CULTURAL arts CHULA VISTA

MASTER PLAN



2016

CITY OF CHULA VISTA

Prepared by the
Cultural Arts Division



Cover artwork and chalk mural (left) by Lidia F. Vasquez
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Executive Summary

Cultural arts in Chula Vista is the culmination of local heritage, artistic talent, creative activities and opportunities that develop social cohesion and a positive creative environment for all Chula Vistans of all abilities. The City recognizes that innovation, exploration, and expression are all important ingredients of an attractive, vibrant, and prosperous community. The Cultural Arts Master Plan (CAMP) is intended to be a dynamic resource that celebrates and embraces Chula Vista's unique historical narrative and the renaissance of innovation, exploration, and, expression that is occurring in the community. The innovative strategies and initiatives of the CAMP will help Chula Vista to remain vital and responsive to the dynamic nature of Chula Vista's creative community, while at the same time transforming cultural arts in Chula Vista into a sustainable industry and a cultural arts destination.

CITY OF
CHULA VISTA

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The Role of Cultural Arts in Economic Development

Much has been written over the last decade about the growing role of cultural arts in the economic recovery of cities. Where industries have declined or have yet to be established the “creative industry” has emerged as a powerful and energizing economic driver. In cities where the creative industry and its activities are nurtured and supported, there is higher than average growth, increased job creation, community pride and cultural tourism, all of which are important factors of successful economic development.

The City plays an essential role in leveraging relationships and resources necessary to champion cultural arts in Chula Vista. Whether through the provision of resources, adoption of policies, or support of cultural arts programs, creative and diverse cultural arts strategies and initiatives will help to strengthen Chula Vista’s economy.

Objectives

The goals, strategies and initiatives of the CAMP align well with the objectives of the City’s Economic Development Work Plan which includes, business support, project development, and regional collaboration. There is great economic value in building upon and expanding the arts in Chula Vista. A strong well defined cultural arts program will:

1. Improve Chula Vista’s Competitive Edge

There are many economic benefits of supporting cultural arts, such as: increased sales tax, the development and retention of a skilled workforce and the creation of a vibrant community that will attract business and foster innovation. Each of these benefits are key ingredients of improving Chula Vista’s competitive edge.

2. Promote a Connected Community

Cultural arts can help to demonstrate and enhance the unique character of a community. The City has a long history of cultural arts offerings and a variety of creative assets. The City’s role is to encourage, endorse, facilitate, market and promote those cultural arts programs, activities and creative assets that express and celebrate diverse community narrative, encourage civic engagement and promote a connected community.

3. Attract new and visiting populations

Cultural arts activities draw crowds from within and around the community. Increasing the number of visitors as well as enhancing resident participation will assist in building Chula Vista’s positive image, will help sustain a positive quality of life, and will assist in developing Chula Vista as a tourism destination.











CITY OF CHULA VISTA

Setting

Chula Vista is an exceptional city. It is the second largest City in San Diego County, with a population of more than 260,000, a rich and unique history, key geographic location, an attractive Bayfront landscape, environmentally rich canyons, scenic rolling hills, and quality public amenities. Chula Vista is a leader in conservation and renewable energy, has an outstanding public school system, and is one of the safest cities in the country. The City is also home to a diverse culture of creativity comprised of individual artists, local creative organizations, school districts with strong visual and performing arts programs, and various community events. Through wide-ranging innovative strategies and initiatives the City of Chula Vista will strengthen, support and leverage this culture of creativity. Chula Vista will develop a sustainable creative industry that will improve Chula Vista's competitive edge, enhance its remarkable assets, and the overall quality of life for all citizens.

Vision

As the City seeks to stimulate economic development, there is an increased awareness of the important role that cultural arts will play. Chula Vista's vision is that cultural arts will:

- Honor the past but guide the future
- Contribute to the quality of life for all residents
- Support and cultivate Chula Vista's creative culture
- Create an environment that encourages and supports Chula Vista's diverse population, the creative community, and the business community
- Expand a positive image of Chula Vista

"Vision is the art of seeing the invisible."
– Jonathan Swift

"Art is not what you see but what you make others see."
– Edgar Degas

Mission

The mission of the CAMP is to acknowledge Chula Vista's leadership role, commitment to cultural arts, and to provide a road map for the development of a creative industry that will: celebrate and leverage Chula Vista's cultural arts resources and assets, grow public involvement in cultural arts, enhance the local economy, and encourage and support cultural tourism in Chula Vista.

This mission will be achieved through the City of Chula Vista's commitment, support, and endorsement of:

- Community engagement and networking opportunities
- Diverse cultural arts programming
- Endorsement and support of community events
- Key partnerships and collaborations
- Direct and in-kind funding and resources
- Cultural arts friendly policies and processes



GOAL

1 Communicate

Providing residents and visitors easy access to cultural arts offerings and understanding the needs of local creatives and audiences are important components of the CAMP, therefore, on-going outreach and marketing and promotion strategies and initiatives have been developed. A multi-faceted approach to gather on-going input from the community and easier access to information on cultural arts offerings in Chula Vista are keys to the success of the CAMP.

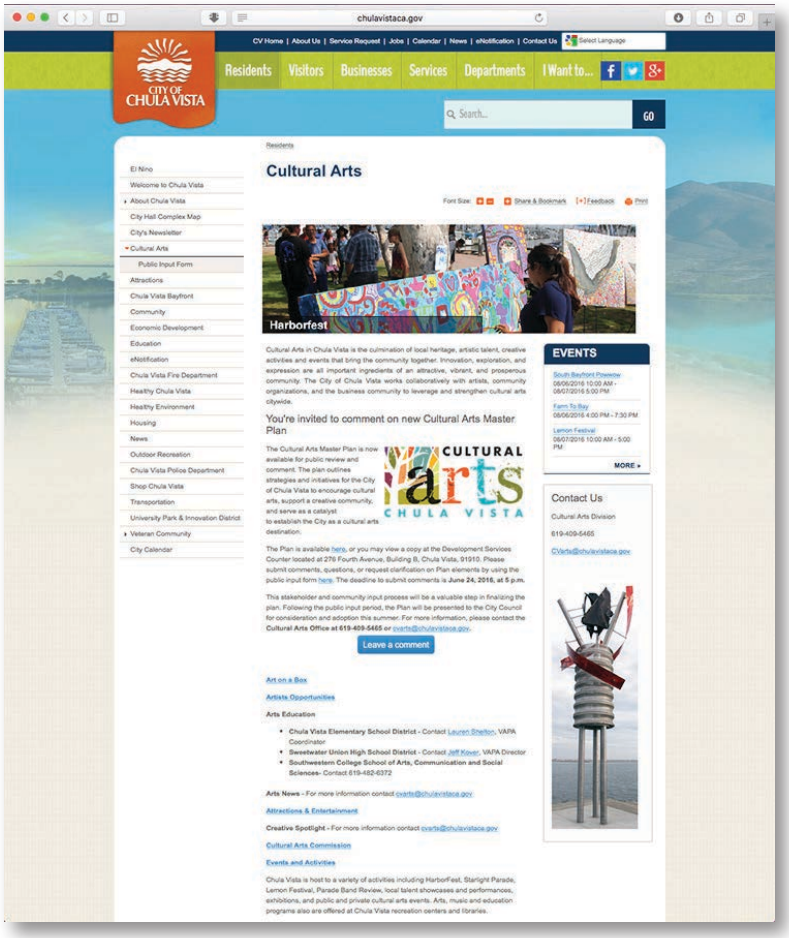
Strategy 1: Public Outreach

A. Create and maintain a cultural arts master contact list of creative individuals, organizations, and agencies to be used for on-going outreach and collaboration.

