

**CITY OF OXNARD
CULTURAL ARTS COMMISSION
AGENDA
SPECIAL MEETING
PERFORMING ARTS AND CONVENTION CENTER
INNER LOBBY OF THE AUDITORIUM
800 HOBSON WAY, OXNARD, CA
March 28, 2018
4:30 PM**

A. ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. PUBLIC COMMENTS

A person may address the Cultural Arts Commission only on matters within the subject matter jurisdiction of the Commission. The presiding officer shall limit public comments to three minutes. The Commission cannot enter into detailed discussion or take action on any item presented during public comments that is not on the agenda. Such items may only be referred to the Commission Secretary for administrative action or scheduled on a subsequent agenda for discussion. Unless otherwise approved by the Commission, persons wishing to speak on items on the agenda should do so during public comments.

D. APPROVAL OF MINUTES

1. SUBJECT: The minutes of the Cultural Arts Commission regular meeting from February 14, 2018 are submitted for approval.
RECOMMENDATION: That the Cultural Arts Commission approves the Minutes of February 14, 2018 regular meeting (Attachment)

E. REPORT OF COMMISSION SECRETARY

The Commission Secretary shall report on items of interest to the Commission occurring since the last meeting. The Commission cannot enter into detailed discussion or take action on any item presented during this report. Such items may only be referred to the Secretary for administrative action or scheduled on a subsequent agenda for discussion

F. OLD BUSINESS

1. SUBJECT: 2018-19 Cultural Arts Commission Grants Program
RECOMMENDATIONS:
 1. That the Commission rescinds its approval of the 2018-19 Request for Proposals from the January 17, 2018, meeting.
 2. That the Commission reconsider approval of the 2018-19 Request for Proposals for the 2018-19 grant program.
2. SUBJECT: Public Art Permit Process and Guidelines
RECOMMENDATION: That the Commission receive a staff update on the policy going to the City Council for approval on April 17, 2018.

G. NEW BUSINESS

1. SUBJECT: Cultural Arts Commission 2018 Meeting Schedule
RECOMMENDATION: That the Commission review the 2018 meeting calendar, advise staff on meeting dates, and approve meeting calendar.
2. SUBJECT: Draft Downtown Arts Hub Five Year Business Plan
RECOMMENDATION: That the Commission receives staff presentation, discuss, and provide input.

H. COMMISSION COMMENTS

Commissioners may individually report on items of interest or concern outside of sub-committee reports. The Cultural Arts Commission cannot enter into detailed discussion or take action on any item presented during these reports.

I. ADJOURNMENT

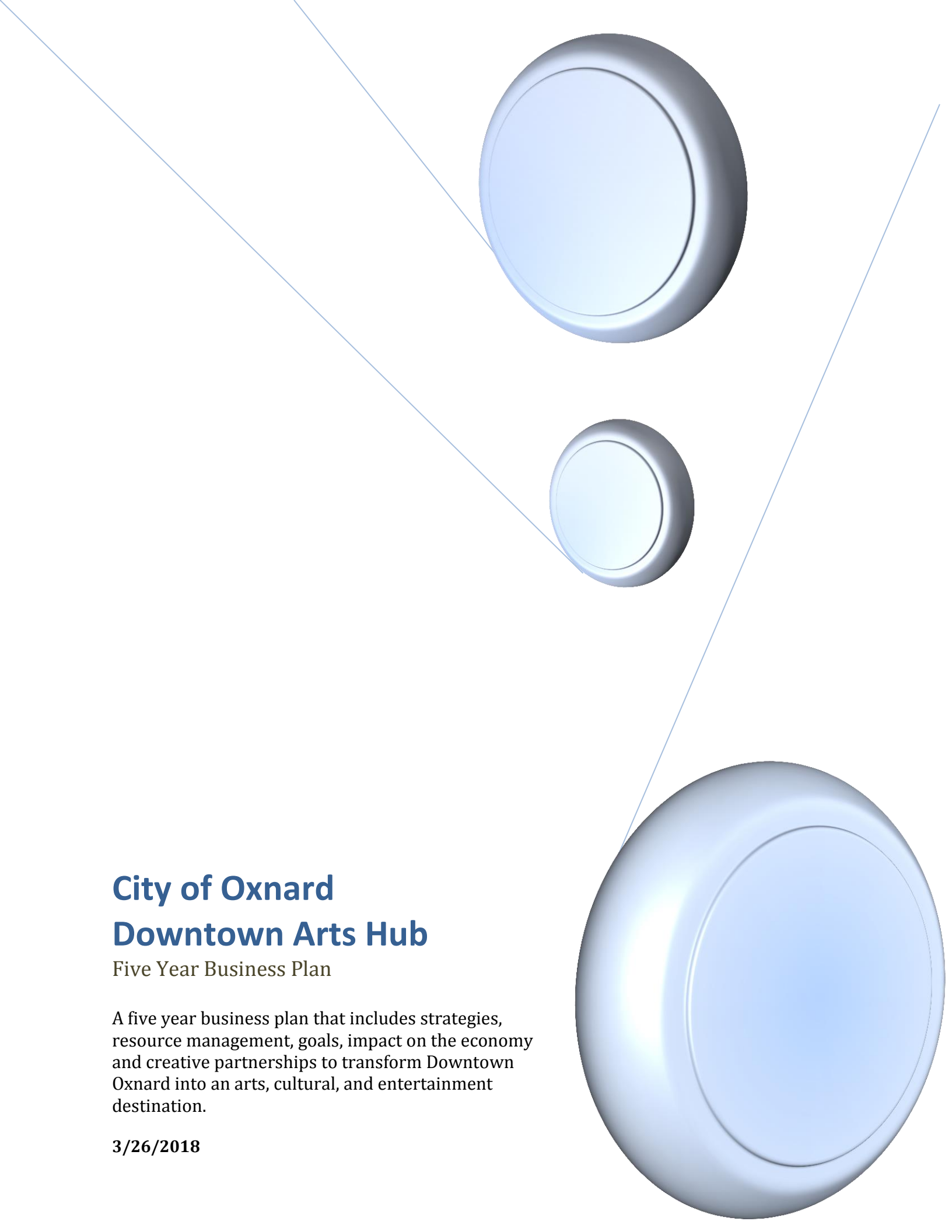
The next regular meeting is scheduled for Wednesday, April 4, 2018, at 4L30 p.m. at the City of Oxnard Council Chambers, 305 West Third Street, Oxnard, CA 93030.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in a meeting, you should contact the PACC office at (805) 385-8147. Notification 72 hours prior to the meeting will enable the PACC to make reasonable accommodations to assure accessibility to the meeting.

City of Oxnard Website: The Cultural Arts Commission agenda is available on the City of Oxnard website at www.oxnard.org 72 hours prior to a regular meeting and 24 hours prior to a special meeting. Written materials relating to an item on this agenda that are distributed to the Cultural Arts Commission within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at 214 South C Street, during customary business hours.

2018 DRAFT Cultural Arts Commission Meeting Calendar

JANUARY								FEBRUARY								MARCH									
S	M	T	W	T	F	S		S	M	T	W	T	F	S		S	M	T	W	T	F	S			
	1	2	3	4	5	6						1	2	3						1	2	3		City Hall Closed or Holiday	
7	8	9	10	11	12	13		4	5	6	7	8	9	10		4	5	6	7	8	9	10			
14	15	16	17	18	19	20		11	12	13	14	15	16	17		11	12	13	14	15	16	17			
21	22	23	24	25	26	27		18	19	20	21	22	23	24		18	19	20	21	22	23	24		Commission Meeting Dates	
28	29	30	31					25	26	27	28					25	26	27	28	29	30	31			
APRIL								MAY								JUNE								Dark - No Meetings	
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15	16	17	18	19	20	21		13	14	15	16	17	18	19		10	11	12	13	14	15	16			
22	23	24	25	26	27	28		20	21	22	23	24	25	26		17	18	19	20	21	22	23			
29	30							27	28	29	30	31				24	25	26	27	28	29	30			
JULY								AUGUST								SEPTEMBER									
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OCTOBER								NOVEMBER								DECEMBER									
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A decorative graphic in the top right corner of the page. It features three blue, 3D-rendered spheres of varying sizes. Two thin, light blue lines intersect to form a large 'V' shape that points towards the bottom left, framing the text area. The largest sphere is at the bottom right, while two smaller spheres are positioned higher and further to the left.

