



**Commission for Arts and Culture | Creative City Ad hoc Committee
Hybrid Meeting Notice and Agenda**

Thursday, April 9, 2026
2:30-4:00pm
City Administration Building
202 C Street, 12th Floor
San Diego, CA 92101

Zoom Link: <https://sandiego.zoomgov.com/j/1600316449>

Committee Chair: Kamaal Martin

Committee Vice Chair: Imani Robinson

Commissioners: Chris Chalupsky, Abe Hughes, Jean Walcher

Community Members: Linda Cabellero Sotelo, Justine Murray, Rich Magale

Staff Liaison: Bell Reza

Public Comment on an Agenda Item: If you wish to address the Commission on an item for today's agenda, please complete and submit a speaker form before the Commission hears the agenda item. You will be called at the time the item is heard.

Written Comment through Webform: In lieu of in-person attendance, members of the public may submit their comments using the [webform](#). When using the web form, indicate the agenda item number for which you are submitting a comment. Instructions regarding word limits and submission deadlines are provided on the form. On the web form, members of the public should select Commission for Arts and Culture.

Virtual Public Comment: During Non-Agenda Public Comment, after the Chair opens the comment period, raise your hand by tapping the "Raise Your Hand" button on your computer, tablet, or smartphone, or by dialing *9 on your phone. Speakers will be called in the order hands are raised. Each person may speak only once on a particular item. When staff calls on you, unmute your device by following the on-screen prompt or by dialing *6 on your phone.

Public Comment on Matters Not on the Agenda: You may address the Commission on any matter not listed on today's agenda. Please complete and submit a speaker form. California's open meeting laws do not allow the Commission to discuss or take any action on the matter at today's meeting. At its discretion, the Commission may add the item to a future agenda or refer it to staff or a committee. Individual comments are limited to three minutes per speaker. If a large number of people wish to speak on the same item, the Chair may limit the time for each speaker or for the item.

Requests for Accessibility Modifications or Accommodations:

This information will be made available in alternative formats upon request, as required by the Americans with Disabilities Act (ADA). Requests for disability-related modifications or accommodations required to facilitate meeting participation, including requests for alternatives to observing meetings and offering public comment as noted above, as well as requests for auxiliary aids, services, interpreters, or translation services to offer public comment, may be made by contacting Bell Reza at 619-559-7776 or Breza@sandiego.gov. Requests for disability-related modifications or accommodations required to facilitate meeting participation require different lead times, ranging from five business days to two weeks. Please keep this in mind and provide as much advance notice as possible in order to ensure availability. The City is committed to resolving accessibility requests swiftly in order to maximize accessibility and public participation.

Agenda:

- Item 1: Call to Order | Kamaal Martin, Chair
- Item 2: Non-Agenda Public Comment | Kamaal Martin, Chair
- Item 3: Chair’s Reports | Kamaal Martin, Chair
 - a. **ACTION** – March 12, 2026 Committee Meeting Minutes
 - b. Outreach Plan
 - c. Other Reports
- Item 4: Year One Workplan Overview | Rachel Laing, Cultural Affairs Staff, Economic Development Department
- Item 6: Staff Reports | Rachel Laing, Cultural Affairs Staff, Economic Development Department
- Item 7: Adjourn



Commission for Arts and Culture

City of San Diego Commission for Arts and Culture
Creative City Ad hoc Committee

MINUTES

March 12, 2026

Commissioners Present

Kamaal Martin
Imani Robinson
Chris Chalupsky
Jean Walcher
Abe Hughes

Commissioners Absent

Committee Members

Absent

Linda Caballero Sotelo
Justine Murray

Staff Present

Rachel Laing
Bell Reza

Committee Members

Present

Rich Magale

- I. Call to Order | [View Here](#)
Chair Kamaal Martin called the City of San Diego Commission for Arts and Culture Creative City Ad hoc meeting to order 2:31 p.m.
- II. Non-agenda Public Comment | [View Here](#)
Chair Martin invited Project Manager Bell Reza to read any public comments submitted. It was noted that there were no public comments received, and there were no members of the public in attendance.
- III. Chairs Report's | [View Here](#)
 - A. ACTION – February 12, 2026 Committee Meeting Minutes
Commissioner Chris Chalupsky moved to approve the motion, and Commissioner Jean Walcher seconded the motion. The motion carried.
 - B. Other Reports
- IV. Year One Work Plan Overview | [View Here](#)
- V. Draft Outreach Plan | Discussion and Feedback | [View Here](#)
- VI. Adjourn | Chair Kamaal Martin adjourned the meeting at 4:01 p.m.