B. Develop a process to obtain attendee feedback at cultural arts events, performances, and activities.

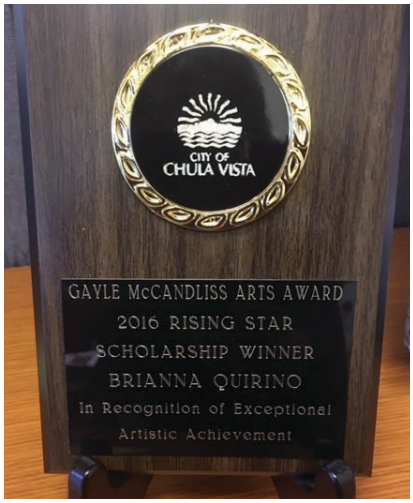
C. Create a cultural arts web page that will provide up to date information on cultural arts offerings and resources.
chulavistaca.gov/residents/cultural-arts

D. Create a process for on-going outreach and communication with community stakeholders (i.e social media surveys) to ensure that the City understands the cultural arts needs of the creative community and community at large.

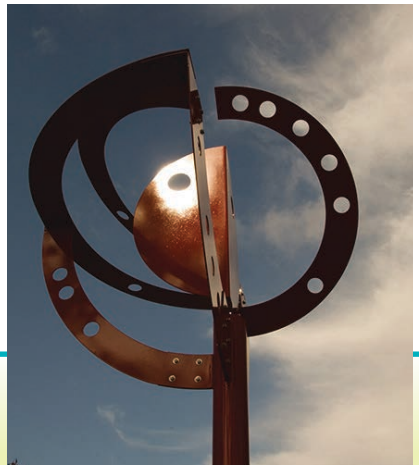


"The idea is not to live forever, it is to create something that will."
— Andy Warhol









Strategy 2: Marketing and Promotion

A. Work with the Office of Communications to market and promote cultural arts events and activities.

B. Work cross departmentally, to create a bilingual cultural arts communications and marketing plan of City programs, activities, and events.

C. Use branding, such as a Chula Vista cultural arts logo and #CVArts, on cultural arts marketing and promotion materials and correspondence.

D. Create a cultural arts master calendar of both public and non-public events, programs and activities.

E. Create a means to spotlight and highlight the work of local creatives, including individual artists, businesses and organizations and coordinate the promotion of these creatives through the City website, social media and City Council recognition.

F. Support and endorse cultural arts activities that provide a positive economic or social benefit to the City.

G. Coordinate marketing and promotion efforts between the City and the creative community city-wide

H. Market and promote cultural arts friendly City facilities, venues (including parks), events and activities.

I. Develop ways, such as a banner program, to market and promote the creative assets, local creatives, and art friendly businesses located within each council district and city-wide.

J. Collaborate with local agencies and organizations such as water authorities, schools and transit agencies for cultural arts marketing and promotional opportunities.

K. Collaborate with media outlets including Spanish media outlets (newspapers, radio…) on features, articles and marketing and promotion of cultural arts in Chula Vista.



GOAL

2 Create Opportunities

The City is host to a variety of cultural arts events, performances, and activities including HarborFest, Starlight Parade, Parade Band Review, local talent showcases, performances, exhibitions, and a multitude of both public and private cultural arts programming. The City also collaborates with a variety of local cultural arts organizations and supports a nine (9) member Cultural Arts Commission (CAC) comprised of individuals with diverse backgrounds in cultural arts, related fields, or experience. Building public and private partnerships and professional networks are invaluable opportunities for the City of Chula Vista to support and leverage the skills and talents of the creative community.

To understand how to best leverage these opportunities and local creative capital (individual artists, organizations and businesses) an assets inventory needs to be conducted. This cultural arts asset mapping (Asset Mapping), would be an assessment of existing cultural arts infrastructure, programs and creative capital. This mapping will assist in identifying creative resources that can be built upon, further developed and supported. It will also identify gaps that might exist and provide Information on how these gaps may be filled. The information obtained through the CAMP stakeholder and community input process will be a valuable part of this assessment.



Some of the questions that the Asset Mapping will answer are:

- Who are the creative people, organizations, companies, and other resources in Chula Vista. Are these creatives connected and/or collaborating and if so how?
- What are the issues, challenges, and opportunities surrounding cultural arts in Chula Vista?
- What are the creative space issues, challenges and opportunities?
- What are the cultural tourism opportunities?
- How can we best engage, support, and promote the city's creative assets?
- What programs and activities are missing?

Assets mapping will also assist in connecting the creative community by providing information and resources that otherwise may not be known.

Strategy 1: Support Cultural Arts Programs and Activities

A. Develop a cultural arts assets map that can be integrated into City software platforms such as GIS and Accela.

B. Create a master venue/ facilities list that identifies site amenities such as: capacity, type of stage, lighting, sound, parking, and associated fees.

C. Work across City departments to better understand programming trends and needs of the Community and build upon those programs that have shown to have the most success.

D. Explore opportunities to revive past cultural arts events and local traditions.

E. Align and support quality programming that is more high tech and responsive to trends and needs of the creative community.

F. Develop an exhibit policy for City facilities that will provide low or no cost opportunities for artists to exhibit and sell their work.

G. Support the development of programs and opportunities such as artist in residence, creative co-ops, and art incubators.

H. Explore and support new arts trends such as: maker faires, night markets, walk abouts, and digital cultural arts opportunities.





Strategy 2: Public Private Partnerships and Collaboration

A. Develop diverse and dynamic community partnerships that benefit and enhance the capacity of and opportunities for individual creatives, creative businesses and non-profits.

B. Collaborate with non-traditional venues and local businesses to provide more access to cultural arts.

C. Collaborate with stakeholders, arts groups, committees, and activities to support cultural arts in Chula Vista, the region, the state and at the national level.

D. Develop a collaborative relationship with the Chambers of Commerce, Visitor's Centers, and civic and business organizations to build public awareness of Chula Vista cultural arts offerings .

E. Assist in the development of beneficial relationships between the creative community, businesses, and the development community to create more cultural arts opportunities.

F. Facilitate a collaborative relationship between the Cultural Arts Commission, the Parks and Recreation Commission, the Commission on Aging, Friends of the Library, Healthy Chula Vista Advisory Commission and the Youth Action Council to provide relevant cultural arts programs and activities, including intergenerational opportunities and collaboration.

G. Identify opportunities for collaboration and partnerships with cultural arts groups and organizations that will strengthen and grow cultural arts in Chula Vista

Strategy 3: Connect the Creative Community

A. Support the creation of artist collaboratives and art hubs in locations that will bring creatives and the community together through cultural art exhibits, events, programs and activities.

