



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.

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?

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