CREATIVE CITY PLAN

Business Roadshow Strategy and Communications Plan

Draft | March 12, 2026

Roadshow Strategy and Goal

Throughout spring and early summer 2026 (April through June), the City of San Diego's Commission for Arts and Culture will implement a series of Roadshows. This is a business engagement and activation strategy, not an informational tour. The goal is to provide San Diego and Tijuana businesses and organizations with a clear overview of Creative City, demonstrate the direct value of participation to their sector, present concise and tiered opportunities to engage, and deliver measurable outcomes.

Initially, the goal is to coordinate and deliver three presentations reaching a defined number of stakeholders in each target area, with the goal of scaling and growing Roadshows through groups and individuals throughout the course of the 10-year plan. The Roadshow is the entry point of a sustained engagement arc, not a standalone outreach effort.

Theory of Change

The Roadshow is designed to produce three types of behavior change:

- Immediate adoption: businesses incorporate art into their spaces, programming, or employee benefits within 30 days of a Roadshow session.
- Partnership formation: businesses commit to a formal engagement option (residency sponsorship, catalyst fund participation, or space activation) within the first quarter.
- Civic co-investment: businesses position themselves publicly as co-authors of San Diego's creative future, using plan participation in their communications and talent recruitment.

Success Metrics by June 2026

- Number of presentations delivered and total attendees reached across the three target sectors.
- Number of businesses that opt into at least one engagement tier.
- Number of pilot partnerships or commitments secured (space activations, artist residency sponsorships, catalyst fund contributions).
- Number of businesses that add Creative City to their internal or external communications.
- Interest form completions and Creative City mailing list additions.

General Messaging

The following messages should remain consistent across all groups and organizations.

- Creative City is San Diego's first long-term cultural plan to use arts and culture as tools to strengthen the economy, attract and retain talent, and improve quality of life, not just for residents but for the entire binational region.
- San Diego and Tijuana are a global creative corridor. They are home to world-class cultural offerings, including the worldwide destination of the 2025 World Design Capital,

and are positioned to become a UNESCO Creative Cities designee and participant in the Global Cultural District Network (Action 4.1.4).

- Our quality of life is enhanced by art and culture in our communities, and that drives talent and makes companies more competitive. Employees want to live and work in creative places.
- Incorporating creative space is good for business. It is not just about aesthetics, though that certainly helps. It is about creating inspiring environments that energize employees, spark innovation, and improve morale.
- Businesses that invest in arts and culture manage risk more effectively. They build community trust, strengthen brand reputation, and demonstrate civic leadership that differentiates them from competitors.
- Smart policy is shared policy. Business thrives when cities invest in cultural infrastructure that attracts talent, supports innovation, and builds community cohesion. The Creative City Plan is a blueprint for a more competitive, resilient, and culturally vibrant economy, and the business community can be a co-author of its success.
- Building creative entrepreneurs can only be done with the participation of the business community to support, develop, and partner with the creatives who live here.
- Creativity strengthens regional competitiveness in a global market. San Diego's partnership with Tijuana amplifies that advantage for every company in the region.

Target Groups

- Real Estate Development
- Life Sciences and Innovation
- Chambers, Business Groups, Human Resources and Planning Groups
- Misc./Connections

Real Estate Development

Key Messages

- Arts increase property value and expand leasing opportunities.
- Creative placemaking reduces vacancies and activates underused space.
- Art and creative spaces attract tenants and buyers.
- The City is actively developing a toolkit to assist and encourage developers to embed creative space in projects (Action 1.1.16) and has committed to actively promoting the inclusion of creative spaces in private development (Action 1.1.15). Developers who engage now help shape those tools.

Supporting Data Points

(To be developed)

30-Day Action

Designate a point of contact within your organization to join the Creative City mailing list and receive the developer engagement toolkit upon its release.

Engagement Options

Light Engagement

- Incorporate art into your common spaces, sales offices, and leasing spaces.
- Participate in the September 2026 event Building the Creative City We Deserve.
- If you are a residential for-rent developer, add value propositions to leases with memberships to nearby arts and culture organizations (for example, a Balboa Park Explorer pass for properties near Balboa Park).