B. Develop and support partnership opportunities for artists such as pop-up art installations, events and performances, cross marketing, and apprenticeship opportunities.

C. Create opportunities for creatives of all artistic mediums to exhibit and showcase their work and support entrepreneurial workshops for creatives using local, state and national resources and expertise.

D. Work with the creative community to establish a local network, such as North County Arts Network (NCAN), that will provide access to information, share resources, collaborate on projects, and develop opportunities for creatives.

> *"Alone we can do so little; together we can do so much."*
> *– Helen Keller*

Strategy 4: Establish a Qualified Cultural Arts Commission

A. Amend the Chula Vista Municipal Code to establish a qualified Cultural Arts Commission (CAC) where all members would be required to demonstrate experience and knowledge in cultural arts, with a majority of members appointed from among professionals in the disciplines of arts and culture.

B. Facilitate opportunities for CAC attendance and participation in community and cultural art activities city-wide.

C. Align the CAC appointment process in accordance with the provisions established by Chula Vista Municipal Code section 2.25.050 (E. and H.)

D. Establish specific program/activity sub-committees (e.g.. promotions committee, events committee) and a policy wherein all commissioners are expected to volunteer as needed.

E. Work with the CAC to create a rotating schedule wherein a minimum of two (2) CAC Commissioners would volunteer to attend community cultural art events.



GOAL

3 Build Community







Cultural arts assist in building strong, healthy, and connected communities. Strengthening the community through cultural arts includes exposure to public art, learning through arts experiences, access to arts education, and making cultural arts accessible for all ages and all abilities.

Public art has the power to transform and strengthen a community. The City of Chula Vista currently has over 80 public arts pieces located throughout the City as well as an inventory of contemporary art pieces. The development of a formalized and funded public art program that builds upon the City's current inventory of public art will help ensure that the collection is available for the enjoyment of future generations.

The City of Chula Vista supports a variety of arts education programs through recreational and library programming and is home to a variety of non-profit youth arts organizations and programs such as: the Community Opus Project, Christian Youth Theater, various music ministries, and significant Visual and Performing Arts programs in both the Chula Vista Elementary School District and the Sweetwater Union High School district. The City is committed to supporting cultural arts programming, activities and events that embody the rich diversity of the community and that are accessible to all persons of all abilitites.

Early exposure to cultural arts is essential to maximizing knowledge and a life-long involvement and appreciation in the arts. Studies show that students involved in the arts perform better in math, have greater reading fluency, a better working memory, and perform better on standardized tests. Programs that incorporate the arts have proven to provide students with the skills they need to be productive participants in today's high-tech and innovative economy. The School of Arts and Communications at Southwestern College provides a robust arts curriculum including dance, journalism, music, recording arts and technology, telemedia and theater arts. The City also provides personal enrichment and development programs designed to engage youth and opportunities for youth civic activism and community service such as the Youth Action Council and Leaders in Training program.

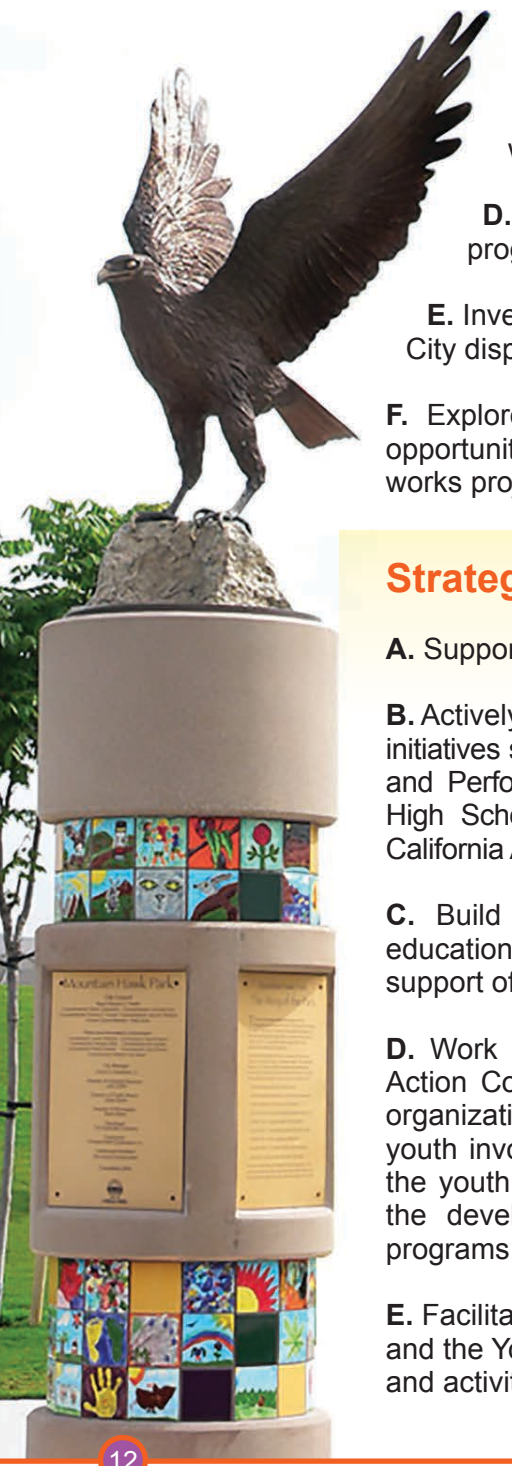
In addition, the City of Chula Vista offers a range of services and activities for the senior community. These include educational courses, health and exercise programs, dancing, art, and senior focused events. The CAMP provides strategies and initiatives that further connect seniors to the arts and community wide events and activities. Exposure to the arts has positive implications for the health and well-being of our senior community. Supporting programs and activities that provide seniors creative expression and social engagement have proven to be beneficial to both the individual and the community at large. A community that provides for cultural art opportunities for all ages of all abilities provides a better quality of life for everyone. Support of cultural arts programming that creatively and socially engages senior adults is a vital ingredient to overall quality of life in Chula Vista.

"The world is but a canvas to the imagination."
– Henry David Thoreau

Strategy 1: Public Art Program

A. Build a publicly available collection of artwork that celebrates Chula Vista's history, diversity, and natural assets.

B. Adopt a public art policy that will:
• establish criteria that will ensure public art in Chula Vista expresses creativity, provides visual information about Chula Vista, and captures and highlights the essence of Chula Vista's creative culture and community.
• establish guidelines, standards, and procedures for the acquisition, selection, installation, curation, and decommission of the City's current and future public art collection.
• establish a public arts advisory committee that is comprised of members of the Cultural Arts Commission and professionals in the field of cultural arts.



C. Work collaboratively with the appropriate stakeholders to integrate and explore ways to include public art into private development.

D. Work with both the development and community stakeholders to develop a program for the installation of public art in private development.

E. Inventory, appraise, and map all public art and city owned art and properly label all City displayed art (i.e. artist, date, title of the work, and medium of the work).

F. Explore ways that public art may assist in developing community identity and opportunities for creative placemaking in areas throughout the City such as in public works projects, transit stops, neighborhood entrances and City gateways.

