



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

Thursday, July 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/1653639362>

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:

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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** – June 11, 2026 Committee Meeting Minutes
 - b. Other Reports
- Item 4: Prioritization and Alignment with the Economic Development Department Strategic Plan and Creative City Updated Work Plan
- Item 5: Staff Reports | Rachel Laing, Cultural Affairs Staff, Economic Development Department
- Item 6: Adjourn



Commission for Arts and Culture

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

[MINUTES](#)

June 11, 2026

Commissioners Present

Kamaal Martin
Imani Robinson
Chris Chalupsky
Jean Walcher
Abe Hughes

Commissioners Absent

Staff Present

Bell Reza
Christie Marcella

Committee Members

Present
Linda Caballero Sotelo

Committee Members

Absent
Justine Murray
Rich Magale

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- 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 2:34 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 –April 9, 2026 & May 14, 2026 Committee Meeting Minutes
Commissioner Imani Robinson moved to approve the motion, and Commissioner Chris Chalupsky seconded the motion. The motion carried.
B.Other Reports
- IV. Presentation: Economic Development Department Strategic Plan | Sean Karafin, Program Manager, Small Business Engagement Unit, Economic Development Department | [View Here](#)
- V. Staff Reports | Christie Marcella, Economic Development Department | [View Here](#)
- VI. Adjourn | Chair Kamaal Martin adjourned the meeting at 4:01 p.m.

Creative City

Implementation Grid – FY26/FY27 DRAFT Work Plan Priorities

The goals and strategies of Creative City are supported by more than 150 actions that provide details on implementation. Through the Department of Cultural Affairs, the City of San Diego (City) will lead implementation through its annual work plans and budgets and collaborate with other City departments related to their roles and responsibilities in plan implementation. While the goals and strategies are not likely to change, it is anticipated and expected that progress will evolve in a long-term plan as circumstances change and new opportunities arise. The City and its partners will and should adapt implementation actions to future change.

GOAL 1| CENTERING ARTISTS, CREATIVES AND SPACES

Strategy/Action		FY2026/2027 - Activity
1.1 Address the critical need for affordable creative spaces. a) Initiatives and Projects – City-Owned Facilities		
1.1.1	Recognize the City's collection of cultural facilities as one of the largest in the country, organize to better support as a key asset for community use and tourism, and create policy and practice to increase use and ensure equitable access.	Conduct a portfolio review of City cultural facilities and develop an activation and access plan that identifies barriers to use, improves coordination of programming and operations, and establishes policy recommendations to increase equitable public access and tourism utilization.
1.1.2	Create a directory of City-owned spaces for artists, organizations, and creative endeavors. Alternatively, provide seed funding for this resource or expansion to non-City owned spaces.	Inventory City-owned cultural and creative spaces and develop a centralized directory to improve visibility and access for artists, organizations, and creative users. This will be completed through coordination with City departments to compile existing facility data, standardize space information, and publish a basic access guide (e.g., spreadsheet or web page) using existing City platforms and staff resources.
1.1.3	Consolidate management of leases for all City-owned cultural facilities in one department.	
1.1.4	Create a cohort of leaseholders and joint use sites in City-owned cultural facilities.	
1.1.5	Establish equity goals and strategies for inclusion in leases of City-owned cultural facilities.	

1.1.6	Develop method of tracking aggregate of City support to and investment in leaseholders in City-owned cultural facilities, including annual grants, value of lease, utilities, etc.	
1.1.7	Develop or expand support services for leaseholders in City-owned cultural facilities, such as professional development, cooperative marketing, and joint services/purchasing.	
1.1.8	Facilitate peer sharing and support among leaseholders in City-owned cultural facilities.	
1.1.9	Establish rental and use fees for non-lessee use of City-owned cultural facilities that scale with organizational budgets. Establish a creative community equity fund for City-owned cultural facilities to augment rental and use fees for small and historically less-resourced organizations.	
1.1.10	Partner with Parks and Recreation and Library Departments to provide outreach programming produced by Operational Support Program funding recipients at library, recreation, and parks sites to augment arts and culture activities provided by those departments.	Launch pilot arts and culture outreach activity in San Diego Library requirement for FY26 Organizational Support Program.
1.1.11	To ensure greater citywide access to quality, affordable arts and culture, consider inclusion of affordable lease space for arts and culture organizations in new construction and renovations of City parks, recreation and library facilities. Consider expansion to other City types of facilities.	
1.1.12	Ensure that the Department of Cultural Affairs is a party to internal decisions on changes in use of City-owned properties, to better consider creative uses of these properties.	Engage cross-departmentally, including with Planning regarding Land Development Code Update for incentives for cultural and artist living space; within EDD to put vacant/underused properties to use; and with grantees and partners to create a communications protocol for space and exhibit opportunities.
1.1.13	Repurpose City-owned properties for cultural and creative purposes.	Identify opportunities to repurpose existing City-owned properties for cultural and creative use by reviewing underutilized assets in coordination with relevant City departments, assessing feasibility for temporary or shared use, and developing recommendations for pilot activation of suitable spaces through existing programs and partnerships, such as pop-up exhibitions, short-term artist residencies, community workshops, rehearsals, or

