"ANY FORM OF ART IS A FORM OF POWER;
IT HAS IMPACT, IT CAN AFFECT CHANGE –
IT CAN NOT ONLY MOVE US,
IT MAKES US MOVE."

- OSSIE DAVIS

o|arts

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OCEANSIDE

OCEANSIDE'S **MASTER PLAN** FOR THE **ARTS**

· ADOPTED BY CITY COUNCIL FEBRUARY 6, 2019 ·

THE CITY OF OCEANSIDE'S VISION STATEMENT IS:
The City of Oceanside will be a safe, culturally diverse community that empowers its citizens to provide an environment that promotes economic development, supports quality education, fosters the cultural arts and preserves its natural resources.

BUILDING ON THE CITY'S AMBITIOUS VISION, THE VISION FOR O'ARTS IS THAT:
Oceanside's arts celebrate and strengthen the community's unique history, diversity, and identity; artists and arts organizations grow and thrive in the City, infusing the environment with creativity, innovation, and expression; the arts are integrated throughout the public realm to reinforce a sense of place across the City; the arts and creativity drive the city's economy and resilience; and they inspire collaboration and dialogue among the public, artists, arts organizations, and other community groups.

THE O'ARTS PLAN IS ULTIMATELY
FOR THE RESIDENTS OF OCEANSIDE

Accordingly, the plan is based on the community's vision for arts and culture. The planning

process was an extended dialogue with the community about three overall questions:

WHAT DO YOU VALUE ABOUT

OCEANSIDE'S CULTURAL LIFE NOW?

WHAT DO YOU WANT IT TO BECOME?

HOW CAN WE GET THERE?

The answers to these questions shape many of the plan's recommendations.

At the direction of the City Council, the City's Arts Commission initiated a cultural planning process with the goal to create a roadmap for the development of the arts in Oceanside. The mandate was clear: create a master plan that is visionary yet grounded and that above all is designed to celebrate the rich cultural identity of Oceanside in an authentic way. In February 2019 the City Council unanimously adopted O'Arts: Oceanside's Master Plan for the Arts and the Arts Commission immediately began the implementation of its initiatives.

Following the Oceanside Cultural District designation by the California Arts Council, in which Oceanside is one of the first fourteen cultural districts in the state, our City's cultural assets— its museums, theaters, cultural events, artists and creatives— are in a statewide spotlight. This plan aims to widen that spotlight, to focus on initiatives throughout the City.

In addition to the City-wide aspirations and strategies in the pages which follow, I would like to recognize the value that the planning process has had in fostering new enthusiasm and a collaborative spirit among arts and community organizations across the city. I would like to thank the leadership role the staff at the Oceanside Public Library played in collaboration with the Arts Commission, and committed community members who served on the steering committee, to bring forward a master cultural plan to benefit our city and its residents for years to come. This process was expertly led by The Cultural Planning Group, a firm that has created more cultural plans in the United States than any other group.

The City of Oceanside's mission is to be a safe, culturally diverse community that empowers its citizens to provide an environment that promotes economic development, supports quality education, fosters the cultural arts and preserves its natural resources. This plan directly supports these goals.

The arts act as a catalyst for our citizens to gather together and celebrate diverse talent, are a source of great civic pride, and generate incredible economic value to our City, all while strengthening the quality of life for our residents.

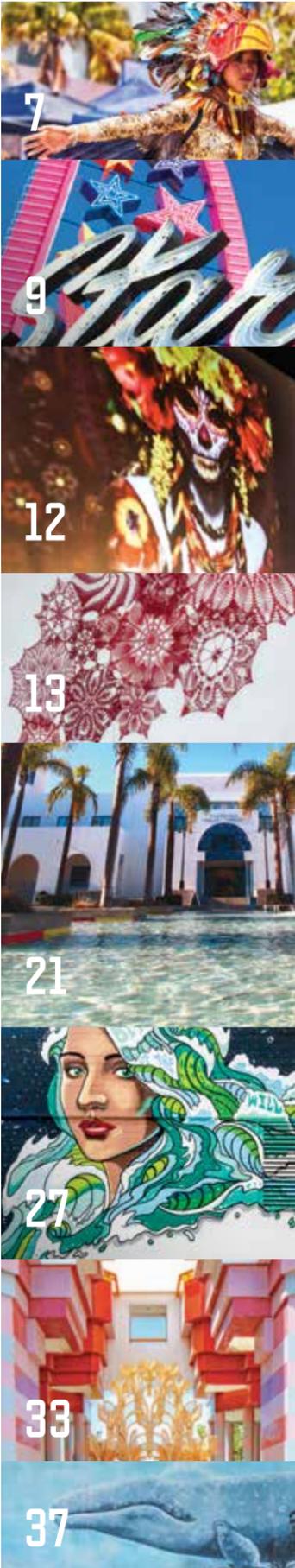I support the initiatives in this plan and look forward to future growth.

Sincerely,

Mayor Peter Weiss

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·WHY the ARTS MATTER in OCEANSIDE·

ECONOMIC IMPACT

THERE IS WIDE AGREEMENT IN OCEANSIDE THAT ARTS AND CULTURE HAVE A POSITIVE ECONOMIC IMPACT. This takes multiple forms. Arts and culture support the city's tourism, providing an authentic identity and interesting experiences beyond the beach and relaxed atmosphere that visitors love. They also contribute to the community vitality that makes Oceanside attractive to employers and employees – helping make the city an interesting and rewarding place to live.

There are creative businesses in the city fueled by the work of creative professionals in sportswear, design, surfboard manufacturing, artisan foods and many other areas. This economic impact is well-supported by national research. *Americans for the Arts'* Arts and Economic Prosperity Study concludes that, "The arts are not a charity – they are an investment. While we believe in the value of the arts for their own sake, they are also an industry with a substantial return on investment (ROI). The ROI in state and local tax revenues far exceeds their investments."

CIVIC PROBLEM-SOLVER

ARTISTS AND ARTS ORGANIZATIONS HELP COMMUNITIES SOLVE REAL WORLD PROBLEMS. Artists serving on commissions and boards provide invaluable creative leadership. Arts programs are a tool for human services. Public art enlivens public spaces. Festivals and events drive visitation. There are many opportunities to further leverage Oceanside's creative leadership in service of civic goals.

YOUTH DEVELOPMENT AND EDUCATION

THERE IS ALSO WIDE AGREEMENT ON THE IMPORTANCE OF ARTS EDUCATION TO A CHILD'S WHOLE DEVELOPMENT. Stated simply, arts education creates positive outcomes for students, including higher attendance, graduation rates, test scores, and empathy. Creativity is also the number one skill employers look for in 21st century workers. For some young people, arts education provides a positive alternative to unhealthy behaviors.

COMPETITIVE ADVANTAGE FOR THE CITY

MANY IN OCEANSIDE WANT TO PRESERVE THE COMMUNITY'S UNIQUE CHARACTER IN RELATION TO OTHER COASTAL CITIES. They want to make a distinct statement through Oceanside's culture and to avoid the blandness that can accompany gentrification. Arts and culture are a primary way to distinguish Oceanside from nearby cities as well as its tourism competition.

COMMUNITY CELEBRATION

OCEANSIDE'S MANY ARTS AND CULTURAL EVENTS ARE FOCAL POINTS OF THE COMMUNITY. First Friday Art Walk, Noche Mexicana, and Oceanside International Film Festival are but a few examples of events that provide entertainment, stimulation, gathering points, learning, and opportunities to reinforce civic connections in a fragmented and busy world.

EQUITY AND INCLUSION

ARTS AND CULTURE FORM NATURAL BRIDGES IN A DIVERSE COMMUNITY. Oceanside's annual ethnic festivals illustrate the value of shared cultural celebrations. They also highlight and celebrate part of what makes Oceanside unique as a coastal city.

• THE OCEANSIDE CONTEXT FOR PLANNING •

1700
Luiseño tribe

1894
Oceanside Pier

1934
City Hall by Irving J. Gill

1956
Star Theatre

1985
Oceanside Historical Society

1991
Arts Commission

2014
First Friday Art Walk

2017
Downtown Cultural District

1798
Mission San Luis Rey de Francia

1919
Oceanside Band Shell

1942
Camp Joseph H. Pendleton

1984
Oceanside Community Service Television Corporation (KOCT)

1989
Oceanside Cultural Arts Foundation

1994
Oceanside Museum of Art

2016
Studio ACE

1769
Gaspar de Portola & Spanish Explorers

1888
City of Oceanside

1904
Oceanside Public Library

1936
Brooks Theater (originally Margo Theatre)

1953
New Highway 101

1964
MiraCosta College (originally Junior College)

1986
California Surf Museum

1990
Oceanside Civic Center

1992
Artist Alley

2012
The Hill Street Country Club

2015
Muramid Mural Museum

2017
OHS Performing Arts Center

2019
O'Arts Master Plan

WHY THE O'ARTS PLAN AND WHY NOW?

THIS PLAN WAS CREATED AT THE DIRECTION OF THE CITY COUNCIL TO ADVANCE OCEANSIDE'S ARTS AND DEFINE WAYS THE ARTS COULD CONTRIBUTE EVEN MORE TO THE COMMUNITY

There was a shared sense that it was an opportune time to consider the multiple roles the arts play in the local economy, for youth, and in the ongoing development taking place throughout the community. How could we best leverage Oceanside's unique cultural vitality? What role could the City play in the arts? Who are partners in arts development?

O'ARTS IS A MASTER PLAN WITH A TIMEFRAME OF APPROXIMATELY TEN YEARS. Accordingly, the plan's recommendations include actions that are short-term and often lower cost, and that are actionable within the first two or three years of adoption. It also has long-term and often more costly actions that can be tackled in future years as resources allow.

