

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 the 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, Learning, Civic 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 and 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 Miserables, 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. Now, with the city assuming a larger role, the Arts Commission 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 make-up 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
 - Apecial 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
 - Cummer camps
 - Creative Arts – an interactive experience of creating art and performing

- Club Pelican – exploring nature and the visual arts at the Batiquitos Lagoon

The professional staff recognizes that the 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 the arts and culture, a unique set of skills and a distinctive perspective on what the 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 high 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.”



Carlsbad Sculpture Garden, Landsailers, Neal Bociek, 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 (over 60%) to the idea of integrating the arts and culture into many different aspects of daily life – from health and wellness, to education and environmental activities.

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.

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 the arts and culture as reoccurring elements throughout the city with unique and innovative incorporation into all aspects of life: business, health, safety, environment, education and transportation.

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 Art" 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, peoples' 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 downtown, or local neighborhood art projects, Carlsbad residents would like to expand upon their 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

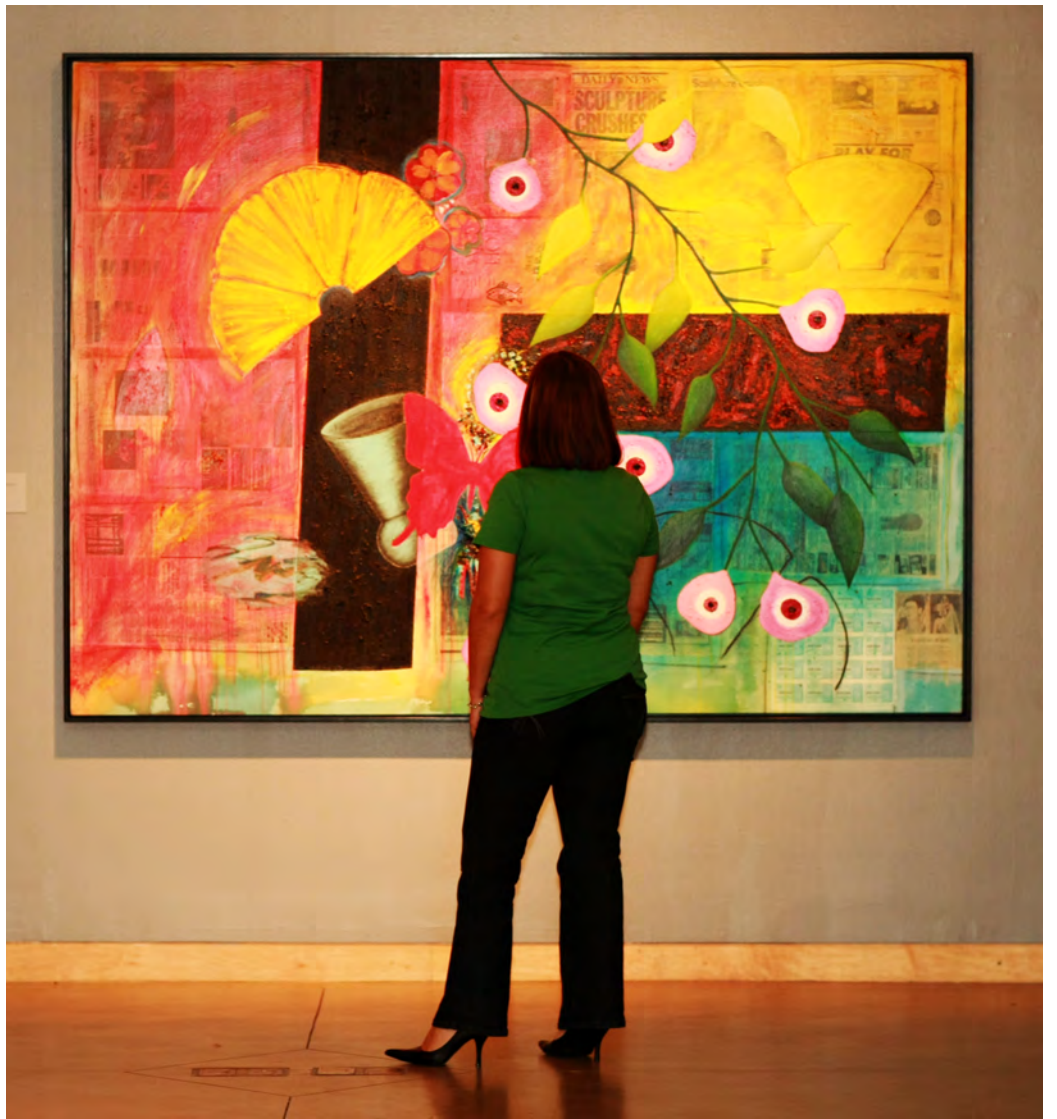
COMMUNITY VOICES

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."



City of Carlsbad William D. Cannon Art Gallery

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 and 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 Deiguito 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 - Carlsbad’s Three-Part-Art program introduces Carlsbad third- and fourth-graders to original works of art in a museum setting.

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.”



Art Classes at the City of Carlsbad Leo Carillo 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 Economic Development staff discussion to explore how cultural planning goals intersect with economic development goals.

- 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.

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 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.”



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.



Carlsbad Barrio Mural

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 be financially unfeasible.

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 a 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



Carlsbad Community Arts Grant recipient New Village Arts

Photo from 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