		temporary cultural programming in vacant or underused civic spaces.
b) Initiatives and Projects – All Creative Spaces		
1.1.14	Facilitate the success of privately initiated creative space projects through permitting, other regulatory assistance, and incentive programs.	
1.1.15	Actively promote and facilitate the inclusion of creative spaces and uses within private development projects.	Actively work cross-departmentally. Designate an Arts & Culture liaison to engage early in the development review process as the primary point of contact for identifying opportunities to include creative spaces and uses in private development projects. The liaison will coordinate with Planning and Development Services, review incoming projects for potential cultural activation, and facilitate connections between developers, design teams, and arts stakeholders using existing policy tools, incentives, and best practice guidance.
1.1.16	Develop a toolkit to assist and encourage developers to embed creative space in their development projects.	Develop a low-cost toolkit to assist and encourage developers to embed creative space in development projects by compiling existing City policies, design best practices, incentive information (if applicable), and case studies, and distributing it through Planning and Development Services channels and early-stage development consultations.
1.1.17	Prioritize creative space projects in communities of concern and areas of the city with fewer cultural resources.	
1.1.18	Partner with the San Diego Housing Commission to develop or support affordable artists live/workspaces.	
1.1.19	Establish a creative use space program with BIDS/PBIDS and other management districts to streamline placement of arts and cultural organizations as well as artists in vacant or underutilized spaces. Explore incentives for BIDS/PBIDS to prioritize creative space use.	Research and consider partnership with BIDS/PBIDS to establish a creative space program to streamline placement of arts organizations and individual creatives in vacant and underutilized storefronts and other commercial spaces.
1.1.20	Identify and facilitate opportunities to use empty commercial spaces outside of BIDS/PBIDS for creative space.	Research and develop a partnership approach with BIDs and PBIDs to support creative reuse of vacant and underutilized commercial spaces by mapping existing district efforts, engaging BID/PBID leadership, and coordinating connections between districts and artists or cultural organizations to support pilot activations using existing tools and non-financial incentives such as visibility and convening support.

1.1.21	Develop Creative Enterprise Zones to support creative practice and space development (CR 2.5).	
c) Investments		
1.1.22	Establish a creative space program within the Department of Cultural Affairs to focus on and improve equitable access to space for the creative industries to accomplish actions 1-21.	
1.1.23	Replicate the Performance Assistance Fund model at the Lyceum Theatre to create a fund and provide rent subsidies for targeted cultural facilities/creative spaces throughout the city starting with City-owned facilities.	Build on model at Lyceum that provides financial support and technical assistance. Continue to build-out program at Lyceum during renovations through partnerships.
1.1.24	Provide access to technical assistance for development of creative space projects.	
1.1.25	Explore development of artists' live/work projects with nonprofit developers, such as ArtSpace.	
1.1.26	Consider a public/private partnership to expand and leverage public funds for creative space projects.	
1.1.27	Support bond initiatives and other financing initiatives to address the capital needs of City-owned cultural facilities.	
1.1.28	Explore development of a California Community Land Trust to preserve or develop new creative spaces. Will require significant public and/or private funding to purchase land or property rights.	
1.1.29	Support climate-adaptive, environmental sustainability in all City-owned cultural facilities. Similarly, support universal accessibility in all cultural facilities. Establish guidelines and standards for this work. Seek resources to support and incentivize implementation.	
1.1.30	Consider establishment of a nonprofit developer of affordable creative space, a 'cultural trust' that can provide leadership, facilitation, technical assistance, financing, and other services needed to plan and complete affordable real estate projects serving the creative sectors. Explore the possibility of a public/private partnership for this purpose.	