With any master plan, it is important to acknowledge that it is essentially a framework for action and not as specific as a strategic or action plan. It is intended to "leave room" for changed circumstances and new opportunities that will inevitably arise. While the goals and most of the strategies are unlikely to become obsolete, it is expected that the actions will adjust to best fit the needs of any specific initiative.

GOALS AND STRATEGIES

The O'Arts plan is based on the community's vision and aspirations, as community members articulated them in this process. The plan is organized into four goals and accompanying strategies and actions.

The goals are the "what" – the overall change we wish to accomplish in the community. The strategies and actions are the "how" – they provide guidance on ways to fulfill the goals. Actions are divided into shorter-term and longer-term, providing starting points that are often less costly and more immediately achievable, as well as higher ambitions that would require greater resources and time.

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SUMMARY OF GOALS AND STRATEGIES

1 | SUPPORT OCEANSIDE'S ECONOMIC DEVELOPMENT THROUGH ARTS AND CULTURE

2 | ENHANCE OCEANSIDE'S CITYSCAPE THROUGH CREATIVE PLACEMAKING

3 | IMPROVE OCEANSIDE AS A PLACE FOR ARTISTS AND CREATIVES TO THRIVE AND CONTRIBUTE TO THE COMMUNITY

4 | ENHANCE ARTS GOVERNANCE WITHIN CITY GOVERNMENT

GOAL
—1—

OCEANSIDE MUSEUM OF A

Support Oceanside's economic development through arts and culture

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While Oceanside values arts and culture for their own sake, there are clear opportunities to leverage them for greater economic impact. It is a natural alignment and one that is already working in many ways.

The City is in the process of developing its Economic Development Element of the General Plan. Economic development goals are being refined but include increasing revenues from sales and property taxes, fostering business relocation and retention, and boosting tourism.

The new element identifies four themes: quality of life, prosperity, resilience and collaborations. Arts and culture can play a role throughout this framework. For example, under quality of life, Oceanside seeks to be among the most livable cities in the San Diego region and to encourage quality design as part of Smart Growth development. Under the prosperity theme, Oceanside should promote events that attract visitors and boost overnight stays, including potential cultural events at El Corazon. These alignments reframe arts and culture, and more broadly the creative community, as partners in achieving the community's economic development goals.

STRATEGY 1:

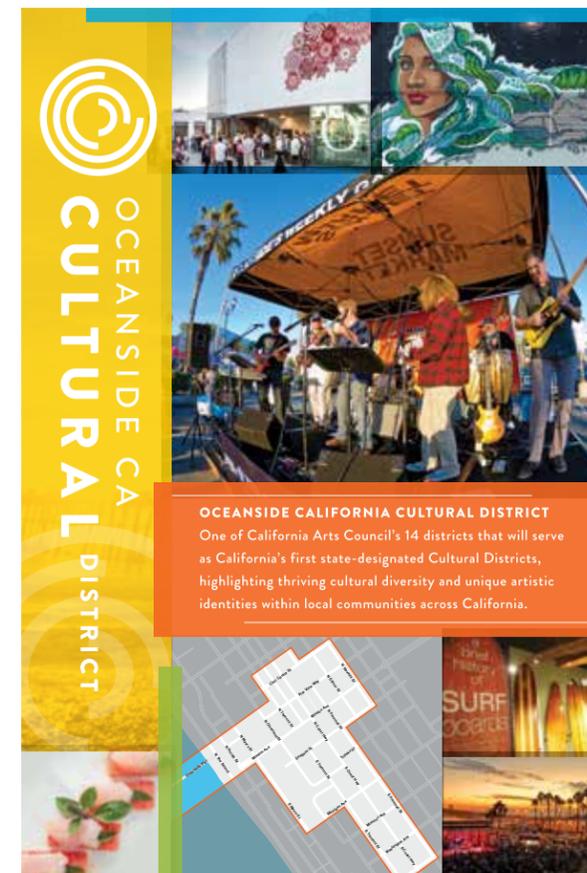# PROMOTE AND DEVELOP THE DOWNTOWN CULTURAL DISTRICT

The State of California's designation of Oceanside's downtown cultural district as one of the first fourteen in the state, is a great opportunity to leverage the potential of this place as a tool for economic development. Realizing gains in tourism, revitalization, and branding will all require targeted investment and management. Without these, the district is at risk of being designated but undeveloped, and not providing the intended benefits of cultural vitality and economic impact. Developing the downtown cultural district can also serve as a model for the creation of other cultural districts in Oceanside.

See Appendix B for more information on the Oceanside Cultural District

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SHORTER-TERM ACTIONS

1. ACTIVATE THE PARTNERSHIP OF THE OCEANSIDE PUBLIC LIBRARY, OCEANSIDE MUSEUM OF ART AND MAINSTREET OCEANSIDE TO LEAD AND DEVELOP THE DISTRICT. Convene the partners to create an initial season of activities and events designed to generate greater visibility and attendance, building on existing events and organizations.

2. SUPPORT DEVELOPMENT OF MAINSTREET OCEANSIDE'S POTENTIAL PROPERTY BUSINESS IMPROVEMENT DISTRICT AS THE FUTURE MANAGER OF THE DISTRICT. As MainStreet considers the formation of a Property Business Improvement District (PBID) it could include the downtown cultural district. While plans for the PBID are still evolving, this is a unique opportunity to create a management structure and revenue source for the downtown cultural district without calling on the City to devote general fund resources. In this approach, the property owners within the district conduct a vote to self-assess an annual, additional property tax to support services of mutual benefit. Services often include "clean and safe," those which add to the visitors' positive experience of the district. Clearly, the downtown cultural district can contribute more to their positive experience. In planning for the PBID, it is advisable to develop a shared governance structure based on the existing partnership and consider including Visit Oceanside as a partner. The partners can participate in PBID planning and advocacy and establish a business plan for the district, under MainStreet management.

3. CURATE ARTS AND CULTURAL ACTIVITIES OF THE DISTRICT. Cultural districts depend on consistent programming and activities that enliven and define the place as an engaging cultural experience. Establish a small grants program through Arts Commission's current funding to produce or allow temporary art works, busking, artist-initiated projects, small scale events, informal concerts, public art and other ongoing activities. Address regulatory barriers to these activities.

4. ENGAGE PARTNERSHIPS WITH DISTRICT BUSINESSES, ARTISTS, ARTS ORGANIZATIONS, EVENT PRODUCERS, AND OTHERS. The partnerships and relationships will be essential to the success of the district and its community support. The list of cultural assets developed for the downtown cultural district is an excellent source of potential partners.

5. CREATE A MANAGEMENT STRUCTURE FOR THE CULTURAL DISTRICT. The district will require a dedicated staff person and budget for activation/programming, marketing, branding, and wayfinding. This function can potentially be fulfilled through a contract for services. The Oceanside Cultural District Executive Committee will share costs with the Steering Committee formed to include local district businesses and arts organizations. The City may seek grants to help support this cost.

Cross-reference: Goal 1, Strategy 2: Improve and coordinate arts and cultural marketing to visitors and residents. This should include a specific focus on marketing for the downtown cultural district.

OCEANSIDE CALIFORNIA CULTURAL DISTRICT
One of California Arts Council's 14 districts that will serve as California's first state-designated Cultural Districts, highlighting thriving cultural diversity and unique artistic identities within local communities across California.

OCEANSIDE CA
CULTURAL DISTRICT

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LONGER-TERM ACTIONS

1. DEVELOP AN ICONIC CULTURAL FESTIVAL. The most frequently mentioned bold idea for Oceanside was an iconic festival. This festival should distinguish itself from other offerings in the San Diego region (e.g., Carlsbad Music Festival, Del Mar KAABOO, Encinitas Bro Am) by reflecting Oceanside's authentic character. An effective concept is to produce a festival organized around an overarching theme with sufficient lead time that allows Oceanside's arts community to align their programming. In this approach, arts organizations, artists, the Library, parks, MiraCosta College, MainStreet, businesses, restaurants, the school district, churches and others can choose to participate by programming around the theme during a festival time period, perhaps one to three months. While the festival can be centered in the downtown cultural district, it can include programming throughout the city. The central idea is that the theme allows broad community engagement with ideas that have strong resonance in Oceanside. Provide shared festival marketing and promotion. Because the festival is a major undertaking, it may be advisable to produce it every two to three years.

STRATEGY 2:

IMPROVE AND COORDINATE ARTS AND CULTURAL MARKETING TO RESIDENTS AND VISITORS

A specific need identified throughout community engagement was for better marketing of Oceanside's arts offerings. This is true for residents as well as visitors. Learning about activities and places of interest in a timely manner is a barrier to residents' participation as well as increased tourism. The most frequent comment from the community is that they know that a great deal is taking place in Oceanside but don't hear about things they want to do until after they have happened. And they often learn about events by accident. Visit Oceanside, the City, Library, Osider Magazine and others currently provide event listings but there is no recognized comprehensive, go-to information source and all acknowledge the challenge of collecting the information from the community.

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SHORTER-TERM ACTIONS

1. CREATE A MARKETING COLLABORATIVE FOR ARTS AND CULTURE. The essential missing element mentioned throughout community engagement has been a collaborative, coordinated approach to arts marketing. Visit Oceanside is in an excellent position and willing to be the lead partner, building on its online events calendar and existing promotional efforts. Visit Oceanside should partner with the City's marketing channels, economic development staff, Library marketing, Osider Magazine, MiraCosta College, MainStreet, arts organizations, artists, and cultural groups. In this way, arts marketing can serve the needs of Oceanside's tourism promotion as well as the interests of residents.

2. DEVELOP A ROBUST ONLINE EVENT CALENDAR AND ACCOMPANYING PROMOTIONAL EFFORTS.
The online event calendar functions as the information backbone for a collaborative marketing program, supplemented by supporting promotional elements. Keys to success will be: 1) curation of the cultural experience through selective promotion, 2) better aggregation of event information (one-stop hub), and 3) promotion in multiple channels (events calendar, social media, print, magazine, flyers, e-newsletters, targeted ads). Given Visit Oceanside's knowledge base, this marketing program could require dedicated marketing staff and budget for Visit Oceanside, to supplement and leverage the agency's existing social media and advertising efforts.

