

4-7 YEARS

ORANGE = Start Year 1

GREEN = Start Year 4

BLUE = Start Year 8

INITIATIVE	TIMELINE	LEAD	PARTNERS	RESOURCES	METRICS
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.
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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.
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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
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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
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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
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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
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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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Recommendation 3.1: Support and strengthen the burgeoning creative economy in Santa Ana.

Initiative 3.1.1: Develop a Creative Economy Master Plan

4-7 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
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Recommendation 4.1: Develop a Neighborhood Arts Program facilitating arts and creative opportunities for every neighborhood and community group, ensuring equitable distribution of resources.

Initiative 4.1.1: Create a City grants category for qualified organizations to provide youth arts programs after school or on weekends. Funded programs would require one arts organization, one community organization and at least one experienced teaching artist. City funding should require at least a 1:1 cash match to encourage community ownership and leverage City resources.

4-7 Years

City Community Development Agency

SAUSD, Garden Grove Unified, Santa Ana College, Santa Ana Public Library and Teen Center, nonprofit arts organizations and businesses, health & human service nonprofits and veterans group.

Redirection of existing budget line items, staff time for program development and logistics as well as for preparing proposals to potential funding agencies.

Evidence of program implementation and increasing levels of community participation when surveyed annually.

Initiative 4.1.2: Expand programming in the libraries, the Teen Center, and community centers by developing small-scale arts and creative activities reflecting local interests. Provide staff training to support and facilitate these activities and identify underutilized community facilities for programming and transportation options. Program locations, days, and times should accommodate the wider community.

4-7 Years

City Community Development Agency

SAUSD, Garden Grove Unified, Santa Ana College, Santa Ana Public Library and Teen Center, nonprofit arts organizations and businesses, health & human service nonprofits and veterans group.

Redirection of existing budget line items, staff time for program development and logistics as well as for preparing proposals to potential funding agencies.

Evidence of program implementation and increasing levels of community participation when surveyed annually.

Initiative 4.1.3: Engage qualified artists to provide programming in neighborhood settings for all ages as well as with homeless persons, veterans, and disabled.

4-7 Years

City Community Development Agency

SAUSD, Garden Grove Unified, Santa Ana College, Santa Ana Public Library and Teen Center, nonprofit arts organizations and businesses, health & human service nonprofits and veterans group.

Redirection of existing budget line items, staff time for program development and logistics as well as for preparing proposals to potential funding agencies.

Evidence of program implementation and increasing levels of community participation when surveyed annually.

<i>Initiative 4.1.4:</i> Support creation of a mobile arts program that moves throughout the city like a book mobile.	4-7 Years	City Community Development Agency	SAUSD, Garden Grove Unified, Santa Ana College, Santa Ana Public Library and Teen Center, nonprofit arts organizations and businesses, health & human service nonprofits and veterans group.	Redirection of existing budget line items, staff time for program development and logistics as well as for preparing proposals to potential funding agencies.	Evidence of program implementation and increasing levels of community participation when surveyed annually.
<i>Initiative 4.1.5:</i> Explore the use of underutilized facilities to serve as arts centers for neighborhood arts programs. Provide incentives for their use with community arts programming.	4-7 Years	City Community Development Agency	SAUSD, Garden Grove Unified, Santa Ana College, Santa Ana Public Library and Teen Center, nonprofit arts organizations and businesses, health & human service nonprofits and veterans group.	Redirection of existing budget line items, staff time for program development and logistics as well as for preparing proposals to potential funding agencies.	Evidence of program implementation and increasing levels of community participation when surveyed annually.

Recommendation 4.2: Create a lifelong learning programming that is available to underserved constituencies including homeless, veterans, seniors, and disabled populations.

<i>Initiative 4.2.1:</i> Work to develop a veterans and seniors program providing discount tickets, discount art supplies and materials, access to venues and transportation, and scholarships to workshops and classes.	4-7 Years	Community Development Agency; City Library	Nonprofit organizations, libraries and educational institutions, health & human service nonprofits and veterans group	Staff time and funding from existing budgets or state/federal grants	Increased numbers of seniors and veterans active in arts and cultural activities, larger archive of local stories.
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Initiative 4.2.2: Arts organizations and institutions collaborate to start a “Buddies Program” pairing residents and arts patrons with senior and retired people who want to attend the theatre, movies, or other events for assistance with transportation and companionship. Create opportunities downtown and in neighborhoods for dance parties for seniors at off-peak times with live bands that will encourage social and active participation in music and dancing.

4-7 Years

Community Development Agency; City Library

Nonprofit organizations, libraries and educational institutions, health & human service nonprofits and veterans group

Staff time and funding from existing budgets or state/federal grants

Increased numbers of seniors and veterans active in arts and cultural activities, larger archive of local stories.

Initiative 4.2.3: Expand the Santa Ana Oral History Project in tandem with local libraries, high schools, and higher education institutions (journalism studies) creating storytelling opportunities for all residents to share their life stories of Santa Ana.

4-7 Years

Community Development Agency; City Library

Nonprofit organizations, libraries and educational institutions, health & human service nonprofits and veterans group

Staff time and funding from existing budgets or state/federal grants

Increased numbers of seniors and veterans active in arts and cultural activities, larger archive of local stories.

Recommendation 5.1: Develop a Youth Arts Access Program.