City of Oxnard Downtown Arts Hub

Five Year Business Plan

A five year business plan that includes strategies, resource management, goals, impact on the economy and creative partnerships to transform Downtown Oxnard into an arts, cultural, and entertainment destination.

3/26/2018

City Council

Mayor Tim Flynn
Mayor Pro-Tem Carmen Ramirez
Bryan Macdonald
Oscar Madrigal
Bert Perello

Cultural Arts Commission

Margaret Cortese, Chair
Deborah DeVries, Vice Chair
Heather Behrens
Elizabeth Botello
Rene Corado
Laura Gallardo
Javier Gomez
Oneita Hirata

City Staff

Scott Whitney, Interim City Manager/Police Chief
Ashley Golden, Interim Assistant City Manager/Director of Development Services
Jesus Nava, Assistant City Manager
Ingrid Hardy, Cultural and Community Services Director
Chelsea Reynolds, Performing Arts Center Manager
Carolyn Mullin, Event Coordinator
Suzanne Bellah, Cultural Arts Supervisor
Michele Kantor, Cultural Arts Assistant
Lisa Horan, Carnegie Art Museum

Steering Committee Members

Programming and Events

Abel Magana, Oxnard Downtown Improvement District
Gary Blum, Oxnard Downtowners
Chelsea Reynolds, Performing Arts Center Manager

Built Environment

Abel Magana, Oxnard Downtown Improvement District
Gary Blum, Oxnard Downtowners
Margaret Cortese, Cultural Arts Commission
Oneita Hirata, Cultural Arts Commission
Heather Behrens, Cultural Arts Commission
Roger Poirier, Oxnard Community Planning Group/Parks, Recreation, and Community Services
Commission Chair
Antonio Acosta, Artist
Ingrid Hardy, Cultural and Community Services Director

Arts Education

Elizabeth Botello, Cultural Arts Commission

Laura Gallardo, Cultural Arts Commission

Michele Kantor, Cultural Arts Assistant

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EXECUTIVE SUMMARY

The lively arts are a community's lifeline, a time capsule to its past and a portal to a future created with the hands of those who labor in its present. The City of Oxnard has a storied history in the pursuit of a vision of Arts and Culture, through the lens of the immigrant story, and told by the many experiences of the diverse populace who call her home. And what is a home perchance? Many philosophers and great minds would argue that architecture and infrastructure are what makes a home livable, and that's certainly a key component. Our philosophy states that a house isn't built just by brick and mortar, but also molded by the character of the people who inhabit her.

The adoption of the City of Oxnard Cultural Master Plan in 2009 was a call to action that made it clear that quality of life, artistic enrichment, and intellectual engagement through creative and cultural programming, resource preservation, and the emphasis of Oxnard's histories and traditions were a council priority of the utmost importance. Furthermore, the adoption of this plan encourages us to look inward for inspiration, ideas, resources, best practices and established programs of merit and quality.

The Oxnard Cultural Master Plan continues to engage by setting the stage for the creation of the Oxnard Arts in Public Places grant program, the formation of the Oxnard Arts Commission and finally the establishment of the city's Cultural and Community Services department.

In 2016, on the heels of a \$6,000,000 settlement award for use in Downtown revitalization, the Oxnard City Council unanimously approved the Downtown Vision Plan, fueled by a successful charrette attended by the public and facilitated by the Congress for New Urbanism. The charrette, equal parts town hall, design studio and spiritual retreat, birthed seven big ideas, including the Downtown Arts Hub.

The Downtown Arts Hub project has been a massive group effort, engaging stakeholders, the public, business owners, arts professionals, artists, nonprofits, city staff and various professional and cultural organizations. Through a thorough set of meetings, focus groups, surveys and individual feedback, there were five key areas of focus to expound upon during this project. In this plan, we explore strategy, resource management, goals, impact on the economy and creative partnerships.

1. Programming and Events
2. Built Environment
3. Arts Education
4. Marketing and Communications

5. Staffing and Resources

With this plan as your guide, prepare to begin the conversation about the critical role art plays in the everyday lives of Oxnard residents, spanning from the construction of the Oxnard Performing Arts Center in 1968 to the Cultural and Community Services Department's creation in 2016. We hope that you see this as a tactical guide, with realistic and sustainable steps to establish a viable and accessible cultural center in the Oxnard Downtown. Explore with us as we take the vital first steps ensure that our home in Oxnard, is a house filled with encouraged creativity, the music of our ancestors and the vibrant destiny of our children and grandchildren.

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INTRODUCTION

Historically, the City of Oxnard has demonstrated a steadfast commitment to the lively arts. This dedication has been shown and supported by the development of various efforts to promote the establishment and growth of the arts in Oxnard. Namely, this includes the adoption of a Cultural Master Plan, the creation of a Cultural Arts Commission, and the recent passage of the Downtown Vision Plan which calls for the creation of an arts hub.

Cultural Master Plan (CMP)

Adopted by the City Council on July 2, 2009, the CMP is a broad mandate for enhancing the quality of life for all Oxnard residents through a variety of arts-related programs and initiatives. This master plan seeks to promote aesthetic, cultural and intellectual enrichment for Oxnard's residents by creating vibrant arts opportunities for all members of the community. The plan supports existing cultural facilities, the development of new ones, support for artists, and the creation of an engaging and attractive environment through the promotion of a thriving arts community, through policies and programs.

The recommendations included:

1. The creation of an arts coordinator position
2. Establishment and promotion of critical downtown arts locations
3. The encouragement of synergistic linkages among arts organizations.
4. The development of arts as a driver for economic prosperity in the Oxnard downtown

Downtown Vision Plan

On October 18, 2016, the Oxnard City Council unanimously approved the Downtown Vision Plan (DVP). The Congress for New Urbanism (CNU) comprised of professionals from across California with expertise in architecture, design, engineering, parking management, traffic, landscape architecture, development, and economics came to Oxnard and engaged the community and studied redevelopment strategies for Downtown Oxnard. This event, entitled the Oxnard Downtown Charrette, included an intense four-day consecutive day public process designed to provide open dialogues, focused group discussions, and individual interviews. Included in the expansive itinerary were CNU led events; with residents hosting a film festival at Plaza Cinemas and a pop-up studio space/art gallery. Following the engagement process, the CNU developed the vision plan which focuses on “7 Big Ideas” with one of those ideas being a Downtown Arts Hub.

Staff returned to the City Council on December 19, 2016, with an implementation plan. Regarding the arts hub specifically, Cultural and Community Services staff committed to working with and engaging the community on the future of the downtown arts hub around a collective vision and proposal to initiate projects and programs in downtown Oxnard.

METHODOLOGY/PLANNING APPROACH

The development of the Arts Hub Business plan involved community workshops and meetings, vital contributor interviews, focus groups, conversations with various stakeholders, including arts community leaders, professional artists, the business community, and educators. Additionally, the information and recommendations contained in the report represent best practices from other cities, as well as national leading arts organizations such as the Americans for the Arts and the Public Art Network. Also, considering the work that was previously conducted by several community leaders, city staff, and department heads in putting together the Cultural Arts Master Plan, many of the recommendations are either directly from the previously adopted plan by the City Council or complementary to such proposals. The Downtown Oxnard Arts Hub Business Plan will serve as a guiding document for the Cultural Arts Commission and staff to implement these recommendations over the coming years.

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COMMUNITY OUTREACH AND ENGAGEMENT

The development of the business plan has involved an extensive community outreach process including community workshops and meetings, key informant interviews, outreach by the cultural arts commission, focus groups, community survey, and meetings with key stakeholders and organizations. The following is a summary of these efforts.

