

City of Santa Rosa
Arts District
Business Plan

Arcadia Marketing Services

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City of Santa Rosa Arts District Business Plan

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Executive Summary Since the 1990s, the City of Santa Rosa has been striving to build a thriving public art program. In recent years, these efforts have paid off with tremendous successes, including the creation of the Arts District. City staff has dedicated extensive time and energy into developing arts programs and promotions, building partnerships, and installing works of art throughout this district. As a result of these efforts, Santa Rosa has gained significant recognition, including an award for economic development from the California Parks and Recreation Society and an All-America City Award.

The City of Santa Rosa Art in Public Places Committee (AIPPC) charged the authors of this document with developing a business plan for the newly formed Santa Rosa Arts District¹. The purpose of this plan was to identify ongoing sources of support for the Arts District, as well as document existing features of the district. This document presents recommendations for sustainable funding for the district, based on successful models from other cities and combined with the unique attributes of our community. The authors arrived at 20 recommendations, and have adapted them to the economic circumstances prevailing at the time of this plan's publication.

This business plan is shadowed by a gloomy economic outlook that impacts both public and private sector spending on support for the arts. A short-term "maintenance" approach for the Arts District is advised, along with strategies for longer term revenue-generating services when the economy improves.

A Recreation and Parks Enterprise Fund has been considered. If created, it would rely heavily on Recreation and Parks facilities such as the Church of One Tree and Hoag House, each of which are seen as potential revenue generators to help support the Recreation and Parks Department and Arts District in the future. Recreation and Parks staff members note, however, that even facilities that currently generate income can only cover direct costs at best, and do not generate enough revenue to equal both direct costs and overhead, such as staff time to supervise the operations of those facilities. Furthermore, buildings such as the Church of One Tree and Hoag House may need to operate for several years before they can become sustainable revenue generators.

At this time, a Recreation and Parks Enterprise Fund is unlikely to generate enough income to support the Arts District. In the long term, however, such a funding structure may be beneficial.

¹ City staff members refer to the Arts District using different names, depending upon the department. For example, "Arts District ... Downtown Santa Rosa" is the brand name selected by the Recreation and Parks Department. For the purpose of this document, we use the terminology from the original Arts District ordinance, which is "Santa Rosa Arts District," or abbreviated references to the Arts District or district.

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Methods and Observations

The following general sources were used in development of this business plan:

- Records, information and interviews provided by city staff in the Recreation and Parks, Economic Development, and City Manager's departments or offices
- Web searches and interviews with a selected number of communities with "model" programs for Arts Districts funded in whole or in part by cities
- An assessment of City-owned assets within the Arts District
- Discussions with directors of nonprofits, artists, and "arts mavens" with experience or insights relevant to arts programming and promotion in Downtown Santa Rosa.

City background information included the presentation developed by City staff to support the Arts District's creation; the document "Vision: Santa Rosa Arts District"; the original ordinance creating the Santa Rosa Arts District; documents describing 1% for Art in public or private developments in the City of Santa Rosa; and other materials. The authors also interviewed the City Manager, the City Finance Director, Economic Development Department staff, and Recreation and Parks Department staff.

The Arts District assets reviewed included the Church of One Tree, the portable stage and, to a lesser extent, the future Hoag House.

Discussions with nonprofit directors, artists, and arts enthusiasts in Santa Rosa provided the researchers with a great deal of invaluable background information which is reflected in the recommendations.

Details of the sources used appear in Appendix J.

Specifically, it appears that the community is enthusiastic and supportive of the Arts District, eager to confirm its sustainability and the City's long-term commitment, and concerned about the apparent overlapping efforts of multiple nonprofit and city agencies engaged in the district's promotions and programming. A great deal of interest has been generated by the possibility of establishing various arts venues downtown. For example, the Redevelopment Agency is currently reviewing the physical opportunities and constraints of the AT&T building, along with the real estate market, for potential revenue-generating initiatives at this site. The facility may incorporate an arts component.

In addition, local artists emphasize the need for more Downtown galleries, more low-cost studio space and housing for artists, and more arts-related night life Downtown. Public art, the A Street Gallery and environs, and other assets are popular. Many local individuals and organizations also express a strong desire to create a unique festival downtown, and the Art in Public Places Committee, Recreation and Parks Department, Community Foundation Sonoma County and

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Economic Development Department all are exploring possible festival opportunities for the district.

In reviewing the Arts Districts of several model cities, we found that most of them, while funded largely by local government entities, are managed by nonprofits. This structure yields important benefits such as efficiency in the oversight of the district; insulation of the district from fluctuations in local government funding; and greater flexibility for the district's fundraising efforts.

All of these Arts Districts spend considerable resources on programming and promotions. But Portland and Berkeley presented themselves as two edifying extremes in using the arts as an economic development tool. In brief, Portland fashioned itself a "creative cluster" in the national economy, and invests the public and private funds it raises in cultivating both commercial and nonprofit creative enterprises in its larger metropolitan region. Berkeley took a "bootstrapping" approach by assisting arts organizations in property improvements or ownership, simultaneously enhancing their business vitality with an eye to long-term retention in the neighborhood.

The survey of model cities did more than generate multiple ideas for sustainable funding; it raised questions that Santa Rosa will need to answer for itself about its role in relation to the arts.

Recommendations

A brief summary appears below of the recommendations presented in greater detail in the main body of the document. The recommendations begin with short-term recommendations, continuing to longer-term strategies. The recommendations (and rationales) are discussed in greater detail beginning on page 29.

RECOMMENDATION 1. Form a review panel of stakeholders, including City staff who would be involved with executing the Arts District business plan, to review these recommendations and determine which are actionable at this time.

RECOMMENDATION 2. With the goal of consistent branding and optimizing resources, align all city departments and nonprofits working on the Arts District. The Recreation and Parks Department will be the lead department for Arts District promotions and programming, with financial support from Redevelopment determined on a year-by-year basis. In addition, Economic Development and Housing staff may produce some arts programming (e.g., in Courthouse Square) that supports Economic Development goals, yet also will reinforce the Arts District brand.

RECOMMENDATION 3. Put the Arts District into maintenance mode until City budgets improve and the general economy strengthens.

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RECOMMENDATION 4: Explore relatively simple fee-based activities in the Arts District that would help raise funds to support the district.

RECOMMENDATION 5: Adapt City policies and the ordinance governing 1% for Art to allow expenditures on programming and staff support. (These documents can be found in Appendix D.)

RECOMMENDATION 6. Invest in and co-sponsor the planned speaker series in cooperation with the Community Foundation in 2008. (Completed)

RECOMMENDATION 7. Continue efforts to develop and support festivals in the Santa Rosa Arts District.

RECOMMENDATION 8. Prepare promotional tactics for city assets — e.g., Church of One Tree — to begin to generate revenue in late 2009.

RECOMMENDATION 9. Offer docent-led guided tours (either walking tours or trolley tours) featuring Santa Rosa art, architecture, history and culture.

RECOMMENDATION 10. Pursue the “phantom gallery” in partnership with local nonprofits and Downtown developers, but only if the cost to the City is minimal. (Completed)

RECOMMENDATION 11. Create an Arts District funding approach that allows revenue generation from city-owned performance/event venues to be used in support of the Arts District/Recreation and Parks Department operations.

RECOMMENDATION 12. Consolidate Arts District programming, promotions and fundraising under the City’s Recreation and Parks Department.

RECOMMENDATION 13. Build leadership by capitalizing on the city’s expertise in economic development policy and practice relating to the arts.

RECOMMENDATION 14. Continue to study the feasibility of various funding sources, such as an “A to Z” tax, TOT funding, or an employer-sponsored employee fund drive. If the City of Santa Rosa increases its transit occupancy tax, a portion of the revenue should be earmarked for the Arts District.

RECOMMENDATION 15. After the current City budget situation settles and the Senior Addition to the Finley Community Center has been completed, explore restyling the Bennett Valley Senior Center as a multigenerational facility. Consideration should be given to placing an emphasis on the arts and operating through a public-private partnership.

RECOMMENDATION 16. Explore selling advertising, endorsements, signage, sponsorship or naming rights.

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RECOMMENDATION 17. Offer ARTrails gallery space.

RECOMMENDATION 18. Support the possibility of the Wells Fargo Center for the Arts moving downtown, if the leadership of the Center encounters new reasons to reconsider this relocation.

RECOMMENDATION 19. If it is proposed by area property owners, encourage establishment of a self-imposed Property-based Business Improvement District (PBID) for the downtown that would include funding for the Arts District.

RECOMMENDATION 20. Strongly support the Economic Development and Housing Department's efforts to explore the feasibility and benefits of establishing an arts center/artists' studio community in the Downtown area.

Background

Over the last decade, art has begun to transform a number of notable American cities. Visual arts, music, dance and theater, combined with architecturally unique public spaces, has helped to breathe new life into areas long thought dead, introducing both pleasing aesthetics and economic prosperity. Studies by economist Richard Florida and others clearly demonstrate how quality of place and cultural offerings attract and retain individuals who are essential to economic development and prosperity.²

Cities with arts districts have proven that the arts foster economic development, revitalize urban areas, and improve the overall business climate by creating a more desirable community in which to live and work. Well conceived and executed works of art enhance the value of development projects, create greater interest in space within the project, promote cultural tourism, and make a lasting, visible contribution to the community.

As we imagine a Santa Rosa alive with people living and working downtown, we also imagine a cultural magnet, offering visual and performing arts in a beautiful urban setting. A downtown bustling with art features and activities weaves together commerce, housing, education and a vibrant civic life. The result is increased business activity, tourism and other economic development. Hundreds of cities throughout the U.S. have realized these benefits as their Arts Districts have matured.

For example, City of Santa Rosa researchers learned that Fort Lauderdale, Florida, invested \$200 million in the arts and realized a return of \$319 million in a 15-year

² Refer to documents provided to the Santa Rosa City Council on 11/21/2006, including Vision: Santa Rosa Arts District, Santa Rosa Arts District 18-Month Implementation Plan, "The Arts and Making Place in Santa Rosa" powerpoint, Art In Public Places Case Studies Brochure, and Public Art Policy 00-42

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span, while increasing the arts sector of its economy by 25%³. Tucson's downtown vacancy rate declined 50%, while sales tax revenues within the district grew at a faster rate than citywide. Through the creation of Tucson's arts district, the City of Tucson saw increases in business reinvestment, sales volumes, and growth of the number of arts businesses by 23%⁴.

The Downtown Santa Rosa Arts District contributes to a cultural infrastructure that helps our region compete globally for both artistic and professional talent. Cities known for their strong cultural life and "creative cluster" attract a higher-caliber workforce, as well as higher-paying companies that employ these individuals. The live-work-play environment of Santa Rosa's Arts District positions the downtown core to attract innovative, entrepreneurial individuals and small companies.

As stated in the Santa Rosa General Plan, ". . . arts and culture contribute to an elevated quality of life in Santa Rosa through economic vitality, local cultural pride, inspired education, and productive art jobs."

In addition to strengthening the local economy with better jobs and decreased vacancy rates, investing in the arts helps build an attractive destination for tourists. Performing and visual arts help "brand" a city in the public mind, heightening its attraction to cultural visitors and increasing the enjoyment of those who travel to the Wine Country for other reasons. As Ashland, Oregon, and New York City are known for their theater and other cultural offerings, so are cities that have established successful Arts Districts such as Portland, Denver, and Berkeley.

Redevelopment districts are often a source of funds for public art, as it is widely recognized that art helps revitalize blighted areas. This revitalization was accomplished successfully in communities such as San Jose. The City of Santa Rosa General Plan states that "arts districts can help revitalize blighted areas, fulfill the need for affordable live/work space for artists, and bring increased tax revenues to the City."

Sonoma County is already a prime tourist destination; tourism is the county's second-largest industry after wine⁵. Enhancing the Santa Rosa Arts District -- through public art, Arts District street signage, storefront galleries, street performances and numerous performing arts venues - can help the city benefit more significantly from out-of-town visitors.

Studies show that cultural tourists stay longer and spend more money than tourists who visit for other reasons. The *2007 California Museum Month Toolkit* states: "Visitors to historic sites and cultural attractions stay 53% longer and spend 35% more money than other kinds of tourists." Another report by Americans for the

³ "The Arts and Making Place in Santa Rosa: Revitalization and Economic Development through The Arts" PowerPoint 11/06, page 12

⁴ Refer to documents provided to the Santa Rosa City Council on 11/21/2006

⁵ Sonoma County Economic Development Board, Fall 2007

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*Arts, Arts and Economic Prosperity III*⁶, bolsters this argument. It notes that arts and culture travelers differ from other U.S. travelers in that they “spend more (\$623 vs. \$457); use a hotel, motel, or bed-and-breakfast (62 percent vs. 55 percent); spend \$1,000 or more (19 percent vs. 12 percent); and travel longer (5.2 nights vs. 3.4 nights).” From these studies, we may conclude that a robust Arts District gives tourists yet another reason to stay, play and enjoy the offerings of this community.

Santa Rosa sits on the exciting edge of transformation. With changes in the mid-rise policy, and redevelopment and revitalization plans for the downtown area, opportunities for “place making” are abundant. These places can be “made” by drawing upon the rich array of arts that we have in our city, ensuring that downtown Santa Rosa is “the cultural hub of Sonoma County.”⁷

Downtown Santa Rosa is growing up, and upward, with mid-rise buildings accommodating increasing numbers of workers and residents. SMART growth is taking hold, and with it, redevelopment and revitalization of the downtown core. The proposed Courthouse Square Redesign and Unification and other exciting developments will make Santa Rosa a destination city - both for tourists and for relocating businesses. Supported by the General Plan, the Downtown Strategic Plan, the Economic Development Strategic Plan, Santa Rosa 2030, and other visionary policy documents, the Arts District is aligned with current local strategies to increase business opportunities and profitability for generations to come.

Description of the Arts District

The Santa Rosa Arts District boundaries are College Avenue to Bennett Valley Road, and Brookwood Avenue to the west side of Railroad Square. This area is designated to receive focused, intensive application of both public and private resources to create an environment that is rich in arts and culture. Although the Arts District centers on the downtown, taking advantage of many existing amenities and current downtown-centered investment, it will serve and benefit the entire community.

⁶ Sonoma County was among the communities included in this study. The report is available at <http://www.americansforthearts.org/information%5Fservices/research/services/economic%5Fimpact/>

⁷ as stated in the City's 2020 General Plan

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The City of Santa Rosa's Art In Public Places Committee (AIPPC) conducted a June 2006 study session for the City Council, recognizing the City's current efforts to establish public art, conduct events to promote the arts, and fund these activities. The AIPPC also outlined opportunities to further these efforts and requested that the City Council consider creating an Arts District with a



sustainable funding source. Subsequently, the AIPPC convened a study group to receive feedback on its proposals and develop specific recommendations for City Council consideration. This group recommended the formation of the Santa Rosa Arts District, which would offer a concentration of arts and cultural opportunities.

Please see Appendix A for a map that highlights features of the Arts District, and see Appendix B for a walking tour that describes existing and planned features of the district.

Establishment of the Arts District

In November 2006, the Santa Rosa City Council passed a resolution pertaining to the Santa Rosa Arts District titled, "Creation of the Santa Rosa Arts District and Approval of the Initial Implementation Plan." The Redevelopment Agency allocated seed funding of \$280,000 to launch the district. Ultimately, these funds were used, in part, to establish an office of Arts Coordinator within the Recreation and Parks Department and to fund arts programming through Recreation & Parks and the Redevelopment Agency. (The City Council also directed staff to develop options for the ongoing financial support of the District, resulting in this plan.)

The City Council also instituted an arts ordinance in November 2006, commonly referred to as the “1% for Art in Private Development” ordinance. It requires that any new commercial development in the City of Santa Rosa must either install appropriate public art in conjunction with the development, or may contribute an equivalent amount of funding to the City’s Public Art Fund, which is overseen by the Art in Public Places Committee (AIPPC). Funds from 1% for Art may support arts installations anywhere in Santa Rosa, either within or outside of the Arts District.

The 1% for Art in Private Development ordinance may serve as one potential source of funding for the Arts District. This policy allows a private developer to include cultural programming as public art, but the City's Art Policy that governs the Art fund does not. This policy should be changed to allow greater flexibility, because

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while the funds benefit the Arts District with art installations when development takes place within the district, they cannot be applied to arts promotion, festivals, performances, or similar programming within the district. In addition, the City's Art Policy should be changed to allow these funds to pay for programming and staff coordination of the Arts District. In light of the City's current budget situation, the Arts District is likely to lose much of its staff support if this policy is not amended.

Initial 18-Month Implementation Plan

At the time that the Santa Rosa Arts District was established, City staff developed a document called "Santa Rosa Arts District Initial 18-Month Implementation Plan." The Plan outlined Arts District activities that were scheduled to occur from January 2007 until June 2008.

The Arts District was designed to address three specific areas: Physical Environment, Cultural Programming and Sustainable Resources. The Initial Implementation Plan addressed a variety of efforts within each of these areas. This document outlines the initial plan and highlights accomplishments that have occurred as of publication.

Arts-Supportive Physical Environment

- Public art commissions would identify three critical "gateways" to the Arts District. Boback Emad's sculpture was installed at the gateway intersection of College and Mendocino Avenues, and the City is applying for funding from the National Endowment for the Arts to design the gateway at Santa Rosa Avenue at the Highway 12 overpass.
- District beautification and identity efforts would include street pole banners, information kiosks and artistic street furniture. The District proudly displayed banners featuring its designation as an All-America City and separate banners celebrating the Performance Sonoma event.
- Artstart would create public art to help create a sense of place. In summer 2007, Artstart painted dynamic murals on the Downtown Parking Garages.
- Working with the Place Making Project, Economic Development Department, Traffic Department and Main Street, the Arts District helped host "Chalk It Up for Downtown." This event used public involvement to create chalk art explaining the "scramble" for pedestrians crossing at 4th and D Streets.
- In addition, in September 2007, a second rotation of Civic Artwalk sculptures was installed downtown.

Cultural Programming

The Arts District helped support a variety of exciting cultural programming during its first year. Significant events included:

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- Major involvement with the two-month Performance Sonoma event, including sponsorship of the American Philharmonic performance at Juilliard Park, cooperative advertising, event support and participation with an informational booth.
- Underwriting of tickets for low-income youth and cooperative advertising for the Rabblefish Theater presentation during Performance Sonoma.
- Support of and participation in the Sonoma County Book Festival.
- Organization and promotion of the First Friday Artwalk from May to October, 2007.
- Event co-sponsorship and advertising for Dia de los Muertos at Courthouse Square in November 2007.
- Promotions for Winter Blast, the A Street Gallery Stroll.
- Organization and marketing of the “Unsilent Night” boom box parade during the holidays.

