

1-3 YEARS

ORANGE = Start Year 1

GREEN = Start Year 4

BLUE = Start Year 8

INITIATIVE	TIMELINE	LEAD	PARTNERS	RESOURCES	METRICS
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**Recommendation 1.2: Work to eliminate access barriers to arts and cultural programming for all residents.**

<i>Initiative 1.2.1:</i> Convene arts and cultural institutions and residents for discussion about barriers, including financial (cost), geographic (transportation), attitudinal (feeling welcome), and cultural (relevance).	1-3 Years	Community Development Agency Lead/ / Arts OC (as convener)	Local artists and cultural institutions; educational institutions, nonprofit organizations	Staff time; limited financial resources for meeting support and logistics.	Development and implementation of a plan for barrier elimination and the identification of successful outcomes through program evaluation.
<i>Initiative 1.2.2:</i> Using information gathered through community conversations, develop and implement a plan with arts and cultural institutions that encourages increased participation among those community members who are identified as “underserved audiences.”	1-3 Years	Community Development Agency Lead/ / Arts OC (as convener)	Local artists and cultural institutions; educational institutions, nonprofit organizations	Staff time; limited financial resources for meeting support and logistics.	Development and implementation of a plan for barrier elimination and the identification of successful outcomes through program evaluation.
<i>Initiative 1.2.3:</i> Develop and implement a means for evaluating efforts and outcomes to measure success and identify areas for improvement.	1-3 Years	Community Development Agency Lead/ / Arts OC (as convener)	Local artists and cultural institutions; educational institutions, nonprofit organizations	Staff time; limited financial resources for meeting support and logistics.	Development and implementation of a plan for barrier elimination and the identification of successful outcomes through program evaluation.

**Recommendation 3.1: Support and strengthen the burgeoning creative economy in Santa Ana.**

<i>Initiative 3.1.2:</i> Participate in one of the several arts and the creative sector economic impact studies such as the Creative Vitality Index through WESTAF.	1-3 Years	Community Development Agency	SBA Santa Ana; Santa Ana College; small creative businesses	Staff time and infrastructure development costs; Creative Economy planner	Creative sector access to business development resources and stronger revenues to the local economy
<i>Initiative 3.1.3:</i> Support the City initiative of IT infrastructure development needed for the creative economy, and fiber optic Internet deployment as part of enabling the digital arts.	1-3 Years	Community Development Agency	SBA Santa Ana; Santa Ana College; small creative businesses	Staff time and infrastructure development costs; Creative Economy planner	Creative sector access to business development resources and stronger revenues to the local economy

**Recommendation 3.4: Raise awareness of the positive impact of arts, culture, and creativity on Santa Ana’s overall economic development.**

*Initiative 3.4.1:* Work with current city branding and marketing consultants to develop a marketing and communications program to promote the awareness of arts and cultural activity to residents and visitors.

1-3 Years

Community Development Agency, City branding and marketing consultants

Chamber of Commerce; downtown organizations and businesses

Staff time

Branding agencies to use their established perception metrics; increased economic activity in arts and culture sector; data to support economic impact of the arts.

*Initiative 3.4.2:* Work with current city branding and marketing consultants to convene organizations working on elevating the image of Santa Ana and to ensure arts and culture are integrated into the brand strategy.

1-3 Years

Community Development Agency, City branding and marketing consultants

Chamber of Commerce; downtown organizations and businesses

Staff time

Branding agencies to use their established perception metrics; increased economic activity in arts and culture sector; data to support economic impact of the arts.

*Initiative 3.4.3:* Participate in the Creative Vitality Index to determine quantifiable data regarding the impact of local arts and culture organizations on Santa Ana’s economy.

1-3 Years

Community Development Agency, City branding and marketing consultants

Chamber of Commerce; downtown organizations and businesses

Staff time

Branding agencies to use their established perception metrics; increased economic activity in arts and culture sector; data to support economic impact of the arts.

*Initiative 3.4.4:* Work towards greater inclusivity of creative sector information and economic impact data in Citywide conversations about economic and workforce development.

1-3 Years

Community Development Agency, City branding and marketing consultants

Chamber of Commerce; downtown organizations and businesses

Staff time

Branding agencies to use their established perception metrics; increased economic activity in arts and culture sector; data to support economic impact of the arts.

**Recommendation 4.3: Ensure greater long-term success of traditional, historic and contemporary festivals and events.**

*Initiative 4.3.1:* Convene representatives from all City departments and agencies involved in special events permitting, as well as event promoters, for the purpose of identifying strategies that streamline the permitting process and reduce costs. Specifically review permitting for events held on private commercial property.