State of the Arts Summit

On Thursday, May 25, 2017, a State of the Arts Summit was held at the Oxnard Public Library. Facilitated by a local art expert, Elena Brokaw, this summit hosted approximately 70 individuals, representing a broad mix of artists, nonprofit organizations, arts commissioners, appointed officials, and art enthusiasts. After a short overview of the nature of downtown cultural districts, attendees completed a short survey (results attached) to provide the City with a sense of the community's current perspective on the future of an arts hub, its feasibility, and information on how participants receive information about cultural events. Also, participants did a short exercise to develop words and phrases that encapsulate their vision/goals for Downtown Oxnard in ten years. Finally, attendees were invited to visit five stations to share ideas about what they might like to see in a downtown arts hub, how they could personally help, and what partners could be engaged. Those prioritized areas of focus are Programs and Events (Art Sale/Art in the Park and Restaurant Week); Built Environment (Restoration of Neon Signs, Murals, Artist Studios, Architectural Cohesiveness, Art on Buildings); and Education (Self-Guided Walking Tours, Children's Museum, Music Classes). As a result of this meeting, three steering committees (Built Environment, Programming and Events, and Arts Education) were formed to start work on formalizing preliminary recommendations to be implemented based on community feedback.

Community Arts Survey

As part of the Arts Summit program, a survey was administered to foster a better understanding of the community's current perceptions and attitudes on Downtown Oxnard, as well as their desired changes, should the arts hub become a reality. There were nearly 250 responses to the online and in-person survey. The attached one-sheet highlights the top 5 recommendations for each of the survey questions asked.

Vision to Reality Community Meeting

In follow up to the State of the Arts summit, another community workshop "Vision to Reality" was held at the Oxnard Performing Arts Center. There were approximately XX community members in attendance. This meeting, again facilitated by Elena Brokaw, included steering committee presentations, survey results, and highlights, as well as another opportunity for community members to share their thoughts and ideas. The

predominant ideas presented at the meeting included offering more festivals, seeking arts funding from businesses, and mural installations.

Focus Groups and Stakeholder Presentations

To further engage the community, staff reached out to specific stakeholders such as local nonprofit arts organizations, educational institutions, artists, downtown Oxnard organizations, the Convention and Visitors' Bureau and the Ventura County Arts Council. Each of these stakeholders received an overview of the preliminary findings and recommendations. For the most part, the feedback received was generally in line with the survey responses and community-wide engagement meetings. Any additional feedback (that was not previously captured) is incorporated throughout this plan

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EXISTING ARTS PROGRAMS AND SERVICES

Organization and Infrastructure

Since 1968, the City of Oxnard has funded arts and culture with the construction of the Performing Arts and Convention Center, and in 1987 the repurposing of the original Oxnard Public Library to the Carnegie Art Museum.

Carnegie Art Museum

Originally Oxnard's Carnegie Library, the Carnegie Art Museum was built in 1906 as one of the free public libraries funded by industrialist Andrew Carnegie. It was transformed as a Cultural Arts Center in 1980, and designated as an art museum by the Oxnard City Council in 1987. The Museum's multiple education and event programs for all ages, through the fund-raising efforts of the CAM Cornerstones.

Heritage Square

Heritage Square began in 1985 as a vision to preserve the historical and architectural uniqueness of turn-of-the-century Oxnard. It officially opened in 1991. Through the commitment of some of Oxnard's original pioneer families, other investors, and the City of Oxnard, eleven Victorian and Craftsman-style houses, a church, water tower, pump house, and storehouse have been moved to a single block of Oxnard's downtown and restored to their original condition. Heritage Square houses over 25 businesses including a restaurant, wine tasting room, and Visitor Center, serving the community as an event and cultural destination with living history performances, concerts, teas, and docent-led tours.

CAM Studio Gallery

Launched in 2013, the CAM Studio Gallery at 329 N. Fifth Street is directly adjacent to the Museum. In this extra space made possible by CAM Cornerstones support, spotlight exhibits from the permanent collection, exhibits, and a popular guest studio artist program have all flourished.

Oxnard Performing Arts and Convention Center

Since 1968, the PACC at 800 Hobson Way, just outside the Downtown Oxnard core, has hosted thousands of performances reaching more than 3 million people. Outstanding Broadway musicals, prominent guest speakers, musical acts, and plays have all graced the Center's stage. The PACC's eight additional meeting rooms are regularly in use for business meetings, trade shows, seminars and numerous public and private functions.

Oxnard Public Library

The mission of the Oxnard Public Library is to enrich the lives of Oxnard's diverse community by providing quality customer service, free and equal access to all library resources, and encouraging lifelong learning for future success.

In 1907, the Oxnard Public Library opened its doors in a building funded by the Andrew Carnegie Foundation that is now the Carnegie Art Museum. In 1915 with the establishment of the Ventura County Library System, the City of Oxnard leaders decided to maintain the Oxnard Public Library as a city library, separate from the County Library System.

Programs and Initiatives

The Oxnard Cultural Arts Commission

In 2015, the Cultural Arts Commission, a nine-member Citizen Advisory Group (CAG), was appointed to advise the City Council on matters about the cultural arts in the Oxnard community.

Cultural Arts Grant Program

In a juried process, administered by the Cultural Arts Commission, Oxnard-based artists and arts organizations are eligible to apply for funding through an RFP (Request for Proposal) process.

Cultural and Community Services Department

In 2016, the City created the Cultural and Community Services Department to bring together similar community service functions into one division with the intention of aligning strategies with resources to implement the goals and priorities of the City. The Cultural and Community Services Department includes the Oxnard Public Library, Recreation and Community Services, the Performing Arts and Convention Center, and the Carnegie Art Museum.

Arts Education Programs at the Carnegie

The Museum's multiple education and event programs for all ages are sustained through the fund-raising efforts of the CAM Cornerstones. The Carnegie has provided outstanding education programs including tours, classroom presentations, adult gallery talks, lectures, and art workshops for children through adults. The Carnegie serves 5,000-10,000 students annually from throughout Ventura County. College partnerships have included Oxnard College, Ventura College, California State Universities Channel Islands and Northridge.

PACC the Arts Festival

The "PACC the Arts Festival" is a celebration of the visual artists, musicians, dancers, performers and venues that make up Oxnard's diverse cultural and creative talent and is

held at the Oxnard Performing Arts & Convention Center (the PACC). In 2016, more than 1,000 attendees enjoyed live music, visual art, dance performances, and arts and crafts. On May 25-27, 2018, the event will again feature multicultural art and entertainment for guests of all ages. The theme is “Art By The People” or “Arte De La Gente,” and, new this year, a one-of-a-kind vintage car show, will be included.

Multicultural Festival

Every year since 1995, the Oxnard Multicultural Festival is presented by the City of Oxnard’s Community Relations Commission. The festival, organized by the commission and City of Oxnard staff and volunteers is held annually on the first Saturday of October and celebrates the rich cultural diversity of the City’s residents and history. People of every culture come together to learn and discover their shared values in an atmosphere that honors all. The Multicultural Festival offers a variety of performing groups, live music, food vendors, exhibitors, demonstrations, and hands-on activities for the entire family. Admission is free.

Tamale Festival

Celebrating “the world’s most delicious seasonal treat,” Oxnard’s Tamale Festival is on the first Saturday in December. The City’s Recreation & Community Services Department presents the Annual Oxnard Tamale Festival inside Oxnard’s historic Plaza Park. Event participants choose from different local tamale vendors and home chefs who may feature strawberry, oyster, chocolate, pumpkin as well as chicken and pork. Other activities include live entertainment, arts, and crafts, cooking demonstrations, eating contests, amusement rides and much more. Admission is free.

Recreation Classes

Recreation classes offered through the City’s Recreation and Community Services Department are designed to enrich the quality of life for all Oxnard’s residents through safe, positive, and active opportunities. The wide range of classes promoting wellness, social connections, pride, and lifelong learning.