Strategy 2: Youth Engagement

A. Support programs that encourage and engage youth in cultural arts activities.

B. Actively participate in arts education committees, programs and initiatives such as: Chula Vista Elementary School District Visual and Performing Arts Steering Committee, Sweetwater Union High School District VAPA Strategic Plan Committee, the California Arts Project, and Arts in Education Week.



C. Build and strengthen the City's partnership with educational community through collaboration and support of arts in education goals, events, and activities.

D. Work with city departments, school districts, Youth Action Council, the local creative community and arts organizations to support meaningful opportunities for youth involvement in cultural arts planning and to utilize the youth as resources, collaborators, and organizers in the development of cultural arts events, activities, and programs.

E. Facilitate collaboration between the Cultural Arts Commission and the Youth Action Council to develop cultural arts programs and activities that will engage and appeal to the youth demographic.



F. Advocate for the inclusion of the arts in educational curriculum

G. Support community cultural arts education and enrichment activities.

H. Strengthen and grow affordable cultural arts youth programming.

I. Support cultural arts outreach programs such as: The Old Globe's Globe for All Program, San Diego Youth Symphony Community Opus Project, and the La Jolla Playhouse Performance Outreach Program.

Strategy 3: Senior Engagement

A. Work collaboratively across city departments, to coordinate and support senior cultural arts programming.

B. Advocate for transportation opportunities for seniors to community events such as: Lemon Festival, HarborFest, and the Starlight Parade.



C. Encourage participation of the senior community in planning of and participation in community events and activities.

D. Develop cultural art programs that will provide seniors exposure to a variety of art disciplines.

E. Provide opportunities for members of the senior community to be active participants in cultural arts planning.

F. Facilitate collaboration between the Cultural Arts Commission and the Commission on Aging to identify senior cultural arts needs and opportunities.

G. Create opportunities for cultural arts intergenerational collaborations.

H. Develop ways to communicate with the senior community about cultural arts opportunities that takes into consideration seniors that may not have access to technology and social media.

Strategy 4: Cultural Equity

A. Support artists and develop programs and events that are representative of Chula Vista's culturally diverse community.

B. Create metrics to measure diversity in cultural arts participation and develop ways to address needs and gaps in participation and access of underserved populations.

C. Collaborate with cultural arts institutions and organizations (e.g. La Jolla Playhouse, the Old Globe, Balboa Park museums) to provide cultural arts access to those that otherwise may not have access.

"The best classroom in the world is at the feet of an elderly person."
– Andy Rooney

GOAL

4 Stimulate Economic Vitality

To leverage cultural arts as a tool of economic vitality and economic development, it is imperative that the value of Chula Vista's cultural arts assets be understood and communicated. Developing metrics to measure the value of cultural arts assets in Chula Vista, pursuing diverse public and private funding streams to support and leverage those assets , and building Chula Vista's identity as a cultural arts destination will create a healthier and stronger community, will assist in attracting new and visiting populations, and will advance Chula Vista's competitive edge.

Chula Vista has the distinct advantage of proximity to Baja California, a regional epicenter of cultural arts. To date, Chula Vista has hosted several Mexican exhibits including a binational exhibit of Gustavo Mayoral & Friends and a culmination of Mexican artwork from the Centro Cultural Tijuana (CECUT) at Southwestern College. Continued cross border cultural arts collaboration and collaboration with stakeholders such as the South County Economic Development Council, the Smart Border Coalition and the Tijuana Tourism Board, will not only help strengthen cultural arts in Chula Vista but will strengthen the binational region at large.



Strategy 1: Develop Cultural Arts Metrics

A. Leverage the existing Performing and Visual Arts Grant (PVAG) program by establishing grantee accounting and reporting criteria to better understand and measure both direct and indirect economic value of projects and programs funded through the PVAG program.

B. Develop a database of Chula Vista's creative industry including cultural tourism activity and establish criteria for measuring and reporting its economic value.



C. Develop tools to understand the trends and needs of both the creative community and audiences.

D. Establish a means to report out to national and state agencies and organizations the scope and economic importance of cultural arts in Chula Vista for inclusion in national and state reports such as the AMERICANS for the ARTS; Creative Industries: Business & Employment in the Arts Report.

E. Conduct surveys to understand the Chula Vista Cultural Arts Audience (including)

- *Age demographic*
- *Size of household*
- *Education level*
- *Income*
- *Ethnic background*



F. Implement ways to regularly measure and report the economic impact of cultural arts events and activities.

"The object of art is to give life shape."
– William Shakespeare



Strategy 2: Support both Traditional and Non-traditional Funding Sources

A. Work collaboratively to develop cultural arts programs, activities and events with multiple benefits and to cooperatively pursue grants and funding opportunities that would support those programs.

B. Support cultural arts fundraising activities and establish the appropriate process to accept monies raised through fundraising.

C. Support and grow revenue generating opportunities from visitors, community events, and cultural arts activities.

D. Transfer administration of the City's Performing and Visual Arts Grant (PVAG) and the Gayle McCandliss Arts Awards to the Economic Development Department.

E. Assist non-profit, private and community organizations to apply for grants for projects that have a public benefit.

F. Establish a mechanism to accept donations that support cultural arts activities, projects and programs (i.e. establishing a non-profit group such as Friends of Chula Vista Cultural Arts).

G. Apply for grants from foundations with a wide range of missions such as education, community development, health and social justice to create cultural arts programs that meet those missions.

H. Pursue opportunities to use leverage City funds to strengthen and grow cultural arts and cultural tourism in Chula Vista.

I. Pursue grants, such as the National Endowment for the Arts Our Town grant program, for creative place-making projects that support such things as arts engagement, civic participation and community engagement.

Strategy 3: Strengthen International Connections

A. Collaborate with local and regional stakeholders to develop partnerships with the Baja region.

B. Support programs and initiatives to plan, develop, and carry out cross border cultural art activities

C. Work with other government entities to assist in the interchange of art exhibits and other cultural art activities.

D. Facilitate and support collaboration between the Cultural Arts Commission, the International Friendship Commission, and the Youth Action Council to develop and implement cultural art interchange between Chula Vista and Mexico, Japan, and the Philippines.

E. Collaborate with local and regional agencies (e.g. South County Economic Development Council and the San Diego Tourism Authority) to strengthen cultural tourism within the binational region.

F. Partner with local, binational and international organizations to host artist exhibits and other cultural art activities from Mexico.

G. Pursue programs and policies that will showcase binational cultural arts on both sides of the border.

Strategy 4: Cultural Tourism

A. Work with local and regional organizations to track the characteristics of the Chula Vista tourism market and visitor.

B. Work with the Chamber of Commerce and Visitor's Center to Collaborate with the local and regional hotel and motel industry to market and promote cultural arts events, activities and programs in Chula Vista.

C. Participate in local and regional marketing tourism committees.

D. Explore ways that cultural arts events, programs, and activities in Chula Vista can attract tourism.

E. Coordinate listing of Chula Vista cultural arts events in local, regional, and state arts and culture and tourism publications.

F. Work with state agencies such as the California Arts Council and art organizations such as Americans for the Arts for inclusion of Chula Vista's creative industry in Cultural Arts economic impact reports and creative industry studies.