1-3 Years	Community Development Agency	City departments/agencies involved in permitting; special event promoters	Staff time	Streamlined permitting process and reduced costs for City services
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*Initiative 4.3.2:* Consider consolidating responsibility for all special events permitting activities within a single coordinating department or as part of the existing Code or Permitting Offices.

1-3 Years	Community Development Agency	City departments/agencies involved in permitting; special event promoters	Staff time	Streamlined permitting process and reduced costs for City services
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*Initiative 4.3.1:* Create an inventory of festivals and events.

1-3 Years	Community Development Agency	City departments/agencies involved in permitting; special event promoters	Staff time	Streamlined permitting process and reduced costs for City services
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**Recommendation 5.2: Support arts education in the schools by identifying and implementing partnerships and collaborations between the community (arts organizations, creative businesses etc.) and the School District that strengthen its progress towards goal achievement.**

*Initiative 5.2.1 :* Provide equity of access for all students to community arts events of all disciplines (dance, theatre, music and visual arts) as patrons, performers, and exhibitors.

1-3 Years	SAUSD/Arts OC	Local arts organizations, youth development organizations, and artists	SAUSD funding resources, state and national arts grants	Evidence of SAUSD progress towards achieving Arts Strategic Plan outcomes.
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*Initiative 5.2.2:* Continue to look for methods of using joint-use agreements between the City and SAUSD to provide more expansive arts education programs.

1-3 Years	SAUSD/Arts OC	Local arts organizations, youth development organizations, and artists	SAUSD funding resources, state and national arts grants	Evidence of SAUSD progress towards achieving Arts Strategic Plan outcomes.
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*Initiative 5.2.3:* Encourage the creation of standards-based arts partnerships between arts organizations and schools in fulfillment of the SAUSD Arts Strategic Plan, by supporting arts and community groups' efforts to seek funding for arts education programs through the California Arts Council and/or the National Endowment for the Arts.

1-3 Years	SAUSD/Arts OC	Local arts organizations, youth development organizations, and artists	SAUSD funding resources, state and national arts grants	Evidence of SAUSD progress towards achieving Arts Strategic Plan outcomes.
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*Initiative 5.2.4:* Connect teachers with community artists to provide discipline-specific support as well as arts engagement opportunities that nurture teachers' confidence with arts instruction in the classroom and their own artistic practice.

1-3 Years SAUSD/Arts OC

Local arts organizations, youth development organizations, and artists

SAUSD funding resources, state and national arts grants

Evidence of SAUSD progress towards achieving Arts Strategic Plan outcomes.

**Recommendation 8.1: Develop a Public Art Program.**

*Initiative 8.1.1:* Adopt a two percent for art ordinance or policy for all City CIP projects. It is recommended the program utilize professional art selection panels (see Recommendation 2.1 regarding peer panels). The intent of the program is to select artists as members of the design team for the underlying capital project. The panels select artists, not specific artworks, in most instances. Artists' selections are referred to the Arts Commission for review and recommendation to the City Council for approval. In certain projects, community outreach and engagement is part of the selection and approval process.

1-3 Years

Department of Planning and Building; City Council

Arts Commission; Planning Department; Budget Department; private developers

Staff time and possible consultant fees (if not completed with City staff)

Completed Public Art Master Plan and future increases in resources for public art

*Initiative 8.1.2:* Consider extension of the public art requirement to new private commercial, industrial and multi-unit residential development. This initiative would have two approaches. If the private developer wishes to place the art within the project, the contribution is 2%, matching the City's commitment. However, if the developer does not want to place public art, the developer has the option of making a 1% in-lieu fee to the City to be used for any arts-related purposes. This may be a source of funding for the needed professional public art coordinator. The artist selection process for private development art projects involves negotiations between the developer and staff from the Planning and Building Department.

1-3 Years

Department of Planning and Building; City Council

Arts Commission; Planning Department; Budget Department; private developers

Staff time and possible consultant fees (if not completed with City staff)

Completed Public Art Master Plan and future increases in resources for public art

<i>Initiative 8.1.3:</i> Develop a City Public Art Master Plan and develop a comprehensive inventory of the city's public art and murals.	1-3 Years	Department of Planning and Building; City Council	Arts Commission; Planning Department; Budget Department; private developers	Staff time and possible consultant fees (if not completed with City staff)	Completed Public Art Master Plan and future increases in resources for public art
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**Recommendation 1.1: Explore cultural equity initiatives taking place in other cities and develop and implement an appropriate cultural equity effort in Santa Ana.**