In addition to these established city-funded programs, facilities, and events, the City of Oxnard recently allowed the usage of the former Social Security building by local arts organizations through short-term license agreements. As a result, the Acuna Art Gallery and the Oxnard Film Society both hosted very successful exhibits, “Latino Visions” and “We Remember - Ventura County to Vietnam and Back.”

COMMUNITY VISION AND MISSION OF ARTS HUB

Arts Hub Vision

"A lively arts destination that promotes an intersectional and enriching experience, attracting the local and visiting communities."

Arts Hub Mission

"To Shape a Vibrant and Accessible Downtown Where the Arts Thrive"

PROGRAMMING AND EVENTS

Introduction

The Oxnard Arts Hub committee has developed a variety of dynamic and enriching arts-based programming. Programs are to include live podcasting, musical performances, film screenings, seasonal walking tours, festivals and hands-on activities for patrons of all ages. These annual program ideas will be held in conjunction with resources identified by the Built Environment and Educational Committees. All programs will be approximately 1.5-2 hours in length. This proposed arts schedule can be in place and be running in as soon as next month for some events, and next summer for others. The Programming steering committee was led by PACC Manager Chelsea Reynolds, with participation by Arts Commissioners Behrens and Hirata. Additional participants include Abel Magana, Executive Director of the Oxnard Downtown Improvement District and Gary Blum with the Oxnard Downtowners.

Benefits of the Arts in Programming

The presentation of arts programs can be a unifying effort for communities, strengthening and improving their way of life. The target population of Arts Hub initiatives and events include all City of Oxnard residents. These programs have an intergenerational focus, with activities geared toward patrons of any age, providing dynamic experiences, while engaging Oxnard residents of every walk of life. The committee also proposes an investigation into sponsorship and partnership opportunities, to include area schools, civic associations, boys and girls clubs and existing businesses in the Oxnard community. These reciprocal partnerships work to improve the Oxnard economy by energizing local business efforts and providing a sustainable means to engage the public.

Goals

1. To provide a sustainable model for presenting a diverse array of seasonal arts programming that will be enriching to the Oxnard Community and surrounding areas.
2. To work closely with community representatives to secure partnerships and sponsorship opportunities while assisting in developing a working model for presenting arts in the Oxnard Arts Hub.

Recommendations and Strategies

Recommendation 1- Creation of a Downtown Arts Season

The creation of a season of lively and sustainable programming to be activated in the Oxnard Downtown.

Strategies

- 1.1 Utilize successful programming models and suggestions from the arts community survey and public feedback, to develop and pursue potential programming initiatives.
- 1.2 Assess the available downtown resources and catalog potential venues, program ideas and untapped areas of interest, working with City resources to ensure compliance and code requirements.
- 1.3 Identify the required staffing, supplies and resources to begin the planning and implementation of a "season" of accessible programs that highlight and utilize the Oxnard downtown area.
- 1.4 Develop a realistic budget, taking into account overhead, staffing, potential permitting, rental and insurance requirements.

Recommendation 2- Development of a Downtown Arts Festival

The creation of a Downtown Arts Festival with a focus in healing, intersectional activities and arts opportunities for all Oxnard residents.

Strategies

- 2.1 Utilize successful programming models and suggestions from the arts community survey and public feedback, to develop and pursue potential programming initiatives.
- 2.2 Assess the available downtown resources and catalog potential venues, program ideas and untapped areas of interest, working with City resources to ensure compliance and code requirements.
- 2.3 Identify the required staffing, supplies and resources to begin the planning and implementation of an accessible festival that highlight and utilize the Oxnard downtown area, with an intersectional focus.
- 2.4 Develop a realistic budget, taking into account overhead, staffing, potential permitting, rental and insurance requirements.

Recommendation 3 -Sponsorship and Community Partnerships

The committee proposes close planning with community representatives and organizations to facilitate a collaborative process that is mutually agreeable to all parties.

Strategies

- 3.1 Assess and engage the Downtown, regional and national Organizations to gauge interest in reciprocal community partnerships.
- 3.2 Identify potential sponsorship opportunities, to include financial and in-kind resources.
- 3.3 Develop a sustainable sponsorship plan that highlights the tangible and intangible benefits of reciprocal community partnership.
- 3.4 Identify synergistic opportunities for Downtown businesses to include the arts hub in their budgets and marketing opportunities.

BUILT ENVIRONMENT

Introduction

The Arts built environment encompasses everything from design, public art projects, and how arts infrastructure facilitates engagement and experience of the arts. In order for the arts hub to become a reality, the local business community, arts organizations, and artists must be at the forefront of the built environment transformation. This level of engagement will help ensure participation by the people and organizations who will infuse life into the downtown, and that the advancement of arts in Oxnard is organic and has longevity.

The Built Environment steering committee was led by Cultural Arts Commissioner Chair Margaret Cortese, with participation by Commissioners Behrens and Hirata. Additional participants include Downtown Improvement District, the Oxnard Downtowners, a local artist, and a Parks and Recreation Commissioner. Additionally, the committee met with Directors of Economic Development and Community Development to solicit information on how the proposed recommendations could be realized.

Benefits of the Arts in the Built Environment

Often, when people hear the term public art, they envision murals, statues, and memorials. This perspective is but one aspect of what public art has to offer a community. Public art includes permanent and temporary works, but also includes, architectural and landscape architect design, interactive projects that engage the community in dialogue about issues that are central to their community, performance spaces, and even festivals. Public art provides a sense of community, connects individuals from different walks of life, boosts economic development and tourism, stimulates thought-provoking conversation, and offers a sense of place. Transforming the built environment of Downtown Oxnard through the arts will connect the community in meaningful ways and provide enhanced quality of life and appreciation of Oxnard's unique identity.

Goals

1. To enhance the aesthetic appeal of downtown Oxnard and enliven downtown spaces through the arts
2. Promote arts and culture within the community, making Downtown the destination and gathering place for cultural experiences
3. Celebrate and distinguish Oxnard's unique and diverse culture

Recommendations and Strategies

The community has expressed their vision of a built environment that includes permanent and temporary works of arts (murals, sculptures, etc.), artist spaces, galleries, studios, museums, performing art spaces, restoration of neon signs, architectural cohesiveness, and use of empty storefronts for art displays.

Recommendation 1 - Develop, Fund, and Implement a Public Art Program

Develop, fund, and implement a public art program to beautify downtown that includes city-funded temporary and permanent works of art, private investment in public art, a conservation and maintenance plan, and an industry standard public art selection process.

The Cultural Arts Commission recently developed a Public Art Permit Guidelines and Process document. This document is a comprehensive overview of the guidelines, steps, and criteria for establishing public art projects that are on private property, city property, or in the city right of way.

Essential steps towards a robust public art program include a staff liaison to coordinate such projects from beginning to end, develop a conservation and maintenance plan to ensure timely monitoring and maintenance of the artwork, and to promote an industry standard public art selection process for city-funded works of art.

Staff and the Arts Commission will utilize the myriad of resources available through the Americans for the Arts (AFTA) and their Public Art Network (PAN). PAN develops professional services for the broad array of individuals and organizations engaged in the diverse field of public art. PAN is the only professional network in the United States dedicated to advancing public art programs and projects through advocacy, policy, and information resources to further art and design in our built environment.

Strategies

1.1 Create a downtown Oxnard mural walk and provide annual funding for mural installations.

1.2 Develop and implement a pilot downtown placemaking mini grant program to enliven public spaces with visual arts.

1.3 Develop a conservation and maintenance plan

1.4 Develop a Cultural Arts Commission handbook for artists to help artists' navigate the complex world of public art that includes negotiations, contracts, community involvement, scheduling, and a great deal of public scrutiny.

Recommendation 2 - Enhance Walkability of Downtown

Communities with thriving and vibrant downtown corridors are pedestrian-oriented with shopping, dining, arts, culture, and entertainment thereby offering an urban environment that creates a dynamic sense of place.

The following strategies are based on community feedback and industry best practices to enliven the built environment and public spaces through exploration, socialization, and engagement.