1.1.31	Support plans to replace or renovate the San Diego Civic Theatre to realize multiple space strategy/actions as outlined in Creative City cultural plan.	
1.1.32	Consider the proposed San Diego Downtown Arts District as the platform for a potential new civic center, encompassing civic uses, affordable housing, workforce training opportunities in the arts, etc., in addition to and building on the existing arts facilities.	
1.1.33	Research and assess needs to create one or more large outdoor performance venues for music and entertainment.	Research and assess community, operational, and site feasibility needs for one or more large outdoor performance venues for music and entertainment by reviewing existing City-owned and publicly accessible sites, engaging relevant City departments and stakeholders, and evaluating potential models for activation within existing regulatory and planning frameworks.
1.1.34	Develop a creative space strategy to address affordable creative space needs throughout the city, including nonprofits and for-profits in the creative sector.	Explore joint-use creative space agreement with the San Diego Unified School District.
1.2 Continue to evolve grantmaking strategies to advance equity, building on current efforts.		
1.2.1	Increase total funding available for current funding categories.	
1.2.2	Regularly monitor funding programs and identify ways to increase funding investments in individual artists, creatives, collaboratives, cooperatives, and community groups providing desired arts and culture activities.	
1.2.3	Implement the Department of Cultural Affairs' plans for new funding category, such as City Artist and new iterations of the Impact category.	Develop new iteration of Impact category for FY26-27, focusing on arts and cultural districts.
1.2.4	Create a micro-grants category to respond on a timely basis to more immediate needs of artists and organizations.	
1.2.5	Continue to simplify application processes and reporting to lower barriers to access.	
1.2.6	Expand outreach and address barriers of language and culture.	

1.2.7	Examine Organizational Support Program guidelines, requirements, and funding formula to enhance equity in this category, including considering a multi-year funding cycle.	Conduct research across peer cities. Perform outreach on proposed changes to program and allocation formula for implementation in FY28.
1.3 Expand funding available for individual artists		
1.3.1	Encourage citywide systems of support dedicated for individual artists, such as fellowships, grants, professional development, and other uses and partner with private philanthropy and funders to invest in artists.	Build relationships with funders and promote the importance of funding individual artists.
1.3.2	Identify external partners to encourage funding available for individual artists.	Identify potential external partners.
1.4 Strengthen and create and strengthen service organizations to support artists, nonprofit arts and culture organizations, creative industries such as music and film, arts education, and creative youth development.		
1.4.1	Support field research to identify fieldwide needs and develop ways to meet those needs.	
1.4.2	Develop a list of service and field needs that can be addressed by working with recognized service organizations.	
1.4.3	Create relationships with recognized service organizations to meet identified needs in the field.	Maintain and strengthen relationships with arts and cultural service organizations, including regional, state, and national partners, through ongoing coordination, participation in existing convenings, and regular information exchange to support alignment with identified field needs and access to City resources. Designate a single Arts & Culture Commission liaison to coordinate and streamline this engagement.
1.4.4	Allocate financial resources to procure and contract with service organizations to provide services and programs that meet identified needs in their industry and/or disciplines.	Procure services for artists capacity building.
1.4.5	Develop a network of service organizations to share information and resources in fulfilling their missions.	
1.5 Establish an equity fund that creates pathways to organizational growth and sustainability for arts and cultural organizations led by and serving historically less-resourced communities.		

1.5.1	In partnership with private philanthropy and funders, support organizations serving BIPOC communities through arts and culture.	
1.5.2	To advance arts and culture as a tool for health and wellbeing, support cross-sector work serving specific populations, such as houseless, youth, veterans, people with disabilities, etc.	
1.5.3	Citing successful national collective impact models. Consider establishing a collaborative public/private fund(s).	Collaborate with philanthropy to lead the creation of a private, city-aligned foundation that addresses needs unmet by the City budget that supports excellence in the City's arts and culture offerings.
1.6 Facilitate building the capacity of the creative industries through targeted convenings, thought-leadership programs, and support for incorporating best practices.		
1.6.1	Hold fieldwide convenings through service organizations/professional associations to take stock of field issues and identify solutions.	Hold fieldwide convenings through arts and cultural service organizations and professional associations to identify key sector issues, share information, and support development of collective solutions by coordinating with existing partners and leveraging established convening structures rather than creating new standalone events.
1.6.2	Develop programs to provide training and career development for artists and creative workers. See also Creative Entrepreneurship, strategy 3, Creative Workforce Development.	Implement artist capacity building series.
1.6.3	Support service organizations/professional associations to develop centralized resources for artists, creatives, arts and cultural organizations, and creative businesses to enable better connections within the sector.	
1.7 Partner large cultural institutions with smaller organizations to encourage mutual learning and to build capacity by providing mentorship and access to greater organizational infrastructure.		
1.7.1	Build on and expand the success of existing models designed to incubate artistic talent provide administrative support and training.	
1.7.2	Expand or replicate existing models to include mentoring, technical and administrative training, space use, joint programming, etc.	
1.7.3	Ensure adequate financial compensation is provided to all participants.	