STRATEGY 3:

EXPAND ARTS AND CULTURAL PROGRAMMING THROUGHOUT OCEANSIDE

Oceanside currently enjoys a rich range of arts and cultural offerings, performances, exhibits, classes, festivals, events, student activities, and cultural celebrations. Still, residents express the need for more arts and cultural activities. Their desires focus primarily on activities and events that are community-based, located throughout the geography and neighborhoods of the City, tailored for youth, and reflect Oceanside's cultural diversity. There is an appetite for art to be visible throughout daily life, and not only as scheduled activities. Some discuss the need to strategically develop focal points for Oceanside's arts, such as a more active music scene with a collection of small venues, or a gallery district.

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SHORTER-TERM ACTIONS

1. FOCUS AND EXPAND LIBRARY ARTS AND CULTURAL PROGRAMING FOR CHILDREN, YOUTH AND ADULTS.
The Oceanside Public Library is already a provider of this type of programming, all of it free. It is a trusted and effective organization to provide more. The Library's two locations and bookmobiles provide good geographic reach in the community and can partner with others to expand the venues for programming. The Library is eligible to apply for California Arts Council grants for a range of additional programming ideas, in partnership with artist and arts organizations in the community.

2. EXPAND PARKS AND RECREATION ARTS PROGRAMMING. Oceanside Parks and Recreation offers several arts programs which provide a platform for providing more of the types of programs the community desires. It produces an annual series of summer concerts in the park, which are well-known and well-attended events. It also has art and dance classes for youth and adults. Expanding these programs using current funding or grants through the already active community and resource centers is a low-cost way to provide programming outside downtown, that are community-based, and reflect cultural diversity.

3. CREATE A PROGRAM OF ARTIST AND COMMUNITY-INITIATED PROJECTS. Many of the best ideas for art projects in a community come directly from artists and community members. Creating a program to encourage and support these projects will generate more programming, integrate arts into community and neighborhood settings, and reflect Oceanside's unique character. The program could provide modest financial support and assistance with permitting and other logistical elements. Projects should be both temporary and permanent and could be funded from the Arts Commission's budget.

4. EXPAND ACCESS TO ARTS EDUCATION OFFERINGS FOR ALL AGES. Expand access to arts education programs for children, youth and adults of all abilities by supporting existing programs, fostering collaborations, and partnering with the Oceanside Unified School District and other schools in the city. Conduct a communitywide inventory and assessment of existing programs to identify assets, strengths, and gaps. Identify and support collaborative programming and funding opportunities targeted to filling gaps in available programming. Identify opportunities to link arts education programming to other community needs, such as addressing student achievement gaps, early childhood supports, and youth at risk while developing relationships with regional and statewide arts education organizations. Leverage existing arts education programming at OMA, the Boys & Girls Club, Studio ACE, and others, to build access to arts education within the community, reduce duplication of efforts, and encourage collaborations between existing arts education groups operating within the City.

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LONGER-TERM ACTIONS

Cross-reference: Goal 1, Strategy 1, Longer-Term Actions #1: Develop an iconic cultural festival.

Enhance Oceanside's cityscape through creative placemaking

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Creative placemaking is the intersection of arts development with economic and community development. Arts, culture and creativity can combine to make places in a city more interesting, better designed, more aesthetic, more distinct from other places, more useful or functional, and more effective as community gathering places.

Creative placemaking includes design and the built environment but goes beyond this to encompass events, programming, public art, and other "soft" forms of cultural vitality. Oceanside already embraces the concepts of creative placemaking, for example, through its downtown cultural district, Coast Highway Vision plan, and the organic evolution of areas like South O. Planning participants for O'Arts articulated the desire and potential for greater use of creative placemaking for Oceanside.

As development changes the look and character of the city, there are opportunities to use creative placemaking in coordination with the Development Services Department, to enliven the experience of daily living, improve the built environment, and assure that Oceanside remains the unique place it is now.

STRATEGY 1:

CONSIDER EXPANDING THE PUBLIC ART PROGRAM

Oceanside has had its current art in public places policy since 1997. Section III of the policy, which encouraged 1% of capital improvement project budgets to be allocated to public art, is outdated. As a voluntary program it has yielded a relatively small number of works with a correspondingly modest visibility or public impact. The registry of the public art collection includes few works, is out of date, and does not reflect or document all works.

Given the community's desire for more public art and for art to be visible throughout the community, it is time to consider expanding the public art program and to direct it in ways that align with their expressed desires. The public art program also has a strong potential to support tourism by contributing more to the visitor experience and establishing Oceanside as a community that recognizes the role of art in a cityscape.

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SHORTER-TERM ACTIONS

1. CITY COUNCIL CAN CONSIDER RE-ESTABLISHING THE CURRENT VOLUNTARY ART IN PUBLIC PLACES POLICY AND UTILIZE THE CURRENT CAPITAL IMPROVEMENT PROJECT LIST TO CREATE NEW PUBLIC ART PROJECTS. The City Engineer's list of active, visible CIP projects in the coming few years is budgeted at approximately $40 million. A 1% art budget would total approximately $400,000. Updating the policy for these projects would generate a number of new art projects of sufficient scale to make demonstrable progress in the public art program.

2. CONSIDER THE CREATION OF A VOLUNTARY IN-LIEU FEE ALLOWING ART TO BE PLACED OFF-SITE AND MORE DISTRIBUTED THROUGHOUT THE COMMUNITY. Should consideration of a public art fee lead to its establishment, consider including an optional in-lieu fee. Having the flexibility to locate public art projects in areas where they can have greater public visibility, access and interest is preferable to requiring them to be integrated into the capital improvements that prompt the art requirement. While at times such integration is desirable, art works should be located in targeted sites (see list, below).

3. TARGET SITES FOR PUBLIC ART PROJECTS IN PLACES IDENTIFIED THROUGH THE O'ARTS PLANNING PROCESS AS SUPPORTIVE OF THE GOALS OF THE PLAN AND ALIGNED WITH COMMUNITY DESIRES. These sites include: the downtown cultural district (Mission Avenue cutouts, sidewalks, crosswalks, parking lots, alleyways, walls/murals, kiosk with art element at Pier View and Coast Highway); Joe Balderrama Park and the Eastside neighborhood, Crown Heights area, Libby Lake area, and the John Landes Park area; transit locations (transit center, corridors, walkways, stations); parks; the pier; the harbor; the Carlsbad entryway on Coast Highway; San Luis Rey River Trail and bike path; Coastal rail trail; El Corazon area; along Oceanside Boulevard; City buildings and resource centers; Tremont Street; and Oceanside Airport. In some cases, locating public art projects in these places would require partnering and coordination with other agencies, such as the North County Transit District, Caltrans, Union Pacific, the Harbor District, etc. In addition, Coast Highway has historic highway designation presenting opportunities for wayfinding and art projects.

4. INCLUDE TEMPORARY AS WELL AS PERMANENT PROJECTS IN THE PUBLIC ART PROGRAM. Including temporary art projects within the program encourages a greater variety of art works, creates a sense of timeliness, allows for turnover and renewed public interest, creates more work opportunities for artists, and serves as a counterbalance to the permanent collection.

5. UPDATE THE PUBLIC ARTS REGISTRY. An updated registry, to be made available online and in print, will allow for an assessment and a better understanding of the current collection. This can inform the direction and location of future projects.

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LONGER-TERM ACTIONS

6. EXPLORE THE OPTION OF ESTABLISHING A MANDATORY CITY 1% - 2% PUBLIC ART REQUIREMENT. Revising the Art in Public Places policy to make the voluntary percent-for-art mandatory would ensure that art is included in all qualifying capital projects and better fulfill the community's desire for art to be placed throughout the city. This change would also establish a consistent funding source for the public art program and is in alignment with municipal public art programs in the San Diego region and nationally, the majority of which have requirements between 1% and 2% of qualifying capital project budgets.

7. EXPLORE THE OPTION OF ESTABLISHING A VOLUNTARY 1% - 2% PUBLIC ART COMPONENT FOR PRIVATE DEVELOPMENT. Many communities encourage and facilitate the inclusion of public art and arts uses in private development projects. Several developers in the community are already including art elements in their projects.

8. EXPLORE USE OF AN ON-CALL/CONTRACTED PUBLIC ART PROFESSIONAL TO ADVISE AND OVERSEE PROJECT IMPLEMENTATION, AS PROJECT FUNDING ALLOWS. An expanded public art program might require the assistance of a public art professional. A workable approach is to contract with a public art professional in the region who can assist. Cost for the contracted position would come from the project funds.

STRATEGY 2:

WORK WITH PLANNING AND ECONOMIC DEVELOPMENT TO ENCOURAGE DEVELOPERS TO INCLUDE ART AND ARTS USES IN THEIR PROJECTS

In the current development environment, some developers are voluntarily including art elements in their projects, in recognition of the value of public art and quality design to the overall project. Also, the Coast Highway Vision Plan allows for developer incentives that relax certain zoning requirements in exchange for public amenities. Potential incentives include reduced parking requirements, property tax rebates, and waiver of development fees. In mixed use projects, residential units cannot be located on the first floor, creating specific opportunities for arts uses on that level. These can include public art, arts spaces, higher levels of design, and other art amenities.

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SHORTER-TERM ACTIONS

1. MONITOR UPCOMING DEVELOPMENTS AND ENGAGE IN A DIALOGUE WITH THE PLANNING DIVISION AND DEVELOPERS TO IDENTIFY AND PURSUE SPECIFIC ART OPPORTUNITIES. Staff and a committee of the Arts Commission can monitor and assess opportunities on an ongoing basis, and engage with the Planning Division and developers, preferably early in the process, to explore the voluntary inclusion of arts uses.