Leadership

Arts District leadership for the arts community has included professional management of the District’s efforts by Recreation & Parks Department staff members, Vicky Kumpfer and Tara Matheny-Schuster, as well as the development of this business plan. At the time of this writing, the Arts District was sponsoring competitive grants to encourage additional arts activities within the district.

Other Arts District leadership activities have included developing partnerships with numerous local arts and nonprofit organizations; convening the Art in Public Places advisory group once a month; and working to develop revenue-generating opportunities, such as the Church of One Tree and phantom galleries (where spaces can be rented out to artists).

As a result of its establishment of the Santa Rosa Arts District, as well as the City’s strong commitment to gang prevention, Santa Rosa was one of just 10 U.S. cities awarded the All-America City designation in 2007. In addition, California Parks and Recreation bestowed an Award of Excellence on the City of Santa Rosa for its Arts Programs.

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Funding for the Arts District

Potential Sources of Income

For the Arts District to become sustainable, it must assemble a variety of revenue streams, as no one option appears to offer the consistency and quantity of funds needed to support the district. Based on interviews with Santa Rosa City staff, we have identified the following opportunities for future funding.

Potential Government-related Sources of Income

City of Santa Rosa

- *Monies collected under Ordinance No. 3805*, also known as the 1% for Art in Private Development initiative (see Appendix D). This ordinance requires that 1% of the costs of private construction (when projects exceed \$.5 million) in the City of Santa Rosa be allocated for the installation of onsite art, or that comparable fees (see Ordinance text for the formula) be paid into a Public Art Fund. (Section 21.08-090 of the Ordinance describes the arrangement for capital improvements funded through the City's General Fund or the Park Acquisition and Development Fund.)
- *Monies collected due to Public Art Policy 000-42*, also known as the 1% for Art from the City's Capital Improvement Projects initiative (see Appendix D). This policy requires that 1% of City capital improvements be used for art when the improvements are funded through the General Fund or the Park Acquisition and Development Fund. When city development takes place within the Arts District, these installations would benefit the District. However, these funds cannot be used for programming or promotions.
- *Santa Rosa Convention & Visitors Bureau*. The Convention and Visitors Bureau is funded through the City of Santa Rosa General Fund. The CVB has a relatively small budget of \$290,000, limiting its ability to provide financial resources for the Santa Rosa Arts District.
- *Transit Occupancy Tax*. The City of Santa Rosa's TOT funds, which come from a tax on hotel rooms, are directed into the City's General Fund. Many communities use TOT funds as a source of support for arts programs, particularly for performances. Currently, the City Council is exploring an increase in the TOT from the current 9 percent. This business plan recommends that, if Santa Rosa's TOT is increased, a portion of the revenue should be directed to the Arts District.

Voluntary Self-Assessment

If the Santa Rosa Arts District could demonstrate that it benefits lodging, restaurants, or other downtown businesses, Arts District supporters could propose that local businesses voluntarily assess themselves to support the Arts District. It

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should be noted, however, that a Business Improvement Area established in 2005 in the downtown lasted only one year due to business-owners' protests.

Redevelopment Fees

- *Redevelopment Agency Resolution No. 563* (see Appendix D) requires developers funded through the agency to pay 1% of development costs as a fee for "cultural and artistic inclusions." Because the Arts District is overlapped by redevelopment zones, these fees could be applied to installations within the District, although they cannot be applied to programming or promotions.
- Redevelopment spending must be primarily dedicated to revitalizing a neighborhood through efforts such as infrastructure improvements and affordable housing. A portion of redevelopment monies (other than those collected through development fees, above) can be used to invest in arts programming or facilities. Three Redevelopment Districts overlap the Arts District: Gateways, Santa Rosa Center and Grace Brothers. Of these, Santa Rosa Center is approaching its "sunset" in 2014.

Potential County or Regional Funding

- *Sonoma County Tourism Bureau* (<http://www.sonomacounty.com>). This organization is funded by Transient Occupancy Taxes, contributions from private businesses, and a voluntary self-assessment from the lodging industry. The Arts District may be eligible for some funding from the County TOT. However, because the District is a relatively small and new organization, and the funding available is limited, must be used for out-of-county promotions, and is distributed only once annually, it may not be worth the effort at this time. A review of the most recent TOT application shows that funding from this source would be a relatively small amount, perhaps only \$2,500.
- *A to Z Ballot Measure: 25¢ per \$100*. A group of nonprofit organizations in Sonoma County - including Community Foundation Sonoma County, Wells Fargo Center for the Arts, Cultural Arts Council and the Sonoma County Museum - is exploring the possibility of a countywide sales tax. The tax would be modeled on the example of the Denver "A to Zoo" tax⁸, which funds museums and other institutions in the Greater Denver community. The measure would establish a \$.025 sales and use tax (25¢ per every \$100 purchase) to support the arts and other local resources. This initiative may appear on the November 2010 ballot. A working committee representing key organizations has not yet determined the distribution policies for the funding, should the measure pass.

⁸ Enacted by the Colorado state legislature in 1988 and reaffirmed by voters in 1994 and 2004. www.scfd.org/?page=about&sub=1

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Potential Federal Funding

- *Community Development Block Grants.* A city may create a plan that satisfies federal guidelines and then apply to the federal government for Community Development Block Grants. It should be noted that, in the past, all of Santa Rosa's block grants have supported homeless services and none have been directed to cultural or arts programming or facilities.
- City staff has identified the following two federal programs as possible sources of support for the Arts District:
 - *National Endowment for the Arts.* The NEA has funded several arts initiatives in Santa Rosa to date, including the Ned Kahn sculpture in Downtown Santa Rosa and The Big Read communitywide reading event. In 2008, the city will apply for NEA funding for an Arts District entryway mural at the Highway 12 overpass at Santa Rosa Avenue. The NEA funds projects in the range of \$5,000 to \$150,000.
 - *Preserve America.* Preserve America is a White House initiative that encourages and supports community efforts to preserve and enjoy our priceless cultural and natural heritage. Santa Rosa has been designated a Preserve America community, and the Arts District could seek funding from Preserve America grants for cultural and historic projects. Possible candidates for Preserve America funding in the Arts District include the Church of One Tree, DeTurk Round Barn or Luther Burbank Home and Gardens. Preserve America also awards grants up to \$150,000.

Local Grants and Partnerships

Grants from local funding sources are unlikely to provide a significant, sustainable source of income for the Santa Rosa Arts District. However, they may provide important ad-hoc, project- or program-focused funding.

- *Community Foundation Sonoma County.* The Community Foundation manages a number of donor-designated and arts-oriented funds. In 2004, the Community Foundation received a \$400,000 grant from the James Irvine Foundation to support a three-year program of "artmaking" in Sonoma County. A portion of this grant was available for re-granting. The foundation was a significant supporter of the 2007 countywide Performance Sonoma, which offered a number of events in partnership with Arts District programming, including the Performance Sonoma Gala event in Courthouse Square and a performance by the American Philharmonic in Juilliard Park.

In March 2008, the Community Foundation received word that it had been awarded another three-year Irvine Foundation grant to focus on the arts. This grant will cover a variety of arts-related activities, with several that may intersect with the interests of the Arts District:

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- The Community Foundation will host a speaker series on the revitalization of Downtown Santa Rosa. One event within the series may address the Arts District.
- The National Endowment for the Arts will send representatives to Santa Rosa to address issues related to urban design, probably in fall 2008. The NEA will be focusing on how to revitalize Downtown Santa Rosa, and the Arts District may be included in these explorations.
- Later in the grant, probably in 2009, the Community Foundation will fund research and support of a Sonoma County festival that may include Downtown Santa Rosa components.
- *Corporate Foundations.* Large employers often have programs offering grants to nonprofits in communities where they operate. Employers also can partner to mobilize employee-volunteers and/or audiences for local arts activities.

In just its first year of operation, the Santa Rosa Arts District has formed a number of partnerships to help support the arts in the City's Downtown. Some of the most significant partnerships include the following:

- Sonoma County Book Festival
- Arts Council of Sonoma County's *Performance Sonoma* Gala, in conjunction with First Friday
- American Philharmonic and Mariachi Champaña Nevin, a component of Performance Sonoma
- Rabblefish Theater's *Crossing Point* Performance, a component of Performance Sonoma
- Race Equality Week
- Día de los Muertos

The Arts District has developed additional partnerships with the Arts Council of Sonoma County, Community Foundation Sonoma County, Gallery Group, Northbay Theater Alliance, Performance Sonoma, Main Street Santa Rosa, Railroad Square Association, the Santa Rosa Convention and Visitors Bureau, Artstart, the Economic Development and Housing Department, and the Placemaking Project.

The Arts District has developed a Co-Sponsorship Agreement application process for community art and cultural groups to apply for Arts District support. These co-sponsorships will enable the district to have a greater impact in the community and greater visibility, with more activities and installations occurring than would be possible with the Arts District acting alone.

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Sustaining Funding

- *1% for Art in Private Development* (applies only to commercial construction projects of \$500,000 valuation or more). This income stream is reliant on continuing development within the city limits. Thus, while it is consistent, it is highly reactive to construction and economic trends.
- *Fees for Services or Rentals.* Several City-owned facilities within the Arts District could realize income from rentals, including the Church of One Tree and the Hoag House. While rental fees alone cannot sustain the Arts District's services, they can help offset the costs of programming and facility maintenance. The ways in which these assets can contribute to a Recreation and Parks Enterprise Fund are discussed below.

Revenue-Generating Activities

Examples of Revenue Generation Using City Assets

The City of Santa Rosa Recreation and Parks Department already generates income from a variety of sources. Rec and Parks operates a number of buildings, swimming pools, parks and other facilities that can be used as resources to provide earned income for the City.

Following are examples of revenue generation currently occurring in City facilities. These examples may be useful in determining activities that could generate income in the Arts District. In the next section, we offer suggestions for revenue generation within the Arts District. In addition, revenue-generating activities proposed by City staff are described in Appendix C, "Budget for Revenue Generating Projects."

- Classes, conferences, special events, public events, weddings, quinceañeras, birthday parties and church services all occur at the City's two community centers, Finley Community Center and Steele Lane Community Center, and the City's Senior Center.
- Classes and birthday parties also are held at the City's two pools, Finley and Ridgeway.
- The City sponsors fee-based programs - such as Lego engineering, art, Spanish and music classes - at school sites throughout Santa Rosa.
- Rec and Parks issues permits for the use of sports fields and reservations for picnic areas.
- Howarth Park generates income from a number of sources: boat rentals and boating and sailing classes at Lake Ralphine, carnival and pony rides at Big K Land, picnic rentals, and camps.
- Howarth Park, A Place to Play, Ridgeway and Finley Pools all also operate concession stands and vending machines that generate income for the City.

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- Rec and Parks oversees the Luther Burbank Home and Gardens, which operates school tours and a gift shop, and the Dickens of a Holiday Craft Fair that generates income through booth rentals and admission fees.
- Rec and Parks also oversees the Bennett Valley Golf Course, which operates a club house and restaurant and charges green fees.
- Finally, the department offers equipment - such as Rosie the Trolley and a large stage - that it rents to local organizations or the public.

Many of the Recreation and Parks Department programs are extremely popular. The most popular activities include summer camps, art camps, art classes and dance classes - all for children. Recreation and Parks also would like to be able to offer more art classes for adults. Santa Rosa Junior College sponsors two art classes at Bennett Valley Senior Center for seniors, and the classes are completely full every time they are offered.

Revenue from Arts District Activities

Many of the entrepreneurial efforts that are being applied to other Recreation and Park Department facilities can also take place in the Arts District. In addition, the Arts District's focus on the arts presents additional opportunities for this area. Please see the Recommendations section beginning on page 29 for specific revenue-generating activities that may be feasible for the Santa Rosa Arts District.

Bennett Valley Senior Center

The Bennett Valley Senior Center is a particularly noteworthy facility within the Arts District boundaries. When a new senior center opens at the Finley Park complex in the next four to five years,⁹ an opportunity exists to evaluate future use of the existing Senior Center. Art classes currently held in this facility are popular, and consideration should be given to creating a multi-generational facility with a greater emphasis on art.

Among other options, the Recreation and Parks Department staff would like to explore a public-private partnership with the building becoming an arts magnet serving Sonoma County and beyond - a facility on par with other noteworthy art centers, such as the Sebastopol Center for the Arts, Mendocino Art Center, La Peña Cultural Center in Berkeley, or Oxbow School in Napa. The Richmond Art Center in the Bay Area also may serve as a model for a similar center in Santa Rosa. For the arts programming, it would likely be most practical to establish a public-private partnership with a nonprofit that would direct these programs.

Based on the exemplary arts centers listed above, some features that the new multigenerational center could explore offering include:

⁹ Approximately 75% of the \$11 million necessary for the new Senior Center at the Finley Park complex has been secured as of spring 2009.

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- Multiple galleries
- Studios for work in a variety of media
- Classes/workshops
- Camps
- Artists in residence
- Gift shop
- Events, including lectures, art and craft fairs, concerts and open studios
- Exhibits
- Rental space
- A performance hall

Currently, Artstart is located next door to the Senior Center. A nonprofit organization, Artstart works closely with the City of Santa Rosa to provide arts employment for artistically talented teens. Artstart began as a summer job program, through which youth obtain jobs painting public art, such as benches and murals. An organization such as Artstart may be well positioned to become a partner in helping the current Senior Center transition to a multigenerational facility at some point in the future.

What Other Cities Do

Four types of resources were used to compile information about models for Arts Districts.

- 1) City of Santa Rosa staff, prior to adopting the ordinance, studied model cities and included key findings in the November 2006 presentations leading up to adoption of the Arts District Ordinance.
- 2) The Arts Council of Sonoma County assisted Americans for The Arts in its 2005 *Arts and Economic Prosperity III* study of communities nationwide, their arts spending, and their arts-related revenues.
- 3) The authors drafted a table of larger arts-related activities in Sonoma County. This table appears in Appendix E and lists significant assets and activities (current and discontinued) on a community-by-community basis. The purpose of this analysis was to assess which festivals, museums, and other programming or resources are already successful in Sonoma County, and where gaps may exist.
- 4) The authors researched several cities, settling on four identified as potential models for the Arts District's business operations. This research was comprised of internet retrieval and document review (business plans, economic studies, market research, etc.) and telephone interviews conducted in November 2007.

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City Profiles

The following section discusses the communities studied and individuals interviewed by the authors for the purpose of considering Best Practices in the arts as an economic development strategy:

- Portland, OR (metropolitan area): Jeff Hawthorne, Director of Community Affairs, Regional Arts and Culture Council
- Spokane, WA (Davenport Arts District): Karen Mobley, Director, Spokane Arts Commission
- Concord, CA: Florence Weiss, Downtown Events Coordinator, Redevelopment Department
- Berkeley, CA: Mary Ann Merker, Civic Arts Coordinator, Economic Development Department

All of these cities have a history of significant public investment in funding, management, and/or governance of arts activities. Public funding of arts activities took one or a combination of three forms:

- Jurisdictions funded arts installations, programming, and promotions directly
- Jurisdictions provided grants to “umbrella” nonprofits for advocacy and promotion, and to redistribute grant funds
- Jurisdictions provided grants directly to arts organizations for programming, promotions, or capital improvements.

A brief overview of the four cities that were studied follows.

Portland: a nonprofit, united arts agency is a financial clearinghouse.

Revenue streams: % for art, public construction
City/county general funds
Consulting fees
Individual donations
Private foundation grants
State/federal grants
Work for Art (business-employee giving)

The Portland area’s Regional Arts and Culture Council (RACC) partners with a number of public agencies and other nonprofits to redirect public and private funding to regional and institutional arts services. Three funding streams make this service possible: individual and business donations, fee-for-service consulting, and grants from local or state jurisdictions and private foundations. Of all the communities studied, Portland’s fundraising activities and partnerships were the most varied and multilayered, and this diversity of income streams is one of its

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strengths. In addition, a move is afoot to secure sustained arts funding through a regional A to Z tax.

Concord: the city is a direct funder of arts programming.

Revenue stream: Redevelopment funding

The City of Concord relies on its business association to provide the majority of arts promotion, and directly funds a limited amount of arts programming. Its percent-for-arts ordinance was rescinded in 1996, and funding is provided today through Concord's Redevelopment Agency on a year-by-year allocation. Although the funding has been consistent for at least a decade, allocations are discretionary.

Spokane: the city's involvement is limited to management of art in public places.

Revenue stream: % for art, public construction

Spokane's vibrant and competitive arts community survives without public subsidies, with the vast majority of its operating funds coming from ticket/admissions sales reaching across a multi-state market area. The city does manage a number of public art venues on public property, and this service is funded through dedication of percent-for-art fees on public construction. Therefore, Spokane, which does little promotion and is lightly staffed, administers a \$750,000 annual fund for maintenance of art on public property. (It doesn't do anything to encourage/require art in private spaces.) The city, however, has several galleries in city buildings and other public venues, none of which generate direct revenue.

Berkeley: providing low-cost loans or grants to arts nonprofits.

Revenue stream: Bond issue
 General fund

The City of Berkeley took advantage of a period of prosperity to offer low-rate loans from its general fund to arts organizations, presenting property ownership as a route to long-term economic stability. This strategy has enabled Berkeley arts organizations to attract and serve a regionwide audience, while the City's general-fund allocations fluctuate with political and economic climates.

Observations and Recommendations

How are revenues for the arts collected? The cities in this sample direct funding through the arts through their community development, redevelopment, or economic development departments, often handing a portion of these dollars off to arts nonprofits or united arts agencies (umbrella nonprofits).

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Apparent strengths and weaknesses of various funding streams:

Revenue Stream	Strength	Weakness
Percent of constructions costs dedicated to arts	Ties installation of public art to development costs. (Santa Rosa's new ordinance (1%) is citywide, and in-lieu funds can be spent in locations determined by the AIPP committee.)	Construction projects vulnerable to economic downturns. Arts programming, promotions, and maintenance not always covered by city policies.
Bond issue	Sizeable sums	One-time influx of dollars
City/county general funds	Greatest flexibility	Subject to political and economic cycles
Consulting fees	Provides an independent income stream	Few have capacity to offer services to outside clients
Individual donations	Donor/audience allegiance can make these streams consistent over time	Oscillate with economic cycles and competition for donor dollars; personnel requirements for cultivating donors
Private foundation grants	Sizeable sums	Limited scope, vary annually
Redevelopment funding	Sizeable sums	Sunset along with redevelopment zones; many competing needs for Redevelopment dollars
State/federal grants	Modest sums	Variable, oscillating with economy
Work for Art/employee-business giving	Donor allegiance can make these streams consistent	Oscillate with employment base; existing employee-business giving programs probably reluctant to share this revenue stream

How is funding for the arts spent? Cities typically fund programming and promotions through grants to local nonprofits or united arts agencies. In several cases, the public sector has divested some or all of its responsibilities for overseeing an arts district. The following points discuss the benefits of this divestiture as it has been demonstrated at varying degrees by the cities studied.