Strategies

2.1 Establish a diverse task force to develop a community cultural asset inventory to catalog Oxnard's cultural resources, networks, people and organizations, places and events, and other factors that shape the community's cultural identity.

2.2 Develop various self-guided walking tours such as Cultural Trail, Historic Walking Tour, and others that highlight the heritage and diversity of Oxnard.

2.3 Encourage use of alley and breezeways as locations for cultural uses such as outdoor performances, murals/public art, and an open-air art market.

2.4 Develop a sign improvement program that provides financial incentives for businesses that restore existing neon signage or purchases neon signs for installation.

Recommendation 3 - Regulatory and Financial Incentives

Financial and regulatory incentives are a catalyst for attracting, expanding, and developing arts, dining, entertainment, and cultural enterprises in downtown. The City of Oxnard should explore the development of regulatory and financial incentives to encourage active spaces such as outdoor dining and street activity, as well as arts and cultural uses such as museums, galleries, theaters, performance spaces, artist live/work space, and music venues.

Strategies

- 3.1 Form staff and advisory group/taskforce to develop an ordinance that codifies financial and regulatory incentives such as fee waivers, rebates, business license reductions, and expedited building permit review.
- 3.2 Develop a program/expedited process that allows property owners to have artists display artworks in vacant storefronts.

ARTS EDUCATION

Introduction

It has long been recognized that along with reading, writing, and math; the arts are essential to positive youth development.

The arts enrich the lives of young people and help build healthy and vital communities.

However, in recent decades, funding priorities have severely limited arts education in the classroom.

Oxnard is somewhat more fortunate than many communities in that there is a deep infrastructure of highly committed arts education advocates and artists who are working at diverse settings in the Downtown and at other venues to bring a range of arts experiences to Oxnard's students.

Existing Arts Education in Oxnard

There are several arts education nonprofits that receive partial funding through the City's Cultural Arts grant program who offer art activities for children. Among these organizations, you will find a potpourri of styles, disciplines, and instructors dedicated to the promotion of the arts, and the preservation of Oxnard's culture of diversity through Arts Education.

Run by the City of Oxnard under contract to the Oxnard School District, the Oxnard Scholars after-school program provides arts enrichment activities to more than 2,000 students in addition to academic support and tutoring. Their annual end-of-year art show brings out students wearing badges proclaiming "I Am An Artist" as parents, family members, and guests admire their achievements. Oxnard Scholars are funded in part by the State of California.

The Carnegie Art Museum hosts regular school tours, Free Family Day, and nominally-priced Saturday "Building Blocks," art exploration classes where the techniques and tools of visual artists are presented for ages 7-11.

The Channel Islands Maritime Museum also hosts student visits as well as an annual show of visual art by Oxnard Union High School students. Storytimes at the Oxnard Library branches typically include a craft component for the littlest artists. The New West Symphony also regularly fills the PACC auditorium.

There are numerous other artists and friends of arts education in Oxnard including activists developing projects which deeply involve youth in design components, such as a recently completed mural in the Colonia neighborhood, and the "Santa to the Sea" mural,

both outside of the downtown core. The Fall 2017 Youth Art Festival, funded in part by a Cultural Arts grant, brought out many groups and artists presenting and offering creative opportunities for young people. Additionally, the diverse cultural communities of Oxnard are all engaged in keeping their arts and cultural traditions alive by providing classes in music, dance, and culinary arts.

As well, a number of for-profit groups long-established in Oxnard teach highly popular martial arts and dance from various traditions and are regularly represented at Oxnard's festivals and annual holiday parade. Additionally, the Boys and Girls Clubs of Greater Oxnard and Port Hueneme have visual arts, crafts, creative writing, and performing all at the core of their arts programming.

Goal

All the constituencies with similar goals of offering arts experiences and lessons work together.

Recommendations and Strategies

Recommendation 1 - Arts Education Collaboration

Strategies

- 1.1 Utilize Arts Education Steering Committee members to convene a communitywide arts education consortium to communicate and coordinate arts education opportunities offered by schools, the City, cultural institutions, and arts organizations. This consortium should also discuss and identify arts education needs and strategies to meet identified needs.

Recommendation 2 - Community and Business Partnerships

- 2.1 Identify and create mutually beneficial partnerships to provide or expand arts education programming in City facilities such as the Oxnard Public Library, the Carnegie Art Museum, Performing Arts and Convention Center, and youth centers. City facilities would be offered to partners at free or reduced cost based upon arts education needs identified by the consortium under strategy 1.1.

- 2.2 ~~Resources, such as venues that can be made available at Downtown's local churches or fraternal organizations for rehearsal space and meetings, should be explored. Businesses that have arts as their core (ie. D.W. Drum Co.) should be approached to subsidize class fees and payment to teaching artists.~~

2.3 Incorporate youth/student mentorship opportunities into existing arts programs and projects such as after school programs, mural projects, and programming offered by the City and/or community.

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MARKETING AND COMMUNICATIONS

Introduction

“Build it, and they will come” is not a given for any new business, product, or enterprise. Integral to the planning and development of a cultural district is marketing. A proactive, comprehensive, and integrated marketing plan that leverages resources focuses on specific audience segments and utilizes the most appropriate tools will maximize return on investment.

To ensure there is enthusiastic support, attendance and sustainability for the Arts Hub, marketing and promoting the Hub as well as its ongoing activities will require a robust and multi-pronged approach carried out by a number of entities, from city staff and key stakeholders to participating artists and arts organizations. Marketing and Communications can encompass everything from flyers and word-of-mouth to social media campaigns, print and radio advertisements, as well as branding and cross-promotion between government, businesses and nonprofits alike. The following promotional plan outlines marketing objectives and strategies for the Arts Hub.

Benefits of Marketing and Communications

There are a variety of benefits that come with designing and implementing a successful marketing and communication plan. At its core, this plan provides a guideline for those involved in the Arts Hub to follow. Doing so will achieve the goals and expectations outlined in this business plan. With its many participants and stakeholders, a marketing plan provides a clear, shared path for everyone to work in unison to reach common goals.

Goals

1. Create a vibrant, recognizable, and trusted brand for the Arts Hub
2. Attract residents and visitors to downtown for safe, welcoming and authentic, immersive experiences; Provide out-of-town visitors: 1) a reason to come to Downtown Oxnard, and 2) a reason to extend their visits by making downtown fun and convenient for tourists
3. Increase the income/patronage of artists, arts organizations, and downtown businesses, and in turn, help strengthen the local economy

Recommendations and Strategies

Informing this marketing and communications plan are the numerous case studies from cities around the country that have successfully invested in and developed their own cultural arts districts.

Recommendation 1 - Invest in the Public Image of the Arts Hub

First impressions are critical in developing brand recognition, loyalty, and continued patronage. Forty-eight percent of consumers report that they are more likely to become loyal to a brand during the first purchase or experience.

Effective branding is how the Oxnard Arts Hub can authentically communicate with consumers and differentiate itself from other cultural districts or attractions in a competitive landscape.

A reliable brand increases awareness and visibility and develops lasting relationships with target audiences. Furthermore, it helps build authority and credibility, which leads to the continued generation of traffic to the Arts Hub.

Strategies

1.1 In conjunction with City's Public Information Office, develop an Arts Hub logo, color scheme, talking points, accompanying graphics, and promotional video for use at every opportunity for branding and visibility purposes.

1.2 Utilize branding throughout downtown to generate visibility and add to the hub's vibrancy and placemaking. Erect Arts Hub banners and signage along main thoroughfares, store windows, and other opportunities.

1.3 Create an OxnardArts.com website to centralize arts-related information, including events and happenings, maps and walking tours, cultural venues, artist/studio, and arts organization directories, as well as current opportunities for artists and nonprofits (grants, exhibitions, etc.). Develop an email subscriber component to communicate announcements to interested parties and expand subscribership by collecting email addresses at Arts Hub events

1.4 Launch social media platforms and campaigns with specific Arts Hub handles. Initiate Arts Hub Hashtag and social media/engagement campaign with rotating selfie opportunity to different downtown locations/events.

