



Santa Barbara County  
**CREATIVE  
COMMUNITIES  
PROJECT**

# **ARTS + CULTURE FRAMEWORK**



**Santa Barbara County Creative Communities Project**  
**Phase 3**  
**Arts + Culture Framework**

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## **Introduction**

### **Flexible framework. Responsive guidelines. Constantly inclusive.**

Opportunities to engage in arts and culture's creative endeavors provide critically important benefits for individuals and communities' intellectual, psychological, social, and economic health.

The constant pursuit of countywide input and dialogue with multiple communities, over many years - with each successive phase being developed in response to the information the communities shared — connected the needs and priorities. In conjunction with the extended timeframe, the process-based nature of this project has led to more longitudinal community input and feedback.

This Arts + Culture Framework is grounded in all collaborators direct requests. Honoring these recommendations demonstrates how the information gathered by ongoing community engagement and dialogue continually strives to be inclusive. Over the past eight years, various outreach and engagement measures helped learn from the community members about their needs. By actively listening through facilitated platforms to gather perspectives, those needs and visions have translated into a set of recommendations and working guidance moving forward.

Acknowledging that this plan is a framework - a living document - for addressing these requests will necessarily and organically evolve with the community's needs and continued input over the next three years. Establishing a set of initial recommendations as a starting point is now time to push the project forward.

The plan is not intended to be prescriptive but instead a catalyst for conversations that supports everyone's empowerment. The first course of action will be establishing and incubating dialogue to strengthen trust and evolving communication lines for all. All people will have the space to define their own needs and respective visions for engagement within the arts and culture ecosystem.

As emergent needs cannot be fully anticipated, responsiveness to the lessons learned during the plan's implementation will be paramount.

**We recognize that the creative community is you.**

## **Context & Process**

### **An allied idea becomes an actionable initiative.**

The project moved from inception to a framework that will build upon the aspirational ideas of the county populace.

### **2013**

A grassroots group of leaders within the Santa Barbara County cultural sector formed the Arts & Culture Cohort to discuss the industry's collective health and future sustainability. They determined new ideas and initiatives were required to build, nourish, and sustain communities that would ensure viability with all cultural and creative endeavors. Supported by both the public and private sectors, this uprising proved influential.

### **2014**

The Santa Barbara County Creative Communities Project was formed to survey the arts and cultural life throughout the county. Charged with assessing strengths, needs, and opportunities, while identifying the barriers to universal participation. Ultimately, a framework would be forged for all creative enterprises in the region, modeling visible equity and inclusive processes.

### **2015**

The Santa Barbara Foundation granted \$250,000 to support this unique initiative that provided a continuous funding stream to invest and develop an Arts + Culture Framework. The project represents the first-ever collaborative undertaking of its kind. This cohort knew that a shared vision, countywide interviews, and ideating sessions would lead to relevant and attainable goals derived from hundreds of passionate participants. Additionally, developing a strategic operating system for the county's creative life's long-term vitality and sustenance were priorities.

## **Phase 1**

This initial phase focused on laying the groundwork for a comprehensive planning project. Over three dozen arts and culture organizations from throughout the county formed a Steering Committee of 14 arts and culture representatives, led by two co-chairs. The cultural planning firm WolfBrown (San Francisco) conducted 100 structured, open-ended interviews with stakeholders, assembling the first snapshot of the county's diverse tapestry of peoples. These results were compiled in the **Creative Community Phase 1 Summary Report: A framework for cultural vitality** (<https://www.sbac.ca.gov/plan-history>) and identified three primary indicators of a thriving arts and culture sector:

1. Creatively engaged people and neighborhoods;
2. A strong pool of creative-makers and a sustainable infrastructure of cultural institutions;
3. Supportive public sector policies, goals, and funding

## **2017**

### **Phase 2**

Santa Barbara County residents were provided bilingual quantitative surveys and interviews by Evaluation Specialists Consulting (Los Angeles) at 28 localities throughout the county. This representative and stratified data - represented with infographics and anecdotal quotes were compiled in the report: **Working together to sustain and grow Santa Barbara County's cultural vitality** (<https://www.sbac.ca.gov/plan-history>) with how:

1. Santa Barbara County residents engage in creative and cultural activities;
2. They identify barriers and imbalances that inhibit residents from engaging in creative and cultural activities;
3. The data collected will identify and improve access to resources and expand the understanding of creative, cultural activities and opportunities available in the county.

## **2018 - 2022**

### **Phase 3**

The final and third phase synthesizes the insights gleaned to date, helping construct a countywide blueprint that ensures universal access to cultural and arts resources. To provide for the broadest possible participation in creative life, consulting firm Momentum ProjectLab (Los Angeles) engaged collaborators through research analysis, interviews, and 19 countywide visioning sessions gathering insights to understand each respective community's needs and nuances.

Additional visioning by a thoughtful and disparate collection of creatives over one year, from December 2018 through mid-November 2019, this Arts + Culture Framework concluded the final ideation phase.