<i>Initiative 1.1.1:</i> Create an advisory council with leadership from a cross section of the community to engage in the research and creation of an initiative.	1-7 Years	City staff and Lead community organization (i.e. Arts OC, The Arts Roundtable), OC Human Relations Commission	Local community leaders and cultural institutions; educational institutions, nonprofit organizations, creative organizations	Staff time, limited financial resources for meeting support and logistics	Creation and implementation of a Cultural Equity, Access and Inclusion initiative
<i>Initiative 1.1.2 :</i> Identify model programs and methods being used in other communities to increase the diversity of audience members, exhibits, and performances.	1-7 Years	City staff and Lead community organization (i.e. Arts OC, The Arts Roundtable), OC Human Relations Commission	Local community leaders and cultural institutions; educational institutions, nonprofit organizations, creative organizations	Staff time, limited financial resources for meeting support and logistics	Creation and implementation of a Cultural Equity, Access and Inclusion initiative
<i>Initiative 1.1.3 :</i> Survey local arts and cultural organizations regarding the racial, ethnic, and generational compositions of their boards and staff to understand what needs should be addressed to support more equitable and inclusive organizational leadership.	1-7 Years	City staff and Lead community organization (i.e. Arts OC, The Arts Roundtable), OC Human Relations Commission	Local community leaders and cultural institutions; educational institutions, nonprofit organizations, creative organizations	Staff time, limited financial resources for meeting support and logistics	Creation and implementation of a Cultural Equity, Access and Inclusion initiative

**Recommendation 3.2: Develop a capacity building initiative for arts and creative enterprises.**

<i>Initiative 3.2.1:</i> Work with existing workforce and business development programs in the area to create a capacity building initiative for creative start-ups, solopreneurships, and ready to launch businesses.	1-7 Years	Community Development Agency; City Small Business Office; Arts OC	Santa Ana College; small creative businesses, artists and cultural organizations, restaurateurs	Staff time; grants to be identified	Number of successful small, creative businesses; internally defined metrics
<i>Initiative 3.2.2:</i> Create a mentorship program to pair experienced creative entrepreneurs with those who are starting up or need creative business development advice.	1-7 Years	Community Development Agency; City Small Business Office; Arts OC	Santa Ana College; small creative businesses, artists and cultural organizations, restaurateurs	Staff time; grants to be identified	Number of successful small, creative businesses; internally defined metrics
<i>Initiative 3.2.3:</i> Investigate incentives for support and formation of small creative businesses including microloans and grants.	1-7 Years	Community Development Agency; City Small Business Office; Arts OC	Santa Ana College; small creative businesses, artists and cultural organizations, restaurateurs	Staff time; grants to be identified	Number of successful small, creative businesses; internally defined metrics

<i>Initiative 3.2.4:</i> Promote and connect the Freelancers Program at Santa Ana College with the creative community.	1-7 Years	Community Development Agency; City Small Business Office; Arts OC	Santa Ana College; small creative businesses, artists and cultural organizations, restaurateurs	Staff time; grants to be identified	Number of successful small, creative businesses; internally defined metrics
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**Recommendation 3.3: Develop a capacity building program for the nonprofit arts and cultural sector.**

<i>Initiative 3.3.1</i> Work with local nonprofit management and arts service organizations to develop or make available programs designed to strengthen arts organizations' capacity to achieve mission fulfillment.	1-7 Years	Community Development Agency	Arts OC, One OC	Staff time; consultant fees; grants to be identified	Number of programs offered each year and number of organizations/arts managers who participate.
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<i>Initiative 3.3.2</i> Create a mini-grant fund for nonprofit arts and culture organization board and staff members to apply for scholarships to capacity building programs and workshops.	1-7 Years	Community Development Agency	Arts OC, One OC	Staff time; consultant fees; grants to be identified	Number of programs offered each year and number of organizations/arts managers who participate.
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<i>Initiative 3.3.3.</i> Develop an arts and culture manager mentorship program to pair experienced arts managers with those who are coming up in the field.	1-7 Years	Community Development Agency	Arts OC, One OC	Staff time; consultant fees; grants to be identified	Number of programs offered each year and number of organizations/arts managers who participate.
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**Recommendation 5.3: Develop collaborative programs between major institutions, arts organizations, SAUSD, Santa Ana College and creative businesses, to develop career pathways.**