STRATEGY 3:

EXPLORE DEVELOPMENT OF ADDITIONAL CULTURAL DISTRICTS AND FACILITIES

A number of ideas for cultural districts and facilities emerged in the planning process. They include the downtown cultural district, which is treated in Goal 1 and cross-referenced here. They also include a number of districts and facilities which are long-term and high cost projects and should be considered as aspirational recommendations. They each offer the potential for great community impact.

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SHORTER-TERM ACTIONS

Cross-reference: Goal 1, Strategy 1: Promote and develop the downtown cultural district.

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LONGER-TERM ACTIONS

1. EXPLORE DEVELOPMENT OF CULTURAL OR CREATIVE DISTRICTS IN SOUTH OCEANSIDE AND THE SAN LUIS REY VALLEY. South Oceanside is already an emerging creative district, with a concentration of creative businesses, restaurants, and murals. Acknowledging and supporting South O's evolution – whether through supporting the organic development already underway or designating a district – can increase the impact and value of the place. This is also true of areas of the San Luis Rey Valley, where a creative community has already located their businesses there and there have been community discussions about the potential for creative reuse of available land. Designating a creative district there could add focus, character and value to the community.

2. EXPLORE DEVELOPMENT OF THE JUNIOR SEAU PIER AMPHITHEATRE INTO A CULTURAL VENUE. The current amphitheater occupies an important and central place in the community, and it hosts a number of significant community events. Its current capacity and condition limit the range of uses. Improving the amphitheatre, while adhering to all historical building regulations, would increase its capacity to serve the community's cultural needs. This would require a specific planning effort with careful attention to community process that respects the role of the facility in the mind of the community. An enhanced facility should reflect Oceanside's authentic character, support the programming of the downtown cultural district, enhance tourism, and reflect Oceanside's cultural diversity.

3. CONSIDER IMPROVEMENTS TO THE LIBRARY COMMUNITY ROOM AND PLAZA TO ACCOMMODATE ARTS AND OTHER COMMUNITY PROGRAMMING. Improvements to the Library Community Room and Plaza could facilitate informal, small-scale arts programming as a new, centrally located venue within the downtown cultural district.

4. SUPPORT DEVELOPMENT OF A COMMUNITY CULTURAL CENTER IN EL CORAZON. The El Corazon Specific Plan calls for a community cultural center at the Civic Services Site 2. Given the strong community desire for cultural programming to be available throughout the city, and not merely concentrated downtown and along the coast area, this is a prime location for a cultural center.

5. CONTINUE TO EXPLORE DEVELOPMENT OF ARTISTS' LIVE/WORK SPACES, INCLUDING AS PART OF A MIXED-USE DEVELOPMENT. As housing costs rise in Oceanside, artists are and will be forced to move elsewhere. This is a familiar pattern of gentrification, where the presence of artists and a creative community are part of the attraction that boosts housing prices. Yet, retaining the presence of artists and other creatives in Oceanside is essential to maintaining its authentic culture. One strategy is to develop one or more artists' live/work facilities, which would involve providing input on zoning code updates to ensure that artists spaces and venues are allowed or conditionally allowed in appropriate zones. These projects are a public statement of the importance of artists in a community and often function as a magnet for programming and other resources that benefit the overall community. Artists' live/work projects can be part of mixed use developments and are often done by nonprofit developers, such as Artspace (http://www.artspace.org) or private developers in the local community. These projects are largely self-financed, often with relatively low costs to the city.

Improve Oceanside as a place for artists and creatives to thrive and contribute to the community

Oceanside's individual artists and creatives are the heart and soul of its cultural authenticity. They lead the arts organizations and creative businesses. They provide the many arts programs, projects and education available in the community, and they generated many of the ideas for this plan.

Oceanside's creative community is clearly resourceful and self-reliant, having pursued their work in an environment that is culturally vital but lacking many of the resources needed for their careers. This goal addresses the information, training, funding and other supports that can assist Oceanside's arts community to thrive, contribute even more to the community, and serve as effective partners in fulfillment of this plan.

STRATEGY 1:

FACILITATE PROFESSIONAL DEVELOPMENT AND LEADERSHIP OPPORTUNITIES FOR ARTISTS AND CREATIVES

Artists and creatives identified a range of resources that would assist them in their work. Also, many artists already occupy leadership positions in Oceanside, through such avenues as the Arts Commission, board service, administrative positions, art projects, and teaching. They often bring a unique perspective and toolkit to leadership and they will be essential partners in implementation of this plan. Development of their leadership is an important way to recognize their roles and value in the community.

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SHORTER-TERM ACTIONS

1. CONDUCT REGULAR CONVENINGS OF THE ARTS COMMUNITY. At the Town Hall and in other discussions, artists often commented on the value of meeting together and regular arts community communications. This is a simple and effective way to strengthen and coordinate the arts community and facilitate its work in the broader community.

2. ADD ARTIST REPRESENTATION TO THE ARTS COMMISSION. Designate one or more seats for working artists and/or creatives that reside in the community or are active contributors within the community, to assure their perspective in the work of the commission.

3. PUBLICIZE AND MAKE AVAILABLE PROFESSIONAL DEVELOPMENT/TRAINING OPPORTUNITIES. There are many programs available in the San Diego region for professional development, professional practices training, leadership, and other self-improvement. Identifying and publicizing these opportunities to the arts community would fill a valuable function in strengthening the capacity of the arts community.

4. ENCOURAGE OPPORTUNITIES FOR OCEANSIDE'S ARTISTS AS PARTNERS WITHIN THE DOWNTOWN CULTURAL DISTRICT, COLLABORATIVE MARKETING AND ARTS PROGRAMMING RECOMMENDATIONS. This representation can assure the perspectives of the arts community are included and generate new work opportunities for artists.

5. PROMOTE INCREASED VOLUNTEERISM IN THE ARTS. Provide training and technical assistance to arts organizations in starting and managing a volunteer program. Provide referrals to existing volunteer programs, such as the Oceanside Public Library, MiraCosta College (service learning program), North County Arts Network, North County Philanthropy Council.

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LONGER-TERM ACTIONS

6. CREATE A LEADERSHIP DEVELOPMENT PROGRAM FOR ARTISTS. The Arts Commission and Library could establish and seek funding for a leadership development program to train and prepare artists to serve on boards, commissions, committees and other leadership positions in the community.

7. IDENTIFY POSSIBILITIES FOR AN ARTIST IN RESIDENCE IN CITY GOVERNMENT. The Library can seek grant funding to support an artist in residence program. Many cities are now creating artist in residence opportunities within City government. These take multiple forms, ranging from an on-call artist to serve on design teams, to an urban designer advising on creative placemaking, to an artist who brings creative ideas to improvement of human service programs. The key idea is to make use of the creative, out-of-the-box perspectives of artists to enhance municipal government effectiveness and improve community responsiveness.

STRATEGY 2:

INCREASE RESOURCES FOR ARTISTS AND ARTS ORGANIZATIONS

Artists and nonprofit arts organizations in Oceanside face challenges in funding their operations and programs. Increased funding and information resources would clearly improve the capacity of the arts community to fulfill their missions and serve the community's cultural needs. The Arts Commission can play a role in addressing this need by re-establishing its mini grant program, subject to City Council approval. Even modest amounts of support are highly leveraged with other support. Moreover, the Arts and Economic Prosperity study has documented for many years that, across an arts community, tax dollars invested in the nonprofit arts generate a much higher return in local and state government revenues.

SHORTER-TERM ACTIONS

1. PROVIDE ACCESS TO INFORMATIONAL RESOURCES FOR ARTISTS AND CREATIVES. These include grant and work opportunities, professional development and other training, space availability, service exchanges, materials, and other information.

Cross-reference: Goal 1, Strategy 1, #3: Curate arts and cultural activities of the district.

LONGER-TERM ACTIONS

2. CITY COUNCIL CAN CONSIDER THROUGH THE BUDGET PROCESS AN INCREASE IN CITY GRANTS FOR ARTS ORGANIZATIONS AND ARTISTS. The Arts Commission has in the past used its annual allocation for project grants in the community. This plan illustrates that reinstituting a City-funded arts grant program would be valuable, in connection with other implementation steps. Targeting grants to recommendations in this plan will reinforce its implementation.