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- The public sector hands off some portion of its arts promotion to a private nonprofit, if for no other reason than to avoid liabilities related to staging arts events.
- It appears that a nonprofit that is advised by and partners with the public sector has more flexibility than one governed by public sector employees, because the public sector (a) experiences many constraints on raising and spending funds, (b) risks substantial budget fluctuations, and (c) risks uncertain support with turnover in local governing bodies. In addition, public spending for the arts should be matched by private funding, demonstrating that the community values the arts.
- An arts district serves and is accountable to its market area. Arts promotion and sustaining funding spread over multiple jurisdictions is a stronger form of support than a city-specific effort. This conclusion is especially true in smaller cities, where per-capita arts spending is typically lower even if the market area is very large (e.g. Berkeley draws from most of the Bay Area; Spokane draws from three states). The density of arts in an arts district draws visitor spending to the area, producing income for ancillary businesses like restaurants and hotels. Communities where the arts are geographically dispersed do not enjoy this benefit to the same degree.
- The advantage to cities of having nonprofits run their arts programming is a reduction in fixed overhead costs. Fees for service may cover variable costs, such as the cost to offer additional programs; but currently in Santa Rosa facilities, fees for service do not cover fixed costs.
- When arts promotion in general is provided by a nonprofit, cities and their arts assets become participants in co-op advertising and other joint programming and promotional efforts. Thus, city-owned arts assets (such as galleries and performance venues, arts education, or other public services) remain their own independent cost centers within city government.
- Cities can elect to support local arts by offering one-time, very low interest loans for property ownership by nonprofits in the Arts District. This method was used by the City of Berkeley. The net result is that operating expenses of theaters, art schools, and other facilities are reduced over the long term while the nonprofits' assets appreciate.
- Cities that pass through all their arts funding in the form of programming grants to individual nonprofits lack the coordinated promotions that a united arts agency can provide.
- City support can be significantly enhanced through the provision of in-kind services to support activities like festivals and special events. For example, the City's contract with its refuse service provider includes in-kind contribution of refuse service and portable toilets for nonprofits' special events.

How are funds for the arts raised? The following models may be considered by Santa Rosa:

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Business partnerships.

- Work for Art. Businesses were engaged to promote employee paycheck deductions for donations to the united arts agency. Businesses matched employees' contributions, and the public sector matched those sums with contributions from business license fees. (Oregon's program is documented at www.workforart.org/how.ph. Livermore also is considering a program like this one.) Portland's RACC was able to demonstrate, through research, that Work For Art and other targeted fundraising efforts tapped new sources of funding for the arts, and therefore was not cannibalizing the funding base of RACC's grantees. See RACC's policy statement at www.racc.org/development/_FundraisingPolicy.php
- Affinity credit cards that assign a percent of purchases to arts nonprofits have been considered, but are probably not viable at this time in Santa Rosa.

Dedicated tax fund or assessment district.

- The City of Berkeley is considering an increase in transient occupancy taxes that will be dedicated to arts funding. Much of the Santa Rosa's 11% TOT is directed to the general fund, so arts activities, whether implemented by the city or its nonprofit grantees, must compete with other city services for funding. As of spring 2008, the City is considering an increase in its Transit Occupancy Tax. The authors recommend that, in the future, the Santa Rosa should earmark a portion of its TOT funds for the arts.
- Other cities have considered business assessment districts, or used a portion of business license fees to fund arts. Recent history suggests that Downtown Santa Rosa merchants do not support the concept of a mandatory business assessment district.
- A countywide "A to Z" tax has been proposed and is being explored by local arts leaders. Perhaps the best example of a successful A to Z tax is illustrated by metropolitan Denver (now statewide in Colorado). Portland is also considering a similar tax.

A new business assessment district or countywide A to Z tax do not seem viable given the current economic climate.

Endowment fund.

- A united arts agency could establish an Arts and Culture Endowment Fund, for creation of a permanent source of private sector supplemental funding. This funding solution has been proposed for the City of Berkeley. If the development fee generates extra funds, a portion of the money is set aside in a permanent endowment to provide a long-term source of funding for the arts. An endowment established with annual City contributions could also serve as an impetus for private fundraising to augment the fund. In addition, it could be a repository for special, one-time allocations of funds, such as from the sale of

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other City assets, as has been proposed for the City of Livermore. The downside of an endowment is that it can take many, many years before enough funds accumulate for the endowment to provide support for the district.

What Best Practices are used by other arts districts? The following Best Practices are also recommended for the City of Santa Rosa. In addition to this list, also see the promotions section of this document.

Monitor and report return-on-arts-investment. Metrics can include:

- Number of grant applications and percent of applications funded
- Number of companies enrolled in Work For Art
- Unique visits to website
- Number of arts-related businesses in area (including performing arts and movie theaters, nonprofit organizations, architectural and design firms, etc.)
- Consumer/donor spending on arts, above and beyond admission fees
- Total employment by these organizations
- FTE jobs supported
- Resident household income generated
- Government revenues generated.

This information may be collected via a survey similar to the ArtsMarket Survey carried out in Berkeley. Another resource may be Americans for The Arts: www.artsusa.org/information_resources/research_information/services/004.asp. This website also offers a calculator for nonprofits to assess their contribution to local economies (www.americansforthearts.org/information%5Fservices/research/services/economic%5Fimpact/005.asp). (see: Portland RACC and Berkeley)

Conduct and report on periodic public opinion research. (see Portland RACC and sample survey in Appendix G)

Benchmark per-capita arts funding against that of model cities. Portland's RACC, Livermore, and other cities have used per-capita arts spending as a gauge of community arts health. This figure is typically the sum of all grants, donations, and other funding streams, except programming income (e.g., income from tickets and admissions, class tuition, etc.).

Lead initiatives to increase arts education in local schools. "Art. Ask for More" and Big Thought in Dallas are two resources. (see Portland RACC)

Lead partnerships with state and federal organizations to promote and promulgate the arts. (see Portland RACC)

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Develop an awards series for artists, arts organizations, and arts benefactors. Livermore, Spokane, and Oregon's NW/BCA have established recognition programs for local business and individual benefactors and companies providing volunteer staff for business mentorships. The Northwest Business Committee for the Arts (NW/BCA) offers a particularly well-developed awards program for businesses participating in Work For Art and Art @ Work programs.

Conduct periodic "creative capacity" inventories of the Arts District. Portland's investment in building community creative capacity (quantity and health of arts and culture-related businesses and nonprofits) is periodically inventoried to document return on investment in arts grants and promotion.

Brand Arts District activities. The City should brand not only District-sponsored events and facilities, but also the work of grantees, as is required as part of funding by Portland's RACC. Additional promotional strategies and tactics appear below.

Promotions

City staff that are supporting the Santa Rosa Arts District need to promote both the Arts District in general and specific assets within the Arts District, such as the Church of One Tree. The following promotional plan outlines objectives, strategies, evaluation and tactics that can be used in promoting the district and its assets.

Objectives

The promotional plan *for the Arts District* is designed to meet the following objectives:

- Build general awareness in Santa Rosa and Sonoma County that the Arts District exists and offers an interesting destination
- Build an audience for the Arts District
- Increase the income of arts organizations in the district (such as the Sixth Street Playhouse and Glaser Center)
- Increase the income of related businesses in the Arts District, such as restaurants
- Generate foot traffic downtown to change the perception that Downtown Santa Rosa is a dangerous or undesirable destination
- Give out-of-town visitors 1) a reason to come to Downtown Santa Rosa and 2) a reason to extend their visits by making the District fun and convenient for tourists
- Enhance the perception in Santa Rosa and Sonoma County that the Arts District is a destination for enjoyment of the arts and to combat loneliness

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The promotional plan *for assets in the Arts District* is designed to meet the following objectives:

- Educate target audiences about the availability and attractiveness of Arts District assets
- Increase the revenue generated by Arts District assets.

Strategies

The following strategies could be used to help promote the Arts District:

- Collaborate with Arts District nonprofit organizations, business associations, and arts venues to produce and promote programming to attract audiences (especially on evenings and weekends)
- Cross-promote the Arts District 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
- Work closely with visitor organizations and hotel concierges to ensure that they have materials and information promoting the Arts District to visitors
- Provide site-specific promotions, such as Arts District signage and/or banners.

The Arts District incorporates several assets that can be used to help the District earn income. In particular, the portable stage is currently available for rentals, and the Church of One Tree will become available in the next 12-24 months. City staff is also working to create “phantom galleries” using empty storefronts, which may become sources of revenue. The following strategies could be used to help promote these assets:

- Position and package the assets for target audiences. For example, weddings at the Church of One Tree will appeal to certain young couples, and might be characterized as intimate, authentic, historic or simple.
- Target wedding planners and bridal events
- Ensure that the Santa Rosa Convention and Visitors Bureau and the Sonoma County Visitors Bureau staff are aware of the Church of One Tree as a wedding site
- Identify and reach out to other target audiences, such as performing arts groups or the North Bay Theater Group
- Promote the Church and the stage rentals through the City of Santa Rosa Web site and other appropriate Web sites.

Evaluation

Arts District promotional strategies and tactics could be evaluated through the following mechanisms:

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- Quantity of promotional materials distributed
- Audience size for city arts events
- Exhibitor revenue reports from events
- Ticket sales at performances (e.g., Sixth Street Playhouse, Glaser Center)
- Sales tax in galleries, such as the galleries on A Street
- Restaurant revenues before and after downtown arts events
- Visitor surveys (add a question to existing surveys by the Sonoma County Convention and Visitors Bureau)
- Evening/pedestrian foot traffic
- Receipts from relevant parking garages
- Community sentiment surveys
- Creative capacity surveys (see the Portland, OR, creative capacity survey for an example)
- Periodic economic impact surveys

Promotional strategies and tactics for the Arts District assets could be evaluated by:

- Coding promotional materials, such as direct mail pieces or advertisements, and tracking the yield from these promotions
- Conducting periodic rate assessments with comparable facilities, such as the Santa Rosa Veterans Building
- Tracking the number of events and activities scheduled in the facilities each year
- Tracking year-over-year revenue from the facilities.

Tactics

Kelley Magnuson has already developed an excellent checklist for promoting Recreation & Parks events and programs. See Appendix F for details. In addition, during 2007, Vicky Kumpfer of the Recreation and Parks Department organized and promoted programming for the Arts District; and Raissa de la Rosa of the Economic Development Department and Chris Messina of Santa Rosa Main Street, have initiated and promoted musical performances downtown.

Existing promotional tactics should continue, and should be augmented as additional funding is available. Tactics for promoting the Arts District could include:

- Compile a list of relevant nonprofit organizations and business associations in the Arts District (e.g., Railroad Square Merchants Association) and contact the organizations to determine what promotional collaborations are possible. E.g.: newsletters, mailing lists, email lists, existing events that present opportunities for arts collaborations, etc.

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- Coordinate promotions among arts facilities in the Arts District (e.g., Sonoma County Museum, Sixth Street Playhouse, Glaser Center, Arts Council). Distribute quarterly schedules of events at these locations, and co-promote events.
- Select restaurants in the Arts District 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
- Create arts district signage and/or banners to “brand” the district; repeat this branding at every opportunity
- Target concierges at local hotels, especially hotels in and near the Arts District, and create promotions - and provide materials for guests - specifically for the concierges.
- Promote events through Web sites, including the upcoming main arts Web site operated by the Sonoma County Arts Council, the Santa Rosa Convention and Visitors Bureau Web site, the Sonoma County Tourism Bureau Web site, Main Street, Recreation and Parks, and others.
- Continue to produce quarterly flyers and calendars announcing Arts District events and programs
- Continue to email announcements to interested parties
- Expand email list by collecting email addresses at Arts District events
- Purchase advertising in three key publications: *The Official Sonoma County Tourism Bureau Visitors Guide* (annual), *101 Things to Do Sonoma County* (biannual), *North Bay Travelhost* (bimonthly)
- Write and distribute news releases; include *North Bay Travelhost* on the media distribution list
- Represent the Arts District on the Sonoma County Tourism Bureau promotional committee and the marketing committees of other groups engaged in community promotions
- Work closely with the Santa Rosa and Sonoma County Visitors Bureaus to ensure that they have materials promoting the Arts District and that they publicize current Arts District activities on their Web sites
- Collaborate with nonprofit organizations and business associations in the Arts District to promote (and create) programming to attract audiences, especially on evenings and weekends
- Collaborate with venues in the Arts District (e.g., Sonoma County Museum, Sixth Street Playhouse, Glaser Center, Arts Council) to ensure that patrons of one Arts District venue are aware of additional arts opportunities in the area

City staff will promote the Arts District assets to specific target audiences, including engaged couples, wedding planners, event planners, performing arts organizations, and others. Tactics particular to the Arts District assets include the following. More details appear in the templates in Appendix F.

- Write a news release when the facilities become available for rentals and distribute it to Sonoma County media
- Identify wedding events in Sonoma County and participate in the events

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- Identify wedding publications in the Bay Area and submit relevant information. Also identify any special issues related to weddings published by the *Press Democrat*, *Marin Independent-Journal* or *San Francisco Chronicle*.
- Ensure that the Santa Rosa Convention and Visitors Bureau and the Sonoma County Tourism Bureau staff are aware of the Church of One Tree as a wedding site
- Identify and reach out to other target audiences, such as performing arts groups or the North Bay Theater Group
- Promote these two buildings, the stage rentals and phantom galleries through the City of Santa Rosa Web site and other appropriate Web sites.

Recommendations and Next Steps

The Situation, April 2008

The regional and nationwide economic outlook took a dramatic downturn as this business plan was in development. Abundant private-sector business growth cannot be assumed in the near future. Ripple effects from the subprime mortgage crisis, layoffs in the construction sector, continuing pressure on the area's high-tech industry, and other externalities will limit expectations and aspirations in coming years. This situation is resulting in significant belt-tightening in both the public and nonprofit sectors upon which the arts rely so heavily.

Some economists are predicting a brief recession leading to an economic turnaround within five years. While some projects and programs may need to be deferred until the economy strengthens, other circumstances present opportunities for the Santa Rosa Arts District.

How Santa Rosa sees itself as an arts community will determine its strategies and tactics for long-term development of the Santa Rosa Arts District. Will Santa Rosa dedicate itself, as Portland has, to becoming a "creative cluster," with arts and culture one of its key competitive economic development strategies? Will Santa Rosa support the arts as a community benefit, enhancing the quality of life for residents and businesses already located here? The choices made by City leaders today will affect policy and practice for years to come.

Overall Recommendation

The City of Santa Rosa enjoys a wealth of arts programming and promotion talent in its staff. This strength and practical experience enables the City to manage the Santa Rosa Arts District and its assets. At the same time, these internal strengths are threatened by current budget conditions. Sustaining the District during the coming budget pressures will require clarification of roles within various City departments, with an eye toward streamlining overlapping programs and establishing consistent branding messages. The payoff will come from the ability to

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maintain basic services upon which the district can build when the economy improves.

City staff members have agreed to review the activities of the Recreation and Parks Department, the Economic Development Department and the Main Street Association, and to determine guidelines for how the Santa Rosa Arts District will be branded for all arts events occurring in the district, regardless of which department or nonprofit organizes the events. Recreation and Parks staff will assume leadership for management, programming and publicity of the Arts District. Redevelopment will provide financial support as funding is available.

In addition, Economic Development staff members may program arts events in the district as those events relate to the goals of the Economic Development Department. As noted, though, all arts events - regardless of the department responsible for programming - will carry identical branding.

In the future, the City may wish to revisit the prospect of consolidating the programming and publicity for the district within an existing nonprofit organization. Most of the model arts districts we reviewed in other communities are managed by a nonprofit in cooperation with local government, yielding important benefits such as efficiency in the oversight of the district; insulation of the district from fluctuations in local government funding; and greater flexibility for the district's fundraising efforts.

At this time, though, the authors and City staff have determined that existing local arts nonprofits lack either an appropriate mission or the resources to undertake management of the Arts District, and forming a new nonprofit is not feasible. Also in the future, the formation of an affiliate nonprofit, such as a "Friends of the Santa Rosa Arts District organization," could help provide additional stability and support for the Arts District.

In addition to clarifying the roles of various City departments and nonprofits undertaking programming in the Arts District, Santa Rosa needs both a long-term strategy and short-term tactics for supporting the district. The following recommendations endeavor to address both long- and short-term plans.

Short-term Recommendations

Based on the findings detailed throughout this business plan, and consideration of the economic situation described above, the authors arrived at the following short- and long-term recommendations for the City of Santa Rosa to fulfill its mission to (1) develop an arts supportive physical environment, (2) create and facilitate cultural programming, and (3) provide leadership for the Arts District.

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RECOMMENDATION 1. Form a review panel of stakeholders, including City staff members who would be involved with executing the Arts District business plan, to review these recommendations and determine which are actionable at this time.

RECOMMENDATION 2. With the goal of consistent branding and optimizing resources, align all city departments and nonprofits working on the Arts District. The Recreation and Parks Department will be the lead department for Arts District promotions and programming, with financial support from Economic Development and Housing (Redevelopment funds) determined on a year-by-year basis. In addition, Economic Development and Housing staff may produce some arts programming that supports Economic Development goals, yet also will reinforce the Arts District brand. Specific tasks would include:

- Review the City's collective spending on the arts — including spending within City departments and among nonprofits supported by the City, such as Main Street — for the purpose of defragmenting and focusing arts investment.
- Clarify City staff roles and responsibilities vis-à-vis the Arts District. In particular, both Recreation and Parks and Economic Development are delivering programs and promotions within the Arts District. Greater efficiency, coordination and consistent messaging could be achieved by designating a single department (Recreation and Parks) to be responsible for the district's programs and promotions. Based upon conversations with department managers, Recreation and Parks will assume primary responsibility for programming and publicity for the district.
- Direct relevant departments and nonprofits to pursue joint planning in their individual and collective interests.
- Ensure that all City departments and nonprofits creating programs in the Arts District brand the arts activities as part of the District's efforts.
- Clarify the name of the Santa Rosa Arts District, as different departments refer to it by different names.