The Santa Barbara County Arts + Culture Framework is unified under a broadly shared vision with specific goals and initiatives. It is still differentiated in clear objectives and strategies appropriate for the county's diverse regions and communities. Organizational, systemic, and financial recommendations are provided for implementation realization.

## **Purpose | Vision | Mission | Core Values | Project Definition**

To understand the county's cultural identities and amplify all voices, the Creative Communities Project members established the following tenets to guide the work for both social and economic good.

### **Purpose**

Implementing a community-designed, inclusive, comprehensive, and sustainable cultural arts framework for Santa Barbara County.

Arts, creativity, and cultural prosperity are critical for our communities' economic, physical, and mental wellness. Everything is connected.

### **Vision**

Empower everyone to create, experience, participate, and belong.

### **Mission**

Nurture a sustainable arts and culture sector, promote equitable access for all, and empower the creative communities to innovate, collaborate, and thrive.

**Core Values** | An alphabetical and non-hierarchical listing of essential values to be used for all decision-making.

- Authenticity
- Collaboration
- Diversity
- Empowerment
- Equity & Respect
- Inclusivity
- Innovation
- Openness & Flexibility
- Sustainability

### **What are the Creative Communities?**

We define the creative communities as any person, group of people, business, or organization that contributes to, nurtures, advances, and engages with, the arts and cultural vitality of Santa Barbara County.



## **Timeline**

The projected Arts + Culture Framework implementation will span three years.

The identified goals and initiatives linked with desired outcomes were visioned and created by invested community collaborators. This framework is sensitive to the similarities and differences between rural and urban regions due to the massive geography of Santa Barbara County. The recognized needs of individuals, communities and the community-at-large that shaped this plan will include proposed and nuanced solutions, with some requiring further conversation, research, and development.

Designed and funded by the community, the Arts + Culture Framework will be entrusted to the Santa Barbara County Office of Arts & Culture.

## Systems, Goals, and Initiatives

Three Systems - **Leadership, Communication, and Funding** - are identified as the framework infrastructure. These Systems annually drive the Goals and Initiatives outcomes. **Goals** are linked to measurable results - both with annual and multi-year milestones. **Initiatives** represent more significant challenges that require a longer expanse of time to complete and are spread over the three-year projected timeline.

### Systems

#### Leadership

##### Sustaining Aspirations.

The Santa Barbara County Office of Arts & Culture will coordinate the activation, oversight, and implementation of the Arts + Culture Framework.

The existing leadership structure of the Santa Barbara County Office of Arts & Culture has the essential operational systems in place. This will enable an immediate launch of this countywide vision that will achieve the multi-year goals and intentions of the framework.

To give context to this decision - a centralized leadership entity was critical to perpetuating a sustainable, cultural ecosystem throughout the expanse of Santa Barbara County. Every visioning session, interview, workshop, and survey over the past seven years led by the Creative Communities Project indicated this need. The Creative Communities Project was initiated by a broad base of volunteers who identified significant issues that limited the realization of the full potential of arts and culture organizations. The logical leadership succession into the Santa Barbara County Office of Arts & Culture will maintain its relevance. This leadership body will credibly represent the hundreds of creatives, professional-makers, organizations, and businesses supporting cultural place-making. Using a unified voice, that also recognizes the need for autonomy to develop regional and community-based goals.

The Santa Barbara County Office of Arts & Culture leadership will continually solicit the community's input to modify the outcomes put forth in this framework.

## **Systems**

### **Communication**

Portals for Everyone. Countywide.

Debut centralized and aligned communication platforms for the arts and all cultural organizations.

The greatest challenge facing Santa Barbara County is communication. The vast geographical expanse of Santa Barbara County is not conducive to any immediacy of response when sending or receiving information. Current traditional print and broadcast media, including web and mobile platforms, fall short with effectively announcing, convening, and promoting event happenings, even after considerable expended effort.

Consequently, some communities are disconnected, misinformed, and underrepresented. The desired balance between the Office of Arts & Culture's efforts to provide equitable methods of communication - and the opportunity for individuals and organizations to activate them - will support self-determination while increasing their capacity to send, receive, and respond to disseminated information.

For this milestone to become a reality, a rethink of all existing communication systems is required. The goal will be to develop and use one centralized hub for the creative communities. This hub will be easily accessible, with the capacity to reach everyone via various platforms with the earnest use by everyone - countywide.

The Santa Barbara County Office of Arts & Culture will leverage existing relationships. Sharing knowledge and resources from the sector's thought leaders with community members, organizations, and the public sector provides best practices and relevant cultural education for staff, boards, and volunteers.

## **Systems**

### **Funding**

Clear needs connected to willing funders.

**Create a unified approach to access reliable and sustainable funding while building the cultural fabric of Santa Barbara County.**

The arts and culture sector needs expanded base funding that supports and strengthens their work. Ensuring stability and creating resilience against emergencies while including disadvantaged and disenfranchised segments of the population beyond the current programmatic grantmaking are critical necessities. Such financing would primarily support infrastructure and operational needs - for individuals and organizations - that provide the fundamental mechanisms for engaging in creative endeavors and delivering experiences.

