

Attachment A to Agenda Sheet No. 31



Re-Eventing San Diego Bay - A Waterfront Activation Plan

EXECUTIVE SUMMARY: PUBLIC WORKS, INC

EXECUTIVE SUMMARY RE-EVENTING SAN DIEGO BAY—A WATERFRONT ACTIVATION PROGRAM [PUBLIC WORKS, INC.](#)

San Diego Bay has been, and continues to be, a significant cultural, recreational and tourist attraction for the entire region. The hundreds of large and small public and private events taking place around the Big Bay, in the aggregate, contribute to the member cities social and economic well-being and are also beneficial for enhancing their identity and profile regionally, nationally, and internationally.

From The Festival of Sail to The Big Bay Boom, The Holiday Bowl Balloon Parade and the Parade of Lights, it is apparent that San Diego Bay has the capacity and the audiences to sustain a major event program. Outside event producers are attracted to the bay and the tidelands for their events. The iconic Rock and Roll Marathon, San Diego Food and Wine Festival, Art Walk, Red Bull Air Races and America's Cup, among others, all come here because of the Big Bay.

While it is advantageous to the Port and its tenants to create, support and attract these larger events, we also feel (and hear from stakeholders) it is necessary to create other events that are scalable, strategically designed and sustainable throughout member cities, and throughout the calendar year.

With exciting new development plans for the North Embarcadero, the Chula Vista Bayfront and the new Aquatic Center in National City (among other projects) now is the time to develop and implement an activation program that complements the public spaces being developed and foreshadows the desired and potential uses of these new areas.

Transportation initiatives such as The Bayshore Bikeway, Cabrillo Circulator Shuttle and hopefully a more robust Water Taxi and Fast Ferry System will connect seemingly disparate waterfront resources together. This re-connected bayfront can, and should, develop into the region's premier recreational and event destination. With more public space at the water's edge and our member cities' desire to activate their respective waterfronts, it is time to move forward.

Across the events and other activation initiatives developed in the Waterfront Activation Program we hope to highlight the place of San Diego Bay in the everyday life of the people in its surrounding cities and tie together the history, culture and recreation possibilities of the region in a program of events and activities suitable for everyone.

The Waterfront Activation Plan calls for a controlled launch of a variety of event types to provide proof of premise, entice people to come to areas of the bay they haven't visited before or just come more frequently, and to get them involved in a variety of active-living and cultural experiences. This Executive Summary provides a brief outline of program definitions, objectives, outcomes, methodology and a series of initial proposed events.

Our goal is quite simple, namely to **ReEvent** San Diego Bay.

Lewis Siris
President
Public Works Inc.
November 28, 2011

What Is Waterfront Activation?

Waterfront Activation , in the context of event planning, is a program of events and interactive opportunities to bring visitors and locals to the Big Bay for a variety of cultural, recreational, and social experiences. These experiences could be naturally occurring, events produced by others, and events produced or sponsored by the Port District.

Objectives of the Plan

There are six primary objectives that guide the Waterfront Activation Plan;

- To create five city activation.
- To stimulate the increased use of public space by visitors and locals day and night, weekdays and weekends, and impart a sense of place where there is something always going on.
- To reconnect the cities and communities with their waterfronts.
- To support the member cities' hospitality and retail sectors through creating and attracting events that may encourage longer stays or repeat visits and which increase the profile of the area.
- To promote environmental awareness and stewardship.
- To build enduring stakeholder relationships with mayors, city councils, chambers of commerce and community organizations and unite the member cities with each other.

Desired Outcomes

The Waterfront Activation Program could result in the following outcomes:

- Citizens of the region will rediscover the waterfront resources available in each of their communities.
- San Diego Bay will experience an upturn in event-related tourism.
- Increased usage and promotion of San Diego Bay can act as a catalyst for development opportunities , as well as economic benefits . for tenant businesses and attractions.
- The ability to attract and host major events will grow as our success portfolio and event-related infrastructure is developed.