Possibilities include arts education, capacity building/professional development, community- and artist-initiated projects, and programming in the downtown cultural district. Utilizing some of the annual CIP allotment, use the City Council's mini grants process as a way to increase resources. Grants should, over time, serve all five council districts, as a way to serve areas and populations throughout the city. Grants should require matching funds to provide greater leverage of public dollars.
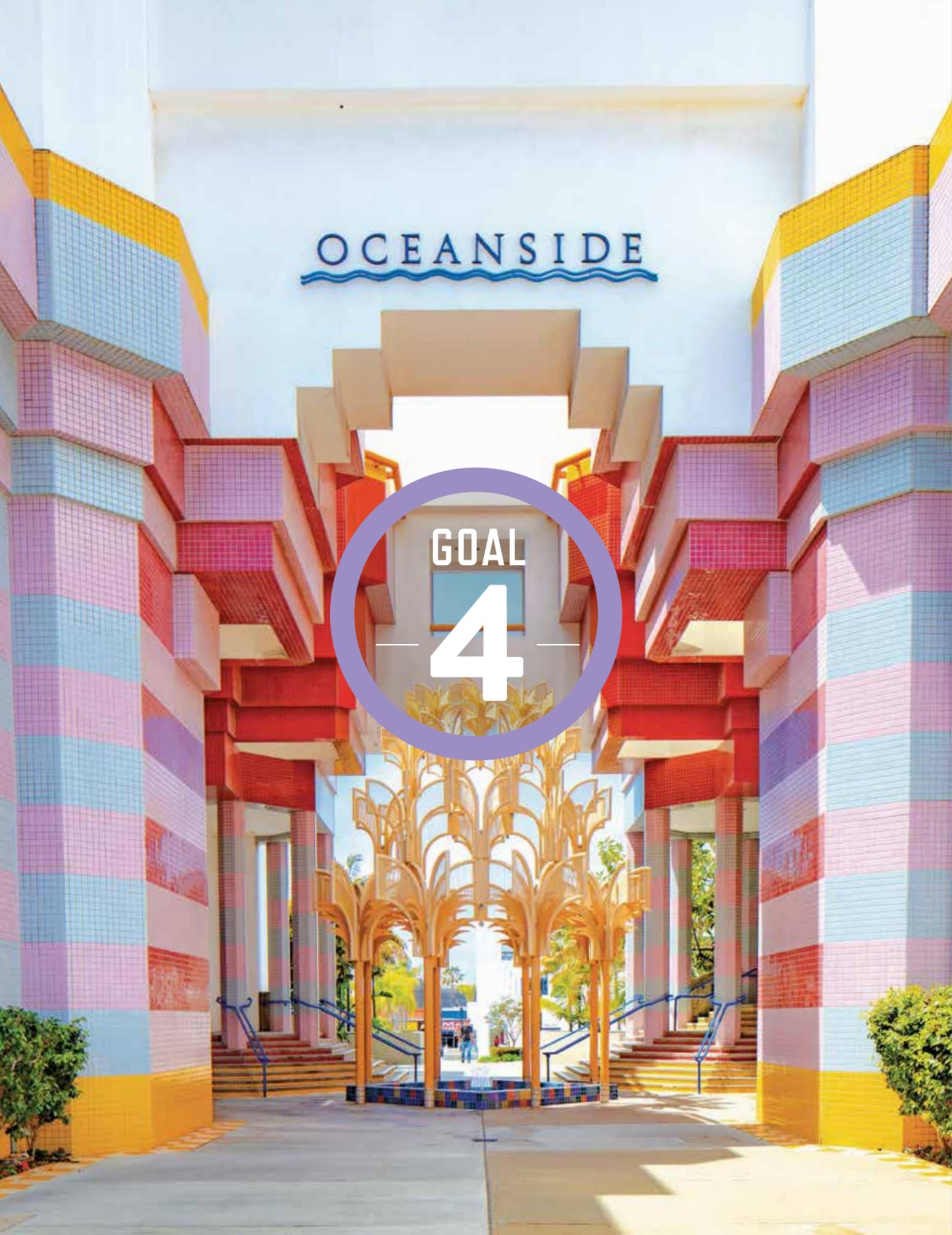
Enhance arts governance within City government

This goal includes several recommendations to improve the effectiveness of the Arts Commission as a leadership body for the arts and to support implementation of this plan.

STRATEGY 1:

ENHANCE THE COMPOSITION OF THE ARTS COMMISSION THROUGH DELIBERATE SELECTION OF COMMISSIONERS BASED ON SKILLSETS

In the past two years, the Arts Commission has been filling out its membership and considering ways to improve its functioning.

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SHORTER-TERM ACTIONS

1. DEVELOP A PROFILE OF NEEDED EXPERTISE AND REPRESENTATION. This profile will address the skills, connections and people needed to implement the O'Arts plan and to address other commission priorities. Identify specific relevant positions and broaden the scope of the profile, including positions such as architecture, real estate development, major employer, small business, education, and tourism.

2. CREATE A NOMINATIONS COMMITTEE. A nominations committee can proactively seek and cultivate potential new commissioners, aligned with the current needs of the commission. The nominations chair and staff should communicate on a regular basis with the City Council liaison and the Council concerning the nominations needs of the commission and to support useful appointments.

3. CREATE LIAISON POSITIONS FOR ARTS COMMISSIONERS TO SERVE ON OTHER COMMISSIONS.
Other commissions include Planning and Economic Development.

4. STRENGTHEN AND MAINTAIN RELATIONSHIPS WITH OTHER LOCAL ARTS AGENCIES IN THE REGION.
There are a number of other city and regional arts agencies in San Diego County that could become active partners with Oceanside in programming, advocacy, and other purposes.

Cross-reference: Goal 3, Strategy 1, #2 Add artist representation to the Arts Commission.

STRATEGY 2:

REPRESENT THE ARTS IN CIVIC LIFE BY PARTICIPATING ACTIVELY IN RELEVANT PLANNING AND RESEARCH

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SHORTER-TERM ACTIONS

1. PARTICIPATE IN PROJECT AND CITY PLANNING. Through increased staff communication between City Departments, staff could proactively identify opportunities and participate in initiatives such as streetscape improvements and other City planning (e.g., the Oceanside Parks and Recreation Master Plan update).

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LONGER-TERM ACTIONS

2. LEAD ARTS RESEARCH AND PLANNING INITIATIVES. The Arts Commission and staff can lead planning and research initiatives that provide important new information and other support for arts development in the community. These can begin with *Americans for the Arts'* Arts and Economic Prosperity economic impact study for Oceanside.

IMPLEMENTATION

O'Arts is primarily a plan for the City of Oceanside, commissioned by the City Council & Arts Commission. It also identifies a number of partners, some of which may take the lead on implementation of specific recommendations. It is in the nature of arts master planning that implementation will be a shared enterprise and that many partners may be involved in any single aspect of the plan.

STAFFING

Implementation of this plan will clearly require staff resources. Given the City Council's current budget priorities, creating an arts administrator position based on City general funds must await the needed resources. In the meantime, there are alternative approaches to providing the needed staff resources and a range of options for the City, including:

- **CONTINUE TO RELY ON** and increase allocations of Library staff time.
- **CONSIDER ENGAGING A PUBLIC ART MANAGER** on an as-needed, contract basis by building funding for the position into project costs.
- **IF MAINSTREET OCEANSIDE CREATES A PBID** and chooses to assume a management function for the downtown cultural district, utilize a portion of PBID funds to create a manager position for the district.
- **CONTINUE DISCUSSIONS WITH VISIT OCEANSIDE** regarding its role in enhancing arts marketing within its current and potentially augmented City funding.
- **IDENTIFY ADDITIONAL OPPORTUNITIES** to allocate the time of existing staff positions to implementation of this plan's recommendations.

STARTING POINTS FOR IMPLEMENTATION

During the first two years of implementation, the City and its partners could concentrate on the following initial action steps. These generally reflect priorities identified by the Steering Committee, Arts Commission and community members, and they take action on all four of the plan's goals.

- **PUBLIC ART:** reestablish and rework the policy with consultant's input and including a mural component for City Council consideration.
- **PUBLIC ART:** create list of potential public art projects.
- **ARTS COMMISSION:** establish liaison positions with other City commissions and committees.
- **ARTS COMMISSION:** develop an economic impact of the arts study for Oceanside, through Americans for the Arts' Arts and Economic Prosperity research initiative.
- **ARTS COMMISSION:** develop annual work plans for the first two years of implementation.
- **DOWNTOWN CULTURAL DISTRICT:** continue planning and start-up activities for the district.
- **ICONIC FESTIVAL:** submit NEA Our Town grant proposal to plan and produce the initial year of the festival.
- **ARTS GRANTS:** support organizations in pursuing grant funding.
- **COLLABORATIVE ARTS MARKETING:** identify and plan improvements to communitywide arts marketing through collaborative action.
- **DEVELOPER AGREEMENTS:** monitor real estate development projects in the planning stages and initiate dialogue regarding inclusion of arts uses.

• **APPLY FOR FOUNDATION GRANTS:** the Library can pursue targeted proposals to philanthropic foundations such as Oceanside Charitable Foundation, Parker Foundation, Bloomberg Philanthropies Public Art Challenge, Kresge Foundation Creative Placemaking Program, US Conference of Mayors CommunityWINS, Art Place America, Levitt Foundation, and others.

• **DEVELOP SPONSORSHIPS:** programs such as downtown cultural district activities, the iconic cultural festival and youth arts can attract sponsorships from area businesses and corporations.

• **ENGAGE OCEANSIDE DONORS:** it may be possible to engage Oceanside's community of individual arts patrons in implementation ofinitiatives, such as the iconic cultural festival or youth arts programming. While it is important not to replace their support for existing organizations and programs, it is often true that arts philanthropy is not a "zero sum game" and that total arts funding can increase.

• **PURSUE OTHER OUTSIDE FUNDING:** other specialized funding sources can be tapped for special projects, e.g., new market tax credits, federal grants, and affordable housing grants for artists' live/work projects.

• **RESEARCH AND CONSIDER A POTENTIAL FUTURE PRIVATE DEVELOPMENT FEE:** a long-term recommendation is to consider an art fee in private development.

FUNDING AND RESOURCES

How will O'Arts be financed? Where will the funding and other resources come from? As noted at the start of this plan, the City faces fiscal constraints and the community, while philanthropically engaged and generous, lacks the arts funding found in other places. The planning process led to a range of possible funding and other resources that, together, form a workable approach to implementation, with sufficient creativity, flexibility and political will. This list is an overview of those sources:

• **UTILIZE THE LIBRARY STAFF AND BUDGET:** the Oceanside Public Library staffs the Arts Commission and has provided arts leadership, such as the formation of the downtown cultural district, grants funding, and the development of this plan. It is anticipated that, in line with the Library's strategic plan, staff will continue to provide leadership and administrative support for implementation of some elements of the plan.

• **UTILIZE PARTNERSHIPS WITH LIBRARY, MAINSTREET, VISIT OCEANSIDE AND OTHERS:** the downtown cultural district and arts marketing recommendations call for sharing of some costs among partners.

• **EXPLORE MAINSTREET OCEANSIDE'S PROPOSED PROPERTY BUSINESS IMPROVEMENT DISTRICT:** as discussed in the downtown cultural plan section, MainStreet's proposed PBID has the potential of generating revenues that can be allocated to management, programming and marketing of the district.