1.7.4	Seek private funding and leadership for this initiative.	
1.8 Create artist and designer fellowships or residencies within City government, building on the current Exposure Photo Fellowship program.		
1.8.1	Expand and develop an artist fellowship or residency program placing artists in City departments, offices, or initiatives to enhance the work of that department, aligned with City priorities.	
1.8.2	Create guidelines for artists and designers to design their residencies in collaboration with the department hosting the residency and consider multi-year fellowships or residencies.	
1.8.3	Leverage the WDC2024 Legacy Program to place designers-in-residence in key departments across the city, including Sustainability and Mobility, Transportation and Planning.	
1.8.4	Create interdepartmental MOUs to outline shared costs and desired outcomes of each artist residency.	
1.8.5	Create a peer learning cohort of artists engaged in fellowships or residencies, including alumni of the program.	
1.8.6	Report program outcomes on a periodic basis, including sharing with the public, to increase awareness of the benefits of engaging artists to better society.	
1.9 Develop an ongoing Kumeyaay Nation relationship to empower and celebrate Indigenous culture and creativity.		
1.9.1	Consult with Kumeyaay communities on the development of a leadership group of Kumeyaay artists and cultural leaders to partner with the City, building on current collaborative efforts.	
1.9.2	Maintain a commitment to Kumeyaay Nation self-determination, cultural authority, and leadership in defining the focus of interactions with the City.	
1.9.3	Strengthen, identify and embed Kumeyaay Nation arts and culture, focusing on topics that might include support for Kumeyaay cultural production and entrepreneurship.	

1.9.4	Consider creating a permanent space for Kumeyaay artists, creatives, and organizations to create and present work; strengthen engagement, research, and advocacy relating to Kumeyaay Nation arts and culture bearers; and develop opportunities that bring new focus to understanding and support of their creative projects, collaborations, and presentations.	
1.9.5	Invite and include Kumeyaay leadership in transborder artists' activities and projects.	
1.9.6	Explore development of a formalized strategy or approach and establish ongoing consultative relationship with tribal leaders.	
1.10 Continue to streamline procurement and contracting processes for arts and culture to advance equity, timeliness, and access.		
1.10.1	Review and assess guidelines and requirements for arts and cultural funding.	
1.10.2	Continue implementation of recommendations from the 2019 Arts & Culture Equity Assessment regarding procurement and contracting.	Ongoing. Reassess the 2019 Arts & Culture Equity Assessment procurement and contracting recommendations to evaluate current relevance and implementation status, and identify opportunities for continued or updated action to improve equity in City contracting processes.
1.10.3	Explore alternative to the City's standard procurement portal for artist procurement.	Research and consult with City departments. Examine procurement and contracting requirements for small businesses and sole proprietors contracted by the Department of Cultural Affairs, with a focus on insurance thresholds, to identify potential adjustments that reduce administrative barriers while maintaining compliance and risk standards, in coordination with relevant City departments. Continue to develop EDD internal contracting protocol for department-initiated public art projects.
1.10.4	Review and assess procurement and contracting processes and requirements with the goal of reducing insurance requirements for small businesses and sole proprietors contracted for services with the Department of Cultural Affairs.	