Initiative 5.1.1: Address barriers to participation by working with arts and cultural institutions and other community-based organizations to provide free attendance for youth citywide.

4-7 Years

Community Development Agency, Santa Ana College

SAUSD, City Parks and Recreation, home, private, and charter schools, arts and cultural institutions, Orange County Transportation Authority (OCTA).

OCTA, fees for services

Plan implementation, increased youth attendance at arts and culture events and classes, increased youth ridership on public transportation to arts and culture events and classes.

Initiative 5.1.2: Provide low-cost or no-cost public transportation options for youth to attend arts and cultural events and classes throughout the city.

4-7 Years

Community Development Agency, Santa Ana College

SAUSD, City Parks and Recreation, home, private, and charter schools, arts and cultural institutions, Orange County Transportation Authority (OCTA).

OCTA, fees for services

Plan implementation, increased youth attendance at arts and culture events and classes, increased youth ridership on public transportation to arts and culture events and classes.

Initiative 5.1.2: Expand the availability of low cost arts classes at City parks, recreation and community centers. Many of these programs are currently managed by the City and fee-based. These are usually the least expensive options available to residents without access to private studios.

4-7 Years

Community Development Agency, Santa Ana College

SAUSD, City Parks and Recreation, home, private, and charter schools, arts and cultural institutions, Orange County Transportation Authority (OCTA).

OCTA, fees for services

Plan implementation, increased youth attendance at arts and culture events and classes, increased youth ridership on public transportation to arts and culture events and classes.

Recommendation 7.1: Develop a comprehensive placemaking program to enhance the economic, community and arts development of various neighborhoods in the city.

Initiative 7.1.1: Identify arts and cultural districts outside of the downtown where artists and arts-related businesses may relocate. In developing these zones, consideration should be given to such tools as zoning overlay districts, incentives, and subsidies to encourage development of the zones.

4-7 Years

Department of Building and Planning

Local public and private developers, Business Improvement Districts and Neighborhood Associations, Chamber of Commerce Economic Development Council, arts and culture institutions.

Potential state and federal arts grants programs and Community Development Block Grants

To be included as part of the program based on outcomes from plan

Initiative 7.1.2: Expand and improve pocket parks with functional and aesthetically pleasing creations. Consider artist-designed elements such as benches, playground equipment, fencing, small murals, and landscaping designs.

4-7 Years

Department of Building and Planning

Local public and private developers, Business Improvement Districts and Neighborhood Associations, Chamber of Commerce Economic Development Council, arts and culture institutions.

Potential state and federal arts grants programs and Community Development Block Grants

To be included as part of the program based on outcomes from plan

Initiative 7.1.3: Develop a street activation program inclusive of street artists, interactive public art, small-scale performance spaces, and pop-up galleries and performances. Particularly in the case of the proposed empowerment zones, an ongoing program of street activation, buskers, small performance spaces and pop-up galleries could be an important strategy for launching the zones successfully.

4-7 Years

Department of Building and Planning

Local public and private developers, Business Improvement Districts and Neighborhood Associations, Chamber of Commerce Economic Development Council, arts and culture institutions.

Potential state and federal arts grants programs and Community Development Block Grants

To be included as part of the program based on outcomes from plan

<i>Initiative 7.1.4:</i> Investigate a vacant storefront program, vacant building tax surcharge, or façade improvement program. (Cross-reference with 6.2)	4-7 Years	Department of Building and Planning	Local public and private developers, Business Improvement Districts and Neighborhood Associations, Chamber of Commerce Economic Development Council, arts and culture institutions.	Potential state and federal arts grants programs and Community Development Block Grants	To be included as part of the program based on outcomes from plan
<i>Initiative 7.1.5:</i> Explore resources for funding creative placemaking initiatives such as the California Arts Council’s Creative California Communities grants program and the National Endowment for the Arts’ Our Town grants.	4-7 Years	Department of Building and Planning	Local public and private developers, Business Improvement Districts and Neighborhood Associations, Chamber of Commerce Economic Development Council, arts and culture institutions.	Potential state and federal arts grants programs and Community Development Block Grants	To be included as part of the program based on outcomes from plan

Recommendation 6.2: In concert with the placemaking initiatives, develop creative maker spaces and vacant storefront programming to activate spaces. Create an artisans market/incubator.

<i>Initiative 6.2.1:</i> Assess the availability of existing unused or vacant spaces and properties throughout the city and create an inventory of potential spaces.	4-10 Years	Department of Building and Planning; Chamber of Commerce	Local public and private developers, creative businesses, City Small Business Division	Funds for planning; staff time; potential future plan implementation costs	TBD, number of new spaces developed, number of people served, etc.
<i>Initiative 6.2.2:</i> Work with a placemaking firm such as ArtSpace to explore the use of vacant spaces for creative placemaking through a Creative Spaces Consulting Visit.	4-10 Years	Department of Building and Planning; Chamber of Commerce	Local public and private developers, creative businesses, City Small Business Division	Funds for planning; staff time; potential future plan implementation costs	TBD, number of new spaces developed, number of people served, etc.
<i>Initiative 6.2.3:</i> Create a public/private partnership to develop economically viable creative maker/incubator and retail spaces in various locations throughout the city.	4-10 Years	Department of Building and Planning; Chamber of Commerce	Local public and private developers, creative businesses, City Small Business Division	Funds for planning; staff time; potential future plan implementation costs	TBD, number of new spaces developed, number of people served, etc.