• **APPLY FOR GOVERNMENT GRANTS:** a range of grant opportunities were identified in this process, including multiple programs at the California Arts Council (Artists in Communities, Arts Education, Arts and Accessibility, Arts and Public Media, Creative California Communities, Cultural Pathways, JUMP StArts, Local Impact, Organizational Development, Professional Development, Reentry Through the Arts, Research in the Arts, Veterans in the Arts, Cultural District Initiative); the San Diego County Board of Supervisors' Community Enhancement Program; California Endowment for the Humanities; and National Endowment for the Arts.

• **REQUEST THAT THE CITY CONSIDER PERCENT FOR ART:** the City Council could choose to re-implement its voluntary policy of 1% of its capital improvement projects budget as well as making that policy mandatory. As noted, 1% of current CIP projects amounts to approximately $400,000 over the next few years.

• **CONSIDER CITY INVESTMENTS:** as part of its annual budget process and subject to the availability of funds, the City could choose to invest in specific recommendations, such as for economic development (tourism arts marketing, arts programming), for support of the arts community, or to increase the Arts Commission's annual allocation. Many cities in California and elsewhere use, in addition to general funds, a portion of TOT funds for arts programs and facilities.

ROLES IN IMPLEMENTATION

The following are recommended roles for key organizations in implementing the plan:

• **LIBRARY STAFFING:** the Oceanside Public Library currently functions as the lead agency for the City's Arts Commission and most arts functions.

• **ARTS COMMISSION:** this body will oversee implementation of the plan and be directly involved in some of the plan's recommendations. This will be an expansion of the Commission's current responsibilities and workload.

• **MAINSTREET OCEANSIDE:** MainStreet's proposed Property Business Improvement District can become a lead partner in management of the downtown cultural district. If MainStreet is successful in establishing its PBID, this will be an important addition to Oceanside's arts leadership capacity. The district is and will continue to be governed by the partnership of MainStreet, Library and Oceanside Museum of Art. If MainStreet chooses to take on this role, the district would have the benefit of management staff and a budget for programming and marketing that will be vital to development of the district.

• **VISIT OCEANSIDE:** it is recommended that Visit Oceanside become the lead agency for the arts and cultural marketing collaborative. This role fits with the organization's mission and draws on its effective capacity for tourism marketing.

• **OCEANSIDE ARTS COMMUNITY:** while not an agency, per se, the arts community as a collection of arts and cultural organizations, individual artists, creatives and creative businesses will all be essential to the success of larger initiatives, such as the downtown cultural district, iconic cultural festival, and arts programming expansion.

Appendix | A

OCEANSIDE'S DEFINITION OF ARTS AND CULTURE

It is helpful to define what we mean by "arts" or "arts and culture." Oceanside has its own definitions, based first on its widely acknowledged status as California's most authentic beach town, a culture that is real, diverse, unpretentious, and creative. Culture here means the First Friday Art Walk as well as surf competitions, and museum exhibitions as well as artisan foodie culture. Second, the "arts" mean all artistic disciplines – visual, performing, literary, media, design, culinary, interdisciplinary, and more. Third, Oceanside's cultural diversity includes African American, Filipino, LatinX, Samoan, and other ethnic communities. Their traditions, arts and celebrations help shape Oceanside's cultural life. Lastly, Oceanside's arts and cultural scene encompasses a wide range of people – artists, creative professionals, artisans, arts administrators, arts educators, cultural practitioners, historians, volunteers, donors, and many passionate amateurs. They are on a spectrum from fine artist to surfboard shaper and brew master, all equally important to the city's culture. This rich, complex and broad definition underlies the community's vision and the O'Arts plan.

Appendix | B

OCEANSIDE'S CREATIVE COMMUNITY

Oceanside's authentic culture is defined by a unique and diverse creative community.

OCEANSIDE CULTURAL DISTRICT

In 2017, Oceanside was selected in a highly competitive statewide process as one of California's 14 inaugural cultural districts. The district is distinguished by virtue of Oceanside's character as original, eclectic, emerging and connected to the city's diversity. It includes a critical mass of organizations, places, events, buildings and people that are emblematic of its creative community. Many of Oceanside's events take place in the district. In addition, museums, theaters, art galleries, studios, creative businesses, the public library, and restaurants reflecting the city's culinary scene are all concentrated there. The map adjacent includes many of the primary assets of the district and a full inventory is listed in the Appendix.

Geographically, the district occupies approximately one square mile in downtown, bounded by Sportfisher Drive to the north, Nevada Street to the east, Minnesota Avenue to the south and the Oceanside Pier to the west. In addition to its cultural assets, the district includes the multimodal transit center, the Pier and hotels that host the majority of Oceanside's tourists. The district is led by a partnership of the Oceanside Public Library, Oceanside Museum of Art, and MainStreet Oceanside. MainStreet Oceanside and Visit Oceanside, the city's tourism marketing agency, play important roles in promoting activities and places in the district.

OCEANSIDE CULTURAL DISTRICT ASSETS

1	Oceanside Museum of Art 704 Pier View Way
2	Civis Center & Oceanside Public Library 330 N Coast Hwy.
3	Star Theater 402 N Coast Hwy.
4	Artists' Alley Between N Coast Hwy. and N Freeman St. at Pier View Way
5	Oceanside Theatre Company at the Brooks 217 N Coast Hwy.

6	California Surf Museum 312 Pier View Way
7	Rising Star Dance Company 302 Pier View Way
8	Oceanside Pier and Junior Seau Amphitheater 200 N The Strand
9	Regal Cinemas Oceanside 16 401 Mission Ave.
10	Coastal Music Studio 425 S Coast Hwy.

11	The Hill Street Country Club Gallery at LinkSoul 530 S Coast Hwy.
12	Oceanside Tattoo - The Arcade 604 Mission Ave.
13	MainStreet Oceanside 701 Mission Ave.
14	Oceanside Historical Society 305 N. Nevada St.

OCEANSIDE'S NONPROFIT ARTS AND CULTURAL ORGANIZATIONS

Oceanside is home to nearly 40 nonprofit arts and cultural organizations that embody the community's creative identity. These organizations are concentrated downtown but are found throughout the city. Many are small-budget organizations driven primarily by volunteer staff committed to providing diverse arts programming to the community. Several are mid-sized organizations with paid professional staff. These include the Oceanside Museum of Art, Oceanside Community Service Television (KOCT), Star Theatre, Gold Drum & Bugle Corps, and California Surf Museum. Many organizations of all sizes provide programs for children and youth. In addition, non-arts organizations provide arts and cultural programming in Oceanside. These include organizations such as the Boys & Girls Club, the Oceanside Unified School District, and Youth Opportunities Network (Save Our Streets).

Oceanside has a number of theatres and venues for the performing arts and cinema. These include the downtown theatres: Star Theatre, Sunshine Brooks Theatre and Regal Cinema. MiraCosta College has several venues, the Concert Hall, College Theatre, Little Theatre and black box theatre. Oceanside High School Performing Arts Center opened in 2017 with its mainstage and black box theaters, plus a recording studio; and El Camino High School has the Truax Theatre.

This community of nonprofits suggest that Oceanside relies less on institutions and more on community-based organizations, creative individuals, and a tradition of community service. This – along with the cultural district – illustrates Oceanside's informal and community-oriented cultural scene, full of murals, street festivals, small-scale activities, ethnic celebrations, artisans, car and surf culture, and the farm-to-table culinary world.

ARTISTS AND CREATIVE PROFESSIONALS

Oceanside is also home to a very diverse community of individual artists and creative professionals. While there is no census, it is clear that there are, at a minimum, hundreds of visual artists, musicians, arts educators, designers, architects, chefs, artisans, writers, and many others who live or work in Oceanside. These individuals work in multiple sectors, including commercial, nonprofit, educational, municipal, and retail. The arts programs at MiraCosta College and the high schools, and other arts classes available in the community, show the presence of an additional number of aspiring professionals and passionate amateurs. In many ways, this community of individual "creatives" is the foundation of Oceanside's cultural world.

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Appendix | C

CITY OF OCEANSIDE ARTS PORTFOLIO

The City of Oceanside has a history of involvement in the arts. In 1992, the City Council formed the Arts Commission, which during its first year created a donations policy for art at the Civic Center. In 1997, the Arts Commission developed and City Council adopted a citywide Art in Public Places policy. During the 1990s, City Council supported the Oceanside Museum of Art to open in the former City Hall building, designed by Irving J. Gill, adjacent to the Civic Center. In 2008, City Council also supported the Museum during an expansion which added the 16,000 square foot OMA Central Pavilion designed by renowned architect Frederick Fisher. In the intervening years, Oceanside's arts community has expanded to produce multiple programs and events throughout the year. During the recession years, the Arts Commission was less active but reemerged in recent years under the management of the Oceanside Public Library. The Arts Commission and library staff are the driving impetus for the O'Arts Master Plan, with the community guidance of the plan's Steering Committee.

The City currently has a range of arts programs and investments, which are a reference point for this plan and are not widely known or acknowledged by the public. The City provides a $25,000 annual appropriation to the Arts Commission and allocates a portion of several library staff positions to that body. Under the Art in Public Places policy – which provides for a voluntary percent-for-art in public developments – the City has created a small collection of public artworks and has accepted donated works from the public, as well as through its Sister Cities program. The Library also offers a number of free arts, cultural and literary programs to the community. The Parks and Recreation Division produces a free series of summer concerts in the parks and other cultural programs in the parks and at the Junior Seau Pier Amphitheatre. That division also operates the Crown Heights Resource Center, Joe Balderrama Recreation Center, and Libby Lake Community Center, each of which plays a role in youth development in their communities through cultural events and activities.