RECOMMENDATION 3. Put the Arts District into maintenance mode until City budgets improve and the general economy strengthens. Key elements of the Arts District must be sustained to maintain public confidence in the Arts District. Highlights of this maintenance mode include:

- Continue the concert series in Juilliard Park, Dia de los Muertos, and First Friday Artwalk.
- Participate to the greatest extent possible in promotions and programming organized by the City's Economic Development Department, Santa Rosa Main Street, the Santa Rosa Convention & Visitors Bureau, and the Sonoma County Tourism Bureau. Keep all apprised of Arts District planning, programming, and cooperative promotions, and sell co-op advertising to others when possible.
- Plan ahead for holiday season 2008. Find a way for businesses and artists to sponsor having artists decorate the downtown business windows in holiday themes. An alternative that would likely cost less money but also may draw

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smaller audiences would be to have the Arts District sponsor a student art contest and select drawings to have students paint on the windows for the holidays.

- Mark sidewalk locations in downtown Santa Rosa that can be rented by musicians, jugglers or other street performers. (To launch this activity initially, the City might consider sponsoring a street performance event in summer or fall 2008.)
- Rent the stage for public or private use. (This option is already being pursued.)
- Provide opportunities for vendors to generate revenues on city property, and share the revenues through lease fees. For example:
 - Lease vending carts for vendors to operate in Courthouse Square
 - Establish a seasonal ice skating rink, possibly in collaboration with Snoopy's Home Ice. A nearby example is the Kristi Yamaguchi Holiday Ice Rink in San Francisco.
 - Invite an operator of party jump equipment to rent space at Juilliard Park that would be funded by public admission fees to the jump equipment
 - Present summer performances in Juilliard Park (with the presenting theater group or other organization paying a reasonable rental fee).

RECOMMENDATION 4: Explore relatively simple fee-based activities in the Arts District that would help raise funds to support the district, such as:

- Creating "phantom galleries" from City facilities or vacant Downtown retail spaces that could display art (for a fee) or host a gallery walk
- Developing a visual art loan or rental program that would provide art for businesses to hang in their lobbies or offices. (The San Francisco Museum of Modern Art offers an "art rental" program that could be a model.)
- Organizing art competitions that require an entry fee
- Developing a garden to produce cut flowers at the Luther Burbank Home and Gardens. (An especially good opportunity is creating lower-cost corsages and boutonnieres that could be direct-marketed to high school students for prom and homecoming.)
- Staging workshops or forums.

RECOMMENDATION 5: Adapt City policies and the ordinance governing 1% for Art to allow expenditures on programming and staff support. (These documents can be found in Appendix D.) Currently, funding may apply to only the *installation of a work of art* in any commercial or industrial development project within City limits that has construction costs greater than \$500,000. Altering the ordinance to allow funding for programming and staff support is critical, as the Arts District does not have adequate funding to ensure continued operations.

RECOMMENDATION 6. Invest in and co-sponsor the planned speaker series in cooperation with the Community Foundation in 2008. The speaker series will

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address issues such as revitalizing Downtown Santa Rosa through the arts, an area of Arts District leadership. (Completed)

RECOMMENDATION 7. Continue efforts to develop and support festivals in the Santa Rosa Arts District. Santa Rosa would like to attract more festivals such as the Sonoma County Book Festival hosted by the Literary Arts Guild each September. The City should support the Community Foundation's plan to undertake research about what kind of festival or festivals would be most successful in Santa Rosa. (In December 2007, the Community Foundation requested a private grant to fund this festival research project.) The structure for the festivals should be that other organizations run the festival, and the City would provide the venue, equipment and some promotional support. Ideas for festival themes include:

- A theater festival, which could incorporate performances at 6th Street Playhouse, Juilliard Park, DeTurk Round Barn, Church of One Tree, Glaser Center
- A food and wine festival
- A music festival
- A storytelling festival
- An art festival (visual arts) and/or photography festival
- An antique festival, perhaps in conjunction with the successful event in 2007 at the Luther Burbank Home and Gardens, where residents had their antiques appraised.

City staff noted that, many years ago when the Recreation and Parks Department organized an art festival, the beer and wine garden was the part of the festival that most successfully raised money.

RECOMMENDATION 8. Prepare promotional tactics for city assets — e.g., Church of One Tree — to begin to generate revenue in late 2009. Assets like the Church of One Tree can help support the Arts District. (See Recommendation #12.)

RECOMMENDATION 9. Offer docent-led guided tours (either walking tours or trolley tours) featuring Santa Rosa art, architecture, history and culture. These tours could be modeled on the walking tours of City neighborhoods organized by San Francisco Friends of the Library.

RECOMMENDATION 10. Pursue the "phantom gallery" in partnership with local nonprofits and Downtown developers, but only if the cost to the City is minimal. (Completed)

Long-term Recommendations

RECOMMENDATION 11: Continue to explore a Recreation and Parks Enterprise Fund, capitalizing on revenue generation from city-owned performance/event venues and allowing revenue generated from city-owned performance/event venues to be used

City of Santa Rosa Arts District Business Plan

in support of the Arts District/Recreation and Parks Department operations. City staff members have been renovating several historic buildings within the Arts District, and these buildings will soon be able to generate income for the City. Please see Appendix B, *Profiles of Arts District Assets*, for a summary of major city assets and revenue generation potential.

- The Church of One Tree will be available for rentals for weddings, choral and other musical performances, and other events. Rentals for the church could be linked with rentals for Juilliard Park (for wedding receptions) and rentals of Rosie the Trolley (for transportation to and from the wedding).
- DeTurk Round Barn is being renovated and could also be used for arts-related activities, recreation classes, art classes and children's camps. Recreation and Parks staff members note that they are desperate for classroom space during the most popular time periods for classes; the Church of One Tree and DeTurk Round Barn will be welcome options for additional classroom space.
- Hoag House is planned to be reconstructed/refurbished at Prince Gateway Park, at the entrance to the Prince Greenway. The City could lease this property to a concessionaire as a coffee shop, snack bar, or possibly a rental facility for bicycle or roller skating rentals for use on the Prince Greenway.

RECOMMENDATION 12. Consolidate Arts District programming, promotions and fundraising under the Santa Rosa Recreation and Parks Department. In the future, City staff may want to consider the feasibility of a nonprofit clearinghouse for the Arts District, because the best existing models of arts districts appear to be those that are managed by nonprofits. City staff also may determine, however, that they can successfully manage the Arts District, perhaps with support from a nonprofit affiliate (Friends of the Santa Rosa Arts District).

Recreation and Parks will be responsible for:

- Distributing programming mini-grants to arts and culture organizations and artists
- Diversifying the definitions of arts and culture to include ethnic arts representative of the community's composition. Increasing representation of and participation by all of Santa Rosa's cultural and ethnic communities.
- Promoting Arts District-wide events, activities and resources
- Supporting and partnering with city research and reporting on economic impacts of arts and culture
- Convening and maintaining a representative panel of economic, business, planning, political, and arts and culture experts for long-term strategic study and planning. This group would lead investigations into the viability of programs such as an A to Z tax, Work for Art, establishment of one or more festivals, a PBID (a self-imposed, self-governed assessment on commercial property within a defined geographic district, as differentiated from a business-license funded BIA), or other initiatives

City of Santa Rosa Arts District Business Plan

- Convening and maintaining an active panel of arts and culture consumers and professionals for near-term program and promotional decision-making
- Collaborating with visitor promotion and economic development agencies, as well as business and cultural associations in the area
- Providing co-op promotional opportunities (when several advertisers share the costs of promotional activities) to arts and culture presenters. The City's public art and event venues and facilities would be among the co-op contributors to assure widespread visibility its programming and resources.

The City of Santa Rosa also will continue to:

- maintain public art installations
- provide utility, public safety, and related services for events
- provide District-wide seasonal signage and banners
- provide access and easements to public property for installations of privately owned informational kiosks or other promotional tools.

RECOMMENDATION 13. Build leadership by capitalizing on the city's expertise in economic development policy and practice relating to the arts. The city should assume a leadership role in economic development incentives for the Arts District. These should include:

- Ongoing research and widespread reporting about economic impacts of arts and culture in the District
- Special consideration in Redevelopment funding for arts and culture nonprofits, encouraging increased ownership and investment by arts and culture nonprofits within the District
- Incentives for private property owners for conversions or establishment of arts-friendly housing, studios, venues, and related facilities within the District.

RECOMMENDATION 14. Continue to study the feasibility of various funding sources, including an employer-sponsored employee fund drive, an "A to Z" tax, or TOT funding. Portland's "Work For Art" could be a model for an employee fund drive. If the City of Santa Rosa increases its Transient Occupancy Tax, a portion of the revenue should be earmarked for the Arts District.

RECOMMENDATION 15. After the current City budget situation settles and the Senior Addition to the Finley Community Center has been completed, explore restyling the Bennett Valley Senior Center as a multigenerational facility. Consideration should be given to placing an emphasis on the arts and operating through a public-private partnership.

RECOMMENDATION 16. Explore selling advertising, endorsements, signage, sponsorship or naming rights. A review of arts programs in other communities shows that advertising revenue is a common method of raising income to support public

City of Santa Rosa Arts District Business Plan

programming and arts organizations. In our own community, several nonprofits have benefited from a substantial influx of funding for naming rights: the Wells Fargo Center for the Arts and the GK Hardt Theatre at Sixth Street Playhouse.

RECOMMENDATION 17. Offer ARTrails gallery space. Many artists would like to participate in ARTrails each October, but they operate out of homes, garages or other locations that aren't conducive to patron visits. Recreation and Parks could secure temporary space in the Arts District — probably a vacant building — and then set up a gallery that would operate in conjunction with ARTrails. This arrangement could be part of the "phantom gallery" program, and presents a small opportunity to generate income by leasing gallery space to the artists.

RECOMMENDATION 18. Continue exploring the possibility of the Wells Fargo Center for the Arts moving downtown. As of April 2008, the leadership of the Wells Fargo Center for the Arts has determined that it is not currently feasible to undertake a move to Downtown Santa Rosa. If the opportunity arises to revisit a move by the Center, the Arts District would welcome the presence of this leading local arts organization.

RECOMMENDATION 19. If it is proposed by area property owners, encourage establishment of a self-imposed Property-based Business Improvement District (PBID) for the downtown that would include funding for the Arts District among other services. A PBID is a self-imposed, self-governed assessment on commercial property within a defined geographic district, as differentiated from a business-license funded Business Improvement Area (BIA) or Business Improvement District (BID).

RECOMMENDATION 20. Strongly support the Economic Development and Housing Department's efforts to explore the feasibility and benefits of establishing an arts center/artists' studio community in the Downtown area.

Conclusion

The City of Santa Rosa has already made an initial commitment to the arts, as evidenced by the ordinance forming the Arts District, the 1% for Art ordinance, and the City's partnership with nonprofits such as Artstart. Under the current economic conditions, funding for the district will be limited. Ideally, though, the city will continue some level of activity in the Arts District — following the 18-month start-up period that concludes in June 2008 — to maintain the momentum created since its inception.

The following activities have been initiated and are successful: The City has installed signage identifying the district. The Civic Artwalk sculpture is prominent and admired. Prince Greenway is a local destination for its stunning murals, painted benches and mosaics. Dingy garages have been transformed into exhibit areas for striking murals. Dia de los Muertos, Performance Sonoma, and the Sonoma

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County Book Festival are popular and well attended events. First Friday Artwalks are popular. The city has established partnerships, cross-promotions, ongoing advertising, an online presence, and many other activities.

Future funding for the Santa Rosa Arts District will need to come from multiple sources to make the district sustainable. A Recreation and Parks Enterprise Fund, allowing the Department to capture and keep revenue generated from City assets such as the Church of One Tree — may contribute to this funding mix, but does not represent a panacea. At best, an Enterprise Fund will likely cover only direct costs.

This business plan presents 20 recommendations to help support the Arts District in future years. Four key initial steps will be to host a facilitated meeting with City departments and appropriate nonprofits to reduce programming and promotional redundancies; to clearly establish the Recreation and Parks Department in the leadership role for the Arts District; to establish consistent branding for the district; and to form a committee of stakeholders, including city staff, to review the recommendations and determine whether and how they are actionable.

City of Santa Rosa Arts District Business Plan

About the Authors

This business plan was created for the City of Santa Rosa Art in Public Places Committee by Arcadia Marketing Services, with Melissa Kelley and Susan Starbird producing the final document.

Melissa Kelley is a nonprofit marketing consultant. She earned an MBA from the Haas School of Business at UC Berkeley with a specialization in marketing and nonprofit management. Susan Starbird is a behavioral marketing consultant with an MBA in strategic leadership. She works primarily for public agencies and nonprofit organizations and teaches nonprofit marketing at Sonoma State University.

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Appendix A: Arts District Map



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Appendix B: List of Santa Rosa Arts District Assets

Santa Rosa Arts District Existing and Proposed Art *September 2007*

On August 29, 2007, Mario Uribe, Steve Rabinowitsh, Marc Richardson and Vicky Kumpfer walked the Downtown Santa Rosa Arts District. This excursion was designed to inventory artwork currently in the District, and to identify features that are anticipated in coming years. This document and accompanying map outline the vision for the Arts District as of September 2007. Numbers in parentheses refer to the accompanying map.

Southern Boundary - Bennett Valley Rd. and Hwy. 12 Overpass

Beginning at the southern boundary of the Arts District, the District encompasses the **Art House on Bennett Valley Rd.**, new home of the nonprofit Artstart, which provides arts employment for artistically talented youth. (1)



Next door to the Art House is the Bennett Valley Senior Center. The Senior Center is expected to provide more arts-related programming once the new senior center is constructed on the Finley Park campus. Ideally, this neighborhood will eventually include housing for artists. (2)

Santa Rosa Avenue/Mendocino Avenue will be one of the major art corridors in the Arts District. Looking South on Santa Rosa Ave., the **Highway 12 Overpass** marks the terminus of the Arts District on this street, and also represents a prime location for art. (24)



Artwork could be attached to the overpass, or the sides of the overpass could be painted. One suggestion is to

City of Santa Rosa Arts District Business Plan

have the west side read "South Park" and the east side read "Downtown."

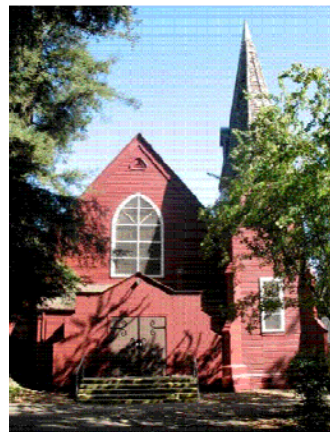
(4) In addition, the City's Traffic Engineering Department plans to restructure the north side of the overpass for bicycle and pedestrian improvements. This restructuring may result in a new median, approximately 12' x 60', that could host an entry feature.

Santa Rosa Avenue Corridor

Located along Santa Rosa Avenue, **Juilliard Park** has become a popular site for outdoor events, including the Live at Juilliard Sunday Concert Series. City staff wants to install a permanent stage and band shell at the park to encourage greater use of the park as a performing arts venue. Other outdoor venues for concerts and events in the Arts District include the lawn at the Vineyard Creek hotel and Courthouse Square. (5)



Juilliard Park also is home to the **Church of One Tree**, which could be rented for a variety of performances. The church could serve both as a venue for music and other performing arts, and also as a source of revenue. (6)



This area from Juilliard Park to the Hwy. 12 overpass presents considerable opportunities for economic development and potential for lower-cost artist housing.

Across the street from Juilliard Park is the **Luther Burbank Home and Gardens**. (7) Many of the landmarks in this area, including a new Veteran's Memorial by City Hall, will echo the hardscape architectural elements



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present in the Prince Greenway. These elements also should be reproduced at the Luther Burbank Home to create a consistent artistic style for the neighborhood.

In addition, as this historical site is kitty-corner from the Prince Greenway, some connections should be added to direct visitors between the Home and Gardens and the Greenway.

Prince Greenway and A Street Neighborhood

The **Prince Greenway** is already home to an extensive public art collection, including murals, mosaics and art benches. Prince Greenway Park, under construction in this photo, will feature a mosaic fish, a fountain, and the relocated Hoag House. (8)



The Prince Greenway is an example of how neighborhoods in the Arts District need to have an artistic theme.

Mosaics and murals are prominent along the greenway, while the nearby A Street area has “fun and funky” art.

A Street already is a growing artists’ community. The area is home to a handful of small galleries, and artists are beginning to move into the A Street neighborhood to live. (9)



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A Street and nearby streets have been identified as prospective areas for additional artist housing. The neighborhood also has started to attract high-end cafés, such as the Café St. Rose.



Downtown Santa Rosa: City Hall, Courthouse Square

The corner of Santa Rosa and Sonoma Avenues, where Santa Rosa's City Hall is located, has been secured for a near-term art project. In addition, this location also is the source of great long-term artistic hopes.

In the near-term, the streetside corner of the site has been approved for a one-acre **Veterans Memorial Park**. The image at right depicts a computer-generated image of the proposed sculpture for the site. (10)



In the longer term, the City Hall Complex has been proposed for the site of an extensive new **performing arts center**. The City is in the process of purchasing properties from Sonoma Avenue to Third Street, with the hope of making this performing arts center a reality. At the time of this business plan (April 2008), the Wells Fargo Center for the Arts leaders are no longer considering this opportunity.(11)



City of Santa Rosa Arts District Business Plan

Plans would include uncovering Santa Rosa Creek at this location, and moving the Wells Fargo Center for the Arts into a new facility on the site.

Downtown Santa Rosa: Comstock Mall

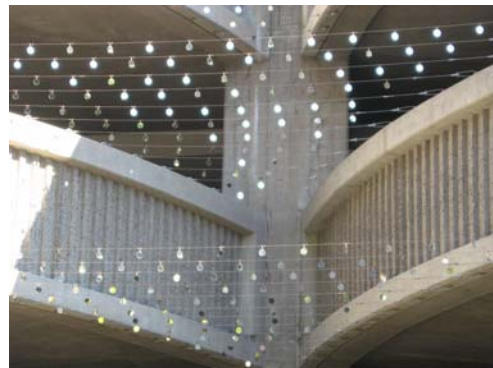
Comstock Mall is already the site of public art, including this Artstart mural. The walking mall presents ample opportunities for public art. (12)



In spring 2008, one of the mid-rise buildings on Comstock Mall will be replaced by a new 10-12 story building. The developers will have an art requirement, and will provide fountains and space for new sculptures.