G. Use market research to understand tourist activities (spending, demographic profiles, travel trends…) and collaborate with local and regional organizations to develop and market cultural art experiences that individual tourist and groups are seeking out.

H. Utilize technology, wayfinding tools, and travel sites to support, market and promote cultural arts events, activities, programs and tourism amenities such as the City's historical resources, public artwork inventory, amphitheater, and water park.



GOAL

5 Infuse Arts into City Processes

Chula Vista has a diverse array of artistic talent and creative assets. To assist in supporting and leveraging Chula Vista's existing assets and to develop a more robust creative industry, The arts should be considered as part of development projects and City processes should be adjusted and policies developed to accommodate and strengthen cultural arts in Chula Vista.

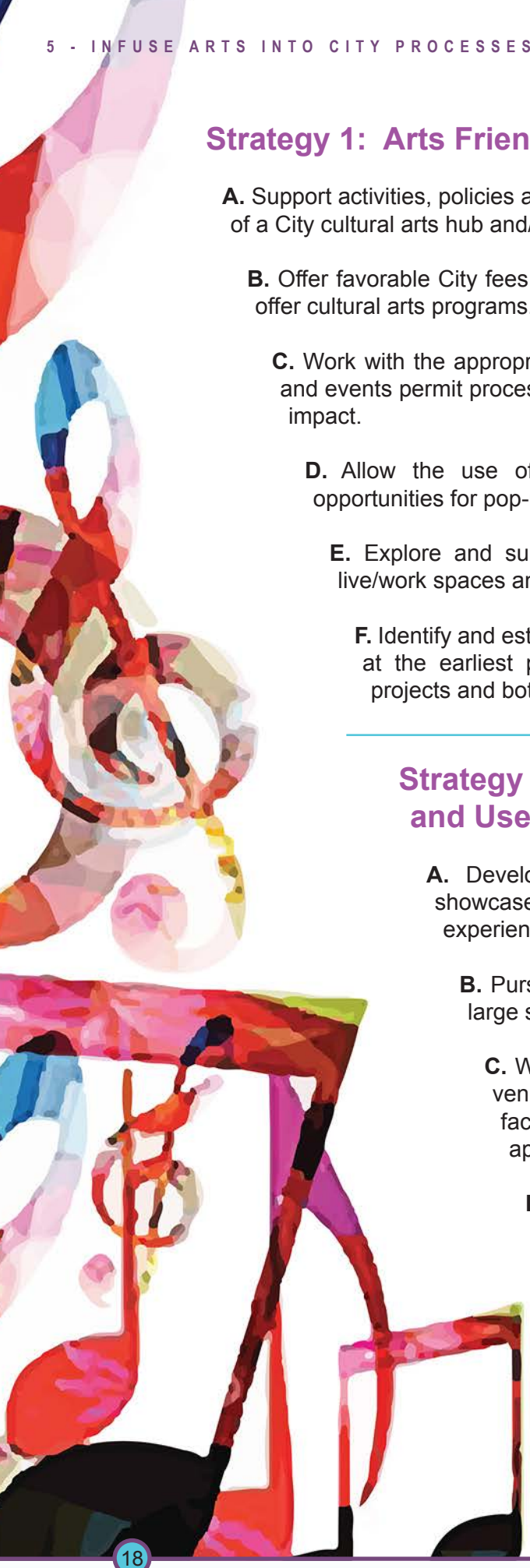
"I dream of painting and then I paint my dream."

— Vincent Van Gogh

There are several venues and facilities in Chula Vista such as Mayan Hall at Southwestern College, the recently remodeled Civic Center Library auditorium, Memorial Park Amphitheater, and the Rosemary Lane Galeria at the South Library Branch. However, studies show that, on the whole, Cultural Arts spaces that are becoming smaller, less permanent, and less formal. These new space trends are taking the place of large formal brick and mortar venues and facilities. To respond to such changes, including changes in audience behavior (younger, diverse, and transitory) Cultural Arts spaces should be more flexible, high-tech and able to respond to changes in programming trends and needs.

There is a growing realization of how important lively and appealing gathering places are to every aspect of our lives. Creating public spaces where all segments of a community are able to meet, interact, celebrate, and enjoy, can activate areas that otherwise would sit empty or avoided. Quality public space opportunities include historically significant or important places, parks, streets, community gardens, pocket parks, sidewalks, parklets, trails, promenades, public space within development, and public buildings. Chula Vista has various quality public spaces including approximately 57 parks and 9 recreation centers, a variety of pocket parks, and zoning regulations that support community gardens, and design requirements for functional common areas in both private and public development projects. In addition, the City of Chula Vista recently adopted Healthy Chula Vista General Plan policies that support quality of life wellness principles that support a connected community through social gatherings, civic engagement and access to arts and culture.

Cultural Arts are not only a means to create an appealing community but are also an important element of creating a competitive tourist destination. It is important that Chula Vista nurture and support a robust cultural arts scene to create a more vibrant city and to promote a more positive image of Chula Vista.



Strategy 1: Arts Friendly Policies

A. Support activities, policies and regulations that would assist in the development of a City cultural arts hub and/or district.

B. Offer favorable City fees (possibly on a sliding scale) for artist and non-profits that offer cultural arts programs.

C. Work with the appropriate City departments to assist in streamlining facility use and events permit processes for cultural arts events that have a positive economic impact.

D. Allow the use of non-traditional spaces for cultural art activities and opportunities for pop-up, mobile exhibits and performances.

E. Explore and support policies and regulations that will benefit potential live/work spaces and creative incubators.

F. Identify and establish appropriate means to ensure that arts are integrated at the earliest possible stage of public facilities projects, public works projects and both large and small private development projects.

Strategy 2: Support the Development and Use of Creative Spaces

A. Develop non-traditional gathering spaces where artists can showcase work, perform, and where there are opportunities to experience arts and culture.

B. Pursue opportunities for cultural arts opportunities within new large scale developments.

C. Work with the creative community to identify non-traditional venues and local businesses (such as bookstores, religious facilities, cafes, and, private event halls) that may be appropriate venue for cultural arts opportunities

D. Develop a policy (such as an Open Streets policy) that utilize streets for cultural arts events.

E. Ensure that an appropriate amount of cultural arts space is provided for as part of the Bayfront development.

"Coming together is a beginning, keeping together is progress, working together is success."

— Henry Ford

Strategy 3: Create Quality Public Spaces

A. Adopt regulations and policies that would allow for creative uses within public spaces that would otherwise remain empty or avoided that would encourage and allow for the clustering of cultural art uses and the use of art to activate underutilized areas or vacant spaces.

B. Support policies that would allow for community gathering and use of outdoor areas for cultural arts events and activities.

C. Ensure that policies are included in other City plans (i.e. Parks and Recreation Master Plan), that support the use of public spaces as places to make art, exhibit artwork, and as venues of cultural arts performances and activities.

D. Adopt policies and guidelines that would allow for the use of street furniture, functional landscaping, artistic wayfinding signage, and public art, within public spaces.