GOAL 2| ARTS IN COMMUNITY

2.1 Expand access to arts and cultural activities available in the city through enhanced partnerships with libraries, parks, recreation and community centers, and other partners.		
2.1.1	Provide greater opportunities for artists to work in community settings through grants and commissions building on the recent efforts such as Park Social and Far South/Border North programs.	Continuing state-level advocacy for continued funding and cultivate philanthropy to consider another Far South/Border North iteration. Continue to expand opportunities for artists to work in community settings through grants, commissions, and current Cultural Affairs programs such as the Artist Incubator and Individual Artist Fellowship.
2.1.2	Designate dedicated liaison staff positions in the departments of Race and Equity, Library, and Parks and Recreation, the Office of Child and Youth Success, and other City departments to coordinate with the Department of Cultural Affairs to facilitate expanded access to arts and culture programming.	Identify liaisons. Identify and designate dedicated liaison staff within both the Department of Cultural Affairs and the Department of Race and Equity, Library, Parks and Recreation, and other City departments to establish ongoing two-way coordination, supporting regular interdepartmental planning, program alignment, and expanded access to arts and culture programming.
2.1.3	Review, streamline and make more transparent regulations, permitting, contracting and other requirements for arts events and activations, cultural activities, and nightlife with the goal of enlivening and activating public spaces for arts and cultural events, activities, filming, music, placemaking, etc.	Conduct a cross-departmental review of existing regulations, permitting, contracting, and operational requirements related to arts events, cultural activities, nightlife, filming, and placemaking to identify potential opportunities for streamlining and improved transparency, in coordination with relevant City departments, and develop recommendations to support activation of public spaces.
2.1.4	Raise funds for community programming and activations through a recommended new foundation to support arts and culture (See Funding and Staffing Resources). Provide City match for private contributions, as the Library currently does, targeting these funds to less-resourced communities.	RACHEL more about foundation development here
2.2 Support development of arts and cultural elements as a part of community plans.		
2.2.1	Require community and neighborhood plans to include an arts and cultural component. Department of Cultural Affairs can provide guidance and technical assistance for these plans, working in coordination with other City departments.	Coordinate with City departments. Identify and research how the Department of Cultural Affairs can be engaged in community and neighborhood planning processes by reviewing existing planning procedures, coordinating with relevant City departments, and evaluating potential mechanisms for providing guidance, technical assistance, and arts and cultural integration support.

2.2.2	Support implementation of the arts and cultural component of community plans in alignment with Creative City.	
2.2.3	Support and facilitate development of local arts and cultural venues and spaces through the Affordable Space recommendation #1, above.	
2.3 Expand existing “culture pass” programs with the ultimate goal of universal free access to San Diego museums and cultural centers.		
2.3.1	Convene existing culture pass programs to identify opportunities and barriers, articulate access objectives, and develop a plan for expanded access to include both local passes and visitor pass programs.	
2.3.2	Explore creation of a public/private fund to support free admission to City-owned museums and cultural facilities for city residents through an expanded cultural pass which can be an expanded to other non-City owned.	
2.4 Create a formal designation and support program for arts and cultural districts and creative enterprise zones.		
2.4.1	Recognize arts and cultural districts and creative enterprise zones as tools for economic development and community empowerment.	Create a formal cultural and creative enterprise zone program. Create designation criteria and support program to be shared across departments.
2.4.2	Support development of strategic plans for districts and zones.	Finalize the Downtown Arts District plan and Black Arts and Culture District plan.
2.4.3	Enact an ordinance authorizing and requiring all City departments and initiatives to support implementation of districts/zones’ plans – a “whole of government” approach to success.	
2.4.4	Create a position to organize and coordinate efforts across all concerned departments including Department of Cultural Affairs, Planning, Parks and Recreation, Economic Development, and Sustainability and Mobility.	
2.4.5	Create an annual operating support program to fund basic operations of the districts/zones to establish a foundation of sustainable capacity.	
2.4.6	Explore development of a transborder cultural district in San Ysidro and Tijuana. See Global Creative City, #4, Transborder Artistry, below.	