<i>Initiative 5.3.1:</i> Develop a directory of existing internship and apprenticeship opportunities and plan expansion of paid opportunities for youth in the arts, design, technology, and other creative sectors. Paid internship and apprenticeship opportunities can include the culinary, graphic and digital design, mural painting, arts administration, front and back-of-house careers, and others.	1-7 Years	Higher Education Institutional Lead; SAUSD; Chamber of Commerce	SAUSD/Career Technical Education, charter and private high schools, higher education institutions, the Santa Ana Partnership, High School Inc., Santa Ana Work Center WIOA program.	Partner's staff time, meeting and logistics, website costs for directory	Increased participation by students in career development programs, placement figures for those who are hired into the arts, culture and creative sectors.
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*Initiative 5.3.2:* Hold an annual or semi-annual “Swap Meet” for those who want to collaborate on developing programs that strengthen career pathways in the arts. People can swap business cards, meet new people who are like-minded and network. Make it open to a wide variety of related private, public, and non-profit organizations and individuals.

1-7 Years

Higher Education Institutional Lead; SAUSD; Chamber of Commerce

SAUSD/Career Technical Education, charter and private high schools, higher education institutions, the Santa Ana Partnership, High School Inc., Santa Ana Work Center WIOA program.

Partner’s staff time, meeting and logistics, website costs for directory

Increased participation by students in career development programs, placement figures for those who are hired into the arts, culture and creative sectors.

*Initiative 5.3.3* Engage all parties involved with Career Technical Education and Santa Ana’s workforce development in a consortium that identifies career pathways from high school through to job securement in an arts and culture organization or creative field and then creates navigational systems to help participants through the pipeline.

1-7 Years

Higher Education Institutional Lead; SAUSD; Chamber of Commerce

SAUSD/Career Technical Education, charter and private high schools, higher education institutions, the Santa Ana Partnership, High School Inc., Santa Ana Work Center WIOA program.

Partner’s staff time, meeting and logistics, website costs for directory

Increased participation by students in career development programs, placement figures for those who are hired into the arts, culture and creative sectors.

**Recommendation 6.3: Develop a long-range, cultural facilities development plan, in concert with arts stakeholders, arts and cultural organizations, and other higher education and private sector partners.**

*Initiative 6.3.1:* Identify and utilize parks properties and other City-owned or acquired properties to be repurposed for arts and cultural programs.

1-10 Years

Department of Building and Planning

Santa Ana College, local public and private developers

Initial investment for planning experts

To be included in plan development and implementation

*Initiative 6.3.2:* Work with local stakeholders to develop an arts venue plan.

1-10 Years

Department of Building and Planning

Santa Ana College, local public and private developers

Initial investment for planning experts

To be included in plan development and implementation

*Initiative 6.3.3:* Develop an inventory of murals in the city. Modeling from the California Art Preservation Act, develop City policy for the preservation of murals.

1-10 Years

Department of Building and Planning

Santa Ana College, local public and private developers

Initial investment for planning experts

To be included in plan development and implementation

**Recommendation 7.2: Partner with a consortium of vested groups to develop a comprehensive plan for the cultural preservation of the legacy and history of the city, inclusive of historic mural preservation and distinctive architecture.**

*Initiative 7.2.1:* Identify opportunities within the City for Santa Ana Cultural Trails and work with the Historic Commission to install high-quality, artistic plaques and historical markers throughout the city to note local history.

1-10 Years

Department of Planning and Building; Historic Resources Commission

Various, depending on specific initiatives

Staff and Commission time

New policies and related reports as identified

*Initiative 7.2.2:* Create policies and regulations protecting historic landmarks against developers and provide incentives and tax abatements for historic preservation and restoration. Review the Mills Act processes to ensure more equitable outcomes balancing historic preservation with planned development.

1-10 Years	Department of Planning and Building; Historic Resources Commission	Various, depending on specific initiatives	Staff and Commission time	New policies and related reports as identified
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*Initiative 7.2.3:* Conduct a citywide historic survey, updating the results of the 1980s Heritage OC survey.

1-10 Years	Department of Planning and Building; Historic Resources Commission	Various, depending on specific initiatives	Staff and Commission time	New policies and related reports as identified
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*Initiative 7.2.4:* Identify key buildings in need of seismic retrofitting. Work to pass bond measures that finance building owners to rehabilitate seismically unstable buildings.

1-10 Years	Department of Planning and Building; Historic Resources Commission	Various, depending on specific initiatives	Staff and Commission time	New policies and related reports as identified
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*Initiative 7.2.5:* Identify key Mid-Century architecture and other missing buildings to be added to the City Historical Register that are currently outside of its scope.

1-10 Years	Department of Planning and Building; Historic Resources Commission	Various, depending on specific initiatives	Staff and Commission time	New policies and related reports as identified
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