The Port's Role in Activation

There are several roles the Port can take in activation. These four can stand alone or work in combination.

- **Service Provider:** The Port can support existing and proposed events by outside entities by providing a combination of waivers and discounts for site usage fees and other Port services.
- **Promotion Partner:** The Port can support existing events produced by others and those proposed by others through the Big Bay Marketing Program bringing added promotional value to events that meet activation criteria and have a positive impact on Port tenant businesses.
- **Sponsor:** There are, and will be, events where the best role is to provide cash sponsorships, relying on others to produce and manage the events. The “new” marketing/sponsorship program provides a way to align such events with activation goals.
- **Presenter/Producer:** The Port creates and produces its own events, with a combination of staff and consultants.

Power of Partnerships

A successful activation program needs the involvement and investment of a variety of stakeholders. While the Port can act as an initial catalyst and incubator of such programs, partnerships are needed to sustain them.

- Arts & cultural organizations
- Business associations/chambers of commerce
- Community-based organizations

- Member cities
- Port tenants
- Public and private schools and educational facilities
- Regional partners and stakeholders

Community Engagement

Community engagement is an essential component of developing and evaluating a successful Waterfront Activation Program throughout the tidelands. It is intended to inform, encourage and activate the variety of stakeholder groups including government, business and community organizations in each of the member cities to achieve buy-in on a number of levels.

By involving representatives from the public and private sectors, the process will help foster partnerships and facilitate networking necessary to insure successful, well regarded and well attended events.

As we begin to conceive, plan, and produce an ongoing series of events (large and small), we will go to the “community” at times during idea development to test our plan, or go to at other times post-event for their well-considered critiques of the events involving a useful set of criteria.

Some events may incorporate ideas and critiques generated through meetings or postings on our website. Others need involvement in all phases for the event to become a sustainable success.

Four Programming Approaches

There are four basic approaches we can undertake in developing the event program.

- **Umbrella Events:** Where feasible and desired by their respective producers, we will explore ways to create promotional and production synergies between events of a similar nature, creating a larger or longer event or promotion.
- **Wraparound Events:** These events could precede or follow regularly scheduled major events (with the cooperation of their respective producers) to extend tourist stays and increase overall economic impact.
- **Series Events:** These will be created for the Port (or sponsored by others) and will include a mix of ongoing music, film, theater, dance and athletic programs on a frequent basis to help establish a brand identity.
- **Signature Events:** These would be events unique to the Port and the venues involved. They typically would be larger productions with significant attendance and tourism potential. They may be formed out of the event types listed above.

Six Core Event Activation Qualities

Whether the Port is planning, partnering or supporting events throughout the tidelands, there are six core qualities related to activation events that we feel should be incorporated into the event design wherever possible.

- **Interactive/Participatory:** Active living, hands-on cultural experiences, and opportunities for the region’s schoolchildren to learn about and enjoy San Diego Bay will be key components of the events created.

- **Multicultural:** The events, whenever possible, should appeal to different cultures and include diversity in the programming and provide opportunities for attendees to experience the cultural richness of the communities around San Diego Bay.
- **Intergenerational:** We need to create opportunities to engage people of all ages as part of an active and vibrant waterfront. Seniors, “tweens” and teens all should be able to experience the Big Bay through relevant programming and age-appropriate activities.
- **Relevant:** The events need to be relevant to the communities they will be staged in, relevant to the desired demographics we wish to attract, relevant to cultural interests and trends, and relevant to the Port’s mission.
- **Scalable:** Each activation event will take place in locations that have built-in opportunities and constraints, so the scale of the event needs to fit venue capacity and not overtax local infrastructure and public safety resources. In addition, due to ever-shifting economic circumstances, they need to be scalable based upon available budget resources and work well in whatever size they need to be.
- **Sustainable:** As the “green port” our events need to meet environmental practices and achieve benchmarks set by the Port and consistent with best-practices in sustainable event production.