A new art piece by Ned Kahn, "Nine," was installed in Comstock Mall in fall 2007. The piece throws splashes of light onto the pavement and has become an instant favorite with many young viewers. (13)



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Downtown Santa Rosa: Third Street and Courthouse Square

The **Third Street Depression**, the tunnel beneath Santa Rosa Plaza, is a proposed location for a light sculpture. (14)



A highlight of public art in Santa Rosa is “**Digitized Field**” by Ned Kahn. Installed in 2004 on the SBC Building on Third St., “Digitized Field” is a fascinating wind-activated art installation that brings art to life with vivid movement and reflection of environmental colors. (15)



As of September 2007, proposals are being reviewed for a reunited **Courthouse Square** in Downtown Santa Rosa. The reunited square would prominently feature art. (16)
Courthouse Square also provides an optimal venue for events and street vendors, in addition to public art.



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Fourth Street Corridor

In addition to the existing art along the Fourth Street Corridor and Fourth Street's neighboring alleyway, Jeju Way, there is a vision for substantial entryway artwork – perhaps an archway – on Fourth Street near Brookwood Avenue.

Along with Santa Rosa Avenue, **Fourth Street** is the other major art corridor in the Arts District.

Jeju Way marks a significant location for existing public art on Fourth Street. A partnership with Santa Rosa's Sister City, Juju, South Korea, this small alleyway is home to two murals, art benches and a sculpture/fountain. (17)



On **Jeju Way**, the mural on the western wall was created as a collaboration between Artstart students and visiting students from the Sister City, Jeju, South Korea. (18)

After the murals were installed, the neighboring Japanese restaurant made arrangements for outdoor seating, creating a pleasant café atmosphere.



This fountain at the intersection of **Jeju Way and Fourth Street** was a gift from Santa Rosa's Sister City. (19)



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Sixth Street Linkage and Seventh Street Museum

Developer Hugh Futrell has proposed a new five-story building for this site in the **Sixth Street Linkage** area. The site is already subject to requirements for low-income housing. Perhaps it will be possible to extend to the low-income housing requirement to low-income housing for artists. Plans for the site may include live-work spaces and an art gallery. (20)



The area around Seventh and Riley Streets has been identified as a good location for an outdoor event, such as a block party or art fair.

Proposals for the **Sixth Street Connector** include traffic circles, which would provide space for sculptures in the center of the circles. (21)



Near the Sixth Street Linkage Project, at the corner of Mendocino Avenue and Seventh Street, the **Sonoma County Museum** hopes to expand from its existing site at the old Santa Rosa Post Office. (22)



v. April 29, 2009

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The vision for the Arts District is that it will incorporate a wide variety of arts-related works, classes, businesses and living spaces. Some of these components are already in place, some are planned, and some are visions for the future.

Additional features desired for the arts district include:

- artist housing
- galleries
- arts-related businesses
- art classes and workshops
- performing arts
- temporary exhibit spaces
- public art, e.g., murals, mosaics, benches, sculptures

Some arts-related businesses already have moved to the Arts District. **A2 Art & Architecture** is a new business located on Fifth Street. (29)



A new type of art exhibit gaining in popularity in urban areas involves identifying appropriate buildings that are vacant and turning them into a temporary exhibit space sometimes known as a “**Phantom Gallery.**” A review of buildings in the Arts District during September 2007 revealed a number of attractive possibilities, including this space at the corner of Mendocino and Seventh Street.



The **Church of the Incarnation** Episcopal Church on Mendocino Avenue already hosts an art gallery and may offer art workshops, as well. (30)



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The newly refurbished Glaser Center on Mendocino Avenue presents, among other offerings, performing arts events. (31)



Just a couple of blocks away on Mendocino Avenue, the Cultural Arts Council operates its office space and gallery (404 Mendocino Ave., Suite C). (23)



Northern Boundary Entryway to the Arts District at College and Mendocino Avenues

If Courthouse Square becomes reunited, Mendocino Ave. will no longer be the major traffic corridor through town. B Street, pictured here, would become the new primary traffic corridor. (24)



At the northern boundary of the Arts District, a **new sculpture** by Boback Emad marks the entryway to the Arts District at College and Mendocino Avenues. (25) The sculpture will be installed by spring 2008.



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Railroad Square Area

The **DeTurk Round Barn** is currently being restored by the City of Santa Rosa. In the future, the barn could be used for activities such as art classes, recreation programming, and cultural or historical events. (26)



Sixth Street Playhouse operates out of a newly refurbished warehouse in Railroad Square. It currently offers live performances of plays and musicals. In the future, the theater may add an outdoor amphitheater near the Prince Greenway. (27)



Nearly across the street is **Chop's Teen Club**, which offers teens a wide array of arts activities, including a recording studio, art studio and exhibition space. (28)

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Appendix C: Budget Information

Santa Rosa Arts District Initial 18-Month Implementation Budget

Santa Rosa Arts District Initial 18-Month Implementation Plan January 2007 – June 2008

The initial eighteen months of the Santa Rosa Arts District are critical to the creation of a strong foundation for the activities that will bring the District to fruition. It is during this period that the seed money of \$280,000 that has been provided for the District by the Santa Rosa Redevelopment Agency must be wisely invested to initiate solid programs, develop and reinforce the Arts District identity, and attract private resources. To this end, and in keeping with the program described in *Vision: Santa Rosa Arts District*, the following activities and expenditures are proposed to be initiated during the period from January 2007 through June 2008:

Arts-Supportive Physical Environment	
Public art commissions to identify three critical "gateways" to the Arts District	\$ 50,000
District beautification and identity: <ul style="list-style-type: none"> • Street pole banners to identify the District • Informational kiosks displaying arts and entertainment information for visitors and residents • Artistic street furniture (benches, planters, bicycle racks, or other appropriate items, in collaboration with concurrent downtown street furniture efforts) 	18,000
ArtStart youth art project--painted benches or mural	5,000
<i>Subtotal</i>	<i>73,000</i>
Cultural Programming	
Signature Event--Theater series in Courthouse Square or Juilliard Park in Summer 2007 (City staff to identify private sponsorships of \$10,000 for project total of \$21,000)	11,000
First Friday Artwalk 2007 & 2008--Expand event footprint, merchant/artist participation, and promotion (City staff to identify additional funding sources and private sponsorships of \$10,000 for project total of \$22,000)	12,000
Arts District promotion and specific event marketing--webpage, newspaper calendar and ads, mailings, brochures, maps, cross promotion with Convention and Visitors Bureau, outreach to hotels, etc. (City staff to identify private sponsorships to enhance this program)	28,000
Live music and/or dance performance series in Courthouse Square, Juilliard Park, and other venues (City staff to identify private sponsorships of \$10,000 for project total of \$20,000)	10,000
Marketing and auxiliary event development to expand Sonoma County Book Festival	5,000
Development of and initial capitalization of arts/cultural grant program (City staff to identify private sponsorships to enhance this program)	20,000
Event and/or promotional participation in Performance Sonoma countywide showcase of the arts	6,000
Rotating street performer/art vendor program to utilize and enliven public spaces within District	2,000

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Collaboration with community organizations to support and expand existing cultural events such as El Dia de Los Muertos, Race Equality Week, etc. (City staff to identify private sponsorships of \$10,000 for project total of \$21,000)	11,000
Subtotal	\$ 105,000

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Leadership	
Public education on the arts--forums, speaker series, newsletter	2,000
Arts District strategic planning--public meetings, research, outreach materials	2,000
Professional management, and implementation staffing for Arts District (based on annual salary and benefit equivalent for 18 months) (\$107,286 at Rec Coord level X 18 mos), including the following activities: Coordination and implementation of Physical Environment and Cultural Programming projects; creation of partnerships and collaborative efforts with private partners; fundraising and identification of private sponsorships; technical support for privately sponsored arts initiatives in the District; development of resources and professional/business development opportunities for artists; attraction of artists and arts-supportive businesses to District; public education, Arts District promotion, and strategic planning efforts; staffing AIPPC	98,000
Subtotal	\$ 102,000
TOTAL	\$ 280,000

Budget for Revenue-Generating Projects for the Arts District, Fiscal 2008-09

According to staff of the City of Santa Rosa Recreation and Parks Department, the budget for FY 2008-09 is approximately \$25,000 for staff salary plus \$10,000 for events. The department hopes to generate \$10,000 of revenues for services offered to offset the above expenses.

The following recommendations were developed by Vicky Kumpfer and presented to the Arts in Public Places Committee on March 3, 2008:

Revenue Generating Projects for the Arts District

1. Public Artist Registry-Artists can register with us as a public art artist for us to refer to developers, or for the city's public art program.
 - Call for Artists requesting a \$50 fee, photos, resume, and contact information.
 - We manage the registry with a referral/consulting fee for developer of \$500.
 - Revenue potential: 100 artists in the registry \$5,000
 5 projects a year \$2,500
\$7,500
2. Emerging Artists Exhibition at Courthouse Square May 10, 2008
 - Artist will pay a space reservation fee of \$10.00 x 50 artists = \$500.
 - Community Foundation sponsorship is \$1,000.
\$1,500
3. Live at Juilliard - Art market - invite artist to display from 2:00-7:00pm for a fee of \$40.

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- 15 artists a day = \$600. a day x 6 concerts = **\$3,600**
 - 4. Phantom Gallery
 - Membership- \$50 x 30 artists = **\$1,500**
 - Rental space in the gallery 6'x 6'
is \$100 a month x 20 artists = \$2,000 a month x12= **\$24,000 a year**
 - Grants and Sponsorships:
 - NEA - **\$10,000**
 - Community Foundation **\$5,000**
 - California Arts Council **\$5,000**
 - \$20,000**
 - 5. Rental gallery in conjunction with the Phantom Gallery
 - Artists' register up to 20 artwork for \$40/yr x 100 artists = **\$4,000**
 - Public can rent a work of art for \$100 a month ;
7 works x 12 months = \$8,400
with a 40% administration fee = **\$3,360**
(artist receives \$60 a month for a painting they still own!)**\$7,360 a year**
 - 6. Sidewalk artists and performers- permit \$50 (for 5 days) x 10 a month x12 months
= **\$6,000**
 - 7. Peanuts on Parade like fundraiser- provide form (cow, heart, fish apple, horse or
the 50 banners we have left from Performance Sonoma) for artists to design.
 - Solicit sponsorships from businesses (logo placement) \$500 x 50 =**\$25,000**
 - Exhibit through out the community ; auction off at \$500 x 50 = **\$25,000**
\$50,000
 - 8. Community Center Exhibitions-
 - Charge an administration/registry fee of \$10 x 30 artists a year = **\$300.**
 - Find a sponsor for each location- Exhibition space sponsored by the Voigt
Family Foundation (on cards, wall, adventure guide, website) \$1,000 x3 =
\$3,000
 - Take a commission of 20% of sales. \$7,000 annual sales = **\$1,400**
- Call for artists exhibition fee of \$25 x 100 artists = **\$2,500**

Financial Information Provided to NEA, March 2008

The following information was provided by staff of the City of Santa Rosa Recreation and Parks Department.

City of Santa Rosa Arts District Business Plan

NEA Application Financial Information

Read the
instructions for
this form before
you start.

OMB No. 3135-0112
Expires 11/30/2010

If you are a parent organization, this information should refer to the component on whose behalf you are applying. Do not complete this form if you are applying for a *Challenge America Fast-Track Review Grant*.

Applicant (official IRS name):

OPERATING BUDGET	MOST RECENTLY COMPLETED FISCAL YEAR		CURRENT FISCAL YEAR (ESTIMATED)		NEXT FISCAL YEAR (PROJECTED)	
	(/ / -- / /)		(/ / -- / /)		(/ / -- / /)	
	START DATE	END DATE	START DATE	END DATE	START DATE	END DATE
Income:						
Earned	\$		\$		\$	
Contributed	\$	203,240	\$	155,000	\$	38,000
Total Income	\$	203,240	\$	155,000	\$	38,000
Expenses:						
Artistic salaries and fees	\$	68,500	\$	116,500	\$	25,000
Production/exhibition/ service expenses	\$	52,000	\$	25,000	\$	1,100
Administrative expenses	\$	82,500	\$	2,100	\$	5,000
Total Expenses	\$	203,000	\$	143,600	\$	31,100
Operating surplus/(deficit)\$		240	\$	11,400	\$	6,900

In the space below, discuss the fiscal health of your organization. You must explain 1) any changes of 15% or more in either your income or expenses from one year to the next, and 2) plans for reducing any deficit (include the factors that contributed to the deficit and its amount):

The Santa Rosa Art in Public Places Program is funded through a public ordinance that sets aside 1% of all General Fund capital projects to sponsor public art. Currently, California cities, including Santa Rosa, are under substantial budget stress because of the California state budget crisis. Consequently, General Fund expenditures are focusing on basic services, such as police and fire departments. As the State and city budgets return to fiscal health over the coming years, Santa Rosa funding for capital projects -- and Art in Public Places -- will increase.

Church of One Tree Revenue Estimates

Weddings and Receptions:

High-Season: May - October - 24 weeks

Mon. - Thurs.	20 rentals x \$266 (avg.)=	\$5,360
Fridays	20 rentals x \$566 (avg.)=	\$11,320
Saturdays	12 rentals x \$2,000=	\$24,000
*Sundays	10 rentals x \$1,500=	\$15,000

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*Less due to "Live at Juilliard" conflict			
High Season Wedding total			\$55,640
<u>Low Season: November - April - 28 weeks</u>			
Mon. - Thurs.	5 rentals x \$225 (avg.)=	\$1,125	
Fridays	5 rentals x \$750=	\$3,750	
Saturdays	7 rentals x \$1,500=	\$10,500	
Sundays	5 rentals x \$1,000=	\$5,000	
Low Season Wedding total			\$24,875
Total Wedding Revenue Estimates per year			\$80,515

This estimate does not include any additional charges for items such as rehearsal time charge, or any extras such as piano rental, table and chairs rental, or other equipment purchased as deemed necessary.

Non-Wedding Related Activities

Programs such as church recitals, choir groups, holiday celebrations, Christmas Eve services, singing groups, Drama Group performances, and other groups which are looking for a church set-up and/or atmosphere. Available 52 weeks a year.

Mon. - Thurs.	10 rentals x \$293 (avg.)=	\$303	
Fridays	15 rentals x \$612=	\$9,180	
Saturdays	20 rentals x \$1,750=	\$35,000	
Sundays	15 rentals x \$1,250=	\$18,750	
Total Rentals/year (Non-Wedding)			\$63,233

It is anticipated that revenue would increase approximately 5% per year. However, it is also anticipated that the 5% per year would need to be used to keep the Church in a rentable condition. In addition, other funds would be requested as needed in addition to the 5% for larger projects to keep the church in rentable condition.

TOTAL REVENUE PROJECTION	\$143,748
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City of Santa Rosa Arts District Business Plan

Appendix D: City of Santa Rosa Arts Policies and Ordinance

The following overview was provided 10/30/07 by Raissa de la Rosa, City of Santa Rosa Economic Development Specialist

Downtown Fine Arts Program Information from Redevelopment General File D-4

According to Redevelopment Agency Resolution No. 563, passed May 8, 1972, a developer is required to pay 1% of the development costs, including land, as a fee for the creation of fine arts and cultural elements, also known as "cultural and artistic inclusions". In 1997 (see later reference), the Fine Arts Guidelines added an allowance for exceptions to be made based on showing good cause, on a case by case basis.

The Council has a Public Art Policy (000-42), enacted November 19, 1996. This policy requires ½ of 1% of construction costs of eligible City capital improvement projects be used for art. Eligible projects means any project paid for wholly or in part from the City General Fund and/or the Park, Acquisition and Development Fund and can be a project that involves construction, rehabilitation, remodeling or improvement of any building, structure, park, public utility, street, sidewalk or parking facility.

In 1998 the Agency approved a Fine Arts Guideline Policy (May 20, 1998). The staff report elaborates on the following roles.

- The redeveloper is to select the artist, art and location with input from various interested boards and committees.
- Staff (aka the "project planner") insures that art locations are incorporated into project design and considered as part of the development review process.
- The Agency considers and takes action on art concepts proposed by the redeveloper, and considers/takes action on potential changes in terms of development agreements.

Highlights of the 1998 Fine Arts Guidelines include the following.

- The policy restates the 1% requirements as mentioned previously.
- The policy asks that fine art elements be located outside buildings, but exceptions may be made upon the showing of good cause, on a case by case basis.
- The policy states that it will be included in all Disposition and Development Agreements; these Agreements implement the Agency's Fine Arts Program as well as the Redevelopment Plan.
- Art selection procedures can be made by several different approaches: selection by Agency and Developer, selection by Agency OR Developer, or selection by a Fine Art Consultant approved by the Agency. (Note: In 1984 the

City of Santa Rosa Arts District Business Plan

Agency hired a fine art consultant for the Santa Rosa Center project area. The Consultant's role is to contact artists and galleries regarding prices and types of art, and to identify possible locations).

- The policy discourages the use of the same consultant for several projects so that fine art and cultural elements don't resemble one another.

There are references to a "Fine Arts Council" in the file. I could not find definitive information about this council in the file, but in some instances, proposed artwork was reviewed by a group that included the Design Review Board, the Cultural Arts Council and the Redevelopment Agency. These may be the components of the "Fine Arts Council". There is a City Council Policy (000-42 referenced above) that provides for an Art in Public Places Committee, along with selection criteria for all public art. Since this policy is in the file, it may be that it was used to select art for Santa Rosa Center.

City of Santa Rosa Arts District Business Plan

City Council Resolution #26716 Creating the Arts District

Agenda Item #11.7
For Council Meeting of: November 21, 2006

CITY OF SANTA ROSA CITY COUNCIL

TO: MAYOR AND CITY COUNCIL
SUBJECT: CREATION OF THE SANTA ROSA ARTS DISTRICT AND
APPROVAL OF INITIAL IMPLEMENTATION PLAN
STAFF PRESENTER: MARC RICHARDSON, ASSISTANT CITY MANAGER/
RECREATION AND PARKS
RECREATION AND PARKS DEPARTMENT
AGENDA ACTION: RESOLUTION

ISSUE(S)

Should the City Council authorize the creation of the Santa Rosa Arts District, approve an Initial Implementation Plan for the first eighteen months of the District's operation and direct staff to develop options for the ongoing financial support of the District?

BACKGROUND

On June 20, 2006, the Art In Public Places Committee (AIPPC) conducted a study session for the City Council calling out the City's current efforts to establish public art, conduct events to promote the arts, and fund these activities. The AIPPC also outlined opportunities to further these efforts and requested that the City Council consider creating an Arts District with a sustainable funding source. Subsequently, the AIPPC convened a focus group to receive feedback on their proposals and develop specific recommendations for City Council consideration. This focus group recommended the formation of the Santa Rosa Arts District, which would offer a concentration of arts and cultural opportunities.

