

# CENTRE CITY ARTS PLAN

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## INTRODUCTION

The Centre City Arts Plan (The Arts Plan) was developed to provide both the groundwork and strategy for the enhancement of cultural life in downtown San Diego. The Arts Plan helps implement the cultural, arts and entertainment goal described in the 1992 Centre City Community Plan which is "to make Centre City the dominant center of the region for music, theatre, dance and the visual arts, for dining and entertainment, and for public festivals."

The Arts Plan recognizes that the arts and artists are fundamental to the revitalization efforts of the City. Our region and its cultural diversity can be defined by the creative participation of artists which will result in a cumulative artistic signature for all of the City's inhabitants.

The arts attract business investment, reverse urban decay, revitalize struggling neighborhoods, and draw tourists. Attendance at arts events generates related commerce for hotels, restaurants, parking garages, galleries and more. Arts organizations themselves are responsible businesses, employers and consumers. By reweaving the urban fabric to include opportunities for the arts, San Diego will enhance the community's quality of life. San Diego can benefit from a cohesive plan to bolster the cultural

vitality of its downtown: a plan that will accommodate new and established museums, and visual and performance organizations. To be effective, the plan must provide a mechanism to include artists in public and private projects, facilitate live/work space for artists, and create new facilities or reuse existing buildings for the arts. The arts have a positive impact not only on a community's quality of life, but also on the entire social and business fabric.

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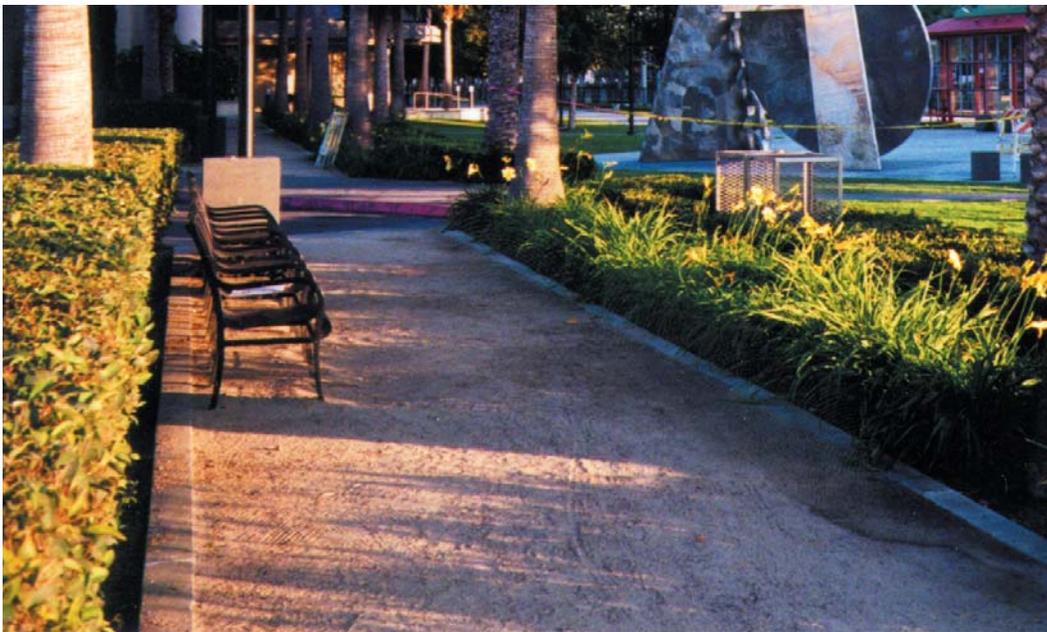


"Suds"

San Diego Repertory Theatre

The Arts Plan describes specific goals and actions that can transform and revitalize San Diego. The goals fall into five major categories:

- A. PUBLIC ART IN REDEVELOPMENT PROJECTS:**  
Incorporate public art in the development of public and private projects.
- B. GATEWAYS:**  
Develop gateways at distinct community focal points and entrances leading into Centre City, designed by artists, or design teams which include artists.
- C. URBAN TRAILS:**  
Provide a creative network that helps the pedestrian walking from one district or neighborhood to another.
- D. CREATION OF NEW STRUCTURES AND THE ADAPTIVE REUSE OF EXISTING BUILDINGS:**  
Develop new structures and/or adaptively reuse existing buildings for use by performing or visual arts organizations who need exhibit, rehearsal or performance space.
- E. ARTIST LIVE/WORK SPACE:**  
Develop affordable live/work space for artists and their families.