This resource expansion would be achieved through a genuine private and public partnership that fully recognizes the universal benefits of a thriving arts and culture ecology for all Santa Barbara County residents' economic, physical, and emotional well-being.

## Goals

Year 1 will be dedicated to building and establishing the three systems and an evaluation tool aligned with the associated goals necessary to activate and implement the framework. Years 2 and 3 will continue with this infrastructure while refining operational systems.

## Systems

### Leadership

The Santa Barbara County Office of Arts & Culture and Arts Commission is poised and empowered to coordinate the projected three-year trajectory of implementing this framework.

### Goal 1

Amplify the vibrancy and diversity of the county, shared through everything associated with the visual and performing arts, cultural offerings and experiences, entrepreneurial businesses, multi-generational education excellence, organizational leadership, and tourism linked to the richness of Santa Barbara County.

### Goal 2

Educate and demonstrate to county residents, elected and appointed government leaders, and philanthropists the importance and value of using the cultural arts to nurture and drive the economy of Santa Barbara County.

### Goal 3

Dialogue with the public and private sectors as partners to create synergistic and reliable funding streams that sustain the aspirations and opportunities proposed in this framework.

## Goals

### Systems

#### Communication

Creating a branded marketing campaign that clearly communicates the value and impact of arts and culture to launch, energize, and connect the community to the framework. Reducing the scatter of information with a more deliberate design of distributing and accessing information.

##### Goal 1

Educate the county at large about the importance of arts and culture. Appeal to local governing bodies that allocating arts and culture funds will help achieve specific goals within their respective communities. Highlighting the economic gains, revitalization of cities, neighborhoods and the county with a robust arts and culture framework will be additive. Recruit county businesses, including the for-profit arts sector, to support the framework.

##### Goal 2

Author and share easy to understand language that will empower policymakers and leaders about continually developing the arts and culture of Santa Barbara County. Create and present examples of outcomes from other cities and states to build their understanding, interest, and confidence to share. Nurture relationships with all business districts and Chamber of Commerce members in each community.

##### Goal 3

Define language and metrics to create public awareness about the importance of supporting a vibrant arts and culture sector. Use the county arts and economic prosperity data to drive the conversation about needed funding to maximize impact and support efficacy.

##### Goal 4

Identify a pro-bono or funded advertising firm to develop the message and build content for the six proposed platforms. Each will become a portal for networking, support activism, knowledge sharing, and other opportunities while leveraging resources.

## Goals

Proposed Platforms

**Website | Mobile App | Media | Social Media | Print | Virtual**

### **Website | [sbac.ca.gov](http://sbac.ca.gov)**

Refine the county website to build upon the existing website strengths and incorporate expanded and valuable features.

### **Mobile App**

Develop and launch an Arts + Culture App for mobile devices.

### **Media**

Activate Arts + Culture radio spots, podcasts, community kiosks, movie trailers, and free digital cable channels about county happenings.

### **Social Media**

Continue the use of online access and social media platforms to promote the framework.

### **Print**

Create free, print-ready marketing materials to include Arts + Culture venues, events, and maps in coordination with the existing print publications throughout Santa Barbara County for residents and visitors.

### **Virtual**

Provide workshops and resources demonstrating how to develop and provide access to content through virtual platforms.

## Goals

### Systems

#### Funding\*

Creating a broad sustainable funding base that promotes creative endeavors by ensuring stability and equitable resource distribution is critical for sector sustainability. The following goals acknowledge the necessity for increased base funding, describe an approach to achieving expanding resources through partnerships, and recommend administrative management as well as an accountability measure.

\*Action and approval of the goals associated with this System are reliant on each local governance within Santa Barbara County.

#### Goal 1

##### **Explore and establish assured and reliable funding resources.**

Stable and reliable base support from the philanthropic community has been a constant in Santa Barbara County. Foundations throughout the county would commit to contributing a fixed percentage of their total annual giving to arts and culture.

#### Goal 2

##### **Explore and establish a genuine private and public funding partnership model.**

In recognition of the philanthropic community efforts, county and city governments would commit to contributing annual funding. This would match the philanthropic sector's base support, underwritten by a dedicated government revenue source.

#### Goal 3

##### **Continue fiscal sponsor to accept charitable contributions.**

Confirm continued fiscal sponsorship for private donations to support the arts and culture initiatives outlined in the framework.

#### Goal 4

##### **Link funding and resources to accountability.**

Structure a portion of the annual Arts + Culture Report Card to measure the impact of the creative pursuits associated with the funding and resources.



## Goals

### Arts + Culture Report Card

The deployment of an Arts + Culture Report Card is recommended to annually monitor and share the progressive changes linked to this framework throughout Santa Barbara County.