Recommendation 2 - Create a Task Force to Oversee Marketing and Promotions

To create general awareness in Oxnard, Ventura County, and the surrounding areas, a suite of representatives from various public, private and government agencies should comprise a task force that can help amplify messaging and promote activities. Jointly, the efforts of a task force can result in increased foot traffic downtown, a change in perception that Downtown Oxnard is a dangerous or undesirable destination, and that it is instead a destination for the enjoyment of the arts.

Strategies

2.1 Capitalize on appropriate city staff and resources. Work with PIO to issue news releases, pitch stories to media outlets and to feature essential events on Collection Marquee. Work closely with Downtown Revitalization Manager and Homelessness Commission and their networks/resources. Involve Branding & Communications Committee for CCS Department. Dedicated pages in Recreation Guide to Arts Hub.

2.2. Collaborate with venues in the Arts Hub. Ensure that patrons of one Arts Hub venue are aware of additional art opportunities in the area (Heritage Square, CAM, The PACC). Coordinate events and promotions accordingly. Distribute quarterly schedules of events at these locations.

2.3 Collaborate with Arts Hub artists, nonprofit organizations, business associations, and arts venues to produce and promote programming to attract audiences. Select restaurants in the Arts Hub with which to partner, and develop co-promotions – such as bring in a ticket from an arts event for 10% off a post-event meal.

2.4 Maintain visibility through regional media efforts. Launch aggressive ad campaigns in local papers and radio. Purchase advertising in critical outlets: VC Reporter, VC Star, Social Media, etc. Seek out media sponsors (print, radio) to reduce the cost of advertisements. Submit calendar listings to Tri-County area as appropriate. Promote events through Web sites, including Ventura County Arts Council, the Oxnard Convention and Visitors Bureau, and others.

2.5 Create and distribute collateral. Produce quarterly flyers and calendars announcing Arts Hub events and programs. Create direct mail pieces that can be delivered door-to-door by City Corps.

Recommendation 3 - Execute a tourist-centric approach to marketing

Cultural tourism is based on the mosaic of places, traditions, art forms, celebrations, and experiences that define this nation and its people, reflecting the diversity and character of the United States. This form of tourism has become recognized as a global force for economic development. Tourists and related development, when planned, can positively impact a destination's character and culture.

Strategies

3.1 Cross-promote the Arts Hub with venues and ancillary businesses, such as hotels and restaurants, to ensure that patrons are aware of various arts and entertainment opportunities in the area. Create promotions – and provide materials for guests – specifically for the concierges.

3.2 Work closely with Oxnard Convention & Visitors Bureau, Visit Oxnard, California Welcome Center, and other visitor organizations to ensure that they have materials and information promoting the Arts Hub to out-of-towners in print and online. Extend reach by joining/working with nearby Chambers of Commerce, Tourism Bureaus and their promotional committees and the marketing committees of other groups engaged in community promotions.

3.3 Connect with special events, expositions and conventions in the area (or with a potential draw to the city) to profile the Arts Hub as a venue, satellite location or excursion opportunity. Exhibit at these functions when appropriate, i.e., a Ventura County wedding expo if you want to highlight Arts Hub venues that could be ideal sites for weddings.

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PERFORMANCE MEASUREMENTS

Measuring the success of recommendations throughout this business plan is essential as Oxnard works towards a strategic and intentional strategy of transforming its downtown into a flourishing hub with diverse, vibrant arts, cultural, and entertainment experiences. Some ways of measuring the City's efforts include the collection of qualitative and quantitative data derived from many proven metrics, the observation of which can assist in the development of strategies essential to successful and sustainable placemaking.

If Arts Hub management asks the right questions and listens to the customer (the visitor/tourist), the responses may prove insightful, instructional, and informative. Evaluation begins with identifying the right questions, then selecting the correct methodology and survey instrument to obtain those answers from the desired audience.

Strategies

4.1 Analyze traffic to the Arts Hub by identifying the number of promotional materials distributed, audience size for city arts events, measuring evening/pedestrian foot traffic, and tracking the number of arts events and activities scheduled in downtown. Coding promotional materials, such as direct mail pieces or advertisements, and monitoring the yield from these promotions can help establish the success rate of Hub promotions and events.

4.2 Administer community sentiment surveys, visitor surveys, social media queries, monitor feedback on sites like Yelp, and more.

4.3 To gauge economic changes, management can consider restaurant revenues before and after downtown arts events, receipts from relevant parking garages, periodic economic impact surveys, tracking year-over-year revenue and attendance from Arts Hub facilities, such as the Carnegie Art Museum, etc.

4.4 To monitor the impact from the artist and arts organizations' perspective, creative capacity surveys can be conducted, exhibitor revenue reports from events, ticket sales at performances, sales tax in galleries, increase in the number of galleries, studios or arts venues, etc.

Important Metrics to Consider

Economic Growth

Increase in Retail

Occupancy Rate

Daytime Population

Taxable Sales

Employment

Restaurant Revenues Before and After Downtown Arts Events

Visitor Surveys

Community Engagement

Strategic Partnerships

Number of Attendees (Programs and Events)

Number of Events

Community Sentiment Surveys

Arts Infrastructure

Number of Artists/Live Workspaces

Number of Artists Commissioned (Public Art)

Number of Arts, Entertainment, and Cultural Businesses

STAFFING AND FUNDING

Arts Staffing

When the Cultural Master Plan was presented to the Oxnard City Council for adoption, one of the recommended actions was to direct staff to return to Council with a recommendation regarding the creation or appointment of a full-time arts coordinator. Staff returned to the City Council on September 25, 2013, and only asked for an appropriation of \$20,000 from the Public Art fund balance to hire a part-time cultural arts assistant. This position was funded at 15-20 hours per week to assist with the cultural arts grant program, seek and apply for arts-related grants and support the Cultural Arts Committee (now Commission). Other duties include the development and maintenance of databases for arts activities, events, venues, organizations, and artists, and assistance in the coordination and promotion of arts events. With a limited number of hours of 15-20 hours per week, realistically, a part-time extra help position is not sufficient to accomplish all the areas of focus intended and outlined in the CMP and the ensuing staff report.

The Cultural and Community Services department was created to bring together like functions within one department. The department is attempting to align strategies and capitalize on limited resources to implement the goals and priorities of the City. As it pertains specifically to the arts, one extra help position, budgeted at 15 – 20 hours per week isn't sufficient to launch the city's efforts. The combination of the Cultural Master Plan, Downtown Vision Plan, and the Arts Hub business plan provides an excellent foundation and structure for furthering the arts in Oxnard. However, the department is limited in its ability and capacity to accomplish the goals and intentions outlined in these plans without additional resources.

A City Arts Administrator is needed to work as part of the Cultural and Community Services team, serve as an organization and community liaison, and the city's in-house expert on arts administration. The incumbent will be responsible for supporting the development, administration, and implementation of the city's public art program and downtown arts hub. These assignments include, but are not limited to permanent and temporary public art installations; community art projects; monitoring ongoing conservation and maintenance work of public art; planning, developing, coordinating, leading, implementing, and evaluating arts programs for various ages and interest groups. This position will also assist with the organization of special events; providing leadership and staff support to the Cultural Arts Commission; collecting and developing information related to various arts initiatives within the community; and engage the community in creative placemaking.

The immediate priority for the position is to begin implementation of Arts Hub business plan. This project includes developing the call for artists for downtown mural projects, implementation of marketing and communication strategies to coordinate branding and messaging, assist with the launch of the creative placemaking mini-grant program, and assist with the implementation and coordination of downtown programs and events. Without a staff member dedicated to recommendations and strategies outlined in the business plan, the intended outcomes will not come to fruition.

Recommendation 1 - Create an Arts Administrator Position

To implement the focus areas in the CMP, the Downtown Vision Plan, and the Arts Hub a full-time Arts Administrator is needed. This position will not replace the work of the existing cultural arts assistant, but instead provides the opportunity for the city to hire an individual with expertise in arts administration and public art to lead the city's arts initiatives.