The City also currently leases building space to Oceanside Museum of Art, Oceanside Theatre Company (in the Sunshine Brooks Theatre), and California Surf Museum. In lieu of rent, these nonprofit organizations provide valuable arts and cultural programs and services to the residents of Oceanside and the general public. The rental value of the over 35,000 square feet of building space to the nonprofit organizations is in excess of $1 million per year. Oceanside Museum of Art is receiving additional City funding in the maximum amount of $50,000 per year, not to exceed $150,000 over a three year period from January 1, 2017 through December 31, 2019 providing they match the $50,000 per year with donations from new private donors.

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Appendix | D

COMMUNITY ENGAGEMENT PROCESS

The community was clearly primed for development of an arts master plan and participated actively in development of O'Arts. The Arts Commission had been planning-to-plan for more than a year before the formal start of O'Arts. They held a communitywide Arts Forum in March 2016, researched the field of city cultural plans, and developed an RFP for this process. O'Arts planning began in July and August 2017 in two formative meetings with the Arts Commission. A Steering Committee was formed with diverse community leadership from the arts, business, education, tourism, media, and design fields (see roster in Appendix F). Staff and the consultant conducted leadership interviews with City Council members and senior City staff. The consultant also toured different areas of the city and reviewed relevant Oceanside plans and studies to help set a context for the arts plan.

The public engagement began in September with a Town Hall meeting, focusing on the arts community and open to the public, and co-hosted by the Deputy Mayor. The Town Hall was a substantive working session – attendees formed discussion groups on key topics, provided their observations, and contributed specific ideas, some of which are included in this plan. During the fall and through February, a series of interviews with community members was supplemented by a public listening session, and library staff conducted intercepts with residents in English and Spanish through the Oceanside Public Library's bookmobiles. Additional community discussions included a large neighborhood meeting, a school PTA group, a senior center gathering, and public input sessions at all public library locations. The Steering Committee met monthly throughout the fall.

WHAT WE HEARD

Oceanside places a high value on its authentic culture and people. Residents describe this authenticity as diverse, real, unpretentious, creative and tough. Oceanside sees itself as different from other southern California coastal communities and wants to preserve that uniqueness. The City's mission history, cultural diversity, working class roots, and military presence all play a role in distinguishing Oceanside from other southern California coastal communities. Its natural bounty of beach, coastal hills, river, wetlands, harbor and pier also contribute to its special attraction and influence its way of life. Planning participants expressed the desire to maintain and build on this cultural mixture and to balance the ongoing effects of gentrification arising from rapid development.

Oceanside has an authentic and inclusive definition of arts and culture. This includes a rich arts scene that encompasses all art forms—visual, performing, design, film, literary, cultural and more. Beyond the arts per se, Oceanside is distinguished by its cultural diversity and beach culture. Oceanside is described as a "real city" shaped by the ethnic and economic diversity, and the size, of its population. Oceanside's cultural life reflects this broad range of people. Nonprofit arts organizations and artists are found in the same cultural ecosystem as surfboard shapers, artisans, chefs, brewmasters, creative entrepreneurs, ethnic community celebrations, murals, designers, arts educators, car/motorcycle events, and surf competitions. Oceanside claims this broad and profoundly cultural mixture with pride. It also values its neighborhoods and cultural activities often focus on their immediate, local communities.

Creative placemaking has great potential in Oceanside. Creative placemaking is the integration of arts development with community and economic development. It recognizes that arts and creativity play an important role in making places interesting, vibrant, beautiful, useful, and profitable. Planning participants see great opportunity to leverage this approach in Oceanside. They observe that Oceanside's built and physical environment is defined by many specific elements: the concentration of cultural places and events in the downtown cultural district; the pier, beach, harbor, river and natural environment; the walkability, accessibility and transit; the collection of historical places and buildings; and the diversity of the City's population and cultures. Planners and designers identify opportunities to integrate creative elements into ongoing real estate development, City capital improvement projects, and more informally throughout the cityscape. There is interest in evolving other cultural districts in the city, beyond the downtown cultural district, such as in South Oceanside and the San Luis Rey Valley. More generally, they also want to see Oceanside as a community be intentional and proactive in directing its future. They see creative placemaking as a tool to highlight and evolve Oceanside's unique character and to avoid the "generic chic" phenomenon in some other communities.

Arts and culture can play a stronger role in tourism. While not the primary driver of visitation, arts and culture are seen increasingly as a regional draw and with strong potential to provide authentic, rewarding experiences to visitors. The need is for greater development, marketing, and leveraging of Oceanside's cultural places and events. There is also the potential to create new or expanded cultural events designed to attract visitors, while simultaneously serving Oceanside residents.

Stronger connections and communications are needed to support arts development. A coordinating organization or program, with appropriate resources and staff, is needed to develop and maintain internal communications in the creative community as well as marketing/communications to the community as a whole and to visitors. Planning participants describe a community where a great deal of activity is taking place but there is a lack of effective communications to connect people with things they want to do.

Cultural programs should celebrate and promote Oceanside's cultural diversity and be accessible in all areas of the city. Oceanside's rich diversity is described in terms of demographics – major population growth, ethnic groups, young average age of 36, transiency among military population – as well as cultural sub-groups – military, Bohemian, neighborhoods. As the City grows and directs its cultural future, there is a desire for arts and cultural programming to reflect the full range of that diversity. Also, people have different ways of expressing their cultural interests and face uneven accessibility to the City's arts resources. Given the large geography of the City, planning participants want activities to be available throughout all communities and not just downtown. Parks, libraries and schools are seen as desirable places for cultural activities, especially for youth.

Oceanside's individual artists, creatives and artisans value its artistic vitality and have a sense of the possibilities for its creative future. There are needs for such things as better ways to learn about opportunities and events, ways of connecting with one another, places to exhibit or perform, work opportunities, and promotion. The City has a role to play in developing an infrastructure that helps provide recognition and support for artists. Specific ideas include opportunities and grants for collaborations, collaborations with/in schools and the business community, and a more effective marketing/promotional program.

Oceanside has bold ideas for its arts and cultural future. While Oceanside's cultural identity is often informal and human-scale, planning participants have larger aspirations for the future. These ideas include multiple ideas for festivals that engage both residents and visitors and reinforce Oceanside's unique identity. Other ideas are for facilities and space, including restoring and expanding the Junior Seau Pier Amphitheatre, creating more music venues, and developing artists' live/work spaces, consistent with zoning requirements.

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Appendix | E

WHO PARTICIPATED IN PLANNING?

Stakeholders included arts community members – artists, administrators, donors and creative professionals. They also included leaders in Oceanside's business community, tourism industry, economic development, urban planning, human service, military and ethnic organizations. The great majority of stakeholders were Oceanside residents. More than 300 people participated directly in the planning process.

STAKEHOLDERS

Adrianne Hakes
Alan Carrasco
Alejandro Arreguin Villegas
Alex Goodman
Alofa La Nique Gould
Alyce Davis
Amber Newman
Amy Caillouette
An Lu
Ana Aragon
Ana T.
Andrea Spolidoro
Andy Allen
Angela McDowell
Anita Romaine
Ann Mortland
Ann Worth
Arlene Hernandez
Arline Halfon
Armando Ramos
Aurelia Valencia
B.J. Witz
Barbara Runge
Beatriz Palmer
Betzi Roe
Blake Kern
Bob Boon
Bob Botkin
Bob Williamson
Brad Penner
Brenda Walker-Osuegbu
Brent Turner
Briana Hernandez

Bridgett Jones
Brigid Parsons
Bruno Moore
Carla Cantu
Carol Agnew
Carol Jimenez
Charlene Yoh
Christina Curiel
Chuck Lowery, City Council
Chuck McGregor
Cindy Rocco
Claudia Moonier
Colleen O'Harra
Conrad Leon
Country Club Lane Senior Center
Cynthia Melfi
D J Ackrell
Dale Walters
Darmy Arroyo Sautos
Dave Newman
David Bennett
David Plettner-Saunders
David Schulz
David Terrell
Deanna Lorson, Assistant City Manager
Debbie Caillouette
Deborah Truesdell
Diane Stone
Dick Bartlett
Diego de la Cruz
Dinah Poellnitz
Dmitriy Demidov
Donna Smith

Donnaly Atajar
Doug Derouin
Dr. Briguitte Sternberg
E. Page
Ed Coonce
Ed Parrish
Edith Felix
Eileen Turk
Eliane Weidauer
Esther Sanchez, City Council
Evan Huckabay
Gailee Wells
George Gooch
Gigi Gleason
Gila Shabanow
Greg Blakley
Gregory Cheatham
Gumaro Escarcega
Hamid Maleki
Hancy Haber
Hilary McCreery
Isabel Pichardo
Israel Marroquin
Ivy Hall
Jack Feller, City Council
James Guerrero
James Wood, Mayor
Jan Lord
Jane Marshall
Janet Strong
Janine Free
Jaydan Randall
Jean Booth

Jean Burns
Jean Lundquist
Jeff Hunt
Jennelise Hafen
Jerry Kern, City Council
Jessica Jimenez
Jessica Jones
Jessica Nieto
Jim Hamilton
Joan Bockman
Joanne Tawfilis
Jodi Diamond
John Anderson
John McCoy
Johnny Nguyen
Jon Gosen
Jonathan Fohrman
Jorge Flonano
Jose A. Gutierrez
Joseph Curiel
Josephine Boyle
Julia Fister
Karen Williams-Graham
Kart Diaz
Kathleen O'Brien
Kathy Engel
Kelley Deveney
Kellie David
Kelly Derouin
Kevin Stotmeister
Kim Boon
Kim Millwood
Kim Stephens-Doll