Developing a shared standard of measurement from an ongoing, collective impact approach - alignment, revitalization, and celebration should be the outcomes for all community and county milestones. These findings will be reliant on individuals and organizations embracing and using the elements of this framework. The Office of Arts & Culture will present an annual impact report using this evaluation method.

#### Goal 1

Establish and finalize the criteria of the report card.

#### Goal 2

Create the shared measurement tools with the stakeholders, organizations, and providers. Design, refine, and share the report card with all stakeholders.

#### Goal 3

Gather and compile data in preparation for the Year 1 impact report.

## **Years 1, 2 & 3 | Initiatives**

Initiatives are the most significant part of the framework representing both the shared and unique challenges facing the communities of Santa Barbara County. Prioritized as areas of the highest need, preliminary work will begin Year 1 with the understanding these initiatives will constitute a three-year focus to effectively address.

### **Understanding Our Diversity**

Who we are and why each of us matters.

By recognizing and understanding the uniqueness of every neighborhood, region, community, and city, the county's historical identity is humanized and uplifted. Arts and Culture have the unique capacity to reflect the people who live in Santa Barbara County - to unite and inspire them through the work of arts and culture makers, practitioners, and artists. In combination with thoughtfulness, creativity, and intentionality - building connections between communities enables the representation and celebration of the various identities throughout Santa Barbara County.

#### **Initiative 1**

Listen and learn from Black, Indigenous, and People of Color communities and community leaders about their needs, wishes, challenges, goals, and visions.

#### **Initiative 2**

Establish a respectful dialogue protocol between artists, cultural institutions, and our local communities.

#### **Initiative 3**

Make a commitment to the process of creating a Racial Equity Toolkit that will be embedded throughout the entirety of the framework.

## **Initiatives**

### **Arts Education + Livelong Learning**

Comprehensive arts education. For a lifetime.

The inclusion of a comprehensive arts education goal was expressed as a critical need in every survey, focus group, and visioning session working toward developing the framework. What makes this visioned initiative unique is the range of those it will serve. California has approved new state standards affirming arts education as a core content area from transitional kindergarten through high school. Santa Barbara County views arts education as an essential way of life for all residents and ages.

#### **Initiative 1**

Create and institute an arts infrastructure that engages all throughout the life cycle, from early childhood through senior living. The practical applications and characteristics of the arts benefit people of all ages and are essential for a vibrant and thriving community. Establishing an arts life cycle component is necessary for the framework design infrastructure.

#### **Initiative 2**

The Office of Arts & Culture will partner with the County Office of Education, the Alliance for Arts Education, and various school districts to promote, support the design and implementation of an Arts Education Framework.

## **Initiatives**

### **Liveability**

Creating an affordable live/work experience.

Sponsoring conversations and forums, coordinating efforts with all community members, and establishing countywide partnerships that address both the challenges and benefits of creating and living in Santa Barbara County.

#### **Initiative 1**

Investigate and discuss what can be done about the disparity between wages related to the cost-of-living metrics throughout the county.

#### **Initiative 2**

Investigate and align opportunities to support living and business operations for creatives that include but are not limited to insurances, compensations, counseling, nutrition, and exercise.

#### **Initiative 3**

Educate community leadership, regional authorities, and private developers about the arts and culture sector's economic benefits, opportunities, and challenges - including housing, rental properties, live and workspaces, hybrid spaces, zoning, and incentives to develop progressive solutions.

## **Initiatives**

### **Public Art**

#### **Needs and Protocols.**

Public Art defines a community, provokes conversation and connection while inspiring public engagement. It can be both inspirational and controversial, elevating dialogue and affirming the fabric of the community. Contributors to this framework expressed the desire to see, create, and experience various art forms in public - representing the diverse cultures from across the county. Crafting a process for engaging directly with local communities to determine how and where public art would serve them is proposed.

#### **Initiative 1**

Arts Commissioners use a community-centered protocol in their regions for candid discussion to determine how and where public art can advance and serve the community.

#### **Initiative 2**

Develop resources to support community engagement with public jurisdictions about artmaking and placement.

#### **Initiative 3**

Assist jurisdictions with generating understandable protocols while aligning with local and regional regulations for installations and performances.

## **Initiatives**

### **Transportation**

Driven. Countywide.

When the county expanse is three times larger than the state of Rhode Island, making arts and culture accessible for everyone requires a review of existing systems and inventing new options to access the arts. Such a plan could not only draw upon all transportation systems and methods to support access in the arts despite geography, but also create new avenues for participation.

#### **Initiative 1**

Work with local leadership to identify solutions when geography and distance are impediments to participation, creating equitable access for all county residents to experience arts and culture.

#### **Initiative 2**

Review existing transit design to recommend solutions that remove barriers to access.

## **Initiatives**

### **Business Partnerships**

Getting down to business.

Focusing on collaboration, mentoring, investment, and existing spaces to create synergy through partnerships.

#### **Initiative 1**

The Office of Arts & Culture leadership collaborates with business owners to activate the Framework initiatives.