1.1 Due to the City's current financial outlook, staff recommends that the city hire a 0.5 FTE employee and re-evaluate funding the position full-time when budget circumstances improve. A half-time benefited employee will have some ability to carry out the recommendations in this plan

Ongoing Funding for Downtown Arts Hub

To realize any real change or progress towards the arts hub project, an ongoing source of funding is necessary to fund public art projects, programming and events, and arts education opportunities. Currently, the city supports the arts primarily through its general fund and the Public Art Fund (PAF). General fund dollars are used to support the Oxnard Performing Arts and Convention Center and the Carnegie Art Museum, while the PAF is primarily used to help local arts organizations through a grants process.

One potential source of funding is state and federal grants such as the California Arts Council or the National Endowment for the Arts. However, the City cannot rely upon grants as an ongoing source of funding. Additionally, most grants require a strong history of programming, and it will take some time for to build programming and events in downtown Oxnard.

Another source of funding commonly used in cities throughout the country is a dedicated portion/percentage of Transient Occupancy Tax. Again, cities with well-known arts, cultural, and entertainment experiences generate tourism, thereby increasing the amount of hotel taxes within the city.

As the city works towards creating an arts hub and tangible results begin to happen, private investment and sponsorships become more viable options. However, until such time there is a noticeable transformation of downtown Oxnard, private investment and sponsorships will be more difficult to obtain.

Recommendation 2 - Identify an ongoing source of funding to support arts, culture, and entertainment in downtown Oxnard.

2.1 Explore designating a percentage of transient occupancy tax as an ongoing funding source for Downtown Arts Hub.

2.2. Explore designating a percentage of the Public Art Fund as an ongoing funding source for Downtown Arts Hub.

Recommendation 3 - Seek corporate sponsorships and private investment

3.1 Work with Economic Development Department and Oxnard Convention and Visitors' Bureau to develop a sponsorship package/opportunities for Downtown Arts Hub.

PLANNING PARTICIPANTS

Vince Behrens
Adam Santana
Agatha Munoz
Andi Schoenbaum
Carmen Barba
Jessica Kimble
Lillie Alvarez
Vernelle Edwards

Obtain sign in sheets and list other planning participants

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Downtown Arts Hub
Implementation Matrix
Marketing and Communications

		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Colaborators or Financial Partners
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Marketing and Communications

Recommendation 1: Invest in the Public Image of the Arts Hub

Strategies

1.1	Develop Arts Hub logo, graphics, and promotional video	\$ -	\$ -	\$ -	\$ -	\$ -	\$0		City Staff / PIO	
1.2	Erect Arts Hub banners and signage along main thoroughfares, store windows, and other opportunities.	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$20,000	Settlement Fund	City	
1.3	Create an OxnardArts.com website and email list	\$ 500	\$ 300	\$ 300	\$ 300	\$ 300	\$1,700	Public Art Fund	City	
1.4	Launch social media platforms and campaigns	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$25,000		City	Convention and Visitors Bureau, Downtown Improvement District
		\$ 5,500	\$ 25,300	\$ 5,300	\$ 5,300	\$ 5,300	\$ 46,700			

Recommendation 2: Create a Task Force to Oversee Marketing and Promotions

Strategies

2.1	Issue news releases, pitch stories to media outlets and feature important events on Collection Marquee. Create dedicated pages in Recreation Guide to Arts Hub.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		City Staff/ Commission	
2.2	Collaborate and coordinate with venues in the Arts Hub to maximize exposure and communication between key anchor venues (Heritage Square, CAM, The PACC). Distribute quarterly schedules of events at these locations.	\$ -	\$ -	\$ -	\$ -		\$ -		City Staff	
2.3	Collaborate with Arts Hub artists, nonprofit organizations, business associations, and arts venues to produce and promote programming to attract audiences (especially on evenings and weekends). Select restaurants in the Arts Hub with which to partner, and develop co-promotions – such as bring in a ticket from an arts event for 10% off a post-event meal.	\$ -	\$ -	\$ -	\$ -		\$ -		City	Oxnard Downtown Improvement District, Oxnard Downtowners, Convention and Visitors Bureau

Downtown Arts Hub
Implementation Matrix
Marketing and Communications

		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Collaborators or Financial Partners
2.4	Maintain visibility through regional media efforts. Launch aggressive ad campaigns in local papers and radio. Purchase advertising in key outlets: VC Reporter, VC Star, Social Media, etc. Seek out media sponsors (print, radio) to reduce cost of advertisements. Submit calendar listings to Tri-County area as appropriate. Promote events through Web sites, including: Ventura County Arts Council, the Oxnard Convention and Visitors Bureau, and others.	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 45,000	Settlement Fund	City Staff	
2.3	Produce quarterly flyers and calendars announcing Arts Hub events and programs.	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000		City Staff	
		\$ 8,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 60,000			

Recommendation 3: Execute a tourist-centric approach to marketing

Strategies

3.1	Cross-promote the Arts Hub with venues and ancillary businesses, such as hotels and restaurants, to ensure that patrons are aware of multiple arts and entertainment opportunities in the area. Create promotions – and provide materials for guests – specifically for the concierges.	\$ -	\$ -	\$ -	\$ -		\$ -		City Staff/ OBID	
3.2	Work closely with tourism and visitor organizations to ensure materials and information promoting the Arts Hub to out-of-towners are available in print and online.	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000		City Staff	Oxnard Convention and Visitors Bureau, Visit Oxnard, California Welcome Center, Chamber of Commerce
3.3	Connect with large events, expositions and conventions in the area (or with potential draw to the area) to profile the Arts Hub as a potential venue, satellite location or excursion opportunity. Exhibit at these functions when appropriate.	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000		\$ 4,000		City Staff	
		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,000	\$ 9,000			

Downtown Arts Hub
Implementation Matrix
Marketing and Communications

		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Colaborators or Financial Partners
Recommendation 4: Build in evaluation metrics to inform refinements										
4.1	To analyze traffic to the Arts Hub, stakeholders can help by identifying the quantity of promotional materials distributed, audience size for city arts events, measuring evening/pedestrian foot traffic, tracking the number of arts events and activities scheduled in downtown, coding promotional materials, such as direct mail pieces or advertisements, and tracking the yield from these promotions etc.	\$0	\$0	\$0	\$0		\$0		City	
4.2	To survey satisfaction with the Arts Hub experience, management can administer community sentiment surveys, visitor surveys, social media queries, monitor feedback on sites like Yelp, and more.	\$0	\$0	\$0	\$0		\$0		City Staff/ OBID	
4.3	To gauge economic changes, management can consider restaurant revenues before and after downtown arts events, receipts from relevant parking garages, periodic economic impact surveys, tracking year-over-year revenue and/or attendance from Arts Hub facilities, such as the Carnegie Art Museum, etc.	\$0	\$0	\$0	\$0		\$0		City Staff/ OBID/ Artists and Arts Orgs	
4.4	To analyze traffic to the Arts Hub, stakeholders can help by identifying the quantity of promotional materials distributed, audience size for city arts events, measuring evening/pedestrian foot traffic, tracking the number of arts events and activities scheduled in downtown, coding promotional materials, such as direct mail pieces or advertisements, and tracking the yield from these promotions etc.	\$0	\$0	\$0	\$0		\$0		City Staff/ OBID	
		\$0	\$0	\$0	\$0	\$0	\$0			
		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost			
TOTAL COSTS FOR MARKETING AND COMMUNICATIONS		\$ 15,500	\$ 40,300	\$ 20,300	\$ 20,300	\$ 19,300	\$ 115,700			

Downtown Arts Hub
Implementation Matrix
Built Environment

		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Colaborators or Financial Partners
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Built Environment

Recommendation 1: Develop, fund, and implement a public art program

Strategies

1.1	Create a downtown Oxnard mural walk and provide annual funding for mural installations	\$ 75,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 275,000	Settlement Fund	City Staff / Commission	
1.2	Develop a pilot downtown placemaking mini grant program to enliven public spaces with visual arts		\$ 30,000	\$ 30,000			\$ 60,000	Public Art Fund	City Staff/ Commission	
1.3	Develop a conservation and maintainance plan	\$ -	\$ -	\$ -	\$ 8,000		\$ 8,000	Public Art Fund	City Staff	
		\$ 75,000	\$ 80,000	\$ 80,000	\$ 58,000		\$ 343,000			