2.5 Target arts and culture investments in historically less-resourced communities.		
2.5.1	Engage recognized arts and cultural districts representing racial/ethnic communities to identify specific needs and investment opportunities, including the Black Arts & Culture District, Barrio Logan Cultural District, and Convoy Pan-Asian Cultural and Innovation District. Investments may include capacity building, venues development, small business support, programming, branding, creative tourism product development, and other identified needs.	
2.5.2	Explore partnerships with business improvement districts, and Planning and Economic Development departments, to bring additional resources to arts and cultural district/creative enterprise zone development.	Coordinate with Business Improvement Districts and Planning Department partners to leverage economic development tools, funding sources, and district-based strategies to support the development of arts and cultural districts and creative enterprise zones.
2.5.3	Consider creation of new arts and cultural districts in communities that express interest such as San Ysidro and City Heights. See Arts in Community/#4 Cultural Districts, above, and Global Creative City, #4, Transborder Artistry, below.	
2.5.4	Partner with arts and cultural districts/zones to fund and implement arts, cultural, and creative sector investments.	
2.5.5	Pursue development of affordable housing and other spaces for the cultural and creative sector in alignment with the arts and cultural district and communities.	
2.6 Evolve and expand the Public Art program.		
2.6.1	Develop a five-year work plan for the public art program, building on engagement and research conducted for Creative City and in response to the existing Public Art Master Plan. Incorporate opportunities and priorities from Creative City and consider structural needs for the program. Consider establishing divisions to include Capital Improvements Program, Collections Management, galleries and exhibitions, temporary public space initiatives, Art in Private Development.	Develop five-year work plan. Develop a five-year work plan for the Public Art Program informed by Creative City engagement and research and aligned with the Public Art Master Plan, including assessment of program priorities and structural needs, and evaluation of potential program areas.
2.6.2	Fund and implement plans for program expansion in alignment with Creative City.	

2.6.3	Increase staffing levels sufficient to manage current and future program workloads to reflect the needs of 2.6.1 and to support work of external agencies, such as Caltrans.	
2.6.4	Enhance public education and awareness of the public art program and Civic Art Collection.	
2.6.5	Develop guidelines to encourage real estate developers to embed creative spaces or cultural use within their projects. See Centering Artists, #1, Affordable Space, above.	Update guide.
2.6.6	Ensure the Department of Cultural Affairs is a party to developer negotiations to explore and identify the best fulfillment of public benefit and art in private development requirements in alignment with Creative City.	Ongoing.
2.6.7	Explore combining or pooling public art set-aside funds for capital improvements and civic enhancement fees for art in private development for the purpose of creating high impact public/private cultural infrastructure projects.	
2.6.8	Ensure the inclusion of gallery or exhibition space and auditorium/lecture space in anticipated future City Hall and explore the viability of creating a design center.	
2.7 Support implementation of the Balboa Park Visitor Experience Plan.		
2.7.1	Initiate temporary and permanent public art projects in collaboration with Balboa Park stakeholders in the park.	Launch “Big Park” commission. Continue to develop potential partnership with Forever Balboa Park to implement this.
2.7.2	Support implementation of the Visitor Experience Plan recommendations for wayfinding, placemaking and mobility.	
2.7.3	Support implementation of the Visitor Experience Plan recommendations to enhance inclusive welcoming and decolonization.	
2.7.4	Support activation in public spaces in the park with arts and culture programming.	

GOAL 3| CREATIVE ENTREPRENEURSHIP

3.1 Research and develop a creative economy strategic growth plan.
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3.1.1	Acknowledge and build upon the two San Diego creative economy reports and recent design industry research, defining and assessing the significant scale of the city's creative industries through the development of a creative economy strategic growth plan.	Develop creative economy strategic growth plan, building upon two creative economy reports to intersect with the city's economic development strategy as well as outside partners. Leverage the state's upcoming creative economy growth plan, slated for completion in 2025.
3.1.2	Articulate clear definitions of constituencies and growth goals for specific industries and occupations, including an expanded definition that embraces emerging technologies.	See above.
3.1.3	Align and intersect with other economic development agencies and plans, such as City of San Diego Economic Development, San Diego Regional Economic Development Corporation, Workforce Partnership, County of San Diego, and San Diego Chamber of Commerce.	See above.
3.1.4	Draw on the successes and lessons learned in developing the innovation economy and apply to expanding the creative economy.	See above.
3.1.5	Adopt a mechanism for expanding exports of the creative industries – knowledge, ideas, and products.	
3.1.6	Commission research to identify intersections between creative industries and designated growth sectors like tourism, medical, and innovation.	
3.1.7	Leverage existing research and data from Baja California to identify regional growth strategies for creative industries.	Continue to build network and relationships.
3.2 Explore intersections and overlap with regional innovation economy, including start-up capital, shared infrastructure, and business recruitment strategies.		
3.2.1	Partner with the San Diego Regional Economic Development Corporation to integrate the creative economy into the Inclusive Growth Initiative.	
3.2.2	Utilize existing networking and business development infrastructure to create stronger connections between the innovation economy and creative industries. Partners may include the San Diego Regional Chamber of Commerce and Downtown San Diego Partnership.	Build on WDC networks.