#### **Initiative 2**

Embed mentorships, apprenticeships, artist-in-residence programs, and work-study opportunities to develop skills and understandings across all disciplines with businesses, government agencies, and neighborhoods.

#### **Initiative 3**

Research and explore how other cities, counties, and states incentivize corporations and small businesses to invest in cultural programming.

#### **Initiative 4**

Convene and work with businesses to reimagine existing spaces for use in mutually beneficial partnerships and placemaking efforts with the artists and arts and culture organizations.

## **Initiatives**

### **Events**

Supporting regional and countywide happenings.

Celebrate, create, and participate in events that encourage the expression of existing and future traditions representing a wide range of people and interests, backgrounds, cultures, and ages. Santa Barbara County is a creative community that celebrates diversity and its importance to our collective identities.

#### **Initiative 1**

Create awareness and alliances through existing festivals, events, convenings, productions, and grassroots programs.

#### **Initiative 2**

Support individuals and organizations with protocols, education, and training to maximize the success of an existing or proposed event.

#### **Initiative 3**

Continue to promote and align event happenings with the improved and expanded communication platforms.



## **Initiatives**

### **Symposiums**

#### **'State of the Arts + Culture' in Santa Barbara County**

Our changing world needs creative ideas. A robust cultural community is one where every person can express themselves and realize their creative potential. Increasing opportunities for inclusion of all communities through the collective efforts of the arts and culture sector is the focus here.

#### **Initiative 1**

Develop hybrid, live, and virtual forums to share information, ideas, and resources that the entirety of Santa Barbara County can use through a dynamic and innovative network that expands the capacity and impact of the sector.

#### **Initiative 2**

Establish a community-driven annual gathering that educates, connects, and demonstrates how a sustainable cultural arts framework continually revitalizes all communities.

