!!
- City emails Better email management, interests based with more specific areas to choose from, so we can select what type of announcements/update to receive
- City locations should make arts postings more prominent and accessible to schools, etc...
- City of Carlsbad and internet search. Interested in theatre, concerts, classical and contemporary art, architecture. Also receive info fro Museum of Making Music and City of Encinitas, the Old Globe.
- City of Carlsbad website
- City website / calendar needs to be easy to access and have all events searchable. The events / classes offered at the senior.center i dont think are searchable online. City needs.to get away frok the idea of these activities being revenue neutral and absorb costs.
- City website should list all the museums in town.
- COAL Gallery,

- Consider offering residents access to an email delivery service of current/future events.
- Create a board at the libraries/city buildings specifically for art happenings same with city website.
- definitely need better marketing strategies to inform public
- Dissemination of information. I think the residents don't always know about the programs available or the visitors.
- don't think I've seen/heard of anything on tv or radio; certainly no video of the fun we have on friday nights....
- Dove Library
- Email is good. I get on the email lists I need to use.
- Facebook!
- FB, friends, banners posted, websites, I would look at a monthly flyer if it came in my water bill of whats coming up next month...
- flyers in mail library info
- Flyers would be nice. Posters in conspicuous places. EMAILS>>
- Handouts. I am not on Facebook. I don't know where to look for information about events before they happen.
- Have all the information in one place perhaps multiple locations.
- Have not tried so can't rate.
- I
- I don't ever look for the arts in Carlsbad. They don't exist
- I don't find Carlsbad that exciting as far as Arts and Culture.
- I don't see promotion about future events or programs.
- I feel what the city offers is communicated pretty well.
- I get an email, but only because I signed up for it. Push the information out via Facebook promotions.
- I get most of my info about arts events via the Carlsbad Village assoc emails and FB posts. Other than that, I do not see much in the way of info regarding the arts in Carlsbad. In addition, I feel that the current selection process for the Arts and Culture Commission Board is unfair and does not allow for a diverse and broad group of board members. The process seems to be very skewed towards hand-picked members, rather than a careful and unbiased selection from people who apply.
- I get the printed flyers in the mail, see some postings on the internet, notice articles in the UT and Carlsbad magazine.
- I had a positive experience getting info from Chamber of Commerce :)
- I have to really dig for information or be on a specific mailing list to get arts info, like the music festivals, etc.
- i like the sign notices regarding road closures in the village. That is THE only way I know something is happening.

- I lived here for over 6 years before I figured out how to access what Carlsbad offers. Carlsbad connect is still a secret to many residents. WE have many seniors who don't know how to access the activities or sign up on line.
- I log on to Carlsbad City website to find out what classes are offered at the Senior Center. That is where I take my art lessons. I read the local paper that lists art exhibits and I attend some of them.
- I look everything up from the city website.
- I love the Encinitas weekly newsletter that comes to me via email. It has a bunch of info and I can plan ahead for arts experiences. Internet is key, but I also like the posted signs at busy intersections.
- I need to visit calsbad community theater and library
- I often use the Encinitas weekly emails to attend arts events there. It would be helpful to have that for Carlsbad, including all arts, not just for City-sponsored events. A bigger social media presence. A more user friendly City website interface.
- I pick up flyers at Library. Maybe these could be posted in local markets.
- I saw the 8/13 art event on the signs in the parks
- I tend to use the city websites when I need info. But, many times I find out about events and new to the city things via the NextDoor app. The facebook page for the city has been helpful too. The community magazine is awesome. It might be nice to have a community paper even if its just taken home by the tourists. The library is an awesome source for information with its information board at the entrance way at Cole. It might be nice to have either a digital or visual map of the city at or near the Carlsbad sign.
- I think Facebook could be used more than it is
- I think it's hard to find information outside of city programs. An online and print guide to all art opportunities in the City would be amazing.
- I think not letting the schools leave flyers in city buildings if they charge is a mistake, as the schools do not have a budget and need the ads or flyers put any where there are people who might attend. Masybe the libraries and other buildings who have people come through should have an section for school events.
- I think the City of Carlsbad could really make use of social media to promote Carlsbad arts and cultural events. I am not aware of any City of Carlsbad social media efforts, but I get most of my information in person.
- I use city web site, but it's not well-organized.
- I use the City website. As long as it is kept up to date, it is the best and most immediate source of information.
- I use the internet.
- I use the printed guides mostly. Occasionally I get an email with some events. I wish I could go to more family art sessions and that they were offered at other times of the week and closer to our home in Old Carlsbad.