Kris Moralez
Kristen Barrientes
Kristi Hawthorne
Kristin Forbes
Kurt Lightfoot
Kyle Yarnell
Larry Vogel
League of Women Voters
Leann Garms
Lemoe Mataitusi
Leslee Gaul
Lincoln Middle School PTSA
Linda Zale
Liz Murphy
Lori Marshall
Louise Balma
MainStreet Morning Meeting
Mando (Armando Morales)
Margaret Hernandez
Maria Janus
Maria Mingalone
Maria Yanez
Mariana T.
Marie Town
Marilyn Agredano
Mark Jesinoski
Marlene Suliteanu
Marta Garsd
Mary Ann Cooney
Mary Ann Thiem
Mary Taschner
Max Disposti
Megan Gilby
Melissa Roxane Rincon
Michael Estrada
Michael Odegaard
Michael Rosenblatt
Michelle Montjoy
Michelle Skaggs Lawrence,
   City Manager
Mike Booth
Mirna Lopez
Mitzi Summers
Monica Chapa-Domercq
Nielsine Archibald
Noralee Sherwood

Oceanside Coastal
   Neighborhood Association
Pam Allen
Pat Harris
Pat Harvard
Pat Rugg
Pete Harwood
Peter Grego
Peter Weiss, Mayor
Ralph Muncaster
Raye Clendening
Rebecca Pierce-Goodman
Rebecca Vaudreiul
Rev. T.S. Harris
Richard Schultz
Rick Randall
RJ Bishop
Robert Parker
Roberta Nieto
Robyn Goodkind
Rosa Felix
Roxanna Guzman
Russ Cunningham
Ruth J. Jameson
Sally Schifman
Samuel Liston
Shannon Vitale
Sharlene Hamilton
Shawna Combs-Anderson
Sheila Montez
Sheryl Roccoforte
Sonia Kabi
Stephanie Sherman
Steve Dilley
Steve Strapac
Susan Brown
Sylvia McGregor
Teresa Lopez
Terry Gorman Brown
Tracey Bohlen
Valerie Brockbank
Vicki Gravlin
Victor Salvage
Vincent Kitch
Wanda Brown
Zach Cordner
Zaire Oros

ART & PHOTOGRAPHY CREDITS

(A=Artist, P=Photographer - Listed left to right, top to bottom on page)

Cvr: Civic Center City Hall
P: Andrea Kopack - @fhlostonpark

1-2 Coastal Oceanside
P: Visit Oceanside - visitoceanside.org

p3 Shane Hall
A: Shane Hall - @shanehallofficial
P: Mathias Fau - @mathiasfau

ALT 94/9's Indie Jam
P: Visit Oceanside - visitoceanside.org

Flocking With My Flamingo
A: Trish Vernazza - @trishvernazzaart
P: oma-online.org

Pirates of Penzance
P: miracosta.edu

p7 Sunset Market
P: Jarome Garcia - @jaromewilliam

Oceanside Museum of Arts exhibition
A: DeLoss McGraw
P: oma-online.org

Dia de los Muertos
P: Zach Cordner - @zachcordner

p8 Fil-Am Cultural Celebration: Oceanside
P: Steve Marcotte - @stevemarcottephoto

Traveling Symphony NEA Big Read
at John Landes Center
P: oceansidepubliclibrary.org

Cruisin Califas Exhibition
A: Eriberto Oriol   P: oma-online.org

p9-10 Timeline:
Mission San Luis Rey de Francia
P: oceansidehistoricalsociety.com

Oceanside Pier
P: Cameron Reeder - @creeder.photo

Oceanside Band Shell
P: James Guerrero - grojames@hotmail.com

Star Theatre
P: startheatreco.com

Oceanside Cultural Arts Foundation
P: ocaf.info

Arts Commission
P: Brigid Parsons - @00brigid

Oceanside Museum of Art
P: oma-online.org

First Friday Art Walk
P: oceansideartwalk.org

Oceanside Public Library
P: oceansidepubliclibrary.org

Brooks Theater
P: oceansidetheatre.org

MiraCosta College
P: miracosta.edu

California Surf Museum
P: surfmuseum.org

Artist Alley
A: Mario Torero - mariotorero.art

p11 SurfSk8
P: Brigid Parsons - @00brigid

p12 Ballet Folklorico El Tapatio de SanDieguito
P: oma-online.org

p13 Oceanside Museum of Art
A: Ashley V. Blalock
P: oma-online.org

p18 Oceanside Welcome Ctr Bike Jersey
P: Visit Oceanside - visitoceanside.org

p18 Osider Magazine
P: Zach Cordner - @zachcordner

p19 Community Art Class
P: StudioACE - studioace.org

p20 First Friday Art Walk
P: oceansidepubliclibrary.org

p21 Civic Center Plaza Fountain
P: Ben Owen - @sirbenjowen

p24 Whet Noodle Mural
A: Kris Markovich - @kris_markovich
P: Jolee Pink - wabisabigreen.com

SALT sculpture
A: Andrew Carson - windsculpture.com
P: Brigid Parsons - @00brigid

p26 Wrench & Rodent Seabasstropub
P: Erik Baldwin - @chase_life_photography

Captain's Grounds Local Coffee
P: Myles McGuinness - @9mphoto
Client: visitoceanside.org

p27 The Beauty of the Sea Will Always be With Me Mural
A: Skye Walker - @skyewalker_art
P: Bradley Smith - @bradleymichaelsmith

p29 Artist Alley
P: Pete Harwood - @pete_harwood

p30 Banned Book Readings with Glassless Minds
P: Jennelise Hafen

Before I Die Project
P: oceansidepubliclibrary.org

p31 Loose Translations Art Exhibit at Oceanside
Public Library with MiraCosta College
P: James Guerrero - grojames@hotmail.com

p32 First Friday Art Walk
A: Sharif Carter - @sharifcarter

p33 Civic Center City Hall
P: Oliver Asis - @oliver_asis

p35 First Friday Art Walk
A: Julie Triantafilo
P: Brigid Parsons - @00brigid

p36 The Strand
P: Rod Wilson on Flickr.com

37-38 Whale Mural - A: John Jennings
P: Myles McGuinness - @9mphoto
Client: visitoceanside.org

p39 Pier View Coffee Octopus Mural
A: Michaela A Sanderson - @mas_arte_oside
P: Ana Vidaca

p40 Pacific Street Bridge Mural
A: Jun Blanco
P: Brigid Parsons - @00brigid

p41 I-5 Bridge Underbelly
P: Brigid Parsons - @00brigid

p45 Oceanside High School Performing Arts Ctr
P: James Guerrero - grojames@hotmail.com

Fine Arts class project
P: El Camino High School student
   photographer Nayana Chambers
   https://echs-ousd-ca.schoolloop.com/art

Blayney Tower evening
P: miracosta.edu

p52 Oceanside Pier
P: Anna Nevares - @annanevaresimages

Bck: Oceanside Coast
P: Arielle Vey - @ariellevey

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Appendix | F

The draft plan was developed in February and March 2018 and was vetted jointly by the Arts Commission and Steering Committee, as well as presented to the community for comments in a second Town Hall meeting and online in May 2018.

STEERING COMMITTEE

Susan Brown, Oceanside Friends of the Arts, First Friday: Oceanside Art Walk

Zach Cordner, Creative Director, Osider Magazine, Photographer

Kelly Deveney, Buena Vista Audubon Society

Gumaro Escarcega, MainStreet Oceanside

Julia Fister, Studio ACE

Leslee Gaul, Visit Oceanside

Gigi Gleason, Tri-City Hospital Healthcare District, Boys & Girls Club Oceanside Board

Kristi Hawthorne, Oceanside Chamber of Commerce, Oceanside Historical Society

Ruth Jameson, Artist, Artists Alley, First Gallery

Jerome Kern, City Council

Jean Lundquist, Arts Commission

Maria Mingalone, Oceanside Museum of Art

Beatriz Palmer, MiraCosta College

Rebecca Pierce Goodman, Arts Commission

Dinah Poellnitz, Hill Street Country Club

David Schulz, Star Theatre

Larry Vogel, Photographer, OMA Artists Alliance

Eliane Weidauer, MiraCosta Youth Players, Oceanside Cultural Arts Foundation

Ann Worth, Luce Et Studio, former chair Arts Commission

Karen Williams-Graham, Rory Graham Jr. Foundation

CURRENT ARTS COMMISSION

Mitzi Summers, Chair

Maria Mingalone, Oceanside Museum of Art representative, Vice Chair

Jonathan Fohrman, MiraCosta College representative

Amy Caillouette

Jessica Jones

Hamid Maleki

Brigid Parsons

Karen Williams-Graham

Megan Gilby

Julia Fister

Luz Helena Thompson

Ryan Keim, City Council Liaison

STAFF

Sherri Cosby, Library Director

CJ Di Mento, Library Division Manager, Cultural Arts Liaison

Karen McReaken, Accounting Specialist II

CONSULTANT

David Plettner-Saunders, Managing Partner, The Cultural Planning Group

DESIGN

Mike Stivers

CURRENT CITY COUNCIL

Peter Weiss, Mayor

Jack Feller, Deputy Mayor

Esther Sanchez, Councilmember

Christopher Rodriguez, Councilmember

Ryan Keim, Councilmember

Deanna Lorson, City Manager

Jonathan Borrego, Deputy City Manager

WITHIN ITS OVERALL PURPOSE, THE O'ARTS MASTER PLAN HAS A RANGE OF MUTUALLY REINFORCING AMBITIONS

- Articulate a shared community vision for arts and culture.
- Keep Oceanside authentic, building on its unique culture and arts community.
- Promote coordination and collaboration within the arts community.
- Identify arts partnerships with the City and other agencies in the community.
- Improve Oceanside's already-high quality of life.
- Support economic development through increased tourism and cultural vitality.

- Make Oceanside an arts destination for the region and beyond.
- Promote cultural equity and celebrate the community's diversity.
- Develop more effective communications to connect people with arts opportunities in the city.
- Generate new resources for the arts and work opportunities for artists.
- Identify future possibilities for Oceanside's art in public places program.
- Foster understanding of and respect for Oceanside's creative community.