The Santa Rosa Arts District will designate an area to receive focused, intensive application of both public and private resources to create an environment that is rich in the arts and culture. The District boundaries would be College Avenue to Bennett Valley Road, and Brookwood Avenue to the west side of Railroad Square. Although the Arts District will center on the downtown, taking advantage of many existing amenities and current downtown-centered investment, it will serve and benefit the entire community. The District will offer a range of arts and cultural experiences that are appealing to a wide variety of tastes, budgets, backgrounds, and ages, and celebrate the full spectrum of arts media and expressions.

The full proposal for the Santa Rosa Arts District is described in the document *Vision: Santa Rosa Arts District*, which is attached to this staff report along with a map of the proposed District.

City of Santa Rosa Arts District Business Plan

Creation of Arts District
Council Meeting of November 21, 2006

The proposed Arts District is consistent with goals and policies identified in the Arts and Culture Element in the General Plan, which acknowledges the important role of the arts in its vision for year 2020 in which, "...arts and culture contribute to an elevated quality of life in Santa Rosa through economic vitality, local cultural pride, inspired education, and productive art jobs." It is also reflective of many other civic initiatives, including the City's Economic Development Strategic Plan, *Santa Rosa 2030*, the Santa Rosa Main Street program, and the Recreation and Parks Department's business and strategic action planning process.

The Redevelopment Agency has recognized the strong revitalization potential of the Arts District, as evidenced by its allocation of \$280,000 in its 2006-2007 budget as seed money toward the establishment of the Arts District. The Agency has further supported the District through provision of an additional \$100,000 for a sculpture in the future Prince Gateway Park, which will be located on one of the critical corridors in the District. Both of these appropriations were confirmed by the City Council in June 2006.

ANALYSIS

1. Establishing and maintaining a successful Arts District will require an interdisciplinary, interdepartmental effort by the City, with sustained funding sources for physical improvements, on-going programming activities, and staffing. The AIPPC, the Recreation and Parks Department, and the Economic Development and Housing Department have worked together to develop an Initial 18-Month Implementation Plan for the Arts District (see attached) that is designed to build a strong foundation for the District during the period of January 2007 through June 2008. The Plan is proposed to be funded by the Redevelopment Agency's seed funding of \$280,000.
2. The Arts District Initial 18-Month Implementation Plan focuses on three key program areas: Arts Supportive Physical Environment, Cultural Programming, and Arts Leadership. The following activities and expenditures are proposed to be initiated during this one and one-half (1 ½) year time period:
 - *Arts Supportive Physical Environment* (\$73,000) – Creation of a beautiful and inspiring environment in the downtown area that enhances the enjoyment of the arts and culture and maximizes the public's opportunities to experience art. Specific projects include: three "gateway" public art commissions, a street pole banner program, Arts District information kiosks, an ArtStart painted bench or mural project, and artistic street furniture.
 - *Cultural Programming* (\$105,000) – Provision of varied opportunities for the public to experience performing arts and cultural activities in the downtown area. Specific projects include: a Summer 2007 outdoor theater series, expanded First Friday Artwalk, live music and dance performance series, support for Sonoma County Book Festival, participation in Performance Sonoma countywide arts showcase, rotating street performer/art vendor program, and collaboration with community organizations for support of various events celebrating our diverse cultures.
 - *Arts Leadership* (\$102,000) – Professional management and development of the Arts District, including planning and implementation of Physical Environment and Cultural Programming projects; development and funding of an arts/culture grant program; development of collaborative relationships between the public and private sectors; technical support for private

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Creation of Arts District

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arts initiatives; support for artists and arts-related businesses; strategic planning, outreach, promotions, and arts education for the public; resource development; solicitation of private sponsorships; staffing of AIPPC; and fundraising.

Please see the attached Plan for additional details.

3. The Plan also includes a list of program and project opportunities that could be considered for future development within the Arts District beyond the initial 18 months, pending identification of additional funding and staffing resources. It is proposed that strategic planning for the future of the Arts District be a key component of the City's activities during the initial 18 months. Such planning would involve consideration of the programs and projects identified in the Plan for the future, solicitation of input from the community and stakeholders, consideration of other planning and development efforts underway in the downtown area, and identification of funding resources beyond June 2008.
4. It is proposed that program and funding recommendations for the Arts District be generated by the AIPPC, which has a strong understanding of the value of arts and culture to the community, and has been very successful in placing art throughout Santa Rosa. Following the creation of the Arts District, the Council will be asked to consider a revised Art in Public Places Policy that expands the role of the AIPPC to include Arts District oversight and the ability to identify project and funding priorities for cultural programming and arts leadership.
5. Perhaps the most critical challenge during the Art District's initial 18 months will be identifying and securing sustainable funding for on-going, mid- and long-term staffing, programming, and projects. The seed funding from the Redevelopment Agency will enable the City to build a strong foundation for the Arts District through June 2008, but funding for work in Fiscal year 2008-2009 and beyond has not yet been identified. A minimum but reasonable target for the Art District's annual budget is \$250,000. Potential funding sources could include the General Fund, Redevelopment Agency funds, or a portion of the Transient Occupancy Tax (TOT) proceeds.

RECOMMENDATION

It is the recommendation of the Art In Public Places Committee, the Recreation and Parks Department, and the Economic Development and Housing Department that the City Council adopt a resolution establishing the Santa Rosa Arts District, approving the Initial 18-Month Implementation Plan with the source of funds being Account No. 4370, and directing staff to develop options for ongoing financial support of the District.

Author: Marc Richardson

Attachments:

Vision: Santa Rosa Arts District

Map of proposed Arts District boundaries

Santa Rosa Arts District Initial 18-Month Implementation Plan

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City of Santa Rosa Arts District Business Plan

Vision: Santa Rosa Arts District

Over the last decade, arts and culture have transformed many American cities. Visual art, music, dance, and theater, combined with architecturally unique public spaces, have helped to breathe new life into downtowns and brought economic prosperity to entire regions. Studies clearly demonstrate that cultural amenities and a strong arts sector are critical to a high quality of life and the attraction and retention of individuals who are essential to economic development and prosperity. Santa Rosa's General Plan acknowledges the important role of the arts in its vision for year 2020 in which "arts and culture contribute to an elevated quality of life in Santa Rosa through economic vitality, local cultural pride, inspired education, and productive art jobs."

Santa Rosa is currently poised to take advantage of the social and economic transformation that the arts and culture can catalyze. The largest city between San Francisco and Portland, Santa Rosa is the urban center of the North Bay and beyond. Sonoma County is blessed with many artists and arts organizations, and Santa Rosa's amenities, population base, and blossoming downtown area make it a natural candidate to be the premier cultural hub for the region. The next step is the creation of the Santa Rosa Arts District.

The Vision

The Santa Rosa Arts District will designate an area around the downtown to receive focused, intensive application of both public and private resources to create an environment that is rich in arts and culture. The District boundaries would be College Avenue to Bennett Valley Road, and Brookwood Avenue to the west side of Railroad Square. The District will include areas where the arts are already a fundamental contributor to neighborhood vitality, such as South A Street, as well as areas in which the opportunities for artists, art venues and events, and arts-supportive businesses and organizations, can easily be enhanced. Although the Arts District will center on the downtown, taking advantage of many existing amenities and current downtown-centered investment, it will serve and provide social and economic dividends to the entire community. The District will offer a range of arts and cultural experiences that are appealing to a wide variety of tastes, budgets, backgrounds, and ages, and celebrate the full spectrum of arts media and expressions.

Program Areas

The Santa Rosa Arts District will be brought to fruition by a variety of programs which will be developed and implemented over time, beginning immediately upon the adoption of the District. It is envisioned that the programs will span from the short-term to the long-term, from single events to multi-year efforts, and from the simple to the complex. Three distinct program areas have been identified for planning and implementation.

City of Santa Rosa Arts District Business Plan

1. Arts-Supportive Physical Environment

The Arts District will create a beautiful and inspiring environment in the downtown area that enhances enjoyment of arts and culture and maximizes the public's opportunities to experience art. This will be accomplished through programs that bring more public art installations, both permanent and temporary, to the District as an extension of the efforts already underway through the City's Art in Public Places Program. The entrances to the District will be marked with distinctive "gateway" public artworks, and art will be placed throughout the District. The identity of the Arts District will be further enhanced by distinctive street pole banners, signage, and informational kiosks. In addition, functional objects in the public realm, such as benches, lightpoles, and other street furniture, will be designed by artists wherever possible. The District will coordinate with other public improvement efforts underway to enhance the beauty and comfort of the downtown area for visitors. Finally, the Arts District will strive to create more venues for the public to access arts and culture, including performing arts spaces, artist studios, galleries, arts education facilities, and exhibition spaces. Indoor and outdoor, as well as formal and informal venues will be developed.

2. Cultural Programming

The Arts District will provide as many and as varied opportunities as possible for the public to experience performing arts and cultural activities in the downtown area. This will include the programming of music, dance, theater, film, digital, and literary arts events in both public and private venues, oriented toward a variety of income levels and interests. Support will be provided for organizations that sponsor and provide venues for these endeavors in the District. Special events such as festivals and fairs, the First Friday Artwalk, art shows, and walking tours will be encouraged and developed. The Arts District will also celebrate our rich cultural fabric through the support of community events such as El Dia De Los Muertos and Race Equality Week. The District will capitalize on and work to develop existing cultural resources such as the Central Library and the Sonoma County Museum.

3. Arts Leadership

The success of the Arts District will hinge on collaborative leadership between the public and private sectors to bring the above programs and projects to fruition. Similarly, the District will rely on the combined energy and resources of the public and private sectors to support artists and arts organizations, the providers of the creative energy that the District will showcase. The Arts District will provide a framework for the City and its partners to collaborate to enhance the work of artists in Santa Rosa, including programs to increase access to affordable housing, live/work and studio opportunities, artist in residence programs, business and professional development, and arts resource development. Public arts education will also be developed through the District through classes, lectures, and partnerships with institutions such as Santa Rosa Junior College and organizations such as ArtStart. The City and its partners will also provide leadership for the Arts District by working to attract arts-supportive businesses, such as galleries, restaurants, bookstores, art supply stores, and entertainment businesses. Another critical element of the success of the District will be development and reinforcement of the Arts

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City of Santa Rosa Arts District Business Plan

District identity and promotion and marketing for both the District itself and for individual events and programs within the District.

Oversight

It is proposed that program and funding recommendations for the City's role in the Arts District be generated by the Art in Public Places Committee (AIPPC). The AIPPC has a strong understanding of the value of arts and culture to the community and has been very successful in placing art throughout Santa Rosa. Following the creation of the Arts District, the role of the AIPPC will be expanded to include focused attention on the downtown area, as well as the ability to identify project and funding priorities for cultural programming and arts leadership, as well as public art. The District programs will be implemented by City staff, frequently in collaboration with private partners. Staff will also work with the community, the private sector, and the AIPPC to conduct strategic planning for the District for mid- and long-term activities.

Sustainability

The Arts District is an ambitious undertaking that has the potential to tremendously strengthen and organize arts and culture in the region, hasten positive development in the downtown area, and create a powerful economic engine for all of Santa Rosa. A project of such tremendous promise demands significant public and private investment.

The Santa Rosa Redevelopment Agency has provided the initial investment of public funds, in the amount of \$280,000, to launch the Arts District. An Initial 18-Month Implementation Plan has been prepared with the intent of strategically using the Agency's seed funding to build the foundation of the Arts District between January 2007 and June 2008. The Plan calls for a variety of projects implementing the Physical Environment and Cultural Programming elements described above. It also dedicates a portion of the seed funding to the significant staff time that will be required to implement these projects and provide the leadership to move the Arts District ahead.

However, program and staffing resources have not yet been identified for July 2008 and beyond. It is essential that these resources be identified soon, and in sufficient amounts, so that the initial investment of the Redevelopment Agency into the Arts District will be a worthwhile one, and so that the momentum of the initial 18 months will be maintained toward the full realization of the Arts District.

CORE AREA ARTS DISTRICT

Map showing the Core Area Arts District boundary in San Francisco. The district is outlined in a thick black line. Key streets and landmarks labeled include:

- Streets: Broadway Ave, Stockton Ave, Santa Rosa Ave, Market St, Mission St, Folsom St, Harrison St, and others.
- Landmarks: Santa Rosa Middle School, City Hall, Vineyard Creek Hotel, and County Fairgrounds.
- Other features: NWP RR (Northern Western Pacific Railroad) tracks.

Scale: 0.5 miles, 1 mile.

Created October 2007 by Mike Hargrave, Information Technology

City of Santa Rosa Arts District Business Plan

Santa Rosa Arts District Initial 18-Month Implementation Plan January 2007 – June 2008

The initial eighteen months of the Santa Rosa Arts District are critical to the creation of a strong foundation for the activities that will bring the District to fruition. It is during this period that the seed money of \$280,000 that has been provided for the District by the Santa Rosa Redevelopment Agency must be wisely invested to initiate solid programs, develop and reinforce the Arts District identity, and attract private resources. To this end, and in keeping with the program described in *Vision: Santa Rosa Arts District*, the following activities and expenditures are proposed to be initiated during the period from January 2007 through June 2008:

Arts-Supportive Physical Environment	
Public art commissions to identify three critical "gateways" to the Arts District	\$ 50,000
District beautification and identity: <ul style="list-style-type: none"> • Street pole banners to identify the District • Informational kiosks displaying arts and entertainment information for visitors and residents • Artistic street furniture (benches, planters, bicycle racks, or other appropriate items, in collaboration with concurrent downtown street furniture efforts) 	18,000
ArtStart youth art project--painted benches or mural	5,000
<i>Subtotal</i>	<i>73,000</i>
Cultural Programming	
Signature Event--Theater series in Courthouse Square or Juilliard Park in Summer 2007 (City staff to identify private sponsorships of \$10,000 for project total of \$21,000)	11,000
First Friday Artwalk 2007 & 2008--Expand event footprint, merchant/artist participation, and promotion (City staff to identify additional funding sources and private sponsorships of \$10,000 for project total of \$22,000)	12,000
Arts District promotion and specific event marketing--webpage, newspaper calendar and ads, mailings, brochures, maps, cross promotion with Convention and Visitors Bureau, outreach to hotels, etc. (City staff to identify private sponsorships to enhance this program)	28,000
Live music and/or dance performance series in Courthouse Square, Juilliard Park, and other venues (City staff to identify private sponsorships of \$10,000 for project total of \$20,000)	10,000
Marketing and auxiliary event development to expand Sonoma County Book Festival	5,000
Development of and initial capitalization of arts/cultural grant program (City staff to identify private sponsorships to enhance this program)	20,000
Event and/or promotional participation in Performance Sonoma countywide showcase of the arts	6,000
Rotating street performer/art vendor program to utilize and enliven public spaces within District	2,000
Collaboration with community organizations to support and expand existing cultural events such as El Día de Los Muertos, Race Equality Week, etc. (City staff to identify private sponsorships of \$10,000 for project total of \$21,000)	11,000
<i>Subtotal</i>	<i>\$ 105,000</i>

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City of Santa Rosa Arts District Business Plan

Leadership	
Public education on the arts--forums, speaker series, newsletter	2,000
Arts District strategic planning--public meetings, research, outreach materials	2,000
Professional management, and implementation staffing for Arts District (based on annual salary and benefit equivalent for 18 months) (\$107,286 at Rec Coord level X 18 mos), including the following activities: Coordination and implementation of Physical Environment and Cultural Programming projects; creation of partnerships and collaborative efforts with private partners; fundraising and identification of private sponsorships; technical support for privately sponsored arts initiatives in the District; development of resources and professional/business development opportunities for artists; attraction of artists and arts-supportive businesses to District; public education, Arts District promotion, and strategic planning efforts; staffing AIPPC	98,000
<i>Subtotal</i>	<i>\$ 102,000</i>
TOTAL	\$ 280,000

Santa Rosa Arts District Beyond June 2008

By the end of June 2008, it is anticipated that the pursuit of the Initial 18-Month Implementation Plan will have created a strong foundation for further development of the Arts District over the mid- and long-term. To sustain this momentum and keep the District moving ahead, additional resources will need to be identified, and staffing may need to be added. It is projected that annual funding in the amount of at least \$250,000 will be necessary to fully realize the District, beginning in the 2008-2009 fiscal year. This will allow sufficient dedicated staffing of the District, continuity and expansion of programs, and exploration of larger projects such as a major performing arts complex in the District.

Some of the opportunities that have been recognized for the point at which additional funding is identified include:

- Annual public art commissions (recommendation is two per year)
- Bandshell in Juilliard Park—landmark design to create inspiring performance space and enhance park use
- Artist-designed street furniture program
- Bennett Valley Road Senior Center conversion to arts center
- Major performing arts complex
- Development of artist living, live/work, studio, office spaces
- Development of arts education facilities
- Examination of regulatory barriers to desired Arts District activities
- Year-round free performance program
- Additional Santa Rosa Arts District Signature Events (sculpture, cartoon, film, photography, literature festivals, etc.)
- Expanded arts/culture grant program
- Outreach and promotion to reinforce that Santa Rosa Arts District is regional cultural hub
- Coordinated Arts District signage and wayfinding program and expansion of banner program for consistent appearance and message throughout District
- Fundraising and solicitation of major private partners to sustain long-term Arts District growth
- Partnership with ArtStart and ArtQuest to improve youth arts education and training
- Comprehensive strategic planning process every five years
- Full-time professional staffing consistent with program growth
- Administrative and technical staff consistent with program growth

City of Santa Rosa Arts District Business Plan

Redevelopment Agency Resolution #563

RESOLUTION NO. 563

RESOLUTION OF THE URBAN RENEWAL AGENCY OF THE CITY OF SANTA ROSA
ADOPTING A FINE ARTS PROGRAM FOR THE URBAN RENEWAL PROJECT AREA

WHEREAS, it is the Agency's desire to enhance the aesthetic
quality of development within the Urban Renewal Project Area; and

WHEREAS, it is believed that the placement of works of art
in the form of sculptured fountains, murals, sculptures, mosaics,
etc. throughout the Project Area will achieve the desired results;
and

WHEREAS, the City of Santa Rosa Civic Arts Commission is
involved in a similar task in other areas of the City and approves
such a program for the Agency; now therefore

BE IT RESOLVED by the Urban Renewal Agency of the City of
Santa Rosa as follows:

City of Santa Rosa Arts District Business Plan

1. That each developer, public or private, shall be required to apply a minimum of one percent of his total development costs, including land, to the creation of fine art and cultural elements in his development in the absence of showing that it is not economically feasible. This requirement shall be incorporated in all land disposition agreements. It is hereby noted, however, that the Agency may not necessarily adhere strictly to the one percent figure if a developer submits an art object which is acceptable to the Agency and which is priced at less than the one percent figure. All art objects which represent less than a one percent sum must be submitted to the Civic Arts Commission for its review and comment prior to submission to the Agency.