Acknowledgements

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Appendix 1

Discussion Group 2
SWOT Analysis

Cultural Arts in Chula Vista
SWOT Analysis | *September 28, 2015*

Strengths:
- Location, weather, access to trolley (all allow year around participation)
- Dedicated staff and elected officials
- Strong committed Cultural Arts Commission, and art professionals and educators
- Art schools, Southwestern College, SDYS Opus program, CYT, CVESD VAPA
- OnStage Playhouse
- Positive Growth
- Businesses that support the arts through fundraisers
- Guaranteed grant funds through the City's VPAG program
- Local artists and creatives
- Existing Public Art
- Parades, school bands, local talent showcases
- Outdoor gathering spaces and places where art can be made – We use our parks
- Olympic Training Center
- Agency Partnerships (MTS, Port)
- Existing Cultural Art programs and activities (Libraries and Recreation)

Weaknesses:
- No centralized Cultural Arts information hub
- Small Cultural Arts Commission staff
- No public transit to amphitheater
- Border Image of South Bay
- No image as a destination location
- No or very little live work opportunities
- Migration outward for cultural arts
- Very low Transient Occupancy Tax
- Transitory population (i.e. military families)
- Gaps in knowledge of the work of the Cultural Arts Commission
- Turnover in Cultural Arts Commission leads to loss of Institutional knowledge
- Lack of an arts center (i.e. Liberty Station or the Jacobs Center)
- Lack of a distinctive visual City Cultural Arts landmark
- Stagnate downtown
- No meeting space or venues
- Slower economic recovery here in Chula Vista

Opportunities
- Potential cultural arts venues/facilities (i.e. vogue, coffee shops etc..)
- Regional Resources (Arts networks, SDVAN, SWC)
- Chula Vista is on the radar of regional players
- Revival of past events and traditions
- Potential revenue generator
- Grants
- Village downtown and a unique history
- Bring Younger generation into the Cultural Arts conversation through technology
- Relationships with educational organizations (internships)
- Connecting to arts based businesses
- Gaming (electronic) – opportunity for entrepeneurship and start ups
- Binational relationship
- Increase the number of families to that participate and attend
- Revive downtown Chula Vista
- Storefront displays (both public and private buildings, storefronts along Third Ave)
- Farmer's markets
- Creation of a national event that culminates in Chula Vista
- Social Media Campaigns
- Octoberfest
- Diverse and unique community
- Intergenerational events, all ages
- Opportunity to educate on social issues through art(i.e. homelessness)
- Creating events such as Stem to Steam workshops
- % received from ticket sales at amphitheater
- Partnerships with high-tech industry
- Learn from other community successes and implement in Chula Vista (i.e. Design Thinking "D School", Night Market along Convoy, Walk About in South park, NTC First Friday
- Collective power (i.e. Maker Quarters in East Village) Public/private partnerships

Threats
- Image of some public spaces being unsafe
- Perception of Chula Vista instability both politically and economically leads to lack of business development
- East-West divide (physical 805 boundary)
- Education curriculum (Common Core and budget cuts)
- Behind the curve- lack of program for years and no master plan
- Chula Vista is not fun and funky

Appendix 2

Cultural Arts Master Plan Discussion Group #1

Cultural Arts Master Plan Discussion Group #1
"South Bay Culture Think Tank" | *Wednesday, September 2, 2015*

1. What cultural events/places/artworks have worked in the past in the South Bay? Why have these events/institutions been successful?

Synthesis: South Bay successes are about family, inclusive events and venues.

- Festivals such as Bonita Fest
- Parades
- Inclusive, all ages venues
- Creative outlets for teens
- Public library: has displayed local talent
- Public art: promotes sense of pride and identity
- Taste of Third, Lemon Festival, public art pieces: have been successful because of the sense of community and cultural tradition.
- Art Walk
- Taste of the Arts
- Music in the park
- Southwestern College Art Gallery and events
- Lemon Festival: SWC Ballet Folklorico Club very successful, community-based and family friendly
- Performing Arts Grant (benefit schools), CV Public Library
- ARTS (A Reason to Survive)
- Trolley Dances Kids on Board
- Surfboards and public art in IB
- Sand Castle competition, IB
- Murals on Third Ave in CV
- South Bay Pride Art and Music Festival
- High school marching band pageants

2. What are we missing in the South Bay in terms of culture? What are the problems that stand in the way of the visual and performing arts, arts institutions and arts education?

Synthesis: We don't have a physical space to showcase local artists. We need better communication about the arts. We have no aesthetic identity. We would like businesses to support the arts.

- No major investment in the arts
- Social misconception that South Bay is not a cultural/artistic center
- A physical place for artists to develop and present work
- Communication within the artistic community (online, print, etc)
- A visually appealing environment
- A museum
- Bonita Museum has no PR, so no one knows what's happening
- After-school program that helps students prepare for college (see "The Wooden Floor" in Santa Ana)
- A collector base
- Multiple venues for art
- Media on the arts in South Bay
- Children's art programming
- Complacency, disorganization
- High end events
- Visual approach to CV is unpleasant

3. If money were no issue, what would we want in the South Bay? Think BIG!

Synthesis: If funded, we would like a well staffed arts complex. We would like artists involved in planning at all levels and subsidized arts education for all residents.

- A museum for local artists, with a collection
- Performing arts center that is visible and accessible, politically and physically
- Artistic presence in the malls, i.e. Otay Ranch, Millenium Shopping Center
- Arts connection with the Olympic Training Center
- A "South Bay Arts Network"
- Multicultural and International Center for the Arts, emphasis on exchange and cross cultural experiences, fully programmed and staffed, experienced director
- Art as Infrastructure, utilitarian and multi-use
- Art that acts as a gathering place, plus aquaponic system, plus renewable energy

- Temporary panels for installations, murals (source: Land Art Generator Initiative)
- Studio spaces for visual and performing artists (cheap rent!)
- Include artists on all CIP City projects as collaborators on design teams
- City subsidized house and studio space for artists and galleries
- A community stage, state of art theater
- Center for digital media where students and adults get training from instructors on latest software and technology
- Transportation and funding for students to attend performance events (opera, theater, dance, etc)
- Free bus trips for children and parents to all art museums in the county
- 2% for the arts (or 10%)
- Architectural focal point in the city
- Money for high school music, theater, dance and art departments
- South Bay YouTube channel that promotes the arts
- Banners, bus ads and billboards promoting arts events on major arteries of the city

Other Ideas or Comments to help the Arts grow in the South Bay:

- CV Library has auditorium to show movies/film festival, but no one knows this
- Vogue Theater—could show art
- Use open space for performance and site specific and/or temporary art projects
- Connect with residents to create a mural
- Shine light on South Bay talent
- Case Study: City Heights Fairmount Arts Corridor Project
- Combining collaborations with local cdc's/non-profits, and business, university research
- Studies/research that link economic development with art—to give residents a reason to value art
- Increase walkability through art
- Pay attention to the Promise Neighborhood Programming at many levels
- Use the natural environment and farms as partners
- Living murals
- Jump on the bandwagon of other civic-related plans to incorporate art: master bike plan (paint on asphalt), master tree plan (tree cages), etc.
- Encourage public/private and profit/non-profit partnerships to create synergy and collaboration
- Allow working artists to teach in the schools
- Give schools more budget for VAPA (visual and performing after school) programs
- Collaborate: Comic Con, Colleges to mentor students, cultural collaboration with other countries
- There is so much culture in South Bay that could be brought out. We are amazing people!