"Breaking of the Chains"

King Promenade

artist - Melvin Edwards

Philipp Scholz Ritterman

## BACKGROUND

Centre City Development Corporation (CCDC) was created by the City of San Diego in 1975 to plan, implement and direct redevelopment efforts in San Diego's blighted urban core. CCDC serves as the City's catalyst for public-private partnerships to accomplish adopted redevelopment project goals and objectives in the 1,500-acre downtown San Diego area.

CCDC acts as the representative of the Redevelopment Agency of the City of San Diego (the Agency) in negotiation of development projects, buying and selling land within the area, the issuance of tax allocation bonds, the improvement of structures through rehabilitation loans, design and construction of public improvements and providing gap financing with tax increment moneys. The Agency's mission is to establish downtown as the focus of varied and intense uses: a place to work, play and live in safety and comfort. To do this, the physical and economic complexion of blighted areas must be addressed and a process of revitalization must continue through increased jobs, cultural events, entertainment, shopping, business and residential opportunities. The Agency is committed to incorporating and promoting the arts in all areas and has, since 1981, negotiated agreements on a project-by-project basis for the inclusion of a fine arts program in development agreements. These efforts resulted in the downtown location of the Museum of Contemporary Art, San Diego, incorporation of Sushi Performance and Visual Art in the Carnation Building and the Lyceum Theatre as a part of Horton Plaza development. Public art has also been included in private developments in Horton Plaza, the Embassy Suites Hotel, Wyndham Emerald Plaza Hotel, and the Westin Hotel.



Jaguar Obelisk

artist - Joan Brown



"Chinese New Year"

Public art has moved beyond the traditional sculpture, such as "the man on a horse". Today, there are many new styles and materials used in creating public art. They include mixed media, sound, light, and landscaping. The integration of public art, architecture, landscape and urban design will create special places that humanize the urban environment.

Events which take place downtown that express San Diego's growing cultural diversity include the Chinese New Year, the Gaslamp Quarter's National Preservation Week, the Sicilian Festival, and the Martin Luther King Jr. Day Parade. Other public cultural events which bring thousands of people into

downtown San Diego are StreetScene, Rock and Roll Marathon, ARTWALK and inSite.

Governmental agencies are now developing a Civic Center Master Plan, a Government District Master Plan, planning for a ballpark and for the future development of the North Embarcadero Area. Agencies are also preparing for the expansion of the San Diego Convention Center and construction of the new main library. A preliminary master plan for a proposed Sports and Entertainment Complex has also been developed. These projects can provide opportunities to incorporate artists and or spaces for cultural institutions in their planning and design.

With the adoption of the Centre City Community Plan and the Centre City Redevelopment Plan by the City Council/Redevelopment Agency on May 11, 1992, a Project Area Committee (PAC) was formed. The PAC then established an Art Subcommittee with the purpose to represent the PAC in assisting CCDC staff with the formation and implementation of an Arts Plan for downtown.

In developing the Arts Plan, consideration was given to trends in the community and the viewpoints of residents, business owners, and artists, as well as established interest groups such as the City of San Diego Commission for Arts and Culture, San Diego Performing Arts League, San Diego Downtown Partnership, Partners for Livable Places, and Arts Downtown.

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"Under the Table"

inSITE94

artist - Robert Therrien

## ECONOMIC IMPACT OF ARTS AND CULTURE

The incorporation of the arts into downtown San Diego is crucial to the City's health. Overall arts sector contribution of jobs, income and business activity indicate the arts are a major economic factor and essential to the health of the local economy.

The arts have a positive impact not only on a community's quality of life, but also on the entire social and business fabric. The arts attract business investment, reverse urban decay, revitalize struggling neighborhoods, and draw tourists. Attendance at arts events generates related commerce for hotels, restaurants, parking garages, galleries, and more. Arts organizations themselves are responsible businesses, employers, and consumers.



Art on the Horton Plaza construction fence

artist - David Krimmel

The tapestry created by this threading of arts and culture throughout our neighborhoods is a large part of what brings residents, businesses, conventions, and tourism to our city.