Five Thematic Frameworks

Thematic development of event programs is one way to provide an understandable framework and context for the events. While not all events and programs may fit under these general themes, as a first step using such organization frameworks in the activation effort is a valid way to proceed.

- **Five Cities: One Bay**

Understanding the powerful unifying element of San Diego Bay while recognizing that there are five distinctly different cities surrounding it needs to inform our plans. Creating a series of bay-wide events which unite the member cities in simultaneous (or consecutive) celebration or activities but scaled and appropriate to each set of unique characteristics and community make-up set the stage for other activation efforts and legacy events and programs.

- **The Port Celebrates**

Major milestones and holidays are a natural centerpiece for celebrations. The Port can take on any or all of the roles previously outlined in support of these anniversaries or other significant moments.

- **Pick Your Day on the Big Bay**

There are opportunities present every day for people to experience the Big Bay. This promotional and event program is a call to activate in their own way their waterfronts (with a little help from the Port, of course.)

- **The Working Waterfront**

Every day thousands of choreographed movements of ships, barges, tugs, railcars, trucks, gantry cranes, pallet jacks, forklifts, maritime works and security forces activate the Port. Events to celebrate the businesses and workers who keep the Port vibrant, well-functioning, and a successful economic engine for the region.

- **Our Green Port**

The Port's (as well as the member cities') green initiatives deserve to be heralded. With increasing interest in positioning the South Bay (particularly Chula Vista) as an eco-tourism destination, the time is right to amplify this message through special events and bay-wide activities that are mindful of the precious ecosystems and natural resources of the tidelands.

PROPOSED EVENT PROGRAMS

2012/13 will bring a number of pilot programs and “test” events to the Big Bay. These programs are (in part) trial runs to test the premise of the event(s), capture useful market research, foster community relationships, and develop tenant involvement and accruing benefits. Dates and suggested locations are subject to change based upon member city interest and schedules, as well as availability of desired program elements and other potential conflicts. Further elaboration of these programs can be found in the full plan.

(FY 2011/12)

Big Bay Boot Camp (March 24/25 May 19/20 2012)

A bay-wide fitness festival with simultaneous activities and classes taking place in all member cities throughout the day. Yoga, Tai Chi, Spinning, Running, Gymnastics, Aerobics, Cross Fit, and Boot Camp style activities, among others, will be conducted by the area’s hottest instructors and gyms. San Diego’s pro teams, military drill instructors, and celebrity trainers will all be approached to participate.

National Maritime Day (May 22, 2012)

An appreciation of the businesses and workers on our Working Waterfront in the form of a special lunchtime party and performance celebrating the essential work that they do and their contribution to the vibrancy of San Diego Bay.

San Diego Bay Night Market (June 20, 2012)

Part bazaar, performance festival, culinary experience, social gathering, and unique shopping festival, the Night Market has the potential to become a unique event destination on the Big Bay. A variety of artisans, performers, chefs, and merchants come together to share their talents in a creatively illuminated and designed site utilizing tents, sea containers, kiosks and push carts.

(FY 2012/13)

Summer Pier on Broadway (4 Tuesdays-July 2012)

A pilot program of weekly concerts, performances, films and workshops takes place at the Broadway Pier and Port Pavilion. Our goal is to present a twelve-week series beginning in the summer of 2013.

Big Bay Ballroom (Five Wednesdays in August 2012)

This live dance party featuring big bands, a giant dance floor, free dance instruction and a contest or two, travels to all our member cities. Swing, salsa, mambo, and other popular styles, make this a multicultural and intergenerational event to be enjoyed by all who love to dance.

Cyclovia: San Diego Bay (Five Saturdays or Sundays, Sept. 2012)

A significant traffic-free event in each member city along waterfront roadways, bike and pedestrian pathways. Cyclovia was developed in Bogota, and is now an international movement to create citywide human-powered and traffic-free events. Successful events are held in San Francisco, New York and other cities and communities.