## **Epilogue**

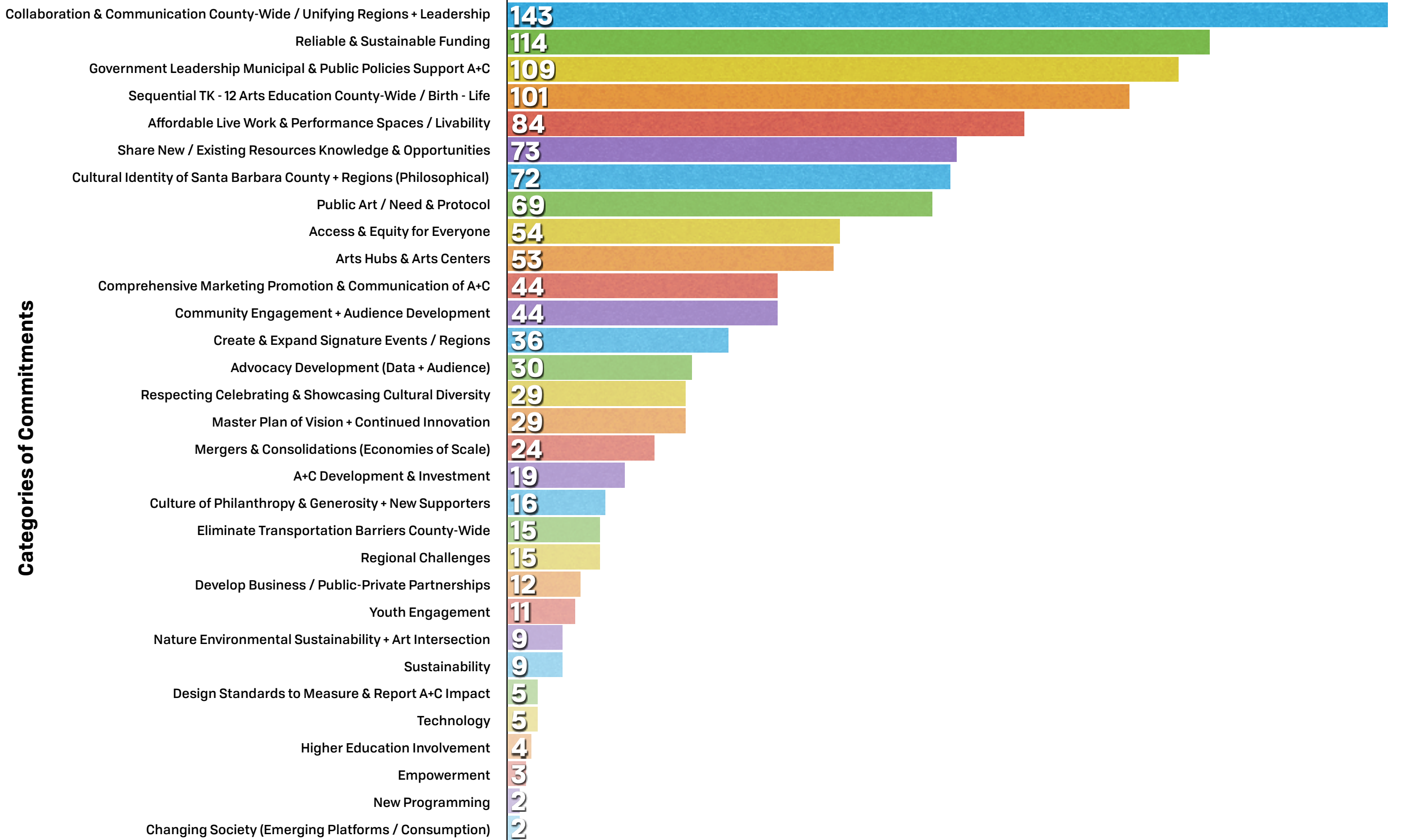
### **An Unprecedented Opportunity**

This collaborative effort included hundreds of community members, supported by the Santa Barbara Foundation, the Hutton-Parker Foundation, the Mosher Foundation, the Ann Jackson Family Foundation, and the Santa Barbara County Creative Communities Project - continues to be something extraordinary.

The funded opportunities to vision and design a comprehensive Arts + Culture Framework that benefits all communities is an unprecedented opportunity both in scope and scale. Amplifying existing programs while incorporating bold and innovative approaches for things entirely new that promise to provide unmatched cultural and arts access reflects the diversity and creativity synonymous with Santa Barbara County.

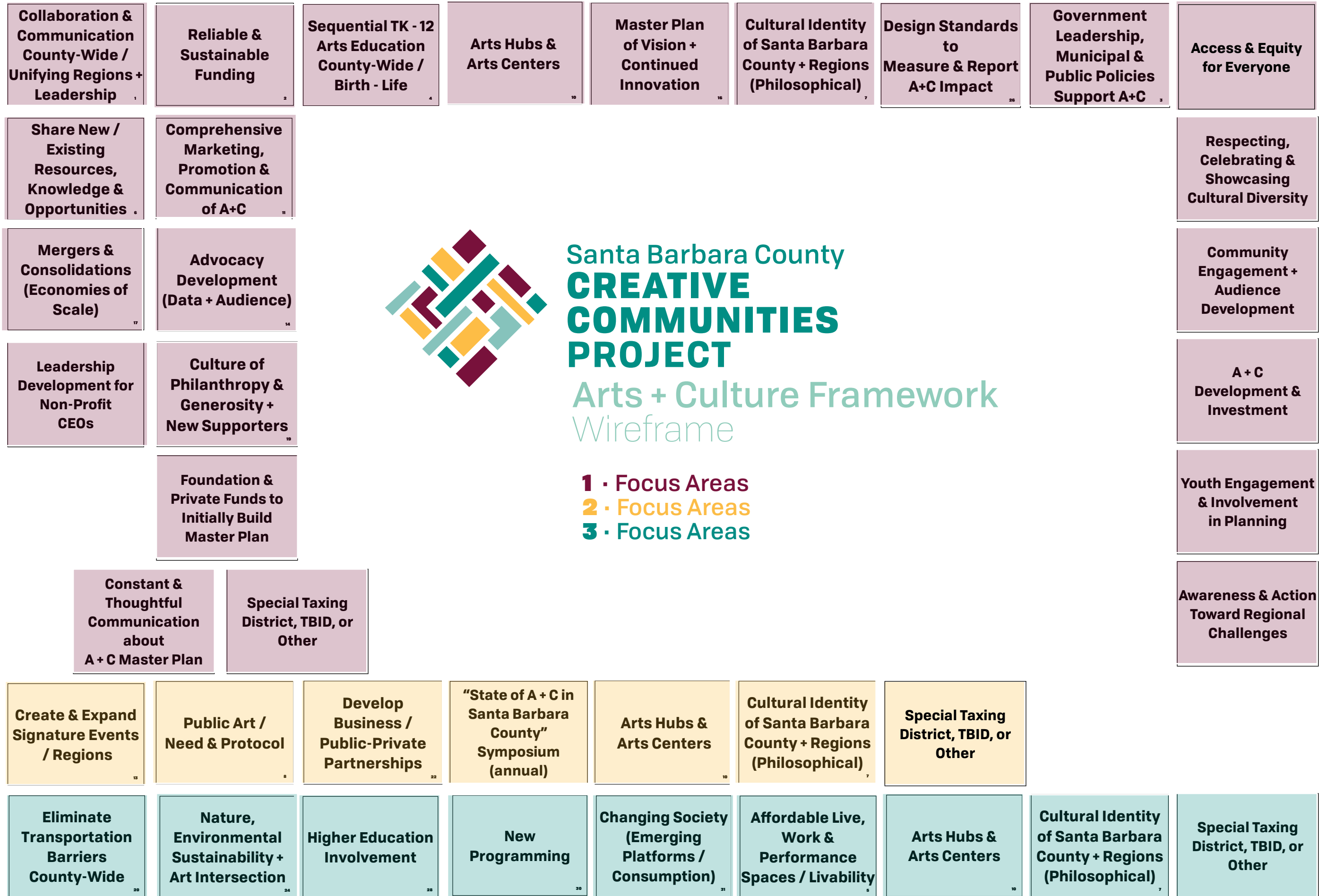
**Now go create something amazing.**

## Visioning Session Outcomes



Intensity of Ideations & Conversations

1  
2  
3



**1**  
Strategies  
&  
Detail

**Collaboration & Communication  
County-Wide /  
Unifying Regions +  
Leadership**

**Share New /  
Existing  
Resources,  
Knowledge &  
Opportunities**

**Mergers &  
Consolidations  
(Economies of  
Scale)**

**Leadership  
Development for  
Non-Profit  
CEOs**

Develop leadership structure and create job descriptions to achieve long-term goals