2. That the fine art elements generally will be located outside the building, not only for the development of a total program, but for the public to enjoy as well.

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3. That selection of each art object shall be coordinated between the Agency, the Redeveloper, a fine art consultant if desired by the Agency, and the City of Santa Rosa Civic Arts Commission, with final selection and approval left to the Agency.

DULY AND REGULARLY ADOPTED by the Urban Renewal Agency of the City of Santa Rosa this 8th day of May 1972.

AYES: (4) Browne, Schmoll, Pisenti, Belden

NOES: (0) None

ABSENT: (1) Toohy

APPROVED: _____

Tom Belden
Chairman

ATTEST: _____

James J. Belden
Secretary

City of Santa Rosa Arts District Business Plan

Ordinance #3805

ORDINANCE NO. 3805

ORDINANCE OF THE COUNCIL OF THE CITY OF SANTA ROSA ADDING CHAPTER 21-08, DEVELOPMENT REQUIREMENTS RELATING TO PUBLIC ART, OF THE SANTA ROSA CITY CODE

THE PEOPLE OF THE CITY OF SANTA ROSA DO ENACT AS FOLLOWS:

Section 1. Chapter 21-08 is added to the Santa Rosa City Code to read in full as follows:

CHAPTER 21-08 DEVELOPMENT REQUIREMENTS RELATING TO PUBLIC ART

Sections:

21-08.010	Purpose and intent.
21-08.020	Definitions
21-08.030	Public Art Contribution; Requirements
21-08.040	Public Arts Projects for On-Site Installation.
21-08.050	Eligible Public Art Expenditures.
21-08.060	Process for Approval of Public Art for On-site Installation.
21-08.070	Additional Requirements for Public Art for On-site Installation.
21-08.080	Location and Relocation for Public Art.
21-08.090	Contribution by the City for Public Art Fund.

21-08.10 Purpose and intent.

The purpose of this ordinance is to authorize the establishment of guidelines, procedures and standards for the integration of public art into development projects throughout the City of Santa Rosa.

Public art helps make our city more livable and more visually stimulating. The presence of and access to public art enlivens the public areas of buildings and their grounds and makes them more welcoming. It creates a deeper interaction with the places where we live, work, and visit. The visual and aesthetic quality of development projects has a significant impact on property values, the local economy and vitality of the City. Public art illuminates the diversity and history of a community, and points to its aspirations for the future. A wealth of art and culture in the public realm will foster the economic development of the community.

To achieve these goals, public art should be integrated into development projects citywide. For best results, consideration of public art should be integrated into project planning at the earliest possible stage, and the selected artist should become a member of the project's design team early in the design process.

City of Santa Rosa Arts District Business Plan

21-08.020 Definitions.

The following words and phrases, whenever used in this Chapter, shall be construed as defined in this section:

(A) "Art in Public Places Committee" or "AIPPC" means a committee designated by the City Council to advise the City Council and staff on the implementation of this Chapter the Public Art Policy, and expenditures of the Public Art Fund.

(B) "Artist" means a person who has established a reputation of artistic excellence, as judged by peers through a record of exhibitions, public commissions, sale of works, or educational attainment.

(C) "Construction Costs" means the total value of any development project covered by this Chapter. Calculations shall be based on construction and improvement costs as declared on all building permit applications. Building permit applications shall include, but not be limited to all grading, building, plumbing, mechanical, and electrical permit applications for the project. The actual construction costs for the purpose of determining the Public Art Contribution amount required by this Chapter shall be determined by the City's Chief Building Official.

(D) "Developer" means the person or entity that is financially and legally responsible for the planning, development and construction of any development project covered by this Chapter, who may, or may not, be the owner of the subject property.

(E) "Development" or "Development Project" means a project involving the construction of a new building or the rehabilitation, renovation, remodeling or improvement of an existing building, and having construction costs, as defined in this Chapter, of \$500,000 or more. An existing building that is remodeled with a construction cost greater than or equal to 50% of the replacement cost of the building as determined by the City's Chief Building Official, regardless of the actual amount of the construction costs, shall also be subject to the requirements of this Chapter. Development or Development Project as herein defined shall include any and all commercial development, including office and retail uses, but not industrial or light industrial uses, and any commercial portions of any mixed-use development throughout the City of Santa Rosa, subject to the following exemptions: Remodeling, repair or reconstruction of structures which have been damaged by fire, flood, wind, earthquake or other calamity; seismic retrofit projects as defined by the Santa Rosa City Code; and fire sprinkler installation projects as defined by Santa Rosa City Code.

(F) "In-Lieu Contribution" means payment by owner or developer into the Public Art Fund in the amount of the Public Art Contribution in lieu of installation of public art on-site.

(G) "Installation Date" means the actual date on which the public art is installed on site or the date that the certificate of occupancy was issued, whichever is later.

(H) "Public Art" means an original work of a permanent nature in any variety of media produced by an artist, as defined by this Chapter, or by a team of artists.

(I) "Public Art Fund" means a fund established and maintained by the City of Santa Rosa for the purpose of funding public art and cultural programming consistent with the Public Art Policy, and administered by the AIPPC.

City of Santa Rosa Arts District Business Plan

(J) "Public Art Contribution" means the dollar amount equal to (i) for the first twelve month period following the effective date of this Chapter $\frac{1}{2}\%$ of the construction costs of a development project covered by this Chapter, or (ii) after the expiration of the first twelve month period following the effective date of this Chapter, 1% of the construction costs of a development project covered by this Chapter. In the case of a mixed-use project, the dollar amount equal to $\frac{1}{2}\%$ for the first twelve month period, or 1% thereafter, of the commercial component of that development project. For purposes of determining the public art contribution for a mixed-use project, the construction costs will be determined based on the per square foot cost of the entire development relative to the commercial portions of the development (e.g., total \$350 PSF for the entire 15,000 SF project, where commercial is 2,000 SF – 1% contribution based on $\$350 \times 2,000 = \$7,000$).

(K) "Public Art Policy" means the City Council Policy 000-42 originally adopted by Council resolution on November 10, 1998, as may be amended from time to time, setting forth those policies governing the AIPPC, the Public Art Program and the administration of the Public Art Fund.

(L) "Public Art Program" means a program for delivery of a broad range of art and cultural projects and activities throughout Santa Rosa and within the Santa Rosa Arts District, as designated by the City Council in the Public Art Policy.

21-08.030 Public art contribution; Requirements.

(A) Developments covered by this Chapter, which are those defined in Section 21-08.020 above, shall be required to devote not less than the public art contribution amount for such development projects, as defined in Section 21-08.020 and determined by the City's Chief Building Officer, for the acquisition and installation of public art on the site of the development project.

(B) Non-municipal governmental construction shall be exempt from this Chapter.

(C) In lieu of acquisition and installation of public art on the development project site, developer, at its discretion, may pay the public art contribution amount in cash. The in-lieu fee public art contribution amount shall be paid in full prior to the issuance of a certificate of occupancy. Any in-lieu payment shall be deposited into the Santa Rosa Public Art Fund as administered by the AIPPC.

(D) Subject to the approval of the AIPPC, developer may install Public Art on the development project site that has a value lower than the Public Art Contribution amount and pay an in-lieu contribution for the balance of the public art contribution.

21-08.040 Public art projects for on-site installation.

(A) Public art, for the purposes of this Chapter and for the purposes of determining what shall meet the public art contribution requirements for on-site installation of public art, may include works of art that are created uniquely by an artist, as that term is defined in this Chapter, and integrated into the development project, including but not limited to the following or any combination of the following:

- (1) Painting in all media including permanently affixed works such as murals or frescoes;
- (2) Prints and drawings;
- (3) Reliefs, including carvings, frescoes, mosaics, earth works;
- (4) Sculpture, including statues, fountains, kinetic, electronic, mobiles and

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- monuments, or other in any material or combination of materials;
- (5) Arches or other structures intended for ornament or commemoration;
- (6) Graphic and multi-media, including printmaking, photography, any combination or forms of electronic media in a large public scale;
- (7) Mixed or conceptual media in any combination of forms or media including drawings, collages, prints, or the use of sound, light, or water;
- (8) Video, electronic, holographic, or digital media;
- (9) Crafts both decorative and utilitarian in clay, fiber, wood, metal, glass, plastics and other materials;
- (10) Stained glass;
- (11) Neon; or
- (12) A landscape or architectural feature that has been specifically and originally designed as a unique artistic element for the project and is not a mass production or replication

Public art may include any other form determined by the Art in Public Places Committee to satisfy the intent of this Chapter.

(B) The following are not considered public art for the purposes of this Chapter:

- (1) Directional elements such as supergraphics, signage, or color coding except where these elements are integral parts of the original work of art or executed by artists in unique or limited editions;
- (2) Objects which are mass produced of standard design such as banners, signs, playground equipment, benches, statuary, street barriers, sidewalk barriers, or fountains;
- (3) Reproduction, by mechanical or other means, of original works of art, except in cases of film, video, photography, printmaking, or other media arts;
- (4) Decorative, architectural, or functional elements which are not designed by the building architect or landscape architect as an original artistic design feature unique to the project;
- (5) Landscape architecture, gardening, or materials, except where these elements are designed by the artist and are integral or part of the work of art created by the artist; or
- (6) Landscaping required by the City's Community Development Department as part of the Development entitlements.

(C) Alternatively, developer may by special application and coordination with City staff, satisfy up to seventy-five percent (75%) of the public art contribution required hereunder as follows:

(1) Developer's inclusion of space within the project that is generally open to the public during regular business hours and is dedicated by developer or owner for regular use as a rotating gallery, free of charge, will be deemed to satisfy twenty-five percent (25%) of the Public Art contribution hereunder required, provided that developer or owner facilitates or arranges for the facilitation of regularly maintained display of original works of art, with no financial gain to developer or owner.

(2) Subject to the reasonable discretion of the Director of Recreation and Parks, developer's provision, design and dedication of at least 500 square feet of open space within the development project, including but not limited to the supply of electrical outlets and lighting, which space is generally available to the public and its primary use is for arts and cultural programming may be deemed to satisfy fifty percent (50%) of the public art contribution, provided that developer or owner facilitates or arranges for the facilitation of such space for regular arts and cultural programming with no financial gain to

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developer or owner. The space should be available to individual artists, and not for profit cultural organizations presenting art which is intended for the general public. City staff will be available to provide information on current local artists and cultural organizations as resources for such programming. The Director's reasonable discretion, in allowing the dedication of such space hereunder, shall be based on a determination of the City's needs and likely use of such space to include, but not be limited to, the following criteria - the need and likelihood of the use of such space given the location of the space and other similar existing space within the same general area, whether sufficient arts and cultural programming resources have been identified and are generally available to utilize the space, and whether the space and use of the space as proposed are consistent with the stated goals of the City's public art policy, as herein defined, and the general plan.

(D) Developer shall have the right to satisfy the requirements for providing public art, as herein set forth, in whole or in part on one alternate site instead of or in addition to the development project covered by this Chapter, provided that the public art on such alternate site shall, alone or in conjunction with the development project site, be consistent with all provisions of this Chapter and may not be installed or commissioned prior to the completion date of the application triggering these requirements.

21-08.050 Eligible public art expenditures.

(A) The public art contribution for on-site installation must be expended only on costs associated with the selection, acquisition, purchase, commissioning, design, fabrication, placement, installation, or exhibition of the public art. Eligible expenditures include the following items:

- (1) Artist fees;
- (2) Labor of assistants, materials, and contracted services required for the design, fabrication, and installation of the public art;
- (3) Any required permit or certificate fees and reasonable business and legal costs directly related to the public art;
- (4) Dealer's fees, if necessary and where appropriate, up to 10% of the public art contribution;
- (5) Communication and other indirect costs (insurance, utilities associated with the creation but not the operation of the public art, etc.);
- (6) Transportation of the public art to the site;
- (7) Preparation of site to receive public art, beyond that required for the development itself;
- (8) Installation of the completed public art;
- (9) Structures which enable the display of the public art, such as platforms or pedestals, up to 5% of the total public art contribution;
- (10) Mountings, anchorages, containments, or other materials necessary for installation of the public art; and
- (11) Plaque identifying the public art, as required by this Chapter.

(B) Expenditures that are ineligible to be counted toward the public art contribution include the following items:

- (1) Promotional materials or activities for the artist, the public art, the development, the developer or others parties involved in the development project;
- (2) Opening, dedication, or other event for the public art, artist, or development;
- (3) Developer's project management expenses associated with the public art;
- (4) Services, materials, utilities or other expenses associated with the operation

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or maintenance of the public art;

(5) The cost of locating the artist(s);

(6) Land costs or any other costs associated with the development that are not part of and solely attributable to the public art, except as specifically set forth in this Chapter; and

(7) Illuminating the public art if not integral to the design.

21-08.060 Process for approval of public art for on-site installation.

(A) Selection of the artist and public art will be the responsibility of the developer. At the sole discretion of the AIPPC, the developer may receive limited assistance from the AIPPC in the identification of potential artists and concepts for the public art. All financial arrangements related to the public art are negotiated between the artist and the developer as contracting parties and will be verified by a written agreement.

(B) Prior to issuance of the building permit for the development project, the proposed public art must be reviewed and approved by the Director of Recreation and Parks or designee for compliance with this Chapter and any associated guidelines subsequently formulated by the City. In addition, the budget for the proposed public art must be approved to ensure that only eligible expenditures are proposed and that such expenditures total the amount of the public art contribution.

(C) Issuance of any temporary or permanent certificate of occupancy for the development project will be conditioned on completion and full installation of the public art at the development site in accordance with the public art proposal approved by the City, and confirmation by the City that the developer expended the public art contribution in full on the public art and in accordance with this Chapter. In the alternative, developer may elect to defer the obligation to install the public art or to pay the in lieu contribution amount to the City for up to six months by executing a written agreement setting forth developer's obligations hereunder in favor of the City and by providing security for said obligation in a form acceptable to the City Attorney.

21-08.070 Additional requirements for public art for on-site installation.

(A) Whenever feasible, the public art shall be installed on the development site in a location that allows the public art to be visible to the public from a public right-of-way or from other public property at all times. In the event that this is not feasible, the developer may request approval from the City to place the public art on the development site in a location to which the public has free and unrestricted access during as many hours per day as possible, but at a minimum between the hours of 9:00 a.m. and 5:00 p.m. Monday through Friday each week.

(B) The art shall be a permanent, fixed asset to the property. The composition of the artwork shall be of permanent materials requiring a low level of maintenance. Materials used shall be durable and weather resistant.

(C) The Public Art shall be identified by a plaque that meets the standards in use by the City at the time of installation of the Public Art. The requirement of this paragraph may be waived if determined in a particular circumstance to be inconsistent with the intent of this Chapter.

(D) The developer and subsequently the property owner shall maintain or cause to be maintained in good condition the public art continuously after its installation and shall perform necessary repairs and maintenance to the satisfaction of the City. The maintenance obligations of the property owner shall be contained in a covenant and recorded against the property and shall run with the property.

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21.08-080 Location and relocation for public art.

(A) The public art must remain on the project site for not less than twenty years from the original installation date, as that term is defined in this Chapter. When and if the development project is sold within twenty years from the installation date, the public art must remain at the development for which it was created and may not be claimed as the property of the seller or removed from the development or its location as approved by the AIPPC. In the event that a property is to be demolished within said twenty year period, the owner must relocate the public art to another publicly accessible, permanent location that is approved in advance by the AIPPC.

(B) A property owner may petition the AIPPC to relocate the public art to another public accessible location on the development project site.

(C) In the case of removal of the public art for any reason prior to the expiration of the twenty year period, developer or owner of the development project must notify the City at least 30 days in advance of the removal, and must replace the public art within six (6) months of its removal, meeting all of the requirements of this Chapter and using the same approval process, and pay an amount equal to the remaining portion of the in lieu contribution prorated over said twenty year period.

(D) Any removal, relocation, or replacement of the public art must be consistent with the California Preservation of Works of Art Act and the Federal Visual Artists' Rights Act and any other relevant law. Developer or owner shall execute a restrictive covenant in a form acceptable to the City Attorney enforceable by the City, which shall be recorded against the project site and shall run with the land for a period of twenty years from the installation date.

21.08-090 Contribution by the City for public art fund.

The City of Santa Rosa shall contribute to the Public Art Program by annually allocating an amount into the Public Art Fund that is equal to 1% of the total dollar amount of the construction costs of eligible capital improvement projects. Eligible projects covered by this Chapter are defined as those capital improvement projects paid for in whole or in part from the City General Fund or the park acquisition and development fund, and involving the construction, rehabilitation, remodeling or improvement of any building, structure, park, public utility, street, sidewalk or parking facility within the limits of the City of Santa Rosa. For eligible projects funded from multiple funding sources, only that portion of the total project costs funded from eligible funding sources shall be applicable under this Chapter. Park acquisition and development fund may be spent only on public art in parks projects. The fees collected pursuant to the City Code Chapter 19-70, "Parks and Recreation Land Fees" shall not be increased for the purpose of acquiring art in public places.

Section 2. Application. This Ordinance shall apply to any development project for which a completed application has not yet been received by the City of Santa Rosa Community Development Department as of the date the Ordinance takes effect.

Section 3. Environmental Determination. The Council finds that the adoption and implementation of this ordinance are exempt from the provisions of the California Environmental Quality Act pursuant to CEQA Guidelines section 15060(c)(2) in that the Council finds there is no foreseeable possibility that the implementation of this ordinance may have a significant effect on the environment.

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Section 4. Severability. If any section, subsection, sentence, clause, phrase, or word of this ordinance is for any reason held to be invalid, the validity of the remaining portions of this ordinance shall not be affected.

Section 5. Effective Date. This Ordinance shall be in full force and effect from and after the expiration of ninety (90) days from the date of its final passage.

IN COUNCIL DULY PASSED AND ADOPTED this 28th day of November, 2006.

AYES: (4) Mayor Bender; Councilmembers Condron, Rabinowitsh, Sawyer

NOES: (3) Councilmembers Blanchard, Martini, Pierce

ABSENT: (0)

ABSTAIN: (0)

ATTEST: Susan Stoneman, City Clerk

APPROVED: Jane Bender, Mayor

APPROVED AS TO FORM:

Brien Farrell, City Attorney

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Policy #000-42

COUNCIL POLICY			
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PUBLIC ART POLICY	000-42	06/11/02	1 of 12

I. BACKGROUND

- A. The purpose of the public art programs for the City of Santa Rosa is to enrich the community by integrating a wide range of art into public spaces, recognizing that art in a public setting is vital to a livable community.