SDUPD 50th Anniversary Celebration (Dec 31, 2012/Jan 1, 2013)

This celebration marking the creation of the San Diego Unified Port District will take place throughout the year in a variety of ways. We are proposing a special kick-off event with the re-launch of New Year's Eve Fireworks as a pilot project towards it being reinstated as an annual event bringing in visitors and economic benefits to Port Tenants, and rejoining the ranks of major cities who offer fireworks on New Year's Eve to their citizens and visitors.

Kinetic Sculpture Regatta (April 13, 2013)

These all-terrain amphibious human powered animatronic creations provide visual interest, wonder, and bemusement as to how they actually float and even can race. The purpose is to create different forms of water based entertainment on San Diego Bay and attract a broad demographic to the bayfront. Popular kinetic sculpture races take place in Baltimore's Inner Harbor, among other cities, with the national championships in Northern California. Opportunities could exist for colleges and corporations to develop designs and put team together. Each member city could develop a signature entry and join the competition.

Working Waterfront Festival (May 18, 2013)

A celebration of San Diego Bay's maritime heritage, waterfront attractions and commerce taking place around the bay. The event precedes National Maritime Day (May 22). Visitors can enjoy a variety of maritime related activities including tugboat races boat-building demonstrations, sail-making workshops, barge performances, a floating market, sea container art show, and environmental and educational activities.

Other Potential Programs

Big Bay Floating Market (Potentially Spring 2013)

An actual floating market modeled on the iconic Southeast Asian floating markets. Farmers, fisherman and flower vendors deliver and sell by boat and barge. This could become a regional attraction while exploring the viability of markets in locations around the Tidelands. We recommend that this be developed by the Port and Consultants and put out to bid in an RFP or RFQ format for an operator.

Random Acts (When least expected :)

Whether they are called flash mobs, pop-up performances or random acts of culture, these seemingly spontaneous outbursts of culture and creativity are popping up all around the country. We can activate spaces all around the bay at strategically desirable times with events driven by social networking.

Arts All Night (Potentially late 2013/early 2014)

An all-night (or late night) arts event modeled on the Nuit Blanche events that began in Europe and attracts millions of visitors worldwide to these multi-genre/multi-venue festivals. This would need the collaboration and curatorial expertise of the Public Art Department, and could only occur if such an event fits into their own master plan and curatorial strategy.

Program Monitoring and Evaluation

To ensure sustainability of the Waterfront Activation Program we need to determine the overall success of the events produced including value to the community and tenant businesses and attractions, adherence to objectives and outcomes, production values, and operations among other benchmarks.

Evaluation of overall community engagement with the event, satisfaction level and any tangible benefits to the community or tenant businesses as well as potential legacies, would all go into the evaluation.

We can plot the program's impact along a continuum from planning to development, execution, post-event impressions, and any legacies that may come out of the events. The impacts are sometimes direct, but often are more indirect. Sometimes the process of planning and executing an event, especially with community or government partners can yield a more process-related benefit. They can be direct or indirect, process or outcome impacts as well.

There is also the potential to measure the ripple effect from the immediate communities involved, to regional neighbors who attend, and external communities, i.e. tourists and business travelers who come, or come back .

Recommendations (partial listing)

- Focus on events which can travel to each Member City or be staged concurrently in each Member City.
- Create events around, in and even under, the Bay.
- Make events as intergenerational, educational, multicultural, creative and accessible as possible.
- Explore and develop partnerships with a variety of public, private and non-profit entities.
- Explore possible synergies and economies of scale between certain events for positive benefits.
- Develop robust event transportation systems to increase access, reduce congestion and lack of parking in some areas.
- Facilitate a comprehensive calendar of events in all the Member Cities and throughout San Diego County to help coordinate scheduling, traffic plans and public safety resources.
- Develop a sponsor acquisition program to reduce the Port's cash investment in events.
- Utilize all the Port's marketing channels, especially social media and networking in promoting the events, as well as getting audience feedback.
- Develop or utilize standard practice evaluation and assessment methods and metrics to determine the events impact.

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November 28, 2011