Standard Engagement

- Incorporate art into your common spaces and leasing offices on a rotating basis.
- Develop ongoing arts and culture programming for commercial and residential spaces.
- Partner with Business Improvement Districts and Property-Based Improvement Districts to place arts and cultural organizations in vacant or underutilized spaces, building on the City's planned creative use space program (Action 1.1.19).

Comprehensive Engagement

- Sponsor an artist in residence by providing an empty space for a residency.
- Sponsor a local arts event or organization to gain exposure and communicate goodwill to your audiences.
- Invest in public art by participating in Civic Enhancement Allocations that demonstrate enhanced urban design and boost the local creative economy. The City is also exploring the pooling of public art set-aside funds and civic enhancement fees for high-impact public and private cultural infrastructure projects (Action 2.6.7).

Life Sciences and Innovation

Key Messages

- Scientists and innovators choose cities with cultural vibrancy.
- Exposure to the arts strengthens your workforce and helps attract and retain top talent.
- Innovation thrives when science and creativity intersect. It fuels curiosity, imagination, and the thinking that can drive scientific breakthroughs.
- Supporting the arts shows visionary leadership and demonstrates the human side of innovation and community.
- The City's creative economy growth plan will commission research to identify intersections between creative industries and designated growth sectors including the medical and innovation economies (Action 3.1.6). Life sciences companies that engage now can help shape those findings.

Supporting Data Points

(To be developed)

90-Day Action

Schedule one employee engagement activity that incorporates a local arts or culture experience, such as a team visit to a museum or a creative professional leading a workshop, and share the outcome internally.

Engagement Options

Light Engagement

- Incorporate art into your common spaces.
- Bring an artist in for a team-building exercise.

- Strengthen your employee benefits package by including memberships and tickets to local arts and culture institutions.
- Hold a professional development event by taking employees to an art museum or cultural performance for inspiration and creative thinking.
- Participate in the September 2026 event Building the Creative City We Deserve.

Standard Engagement

- Incorporate art into your common spaces on a rotating basis.
- Take company events and meetings to offsite creative spaces (list to be provided).
- Utilize existing networking and business development infrastructure to build connections between your organization and creative industries, leveraging the City's planned Creative Economy Strategic Growth Plan (Goal 3.2).

Comprehensive Engagement

- Create or donate to a small creative business catalyst fund with internal and external partners, in alignment with the City's planned fund under Action 3.3.2.
- Sponsor a local arts event or organization that offers exposure and communicates goodwill to your audiences.

Chambers, Business Groups, and Planning Groups

Key Messages

- Cultural districts increase foot traffic, property value, and community vibrancy.
- Equity-based investment strengthens neighborhood economies.
- A strong arts and culture scene attracts tourists and builds local economies.
- Exposure to the arts strengthens your workforce and helps attract and retain top talent.
- The City is formalizing a cultural districts and creative enterprise zone designation and support program as tools for economic development and community empowerment (Action 2.4.1). Chambers and planning groups are essential partners in that work.
- The Creative Economy Strategic Growth Plan (Goal 3.1) will intersect with the City's economic development strategy and align with partner agencies including the Economic Development Corporation, San Diego Regional Chamber, and Workforce Partnership. Participating now positions your members for early benefit.

Supporting Data Points

(To be developed)

30-Day Action

Share the Creative City overview and engagement menu with your membership through your next newsletter or member communication and track responses to inform plan implementation.

Engagement Options

Light Engagement

- Incorporate art into your common spaces.
- Bring an artist in for a team-building exercise.
- Strengthen employee benefit packages by including memberships and tickets to local arts and culture institutions.

- Participate in the September 2026 event Building the Creative City We Deserve.

Standard Engagement

- Incorporate art into your common spaces on a rotating basis.
- Take member events and meetings to offsite creative spaces (list to be provided).

Comprehensive Engagement

- Sponsor an artist in residence by providing empty space for a residency.
- Create or donate to a small creative business catalyst fund with internal and external partners (Action 3.3.2).
- Sponsor a local arts event or organization that offers exposure and communicates goodwill to your audiences.
- Partner with regional business development agencies to recruit companies within creative sectors to relocate to San Diego for sector growth and enhancement (Action 3.6.3).