3.3 Target small business support for existing and start-up creative businesses, including individual artist-run enterprises, arts-related for-profit businesses, and others.		
3.3.1	Partner with City of San Diego Economic Development and outside partners to focus on the creative economy as a vital sector for growth and expansion, building markets for target creative industries.	Explore partnership with Economic Development Dept.
3.3.2	Establish a small creative business catalyst fund with internal and external partners.	
3.3.3	Advocate for integration of creative industries into business and economic development strategies among partner agencies such as the San Diego Regional Economic Development Corporation, Workforce Partnership, County of San Diego, and San Diego Chamber of Commerce.	Build relationships.
3.3.4	Develop and provide professional development for artists and other creative entrepreneurs. Explore partnerships with agencies to provide these services.	
3.3.5	Repackage existing business programs for creatives businesses.	Explore partnership with Economic Development Dept. Understand and research ways to better support creative businesses by assessing existing economic development programs, identifying gaps in access and participation, and evaluating opportunities for improvement.
3.3.6	Support organization and coalition building for the creative economy similar to small business organization and tech sector organization, including ongoing convening and networking for creatives.	Explore partnership with WDC and others.
3.4 Establish a broad-based coalition for inclusive workforce development of creative workers and creative entrepreneurs.		
3.4.1	Identify target industries and occupations needing workforce assistance to support growth and sustainable jobs.	

3.4.2	Develop a creative apprenticeship program in collaboration with partners such as San Diego Unified School District (College and Career Technical Education Department, Visual and Performing Arts Department), San Diego Workforce Partnership, community colleges, San Diego nonprofit arts and cultural organizations, creative youth development organizations, and creative sector businesses.	Explore program potential with collaborators.
3.4.3	Explore partnerships with regional economic development agencies to integrate creative industries into talent pipeline growth efforts.	
3.4.4	Explore partnerships with K-12 schools, creative youth development organizations, and higher education institutions to reinforce pathways to employment and careers in the creative economy.	
3.5 Develop partnerships with arts and cultural districts and creative enterprise zones to provide small business support to artists and arts-related businesses in the districts/zones.		
3.5.1	Draw on districts' local knowledge and relationships to target small businesses and types of support.	
3.5.2	Support and incentivize programs for districts/zones to attract and incubate creative businesses, including artists-run enterprises.	
3.5.3	Create a capital investment fund to incentivize facility and space projects serving the arts and other creative uses in the districts/zones.	
3.6 Identify and support growth and development in targeted creative industries.		
3.6.1	Potential industries for growth and development include music, film, visual arts, and the nighttime economy.	Identify in the creative economy growth plan. Evaluate and prioritize creative industry sectors for growth, including music, film, visual arts, and the nighttime economy, to inform targeted economic development initiatives and resource allocation strategies.
3.6.2	Commission studies and plans as needed to support growth in the targeted industries.	
3.6.3	Partner with regional business development agencies to recruit large companies within creative industries to relocate to San Diego for a sector growth and expansion.	

3.6.4	Consider incentives, regulatory relief, and other supports for the targeted industries.	
3.7 Implement the creative economy strategies and recommendations of the Creative Economy Report in collaboration with economic development agencies.		
3.7.1	Create a position in the Department of Cultural Affairs focused on investing in and expanding the creative economy.	
3.7.2	Serve as the liaison internally across departments and externally among partner agencies to implement the creative entrepreneurship strategies.	

GOAL 4| GLOBAL CREATIVE CITY

4.1 Expand San Diego's destination marketing to further incorporate the arts, culture and creativity.		
4.1.1	Partner with the San Diego Tourism Authority to evolve the city's global identity to further incorporate arts and culture. Expand the focus to include creative industries such as music, visual arts, film, design, etc., as well as cultural experiences and creative spaces.	Ensure arts and culture are part of the San Diego Tourism Authority Stewardship Plan.
4.1.2	Utilize existing research to determine global and national brand awareness of San Diego as a creative city to determine gaps for further research.	Continue WDC/WDO designation to build partnerships, brand awareness.
4.1.3	Commission additional research based on identified gaps in knowledge to determine a unique selling proposition among peer and aspirational cities in California, the U.S., and abroad.	
4.1.4	Build on the success of World Design Capital 2024 in building global awareness of San Diego to attract additional global partners and designations, such as UNESCO Creative Cities, World Cultural Capitals, Global Cultural District Network, etc.	Research joining the Global Cultural District Network; consider applying to UNESCO for Creative Cities designation; participate in WDC network.
4.1.5	Create a plan focused on long-term strategies to redefine San Diego's identity as global hub for arts, culture, and creativity.	