### ECONOMIC IMPACT ON THE CITY OF SAN DIEGO

The San Diego Arts and Cultural Coalition conducted a survey in collaboration with the City of San Diego Commission for Arts and Culture and Americans for the Arts in 1996 which recognized San Diego's arts and cultural community as the significant economic and social impact San Diego art and culture has become. The latest results taken from arts and cultural organizations applying for City Transient Occupancy Tax (TOT) funding concluded:

- Over 4.7 million patrons, including over 1.7 million tourists, attended arts and cultural events.
- Non-profit arts and cultural institutions provide over 5,200 job opportunities.
- In FY 1996, total expenditures by 83 arts and cultural organizations were over \$67.8 million..
- Non-profit arts and cultural institutions are one of the City's largest employers with more than 2,700 full-time jobs.
- These expenditures provided \$66.1 million in personal income to local residents, and generated \$3 million to local government and \$3.4 million to state government.

## ECONOMIC IMPACT ON CALIFORNIA

The California Arts Council completed a study in 1994 entitled *The Arts: A Competitive Advantage for California*. Some of the highlights from the study include the following:

- Nonprofit arts organizations yearly add some \$2.1 billion to California's economy, create 115,000 jobs and generate \$77 million in state and local tax revenues.
- Direct and indirect spending by out-of-state visitors attracted by the arts was \$288 million on in-state transportation and lodging, generating \$158 million in income and 4,200 jobs.
- Thirty-five percent of the artists surveyed are themselves responsible for hiring 10 or more people on average.
- Many artists and crafters in the state are able to sustain themselves through arts festivals. These annual events, long a staple of California life, turn out to be economic powerhouses.
- Arts festivals generate about \$11 in economic activity for each \$1 of cost.
- The movies are sustained and energized by the state's robust artistic and creative communities.
- Motion picture industry firms employ an estimated total of 164,000 including a staff of approximately 50,000 and well over twice that number of free-lancers and specialized suppliers.
- Multicultural organizations defined as arts organizations or artists groups deeply rooted in other cultures are significant economic participants.
- Grand total spending by multicultural organizations is \$53.7 million.

## ECONOMIC IMPACT NATIONWIDE

The *Arts in the Local Economy Final Report, 1994*, an economic impact study prepared by Americans for the Arts, of which San Diego was included as one of the 33 communities, documents the key roles played by non-profit arts in community economic development.

This study has striking national implications. Because of the variety of communities surveyed and the rigor with which the study was conducted, estimates of the national economic impact of non-profit arts organizations can be extrapolated. For example, the non-profit arts industry supported an average of 1.3 million jobs in the United States during each of the three years studied.



Rock'n Roll Marathon

Of the 1.3 million full-time-equivalent (FTE) jobs supported by the non-profit arts industry, 908,800 were in the arts sector, a direct result of expenditures by non-profit arts organizations and representing nearly one percent of all FTE jobs in the United States.

The estimated expenditures by non-profit arts organizations in each of the 33 participating communities averaged \$75,326,502 during the three years studied. Of this amount, \$63,502,708 was spent locally (within the community) and \$11,823,794 was spent outside of the community.

The study revealed a significant in-kind contribution to local arts organizations as a result of voluntarism. An estimated 10,873 volunteers donated 385,778 hours per year to non-profit arts organizations in each of the 33 participating communities. In 1992, this represented a donation of time valued at \$4,575,323 per community. Volunteers for the arts include members of boards of directors, docents, ushers, and others.

### **SUMMARY OF ECONOMIC IMPACT**

Non-profit arts organizations are a \$36.8 billion industry in the United States. The three-year study revealed that spending by non-profit arts organizations creates jobs, generates income to individuals and revenue to local, state, and federal governments. By demonstrating that investing in the arts yields economic benefits, the Arts in the Local Economy study lays to rest a common misconception: that communities support the arts at the expense of local economic development. **This report shows conclusively that locally as well as nationally, the arts mean business.**



Children's Park,

King Promenade

Peter Walker / Austin Design Group

Skip Juris

## ARTS PLAN METHODOLOGY

Since 1993 when the PAC formed the Arts Subcommittee, meetings were open to the public during the genesis of the Arts Plan. Representatives from different sectors of the arts community helped draft an arts questionnaire that was sent to approximately 550 artists and organizations within the San Diego area. The returned questionnaires contained information on existing arts organizations' and artists' current living and working conditions. The respondents gave suggestions on general concepts and their personal visions of an arts plan. The questionnaire included recommendations on specific strategies to achieve these goals. In addition, CCDC and the PAC held public forums to solicit input on the development of the Arts Plan. The information from the forums combined with the data from the questionnaires and the input of the participants at the PAC Arts Subcommittee meetings were used to draft this Plan.