Sample Target Organizations

- *See Addendum A Note: Tijuana targets to be added.*

Presentation Tactics

- Draft sample presentation content that city and commissioners can use to invite organizations
- Develop all materials and presentations in English and Spanish.
- Develop a 10 to 15 minute general presentation about the Creative City Plan.
- Add a 5 minute sector-specific segment for each of the three target groups that presents a value proposition, sector-relevant data, and a tiered menu of engagement options with a clear call to action.
- Include a 10 minute Q and A period.
- Consider off-site presentations to groups that offer a creative aspect/benefit to attendees, e.g. museum, gallery space, etc.
- Invite at least one binational institutional partner to each Roadshow session to reinforce the San Diego and Tijuana creative corridor narrative and the transborder artistry commitments in the plan (Goal 4.5). Prospective Tijuana representatives to be identified by committee members.

Leave-Behind Materials

The leave-behind should function as a conversion tool, not just a handout. It should include:

- A simple engagement pathway presenting three ways the business can participate this quarter.
- A tiered engagement menu tailored to the audience.
- A QR code linking to a short interest form to capture leads, in addition to a QR code linking to the full plan.
- A visual map of the creative ecosystem showing where businesses fit within the plan's implementation framework.

- A link to the Creative City mailing list and contact information for the Roadshow Coordinator.

PR and Digital Tactics

Phase 1: Roadshow Period (April through June 2026)

- Develop content for the City's social media channels, newsletters, and partner communications focused on awareness and invitation to engage.
- Develop stories about the Creative City Plan in business, life sciences, and real estate media outlets and solicit coverage of Roadshow events.
- Establish a shared hashtag to build momentum and track engagement across participating businesses and organizations.
- Identify influencers and ambassadors to provide content, quotes, and testimonials throughout promotional efforts.

Phase 2: Post-Commitment Amplification (July 2026 and beyond)

- Create plug-and-play social media posts, press release templates, and newsletter copy for participating businesses to promote their involvement once commitments are made.
- Develop content amplifying business participation through the City's owned channels and distribute to partner stakeholders as appropriate.

Business Champions

Businesses respond to other businesses. To build credibility and reduce perceived risk, the Roadshow will incorporate a Business Champions component.

- Identify two to three early adopters or champions across the three target sectors who can provide short testimonials or quotes for use in presentations and leave-behind materials.
- Where possible, invite a Business Champion to open or close the Roadshow presentation for their sector peer group.
- Develop hypothetical future case studies that illustrate what participation looks like for each sector until confirmed champions are available.

Implementation

Roles and Responsibilities

- Roadshow Coordinator (to be designated): responsible for scheduling, consistency across presentations, tracking commitments, and managing follow-up. Budget to support this role should be confirmed with Rachel Laing.
- Commission Staff: develop and maintain presentation materials, leave-behinds, and digital assets. Manage the City's channels and stakeholder communications.
- Committee Members: open doors and make introductions to target organizations. Serve as thought partners for sector-specific messaging and identify Business Champions.
- Partner Organizations: assist with outreach to their member networks and co-present where appropriate.
- Binational Liaisons (to be identified by committee): invite and coordinate Tijuana-based institutional partners for each session.

Tracking and Accountability

- Maintain a tracking dashboard to record attendees, commitments, follow-up status, and outcomes for each Roadshow session.
- Report outcomes against the success metrics defined above at the conclusion of the Roadshow period.
- Develop a post-Roadshow engagement plan before the series concludes so that momentum does not dissipate. This should include scheduled follow-up touchpoints, a process for onboarding new partners, and a calendar of fall 2026 activation opportunities.

Timeline

- March to April 2026: Finalize materials, confirm Roadshow Coordinator, identify Business Champions, secure Tijuana partners, schedule sessions.
- April to June 2026: Deliver Roadshow sessions across all three target sectors.
- July 2026: Report outcomes, activate Phase 2 digital amplification, launch post-Roadshow engagement plan.
- September 2026: Convene participating businesses at the Building the Creative City We Deserve event.

Addendum A

Sample Target Organizations

(Tijuana targets to be added)

Real Estate Development

- Urban Land Institute San Diego Chapter
- Building Industry Association of San Diego
- BOMA San Diego
- U.S. Green Building Council San Diego Chapter
- AIA San Diego
- NAIOP Commercial Real Estate Development Association

Life Sciences and Innovation

- Biocom
- Women in Bio San Diego

Associations, Business, and Planning Groups

- San Diego Regional Chamber of Commerce
- Economic Development Corporation
- San Diego Tourism Authority
- City of San Diego Community Planning Groups

*Misc:

(There are no lack of organizations to present the plan to, but please do keep in mind we want to be realistic on how many we can do. Perhaps let's keep this list to companies/organizations someone has a connection to for easier access?)

- Military/Defense
- Healthcare
- Educational Institutions
- Financial Services Firms