4.1.6	Partner with the Economic Development Corporation in promoting San Diego's creative sector and its related industries for global trade.	
4.2 Expand management and partnerships to support growth and development of San Diego's cultural and creative tourism offerings.		
4.2.1	Expand cultural tourism to include creative tourism.	Encourage awareness with local tourism industry. Build relationships with tourism partners to integrate creative industry experiences, artists, and cultural assets into cultural tourism initiatives, incorporating research indicating that cross-programming experiences (such as combining live events with artist activations) can increase attendance, engagement, and revenue generation.
4.2.2	Create a division or program of cultural and creative tourism potentially within the Department of Cultural Affairs.	
4.2.3	Enhance destination marketing to reflect San Diego as a global hub for arts, culture and creativity.	
4.2.4	Support implementation of the San Diego Tourism Authority's Stewardship Plan, including Department of Cultural Affairs' participation on the Destination Stewardship Council.	Collaborate with SDTA and participate on the Destination Stewardship Council.
4.2.5	Research and develop cultural and creative tourism experiences and products, such as self-guided tours focusing on arts and cultural experiences and events. Collaborate and coordinate with the San Diego Tourism Authority and other partners on development and promotion of cultural and creative tourism products.	
4.2.6	Identify and organize creative tourism 'products' into strategic focus areas, such as the live music industry, creative nightlife, or artists' studios, galleries, fairs and events.	
4.2.7	Identify and collaborate with artists, organizations, arts and cultural districts, creative enterprise zones, and event producers as partners in cultural and creative tourism.	
4.3 Strengthen awareness and success of San Diego arts and creative economy in the global marketplace.		

4.3.1	Integrate arts, culture and creative talent and product into regional and global economic development strategies to expand revenue and increase awareness of San Diego as a competitive creative hub.	
4.3.2	Partner with the San Diego Regional Economic Development Corporation to elevate arts and creative economy in their international business development programming.	
4.3.3	Create an investment fund for international promotional efforts to represent San Diego arts and creative economy (e.g., international booking conferences and trade fairs).	
4.3.4	Establish a fund for hosting international producers and presenters to attend and experience San Diego arts and culture programming and to support business networking for creative entrepreneurs.	
4.4 Based on learning experiences from World Design Capital, produce or develop one or more signature events/destination events.		
4.4.1	Invest in existing efforts such as museum month, theater week, and design week.	
4.4.2	Consider major new art and design signature/destination events such as a major contemporary art fair, biennial, Nuit blanche, global theatre festival.	
4.4.3	Partner with San Diego sister cities to explore and consider artist exchange programs with those cities.	
4.5 Recognize and support expanded transborder artistry.		
4.5.1	Elevate the visibility of transborder history and culture and the role artists and cultural practitioners play in the region.	
4.5.2	Explore ways to streamline and improve border crossings for artists and creatives, as well as movement of artistic materials across the border. Consider expanding Tijuana's "fast lane" program for medical tourists and business investors to include artists and creatives.	

4.5.3	Expand eligibility for project funding to accommodate artists from both sides of the border. Consider public/private funding collaborations as one means to accomplish this objective.	
4.5.4	Expand transborder artists' programming and exchange opportunities in all art forms.	
4.5.5	Encourage continued and expanded collaborations among major institutions and community-based organizations on both sides of the border.	
4.5.6	Explore development of a binational cultural council of transborder artists and arts leadership to support transborder artistry and programming, building on the current relationship of Instituto Municipal de Arte y Cultura and the Department of Cultural Affairs. Acknowledge the power differential in the relationship of the two cities and encourage mutuality.	
4.5.7	Create an exchange program of artists residencies in the City of San Diego and City of Tijuana.	Research for future implementation.
4.5.8	Explore development of a transborder arts and cultural district or creative enterprise zone in San Ysidro and Tijuana. See Arts in Community, #5, above.	
4.5.9	Leverage World Design Capital (WDC) as a platform for building greater international cultural and creative industry relationships and visibility. Continue to actively participate in the WDC global network post 2024 to expand design and innovation partnerships, continue to build awareness of San Diego-Tijuana as a center of creativity and innovation, and promote creative business development.	Participate in WDC global network.