## CENTRE CITY ARTS PLAN GOALS

The intention of the Arts Plan is to make artists and the arts a primary resource in the revitalization of the City; to create a city which is visually interesting, pleasant, and safe. Great importance is placed on support of art in public places and the relationship between urban space and patterns of social life where the public can participate and enjoy the arts. The Arts Plan also places emphasis on providing housing for artists and developing facilities for use by visual and performing artists and organizations. All goals are designed to reflect the uniqueness and cultural diversity of our region.

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David Zapf

Gallery Opening

## **GOAL A: PUBLIC ART IN REDEVELOPMENT PROJECTS**

Art ignites our senses and expresses who we are. Artists provide a means of expression, a way to focus and build civic and neighborhood pride. The goal of a public art program is to create a better visual environment for residents, workers, and visitors; to integrate the work of artists into eligible redevelopment projects; and to promote tourism and the economic vitality of the City through the enhancement of public spaces. As downtown aesthetic appearance improves, it will contribute to a positive identity and image of the City as a dynamic, safe and desirable place to live, work and play.

### **Key Objectives**

- *Recognize the arts as necessary for the quality of life in San Diego and Centre City as the major cultural center in the region.*
- *Create a public art program that responds to residents' need for a sense of place and the City's need for a unique civic identity.*
- *Include public art in private and public developments, including performance, exhibit and cultural facilities.*
- *Enhance the aesthetic environment of public spaces throughout Centre City by including a wide variety of art forms: temporary and permanent visual art, performance and cultural events.*
- *Integrate the work and creative thinking of artists into the planning, design, and development of Centre City by promoting and facilitating collaborations between artists and other design professionals.*



"Obelisk"

artist - Joan Brown

- *Provide a program that is of the highest quality and reaffirms CCDC's policy of non-discrimination based on race, color, religion, gender, medical condition, disability, age, sexual orientation or national origin.*

## Actions

- PAC Arts Committee will continue to work with CCDC staff to develop a public art program which will include a percent of development costs for art in private developments.
- On a yearly basis, CCDC staff will evaluate future public capital improvement projects for inclusion of artists on design teams and/or the allocation of funds to implement specific art projects. CCDC staff to consult with the City of San Diego Commission for Arts and Culture staff to help implement.
- Insure that the Centre City Arts Advisory Board (CCAAB) has a membership that reflects the cultural diversity of the region and that its members have a working knowledge of issues affecting the arts.
- Include the participation of artists working in collaboration with architects, graphic designers, landscape architects, engineers and other design professionals in public and private development projects.
- The CCDC Board to meet periodically with the commissioners of the City of San Diego Commission for Arts and Culture to improve communication and coordination of arts and cultural needs in the city and how Centre City can be a focus for such activities.



artist - Jennifer Luce

## GOAL B: GATEWAYS

Gateways signify a point of arrival or identification of a special place by presenting a sculpture, mural, architectural treatment, or innovative landscaping that serve as symbols of identity and sources of community pride. Gateways are located at distinct community focal points and entrances leading into Centre City or a district.

Examples of Gateway locations into Centre City include: freeway entrances and exits, waterfront, airport, train and trolley stations. An important gateway location is Broadway and Harbor Drive where a civic plaza using open space, landscaping and public assembly areas is anticipated.



"Female Intelligentsia"

Chicano Park

### Key Objectives

- *Create public art such as sculpture, murals, unique landscaping, or other landmark features at entrances into Centre City and within specific districts.*
- *Involve community groups and neighborhood residents in decisions about the site and the artwork.*

### Actions

- Include artists in selected capital improvement projects that would implement Gateways or designate a Gateway Project as a specific art project to be funded as a capital improvement project. Consult with the City of San Diego Commission for Arts and Culture staff to help facilitate.
- Encourage the participation of community and private sponsors to help fund gateway projects.
- Implement innovative projects to create with landscape, art, sculpture or architecture attractive entrances into downtown which are described as an important element in the Focus Plans for Centre City East, Little Italy and Cortez: 163 into downtown, Broadway east of Harbor Drive, 94 West at F Street, and I-5 to Front Street.
- Coordinate with the San Diego Unified Port District, MTDB, Caltrans and the Navy to include public art and/or gateways at key locations such as airport, train, trolley, boat and cruise ship terminals, Lane Field and the Navy Broadway Complex.

## **GOAL C: URBAN TRAILS**

Urban Trails serve as a linkage between related districts and concentrated areas of arts activities, residences and businesses. Enhancing and reinforcing downtown through imaginative footpaths will help revitalize districts and add a sense of safety.

Intensified attention to streetscape, signage, landscape and lighting will make already established pockets of culture become more significant and visible.