**Job description for collaborative leader**

Identify and empower current leadership at the Office of Arts & Culture

Identify and empower current leadership at the Office of Arts & Culture

**Rural & Urban Managers**  
Designated representative per discipline / area of expertise

Hire support individuals

**"New Role" of collaborative Santa Barbara County leaders**

Define specific community needs

Identify Benchmarks & Goals

Measure success & evaluate change

**Develop a Resource Tool-Kit of:**  
- Funding Sources  
- Materials  
- Information

Conduct Network Event that provides resources

Dispel ideas of scarcity

**Proactive**

**Conservative  
Venturesome**

**Leverage**

**Persistence**

# 1 Strategies & Detail

**Reliable & Sustainable Funding**

Create public / private partnership to organize future steps for funds management

**Comprehensive Marketing, Promotion & Communication of A+C**

**Advocacy Development (Data + Audience)**

Ask private donors to support "base" funding for the Creative Communities Project

Santa Barbara Bowl Benefit Concert (annually) for Arts + Culture

Local foundations contribute small 1% annual gift to Arts & Culture fund

Lobby for Sustainable Public Funding  
Bed Tax or otherwise

**What's More Important Than Art?**

- Water / Food / Health
- Schools
- Jobs
- Housing Access
- Climate
- Transportation

Arts-Specific Funding

Funding directly to artists

Find sustainable avenues for funding unrestricted individual artist grants

**Culture of Philanthropy & Generosity + New Supporters**

Find / Identify pro-bono or funded marketing firm

Develop Marketing Campaign that communicates the value and impact of Arts + Culture

Establish marketing BRAND aka "Tacoma Creates" to build support

**SWISS CHEESE FUNDING**

Don't fight against each other

HIGHER PRIORITIES

USDA DOT PROPS HUD

FED / STATE / LOCAL ALL LEVELS

TAKE, CO-OPT & COLLABORATE

**Foundation & Private Funds to Initially Build Master Plan**

**Constant & Thoughtful Communication about A + C Master Plan**

**Special Taxing District, TBID, or Other**

**Proactive**

**Conservative Venturesome**

**Leverage**

**Persistence**

**Sequential TK - 12  
Arts Education  
County-Wide /  
Birth - Life**

**Inventory of current arts education delivery**

Share information/ priorities with key stakeholders & decision-makers (superintendents, schools boards, funders & PTAs)

**Complete & implement a county-wide Arts Education Master Plan**

Identify roadblocks that prevent access to arts education at each district/school-site