Additional Ideas from San Diego City College students:

What do you know of Culture in the South Bay?

- Chula Vista seems driven toward consumer growth rather than any aesthetic considerations.
- "Growing up the the South Bay, Eastlake area, I've never see any culture and wish there would have been some, because my childhood would have been expanded…"

Suggestions for how to proceed…

- Get businesses on board with promoting the arts (murals) as happened in North Park.
- Give us a reason to go to the South Bay.

Appendix 3

Chula Vista Cultural Arts Master Plan Public Discussion Group #2

Chula Vista Cultural Arts Master Plan
Public Discussion Group #2 | *October 21, 2015*

Strengths
- Unique history
- Diverse community
- Large population and land area
- Lots of Talent
- Proximity to the border
- Coastal
- Strong military presence and history
- Strong youth potential
- No precedent/new ideas and creativity to be bleeding edge
- Established venues (Bonita Museum, SWC, Chula Vista Art Guild)
- Strong performing arts presence in the High Schools (CV High, Bonita Vista)
- Chula Vista Elementary School District commitment of 15million in Visual and Performing Arts teacher salaries over 3 years
- Eastern growth (infuse Cultural Arts early into the process)
- City's Commitment to developing a Cultural Arts Master Plan
- Olympic Training Center
- City of Chula Vista Visual and Performing Arts Grants (proceeds from Sleep Train ticket sales)
- Broadway Corridor, 3rd Avenue
- Established community events (Bonita Fest, Harbor Fest, Lemon Fest)
- Strong Parks and Recreation Programs
- Southwestern College Program and facilities
- New Cultural and Performing Arts Facility at SWC – 2018
- Business support of the arts and fundraising
- Research/ UCSD Case Study of the power of the arts in Chula Vista Elementary School District – published 2017??
- Community based funding in neighborhoods
- Bayfront
- Planned Innovation District

Weaknesses
- Lack of artist housing
- Affordable studio spaces (ordinance needed, potential for gentrification)
- No art supply stores in Chula Vista
- No Friend of the Arts (non-profit to donate to City projects)
- Lack of emphasis on other art forms other than performing arts (i.e. visual arts, culinary arts..)
- East/West Divide (lack of visual identity, class disparity, lack of connection)
- No cross promotion, lack of collaboration between different groups and different groups and the City of Chula Vista (no one stop shop of information)
- Expensive to rent venues/facilities
- No mentorship/internship opportunities for the arts
- Lack of support outside of schools for further education in the arts (i.e. no support at home)
- Lack of educating families on the power of the arts
- Common Core versus the arts
- Lack of City commitment until recently

Opportunities
- COTA program – Collaborations of Teachers and Artists (teachers learn to teach through art)
- Old Globe Shakespeare for parents program (Castle Park)
- Non-profit support as a source to tap into
- Scholarships for the arts (i.e. CVAG, CVVPAG) – need to market these opportunities
- Program models of other jurisdictions (i.e. National City's BOCON and ARTS programs)
- Religious institutions as a venue, source of talent etc..
- Connection to Comic Con
- 72 new VAPA teachers in the CVESD (showcase opportunities of talent &support of the arts
- Availability of research and data on the value of the arts (NEA, NEH, UCSD research)
- Creation of a data base of local artist and creatives (collaboration, support…)

- Collaboration with local business community and organizations (Romescos, wine club)
- Established artist groups (CV Ballet/Neisha's
- Collaboration with other agencies (Courthouse)

Threats

- Lack of business investment in Chula Vista
- Inferiority complex – lack of positivity
- Gentrification of local artists/creatives
- Community character perception
- Fear of Change
- Lack of full leadership support
- Cultural Arts can be a political topic

Other Comments

- Chula Vista is not boring!
- Tools for entrepreneurship exist and need to be utilized
- There needs to be sweat equity of the artist/creative community (contributions to rehabilitating spaces, be advocates for themselves)

Appendix 4

Cultural Arts Survey 1

Cultural Arts Master Plan Survey 1:
102 People Surveyed

CITY OF CHULA VISTA

Cultural Arts Survey
We want to hear from you!

What Cultural Arts activities do you attend/participate in? (Check all that apply)

- ☐ Performance (dance, music, theater)
- ☐ Visual Arts (arts walk, museum, exhibition)
- ☐ Community Event (HarborFest, Farmer's Market, etc.)
- ☐ Other Creative Activity _____

How often do you attend/participate in Cultural Arts activities?

- ☐ Every month
- ☐ 4 or 5 times a year
- ☐ 3 or fewer times a year
- ☐ Rarely
- ☐ Never

Where are the majority of Cultural Arts activities that you attend/participate in?

- ☐ City of Chula Vista
- ☐ City of San Diego
- ☐ Other Areas of San Diego County
- ☐ Outside of San Diego County
- ☐ Outside of California
- ☐ Outside of the U.S.

In what ways do you hear about Cultural Arts activities? (Check all that apply)

- ☐ Word of Mouth
- ☐ Newspaper
- ☐ Social Media/Internet
- ☐ Mailers
- ☐ Posted Advertisements
- ☐ Other _____

Would you be interested in participating in a Cultural Arts Master Plan process for Chula Vista? (If yes, or for info only, please provide your contact information below.

- ☐ Yes
- ☐ No
- ☐ Information only

Which best describes you?

- ☐ I am an Artist/Creative by trade
- ☐ I work/have worked in the creative field
- ☐ Cultural Arts is a hobby/area of interest
- ☐ Never affiliated with Cultural Arts by career or hobby
- ☐ Other _____

What other Cultural Arts (including events/activities/programs) would you like to see in Chula Vista?

_____

_____

_____

What, if anything, could be done for you to attend or participate more in Cultural Arts in Chula Vista?

_____

_____

_____

About You (optional)

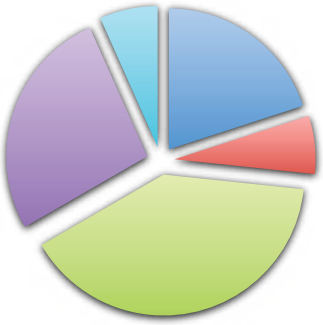
Name: _____

Email: _____

Phone: _____

Cultural Arts Master Plan Survey 1: ***Results***

What Cultural Arts events/activities/programs would they like to see in Chula Vista?



- 15% Film Fests
- 5% Speaking Art
- 30% Exhibitions/Art Walks
- 20% Artists Opportunities
- 5% More Community Events (i.e. Holiday)

What do they attend or participate in 3 or more times per year?



- 75% Community and Performance Arts Events
- 15% Visual Arts Events
- 10% Other Creative Activity

Person Surveyed



- 50% Cultural Arts is an interest/hobby
- 30% Artist or Creative by trade
- 10% Work/Have worked in the creative field
- 10% Not affiliated with Cultural Arts

Where did they attend/ participate in Cultural Arts?