Areas to be connected with urban trails should include: the San Diego Museum of Contemporary Art San Diego, the New Main Library, the Children’s Museum, the Civic Center, Copley Symphony Hall, and the Spreckels and Lyceum Theatres. Other areas that include a concentration of galleries, studios, and historical and cultural institutions are the Gaslamp Quarter, Centre City East, Little Italy, and the Asian/Pacific Historic District.

In order for neighborhoods and districts to have a distinct sense of place and identity, it is essential that communication be developed between residents, workers and artists and designers for the development of public art projects, streetscape improvements and for establishing spaces for the creative arts.

### **Key Objective**

- *Animate the downtown with a network of creative urban trails that connect districts and neighborhoods.*

### **Actions**

- Include artists on design teams for selected capital improvement projects which will implement the Urban Trails goal by creatively using elements such as: color, street furniture, banners, lighting, fountains, public art, signage, graphics, and murals, or other features that can enhance the streetscape and create the “connections”.
- Connect Balboa Park to downtown as an Urban Trail by implementing the Bay-Park Link.
- Create a network of Urban Trails throughout Centre City to enhance the pedestrian experience by linking activities or districts to each other. Artistically designed graphics, information kiosks and mile-posts will establish distance and directions from one neighborhood to another.
- Implement Urban Trails as specially funded streetscape projects. Streets identified in focus plans which call for enhanced streetscape improvements include, but are not limited to, India and Cedar in

Little Italy; 10th, 11th, 12th avenues, Park Boulevard, Island Avenue, Market Street, G, E, J, and L streets in Centre City East; Beech and Cedar Streets in the Cortez area; and B Street and Broadway in the Core area.

- Develop a program for including permanent and temporary displays of art along specific streets or in parks to add to the pedestrian experience.
- Implement public art projects as part of transportation improvements, pedestrian right-of-way improvements, and as part of major infrastructure developments throughout downtown.
- Continue the commitment to improve security and maintenance of public improvements, assuring an attractive and comfortable pedestrian environment.



Urban Trails

East Village

Skip Junus

## **GOAL D: CREATION OF NEW STRUCTURES AND THE ADAPTIVE REUSE OF EXISTING BUILDINGS**

There are many performing and visual arts venues in San Diego that have no permanent space. Identification and evaluation of potential performing and visual arts spaces and/or the creation of new facilities can address the issues facing existing and emerging arts organizations.

Incorporation of artists and the arts into the mainstream of downtown will provide tangible economic stimulus in the way of more residents, workers, and visitors who support downtown businesses such as restaurants, cleaners, shoe repair, banks, etc.

A number of buildings downtown are vacant or not used to their fullest capacity. These buildings, with the help of private developers and arts organizations, can be rehabilitated for use by visual and performing arts groups. Buildings can also be used for educational purposes, such as schools for the education and training of artists, performers, musicians and designers. The television and movie industry also has needs that could be accommodated by adapting existing buildings or creating new structures to facilitate use by these industries.

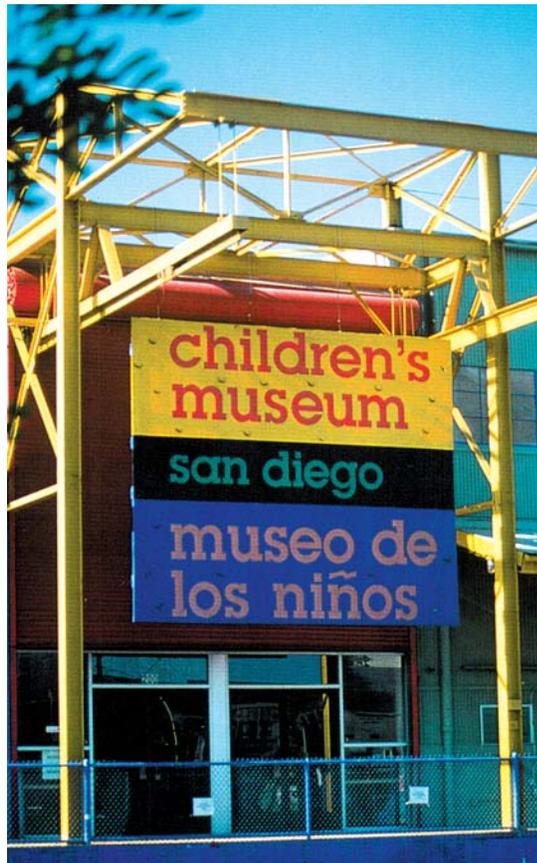
### **Key Objective**

- *Enhance, develop and protect the physical environment of the arts in downtown San Diego.*