- schedule
- funding
- quality

**Professional Development for teachers**

**Create common vision between core partners**

**Leverage funders to engage professional artists**

**Cultivate working relationships built on trust**

**Engage professional artists in educational planning**

**Maintain an active coalition of arts education advocates/ stakeholders (Santa Barbara Alliance for Arts Education)**

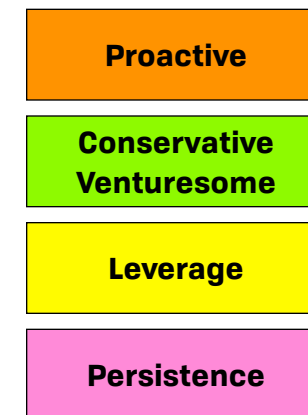
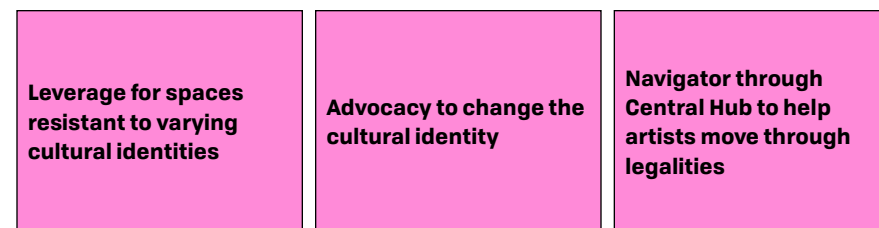
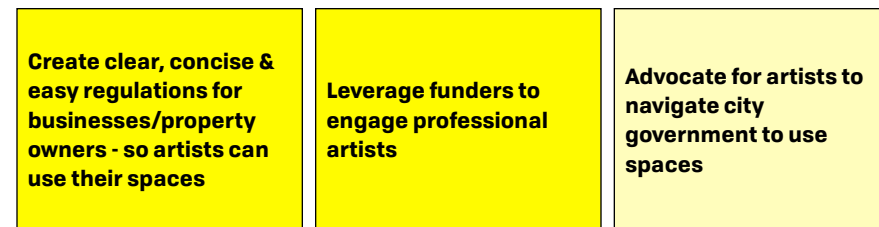
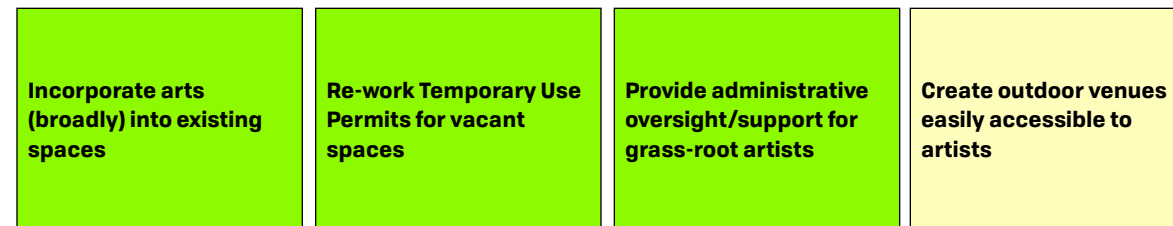
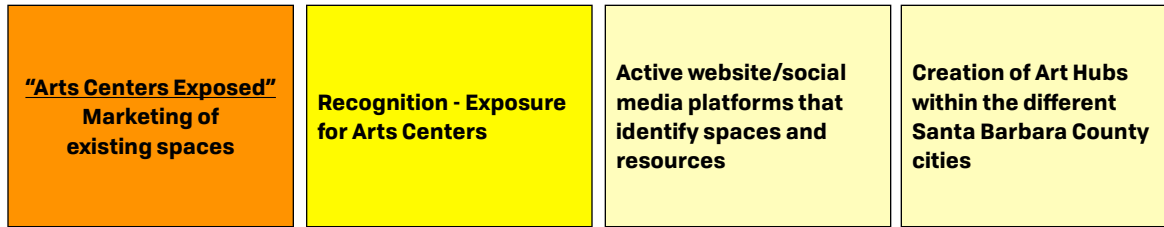
**Host an inaugural 'State of Arts Education' event using data and programs with the intent for annual/on-going convening**

- Proactive**
- Conservative Venturesome**
- Leverage**
- Persistence**

**1**

**Strategies & Detail**

**Arts Hubs & Arts Centers**

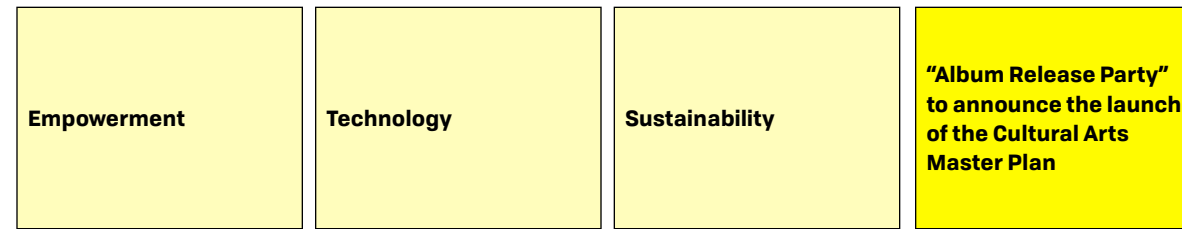


**1**  
**Strategies & Detail**



**1**  
**Strategies & Detail**

- Access & Equity for Everyone
- Respecting, Celebrating & Showcasing Cultural Diversity
- Community Engagement + Audience Development
- A + C Development & Investment
- Youth Engagement & Involvement in Planning
- Awareness & Action Toward Regional Challenges



- Proactive
- Conservative Venturesome
- Leverage
- Persistence

# 2

**Create & Expand  
Signature Events  
/ Regions**  
13

**Public Art /  
Need & Protocol**  
8

**Develop  
Business /  
Public-Private  
Partnerships**  
22

**“State of A + C in  
Santa Barbara  
County”  
Symposium  
(annual)**

**Arts Hubs &  
Arts Centers**  
10

**Cultural Identity  
of Santa Barbara  
County + Regions  
(Philosophical)**  
7

**Special Taxing  
District, TBID, or  
Other**

# 3

**Eliminate  
Transportation  
Barriers  
County-Wide**  
20

**Nature,  
Environmental  
Sustainability +  
Art Intersection**  
24

**Higher Education  
Involvement**  
28

**New  
Programming**  
30

**Changing Society  
(Emerging  
Platforms /  
Consumption)**  
31

**Affordable Live,  
Work &  
Performance  
Spaces / Livability**  
5

**Arts Hubs &  
Arts Centers**  
10

**Cultural Identity  
of Santa Barbara  
County + Regions  
(Philosophical)**  
7

**Special Taxing  
District, TBID, or  
Other**