- I usually find it at the library.
- I usually get my event info from the city's website or their social media portals.
- I wish all events and classes were brought together on one easily searchable website.
- I wish there were more parking and public transit to access arts and education.
- I would like a central calendar that shows all arts events that is easily-accessible by the citizens.
- I'm a pretty connected person and I don't know of many local print media or Carlsbad specific web or social media outlets for the arts. If you wanted to fund a web/social media strategy for this, I'd be happy to head it up. I am a local graphic designer (Tony Hawk, Inc.) and long time local musician with experience in social media and website building. We could make this happen pretty easily.
- I'm missing the information and I'm sure that others are also.....Many adults don't visit the libraries, get print newspaper or even watch the TV.
- If something is fun and exciting - people tell each other.
- If those channels are already in place, I am unaware of them
- In this information age, it can be difficult to let the public know about all the offerings that exist. I suggest doing some research on how arts goers are getting their information and trying more unique channels in the meantime - banners, email, social media, print, radio, etc.
- Information is readily available to those who are interested through the internet.
- Internet
- Internet Local advertising
- Internet - access is limited in Cbad because facilities are limited.
- Internet and social media is good but there's so much of it that our heads swim. What about a bi-weekly video of somebody actually talking/narrating with visual aids about upcoming ongoing events? The video can continuously loop of be played at the City's website.
- Internet don't watch TV nor visit libraries or city hall anymore. Maybe more social media?
- Internet is probably the most used media today. I personally don't watch TV or listen to radio at the anymore
- Internet, e informacion en las Bibliotecas
- internet, phone aps, have a theme for Carlsbad
- Internet; City of Carlsbad Website
- Internet/social media is the most important. I often see postings too late to make plans though. So keeping a qualified staff on top of posting to websites and social media is very important!
- is there a facebook page??
- It would be nice to find somewhere a complete city calendar about all that is provided in the cultural sector.

- I've found it difficult to look up arts events, such as foreign film nights on the cities website.
- Just keep promoting events before they occur in the Coast News and Carlsbad magazine so both locals and tourists can know what's happening without having to search on social media and the internet.
- Libraries provide good info. Local print media and broadcast news is too often after the event. Believe it or not I count on the sign at the corner of Cannon and the boulevard for most local events. Hope the visitors information center at the old train depot is more people friendly than what I've experienced there. (haven't been in in over a year but the volunteers or employees I met were not the "ambassadors of Carlsbad" I had hoped to see.
- Libraru, Internet and newspapers
- Library and 92011 Magazine
- Library, @ the city pool, websites
- love catalog with class listings
- mailings
- Mainly thru the Internet via Newsletter, brochures at the Dove Library and word of mouth
- Many age 35 and younger no longer subscribe to TV City emails rarely include arts info
- Más información en general sobre eventos y actividades en muchos lugares diferentes.
- mobile app/ email list
- Monthly newsletter
- more presence
- MUSIC, MUSIC, MUSIC!
- Need better social media campaigns Improve city website, not user friendly
- Needs more frequent TV broadcast.
- News update emails from City
- newspaper sign up email notifications
- Not sure at this time
- Now that my kids are out of the school system I have zero interaction with information on Carlsbad art. The only thing I am aware of are the concerts in the park.
- Online
- Online, social media
- only website
- Paper flyers, Coast News, Reader, City beat. e-mail.
- Personally don't see a lot of advertisements. Perhaps more social media?
- see below
- Sending home fliers home with students advising of upcoming offerings .
- Small flyer posters at the market, mailers

- social media
- Social media
- Social media is the most important source. If there was a highly promoted local Facebook page and Instagram account that promoted local arts and music, it would be very popular and help local businesses and events immensely. It just needs a person and a small budget.
- social media, and postings in the community. Need better direction and announcements for beach communities
- sometimes info is hard to find or posted too late
- Speakers, performances, events via text alerts
- TGIF concerts in the part are excellent but having something similar in the village would be a draw as well. Street music draws people into the town, something similar to New Orleans. But the town would need to stay up a little later to make this work. Closing down at 9pm would not work. The village needs to stay open later to attract more guest to shop and hang out in the evenings.
- Thank you for your great website!
- The emails I get are TERRIFIC!
- The Internet is a great source. Improvements to public transportation would also help, encouraging access to art events in a fun way.
- The internet makes everything easier. Accessing the city website is the most convenient way to see what's going on. This may be harder for older folks, however. I notice a lot of older people rely on local flyers and magazines.
- The most important sources are social media, local organizations who support the arts and cultural offerings in the City, and educators.
- The pine park senior Center and harding center~~~Monthly magazine print out.
- There are no local print media outlets. North County is a local broadcast news afterthought.
- There does not seem to be a designated source of information yet.
- Thr website and facebook posts need tobe updated frequently to reflec the current events
- Through the local newspaper & COAL website
- Too much
- Usar todos los medios posibles, ojala con explicacion de la obra de cada artista, asi es mas explicito para el publico
- Use more social media. You depend too much on your website.
- usually track library posts and calender
- We asked City water dept to publish Trash pick-up holiday schedule. Said they "have no way". Don't think they even knew or cared of 'C'bad Currents'. (in the BILL!) I find C'bad staff MUCH less helpful than other cities I still have residences.
- We get information from the mailers
- we need a weekly email stating venues that will be available in Carlsbad
- Web site

- website
- Website, facebook, instagram.
- whats coming next month in water bill flyer
- Word of mouth mostly.....email, social media
- your system of sending newsletters with cultural offerings works well; I also like getting flyers at the local library lobby