### **Actions**

- Encourage property owners, private developers and arts organizations to locate and adapt existing vacant and under-utilized buildings for cultural uses. These buildings can be turned into safe, affordable space for performing and visual arts organizations who need more or are without permanent exhibition, performance or rehearsal space. All potential spaces should be considered: abandoned buildings, warehouses, etc.
- Adapt existing buildings for multipurposes such as a regional art center, art schools, community meeting space, live/work space, administration, exhibit, rehearsal and performance spaces. When the new main library is constructed, the existing central library building may provide an opportunity for the reuse of the structure for performance and rehearsal space, art school or multi-purpose cultural center .
- Encourage preservation of existing theatre space to provide space for legitimate theater, dance and film presentations.

- ❑ Include cultural arts spaces in new public construction when appropriate.
- ❑ Work with leasing agents and property owners to inventory buildings that are under-utilized and if rehabilitated could provide performance, rehearsal, and exhibit space and/or a community cultural facility.
- ❑ Support the creation of community/cultural art centers in existing structures or within new developments that promote community use and neighborhood identification.
- ❑ Explore development bonus option to encourage developers to create arts spaces within new projects.
- ❑ Provide rehabilitation loans, gap financing, and other resources to encourage the reuse of buildings within the redevelopment area that support the arts and strengthen the artist community.
- ❑ The CCDC Board to meet periodically with the commissioners of the City of San Diego Arts and Cultural Commission to improve communication and coordination of arts and cultural services within Centre City.



Children's Museum

## **GOAL E: ARTIST LIVE/WORK SPACE**

Artists living and working in the community stimulate economic development, participate actively in commerce, generally initiate community interaction and help create community identity.

Artists have particular needs for space, light, and access in which to make art. Artists creating painting, sculpture, printmaking, photography, or other mediums generally need more work space than living space, which makes their housing requirements different than the general population. Artists can take advantage of buildings which the majority of people would not find suitable for residence. Artists accept living in neighborhoods which are not generally residential in character.

The syndrome of artists moving into an area of low rents, fixing up buildings and spaces, and then being forced out by escalating rents is a well-known phenomenon. To prevent this from happening, CCDC should develop strategies to encourage affordable housing for artists and their families.

### **Key Objective**

- *Acknowledge artists as a substantial part of the community. Protect and assist in the creation of affordable loft/live/work space for artists, including artists with families.*

### **Actions**

- Research strategies developed by other cities or organizations to protect and encourage housing for artists and their families.
- To learn how to develop strategies for creating low/moderate live/work space for artists CCDC will sponsor a workshop with organizations like Artspace Projects of Minneapolis or Art House of San Francisco and Los Angeles with CCDC Board members, members of the Project Area Committee, housing developers, Downtown San Diego Partnership, arts organizations, and others.
- Identify vacant and under-utilized buildings to be converted for artistic use and for the benefit of the community.
- Encourage projects that create studio spaces for artists, literary media, visual and performing spaces, arts related schools, etc., and affordable, but separate residential spaces.
- Encourage non-profit organizations and developers to develop low/moderate live/work spaces in existing commercial buildings or in new structures.

- ❑ Consider tax increment and low cost bond financing to lower development costs for live/work space.
- ❑ Facilitate the creation of live/work units in existing commercial and industrial structures.
- ❑ Promote the affordability of live/work units by using low/mod fund to provide living and work spaces.



Church Lofts

## KEY VARIABLES FOR SUCCESS

Other issues that relate to the successful implementation of the Centre City Arts Plan are:

### Leadership

Leaders in public and private entities can participate in opportunities to learn more about the impact and value art has on their communities.

To develop a stronger voice, artists can take personal responsibility by joining collaborative groups to enhance the arts and participate in community leadership programs for the arts.

### Communication

Communication should be improved between governmental agencies and existing community and arts organizations. Development of better cooperation, coordination and communication between arts organizations is strongly encouraged.

### Marketing

Marketing of all art venues through the establishment of a communication network for the promotion of downtown arts activities and events.

Develop more joint promotional materials including brochures that feature a range of cultural organizations, activities and events in Centre City. Develop a central clearinghouse for arts organizations and artists looking to find housing and spaces for art uses.

Increase public awareness of the arts by developing a promotional guidebook to the arts downtown.



Variations de Ballet

## ACKNOWLEDGEMENTS

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"El Rey Cristo" 17th St.



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