Recommendation 2: Enhance Walkability of Downtown

Strategies

2.1	Establish a diverse taskforce to develop a cultural asset inventory to collect, record, analyze, and synthesize Oxnard's cultural resources, networks, people and organizations, places, and events, and other factors that	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000	Measure O	City Staff/ Commission	
2.2	Develop various self-guided walking tours such as a cultural trail, historic walking tour, and others that highlight the heritage and diversity of Oxnard	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 10,000	Measure O	City Staff	Oxnard Downtowners, Cultural
2.3	Encourage use of alley and breezeways as locations for cultural uses such as outdoor performances, murals/public art, and open air art market	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
2.4	Develop a sign improvemet program that provides financial incentives to businesses that restore existing neon signage or purchase new neon signs for installation	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 20,000	Settlement Fund		
			\$ 8,000	\$ -	\$ 15,000	\$ 10,000	\$ 33,000			

Recommendation 3: Develop Regulatory and Financial Incentives

Strategies

3.1	Develop an Oxnard Arts Hub ordinance that codifies financial and regulatory incentives such as fee waivers, rebates, business license reductions, and expedited permit		TBD	TBD	TBD	TBD	TBD	TBD	City Staff	
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		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost
TOTAL COSTS FOR BUILT ENVIRONMENT		\$ 75,000	\$ 88,000	\$ 80,000	\$ 73,000	\$ 10,000	\$ 376,000

Downtown Arts Hub
Implementation Matrix
Staffing and Resources

		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Colaborators or Financial Partners
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Staffing and Resources

Recommendation 1: Create an Arts Administrator Position

Strategies

1.1	Hire a 0.5 FTE and re-evaluate funding the position as a 1.0 FTE when budget circumstances improve.		\$ 49,000	\$ 49,000	\$ 50,000	\$ 51,000	\$ 199,000	Settlement Fund	City Staff / Commission	
		\$ -	\$ 49,000	\$ 49,000	\$ 50,000	\$ 51,000	\$ 199,000			

Recommendation 2: Identify an ongoing source of funding to support arts, culture, and entertainment in the Downtown Arts Hub.

Strategies

2.1	Explore designating a percentage of transient occupancy tax to the arts to provide ongoing funding for the Downtown Arts Hub	TBD	TBD	TBD	TBD	TBD	TBD		City Staff/ Commission	
2.2	Explore designating a percentage of the Public Art Fund for the Downtown Arts Hub	TBD	TBD	TBD	TBD	TBD	TBD		City Staff	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			

Recommendation 3: Seek corporate spnosorships and private investment

Strategies

3.1	Work with Economic Development Department and Oxnard Convention and Visitors' Bureau to develop a sponsorship package/opportunities for the Downtown Arts Hub	TBD	TBD	TBD	TBD	TBD	TBD	TBD	City Staff	
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	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost
TOTAL COSTS FOR STAFFING AND RESOURCES	\$ -	\$ 49,000	\$ 49,000	\$ 50,000	\$ 51,000	\$ 199,000

Downtown Arts Hub
Implementation Matrix
Programming and Events

		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Colaborators or Financial Partners
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Programs and Events

Recommendation 1: Creation of a Downtown Arts Season

Strategies

1.1	Utilize successful programming models and suggestions from the arts community survey and public feedback, to develop and pursue potential programming initiatives.	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 170,000	Settlement Fund	City Staff / Commission/ Volunteers	
1.2	Assess the available downtown resources and catalog potential venues, program ideas and untapped areas of interest, working with City resources to ensure compliance and code requirements.	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	Settlement Fund	City Staff/ Commission/ Committee	
1.3	Identify the required staffing, supplies and resources to begin the planning and implementation of a "season" of accessible programs that highlight and utilize the Oxnard downtown area.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	City Staff	
1.4	Develop a realistic budget, taking into account overhead, staffing, potential permitting, rental and insurance requirements.	TBD	TBD	TBD	TBD	TBD	TBD	N/A	City Staff	
		\$ 30,000	\$ 80,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 220,000			

Recommendation 2: Development of a Downtown Arts Festival

Strategies

2.1	Utilize successful programming models and suggestions from the arts community survey and public feedback, to develop and pursue potential programming initiatives.		\$ 20,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 55,000	Settlement Fund	City Staff/ Commission	
2.2	Assess the available downtown resources and catalog potential venues, program ideas and untapped areas of interest, working with City resources to ensure compliance and code requirements.	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	Settlement Fund	City Staff/ Commission/ Committee	
2.3	Identify the required staffing, supplies and resources to begin the planning and implementation of an accessible festival that highlight and utilize the Oxnard downtown area, with an intersectional focus.							N/A		
2.4	Develop a realistic budget, taking into account overhead, staffing, potential permitting, rental and insurance requirements.							N/A		
		\$ 15,000	\$ 20,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 70,000			

Downtown Arts Hub
Implementation Matrix
Programming and Events

FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Colaborators or Financial Partners
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Recommendation 3: Sponsorship and Community Partnerships

Strategies

3.1	Assess and engage the Downtown, regional and national Organizations to gauge interest in reciprocal community partnerships.							N/A	City Staff	
3.2	Identify potential sponsorship opportunities, to include financial and in-kind resources.							N/A	City Staff/ Commission/ Committee	
3.3	Develop a sustainable sponsorship plan that highlights the tangible and intangible benefits of reciprocal community partnership.				\$ 5,000				City Staff/ Commission/ Committee	
3.4	Identify synergistic opportunities for Downtown businesses to include the arts hub in their budgets and marketing opportunities.							N/A	City Staff	

	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost
TOTAL COSTS FOR PROGRAMMING AND EVENTS	\$ 45,000	\$ 100,000	\$ 45,000	\$ 40,000	\$ 40,000	\$ 290,000

Downtown Arts Hub
Implementation Matrix
Built Environment

		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost	Funding Source	Leading Entity	Potential Colaborators or Financial Partners
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Arts Education

Recommendation 1: Arts Education Collaboration

Strategies

1.1	Utilize Arts Education Steering Committee members to convene a communitywide arts education consortium to communicate and coordinate arts education opportunities.									
		\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 2,500	Public Art Fund	City Staff / Commission	
		\$ 500	\$ 500	\$ 500	\$ 500		\$ 2,500			

Recommendation 2 - Community and Business Partnerships

Strategies

2.1	Identify and create mutually beneficial partnerships to provide or expand arts education programming in City facilities.									
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		City Staff/ Commission	
2.2	Incorporate youth/student mentorship opportunities into existing arts programs and projects such as after school programs, mural projects, and programming offered by the City and/or community									
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Measure O		
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		City Staff	Oxnard Downtowners, Cultural
			\$ -	\$ -	\$ -	\$ -	\$ -			

	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost
TOTAL COSTS FOR BUILT ENVIRONMENT	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	\$ 2,500

	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total Cost
TOTAL COSTS FOR MARKETING AND COMMUNICATIONS	\$ 15,500	\$ 40,300	\$ 20,300	\$ 20,300	\$ 19,300	\$ 115,700
BUILT ENVIRONMENT	\$ 75,000	\$ 88,000	\$ 80,000	\$ 73,000	\$ 10,000	\$ 326,000
STAFFING AND RESOURCES	\$ -	\$ 49,000	\$ 49,000	\$ 50,000	\$ 51,000	\$ 199,000
PROGRAMMING AND EVENTS	\$ 45,000	\$ 100,000	\$ 45,000	\$ 40,000	\$ 40,000	\$ 270,000
ARTS EDUCATION	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 2,500
GRAND TOTAL	\$ 136,000	\$ 277,800	\$ 194,800	\$ 183,800	\$ 120,800	\$ 913,200