- 65% Outside of Chula Vista
- 30% In Chula Vista
- 5% Outside US

How did they hear about Cultural Arts?

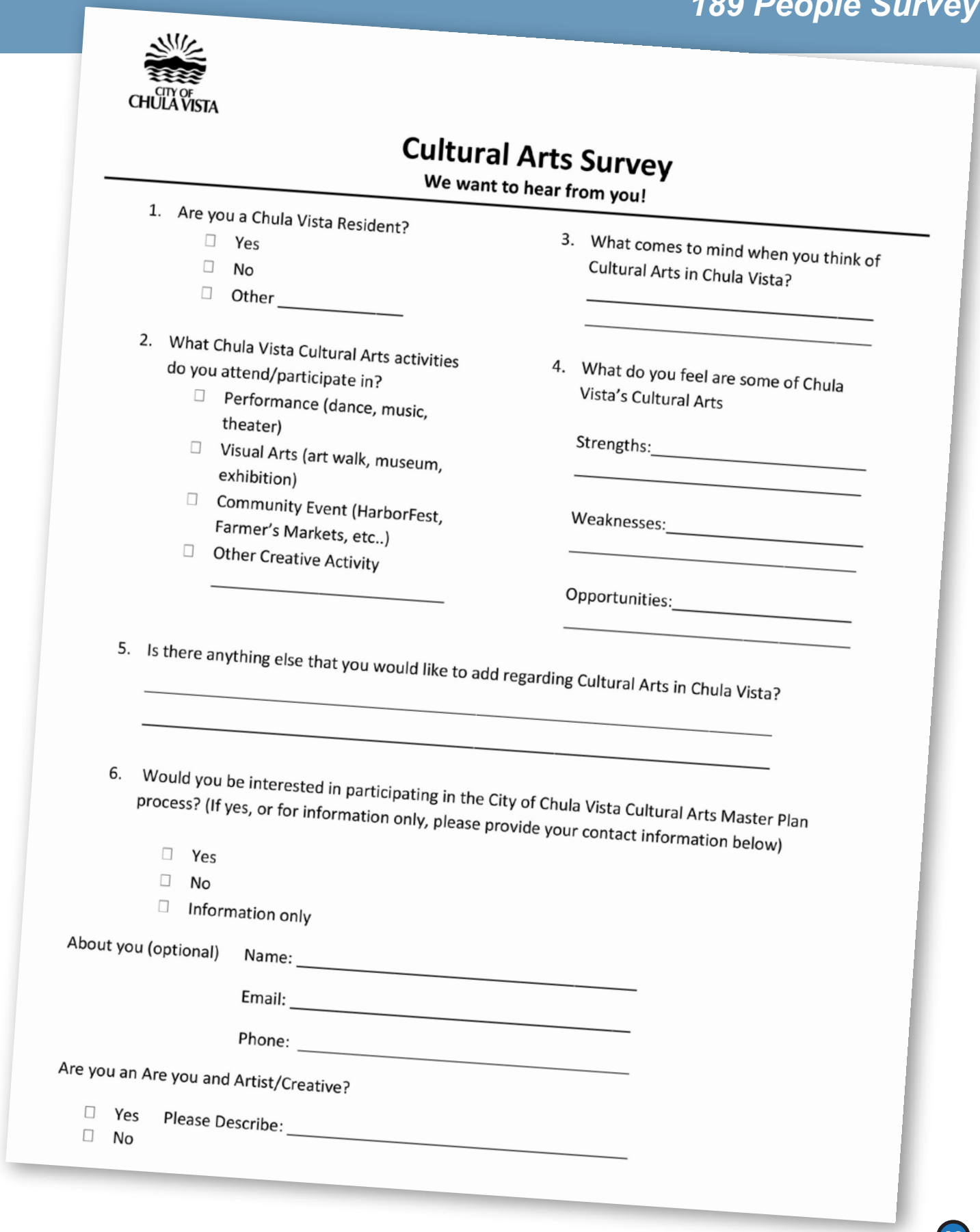


- 70% Social Media
- 20% Word of Mouth
- 10% Posted Advertisements or Other

Appendix 5

Cultural Arts Survey 2

Cultural Arts Master Plan Survey 2:
189 People Surveyed



CITY OF CHULA VISTA

Cultural Arts Survey

We want to hear from you!

1. Are you a Chula Vista Resident?
   - ☐ Yes
   - ☐ No
   - ☐ Other _____

2. What Chula Vista Cultural Arts activities do you attend/participate in?
   - ☐ Performance (dance, music, theater)
   - ☐ Visual Arts (art walk, museum, exhibition)
   - ☐ Community Event (HarborFest, Farmer's Markets, etc..)
   - ☐ Other Creative Activity

   _____

3. What comes to mind when you think of Cultural Arts in Chula Vista?

   _____

   _____

4. What do you feel are some of Chula Vista's Cultural Arts

   Strengths: _____

   _____

   Weaknesses: _____

   _____

   Opportunities: _____

   _____

5. Is there anything else that you would like to add regarding Cultural Arts in Chula Vista?

   _____

   _____

6. Would you be interested in participating in the City of Chula Vista Cultural Arts Master Plan process? (If yes, or for information only, please provide your contact information below)
   - ☐ Yes
   - ☐ No
   - ☐ Information only

About you (optional) Name: _____

Email: _____

Phone: _____

Are you an Are you and Artist/Creative?

- ☐ Yes Please Describe: _____
- ☐ No

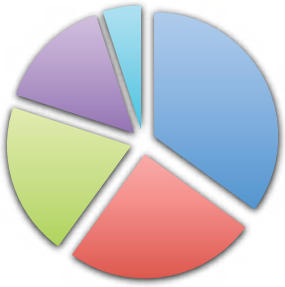
Cultural Arts Master Plan Survey 2: *Results*

Chula Vista Resident?



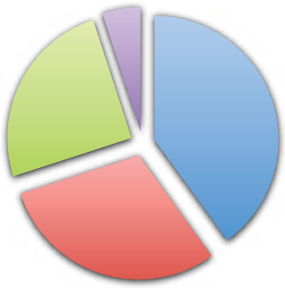
- 59% Chula Vista Resident
- 41% Non-Resident

Who were the survey takers?



- 35% Professional (non-artist)
- 25% Artist/Creative
- 20% Student
- 15% Other
- 5% Educator

What type of Cultural Arts activities do you attend/participate in?



- 40% Visual Arts
- 30% Community Events
- 25% Performances
- 5% Other

Strengths



- 30% Large Population
- 25% Talented Artists
- 20% Community and artists want to participate or be involved
- 15% Good school programs
- 5% Diverse Community
- 5% None

Weaknesses



- 40% Not enough promotion or advertisement
- 25% Lack of venues/space
- 20% Too much bureaucracy/ lack of support for individual artists
- 15% Not enough money/resources

Opportunities



- 25% Third Avenue and Broadway (artist space opportunities)
- 20% Proximity to San Diego/ Mexico cultural arts hubs
- 15% Vacant Buildings/Vogue
- 20% Talented Youth
- 10% Talented Artists
- 10% Bayfront/Olympic Training Center