II. GOALS/PURPOSE

- A. A successful public art program, through diverse approaches to specific projects, may include any or all of the following and will strive to:
1. Humanize the urban environment through high quality artistic statements that enliven public spaces;
 2. Develop a public collection of artworks which are of the highest aesthetic quality, represent our diverse community and address a wide range of artistic expressions and venues, including both established and innovative art forms;
 3. Encourage public dialogue about and understanding of works of art and the issues public art may raise;
 4. Ensure that public agencies and community representatives play an active role in the selection of commissioned art;
 5. Encourage early collaboration among artists, architects and engineers so that artworks are thoroughly integrated and public art dollars are maximized;
 6. Provide opportunities for artists to play active roles in the revitalization of neighborhoods and redevelopment areas;
 7. Provide opportunities for artists to advance their art forms;
 8. Provide a process for evaluating and accepting public art funded by

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- sources other than those listed in this policy;
9. Encourage the preservation of cultural traditions;
 10. Preserve art objects and artifacts displaced through improvement projects;
 11. Provide for the appropriate maintenance of the Public Art Collection;
 12. Ensure proper cataloging of the Public Art Collection; and
 13. Encourage private developments to include publicly accessible art.

III. POLICY

A. ART IN PUBLIC PLACES COMMITTEE

The Art in Public Places Committee (APPC) oversees the Public Art Program in Santa Rosa. The APPC develops policies and goals for the selection, placement and maintenance of works of art. The APPC strives to ensure excellence in the public collection by active participation in a sequence of selection stages of art projects.

1. MEMBERSHIP. Membership includes one representative from the Cultural Arts Council of Sonoma County (CACSC); one member from each of the following City of Santa Rosa Boards or Commissions—Planning Commission, Design Review Board, Board of Community Services, Redevelopment Agency, Cultural Heritage Board; up to two members of the Santa Rosa City Council; and up to four members of the general public. Members shall be appointed to serve a four-year term. The initial appointments shall be for terms of one, two, three and four years. Subsequent appointments shall be for terms of four years. The specifications of initial terms shall be by lot once the initial appointments have been made.
2. MANNER OF APPOINTMENT. Each entity listed in III(A)(1) shall recommend its representative(s) for appointment. The City Council shall

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appoint the members of the general public to the Committee.

3. PURPOSE. It is the APPC's intention to recognize the complexities of balancing the needs of artists, the client, and the public for an attractive, unique and humane urban environment. The program will strive for solutions that ensure that the artwork, whether purchased or commissioned, is appropriate for its site. In construction projects where art will be incorporated, the artist will be involved at the earliest stages of design, whenever possible, to ensure a totally integrated solution.
4. EDUCATION. The APPC recognizes the potentially controversial nature inherent in any good public art program. It is with this in mind that the APPC will encourage development of an education program for the commissioned artwork. Projects might include an exhibition, artists' visits to schools, pamphlets describing the work, slide shows, television interviews, or artists' public appearances. All of these activities will attempt to bring the general public into closer contact with the work of art and/or the artist, and thereby assist in promoting an understanding of the work of art and the Art in Public Places Program.
5. CONFLICT OF INTEREST. No artist sitting on the City Council or the APPC may submit for public art projects for which the APPC has approval authority or administrative responsibility during his/her tenure.
 - a. No member of an architect's firm which designed the project may apply for an art commission.
 - b. No artist sitting on a selection committee may submit for the project for which the committee was formed.
6. FUNDING. The Art in Public Places Program shall be wholly self-supporting. The source of funding for the administration, artwork, maintenance/conservation budgets shall be one percent of the construction costs of eligible City capital improvement projects. Eligible projects are defined as any project paid for wholly or in part from the City General

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Fund and/or the Park Acquisition and Development Fund, involving construction, rehabilitation, remodeling or improvement of any building, structure, park, public utility, street, sidewalk, or parking facility within the limits of the City of Santa Rosa. For projects funded from multiple funding sources, only that portion of the total project cost funded from eligible funding sources shall be applicable under this policy. Park Acquisition and Development funds may be spent only on parks projects. The fees collected pursuant to City Code Chapter 19-70, "Parks and Recreation Land Fees" shall not be increased for the purpose of acquiring art in public places. City of Santa Rosa Redevelopment Agency projects will be funded as provided by their Resolution No. 563. Also encouraged are private donations directed toward and in support of art in public places consistent with this policy. Funds derived from otherwise eligible projects, where it is determined by the APPC that art is not appropriate, may be pooled with other project funding to provide more appropriate art work elsewhere.

B. DEFINITION OF ARTWORK FOR THE ART IN PUBLIC PLACES PROGRAM

For these purposes, artwork includes but is not limited to, all paintings, murals, inscriptions, stained glass, fiber work, statues, reliefs or other sculpture, monuments, fountains, arches, or other structures intended for ornament, commemoration, or display. Also included are: carvings, frescoes, mosaics, mobiles, photographs, drawings, collages, prints and works in clay, fiber, wood, metal, glass, plastics and other materials. Landscape items including the artistic placement of natural materials or other functional art objects may be included. Works of art may be portable as well as permanent.

C. ARTIST SELECTION PROCESS

1. The APPC wishes to commission and encourage the best and most appropriate artwork; consequently there is no overall policy about residency requirements for artists.

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2. The APPC shall seek and encourage commissions and review offers of public art among a wide number of artists and shall strive for overall diversity in style, scale, and intent. Artists may be under contract for more than one limited competition contract, but for only **one** purchase contract. For commissions of \$15,000 or more, a period of three years must lapse between the signing of purchase contracts. For projects under \$15,000 a period of one year must lapse between the completion of one project and the signing of another purchase contract.
3. For any project less than \$6,000, the APPC will serve as the selection panel. If no project is done, the funds may be pooled and used toward APP related programs. For projects over \$6,000, the APPC may establish a separate selection panel.
4. The Selection Committee will be comprised of at least the following and comply with conflict of interest rules stated above.
 - a. At least three arts professionals, two of whom must be artists.
 - b. The project's architect, landscape architect, or engineer and the project manager will have one collective vote.
 - c. A representative of the participating public agency or owner.
 - d. A citizen who may be from the neighborhood involved.

Selection Committee members shall be appointed by the APPC and shall serve through the completion of one public art project.

D. SELECTION COMMITTEE PROCEDURES, RESPONSIBILITIES

1. The APPC shall hold an orientation for each selection committee which may include a public art slide show, review of program guidelines, an introduction to the specific project and a review of any goals already established by the participating department and the APPC.

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2. The Selection Committee shall:
 - a. Develop goals, locations and suitable forms for the project, taking into account those goals already established by the participating department and the APPC where applicable.
 - b. Decide to commission site specific work, to purchase works of art for the City's portable, rotating art collection, or commission works of specific duration which would be documented for future reference after the life of the piece, or accept donations of art consistent with this policy.
 - c. Choose a method of selecting an artist:
 - I. Open Competition: Any artist applies, subject to limitations established by the selection committee or APPC;
 - ii. Invitation: One or more artists are invited by the selection committee to submit proposals;
 - iii. Direct Purchase: An existing work of art is selected;
 - iv. Acceptance of Gifts of Public Art: An artist proposing a gift of art for a public place shall have their proposal evaluated by the APPC, consistent with this policy and selection criteria.
 - d. Reserve the option of making no selection. If no proposal is accepted, the Selection Committee has the right to reopen the competition or to propose other methods of selection.
 - e. Approve all selections by a majority vote.
 - f. Present the project direction, semi-finalists and final artist

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recommendation to the APPC for approval.

- g. The selection Committee shall reserve the right to call upon technical expertise as needed.

- 3. Following is the proposal fee schedule to be used for paying artists who are selected by invitation to develop a proposal:

<u>Commission</u>	<u>Proposal Fee</u>
\$ 1,000 - \$ 5,000	\$ 250
\$ 5,000 - \$ 25,000	\$ 250 - \$ 500
\$ 25,000 - \$ 50,000	\$ 500 - \$1,000
\$ 50,000 - \$100,000	\$1,000 - \$3,000
\$100,000 - \$300,000	\$1,000 - \$5,000
\$300,000 - up	maximum of 1% of Commission

These proposal fees include travel expenses unless otherwise agreed to in writing.

E. SELECTION CRITERIA

Criteria to be used when considering acquisition of artwork by either purchase, commission, or gift shall include, but not be limited to the following:

- 1. Inherent artistic quality;
- 2. CONTEXT. A site specific work should be engaged with its surroundings. Consideration should be given to the architectural, historical, geographical and socio-cultural context of the site;
- 3. MEDIA. All forms of visual art conceived in any medium, material or combination thereof including disciplines and media which are of specific duration and which are documented for

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public accessibility after the life of the piece has ended;

4. PERMANENCE. Due consideration shall be given to the structural and surface soundness, and to inherent resistance to theft, vandalism, weathering, and excessive maintenance or repair costs;
5. PUBLIC SAFETY/ACCESS. Each work shall be evaluated to ensure that it does not present a hazard to public safety and is accessible;
6. DIVERSITY. APPC is committed to acquiring a collection of artworks that reflect diverse cultural communities and perspectives. The program shall also strive for diversity in style, scale, media and numbers of artists represented. There shall be encouragement of exploratory types of work as well as established art forms;
7. FEASIBILITY. Proposed projects shall be evaluated relative to the artist's ability to successfully complete the work as proposed. Factors to be considered include: budget, time line, artist's experience, soundness of materials, city/county approval requirements, etc;
8. DUPLICATION. To assure that the artwork will not be duplicated, the artists will be asked to warrant that the work is unique and an edition of one, unless stated to the contrary in the contract;
9. COLLABORATION. For integration into complex projects, the artist shall meet the following:
 - a. Understanding of a public project from the various perspectives of other design team members;

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- b. Experience in collaborative situations;
- c. Effective communication and flexibility; and
- d. General understanding of architectural, engineering and landscape drawings.

F. APPROVAL PROCESS

All decisions made by the APPC which involve spending public funds must be approved by the City Council. The approval process is intended to run concurrently with and not delay the scheduling and construction of any related project. If approval has not been granted prior to the scheduled start of construction, the project construction may proceed.

1. The APPC approves the site, budget, selection process, project direction, and any significant changes from original approved direction, recommended by each project's selection committee.
2. The APPC approves the finalist and recommends to the City Council for approval.
3. The City Council accepts the completed project and accessions the work into the public art collection.
4. The City Council decisions about the selection, acquisition, siting, maintenance, disbursement of public funds, deaccessioning, administration, community education and registration of Public Art shall be final.
5. At any stage, the artist selection process may be interrupted by a majority vote of the appropriate body. At that point, the following options are available:

RECOURSE

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- a. Panel/Advisory Committee
 - 1) Ask artist for clarification or redesign of proposal.
 - 2) Select another artist.
 - 3) Make no selection.
- b. APP Committee
 - 1) Ask panel for clarification.
 - 2) Ask panel for new artist.
 - 3) Develop new program.
 - 4) Convene new panel.
 - 5) Abandon project entirely.

G. APPLICATION OF PERCENT FUNDS: INCLUSIONS

One percent for art funds may be spent for:

- 1. A work of art, including:
 - a. artist's design fee;
 - b. city required permits, special reports and studies;
 - c. labor and materials;
 - d. overhead costs;
 - e. project related travel;
 - f. transportation of the work to the site;
 - g. installation;
- 2. Frames, mats, mounting, anchorages, containments, pedestals, or other materials necessary for the site preparation, installation, plaque/copyright, and/or security of the work;

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3. Slides and other documentation;
4. Insurance;
5. Fees for consultants to a selection committee or the APPC;
6. Five-ten percent contingency set aside at the beginning of a project will be returned to the Public Art Trust Fund if unused and may be used as a maintenance fund;
7. Five percent maintenance fund for each new project;
8. The following items are **not eligible** costs for the APP Program:
 - Directional elements such as supergraphics, signage, or color coding except where these elements are integral parts of the original work of art - "Art objects" which are mass produced of standard design such as playground equipment, fountains, etc.- Reproductions, by mechanical or other means, or original works of art, except in cases of film, video, photography, printmaking or other media arts - Decorative, ornamental, or functional elements which are designed by the building architect as opposed to an artist commissioned for this purpose - Landscape architecture and landscape gardening except where these elements are designed by the artist and are an integral part of the work of art by the artist - Services or utilities necessary to operate or maintain the artwork over time - Professional Services fees.

H. TITLE/OWNERSHIP OF ARTWORK

1. The City shall own the moquette (model) or mutually agreed upon portion of the commissioned proposals.
2. City artwork shall be owned by the City. Redevelopment Agency mandated artwork shall be owned by the project.

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I. MAINTENANCE

Ongoing upkeep and maintenance of artwork shall be the responsibility of the owner.

J. DEACCESSIONING

All requests for deaccessioning of works of art shall be referred to the APPC for consideration.

K. RE-SITING OF SITE SPECIFIC WORKS OF ART

1. The APPC may consider resiting a site specific artwork for one or more of the following reasons:
 - a. The condition or security of the artwork can no longer be reasonably guaranteed at its current site;
 - b. The artwork has become a danger to public safety in its current site; and
 - c. The artwork has become incompatible in scale, material, form, and content with its surroundings.
2. Once the APPC has determined that an artwork meets one or more of the above criteria for resiting, staff shall make a diligent, good faith attempt to notify/meet with the artist to discuss the proposed resiting.
3. The City Council shall have final authority in the resiting of public art.

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Appendix E: Sonoma County's Major Arts Activities, By Community

COMMUNITY	Arts Council	Arts Center	Art Museum	Performing Arts	Festivals	Art/Music in Park	Literary	Gallery cluster? yes/no	Misc.	Discontinued arts events/ services
definitions:	<i>public or private artists/ associations</i>	<i>Multi-disciplinary work-shops & spaces</i>		<i>groups or venues</i>						
Cloverdale	Arts Alliance			Cloverdale Performing Arts Center						
Cotati				American Philharmonic, SSU performances	Accordion, Scrupture	Summer Movie Night	KRCB local literary programming, Northlight readings, Sitting Room		Zone Recording	
Guerneville/ Forestville/ River area	Occidental Ctr. for the Performing & Visual Arts			Occidental Community Choir, Redwood Arts Council, Pegasus	Jazz on the River, RR Blues Festival				Quicksilver, Graton Atelier	
Healdsburg	Healdsburg Arts Council			Imagination Foundation, Raven	Jazz	Music on Square	Sunday Poetry Readings, local Poet Laureate, Literary Café		winery events	
Petaluma	PAC, PAA			Cinnabar, Mystic, Phoenix	Butter & Egg, Quilt, Jazz, Dia de los Muertos (PAC)	Art in The Park (PAA)	Writer's Forum, Poetry Walk, Copperfield's readings		Friday night jazz on the waterfront, Petaluma Open Studios (PAA), Barry Singer Photo Gallery	Livewire Salon (Zebulon's Readings)

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COMMUNITY	Arts Council	Arts Center	Art Museum	Performing Arts	Festivals	Art/Music in Park	Literary	Gallery cluster? yes/no	Misc.	Discontinued arts events/ services
Rohnert Park				Green Music Center, Spreckels, Art & Wine Festival	Green Music Festival					
Sebastopol	SCA	SCA	historical	French Garden, Anal, Community Center, SCA, Sonoma Co. Rep, Subud Hall, Coffee Catz	Apple Blossom, Cajun/Country, Sculpture Jam	Shakespeare (SCRep), Town Square Music (SCA)	Writer's Sampler (SCA), Copperfield's readings		SCA Open Studios, Florence Ave (Amiot) Dance Hall, SCA Documentary Film Festival	
Sonoma/Sonoma Valley	Arts Guild		SV Museum of Art	Opera, Sebastiani Theater, Community Center		Jazz on Plaza, Valley of Moon Vintage Festival, Salute to the Arts, Plein Air	Readers' Books readings		Many galleries, winery events, Film Festival	
Windsor				Windsor Bloco		Summer Movie Night			Gallery on Green	Shakespeare
Santa Rosa	Cultural Arts Council		SCMuseum, Schulz, Burbank	Performance Sonoma, 6th St., Wells Fargo, Glaser, Ballet CA, Veterans/ Fairgrounds, La Fibi Flamenco, SRJC/SRT, SR Symphony, SR Concert Assoc.	Harmony, Diversity, Book Festival, Tattoos & Blues, Soco Blues (@ Fair)	Live at Juilliard	Copperfield's readings, Friedman Center readings		KRSH backyard, Weds night Market, dancing at Monroe Hall	First Night, Mi Arte es tu Arte

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Appendix F: Sample Promotional Templates

Two templates by Santa Rosa City Staff follow:

MARKETING PLAN MODEL & TIMELINE

Note: These items listed are ideas. You be the one to decide which items are appropriate for your program. Be creative, you can think of more ways to promote your program!

4-6 months ahead

___ Financial sponsors, media sponsors or donations should be contacted and secured by Program Specialist, Coordinator or Supervisor. Written agreement should be mailed listing different responsibilities. (If appropriate, a Co-Sponsorship Form is available). See sample sponsorship levels.

___ Media sponsors including newspapers, magazines, and radio stations should be coordinated with the Department Promotions Coordinator. (Smaller events and activities usually do not warrant a media sponsor.)

___ Submit your program information to the appropriate team leader in your section for the Recreation & Parks Adventure Guide. (Time-line distributed 3 times per year, see Adventure Guide procedures for more information.)

2-3 months ahead

___ Arrange a time to meet with the graphic designer to lay-out and design a poster and/or flyer to promote your program. Seek approval from your supervisor before printing flyers. All flyers must have standard template information on them (flyer template is on the network). Or, you can consult graphic designer for information if you are designing your own flyers.

___ Work on postcard design with graphic designer if you choose to mail postcards to program participants for publicity.

___ Work with media sponsors in how to present information to the public. Send detailed fact sheet about program and flyer to give them more information. Consider organizing a contest or giveaway to bring attention to your activity. Determine if the Rec & Parks graphic designer or the sponsor will be designing ads if it is a newspaper or magazine sponsor.

___ Reserve Spunky costume for your activity or event and line up staff to wear the costume or lead Spunky. (Reservation form at front desk at Steele Lane.)

___ Reserve Community Center marquee space at Finley and Steele Ln. if appropriate. (Contact Administrative Assistant at appropriate community center to reserve space.)

___ Make arrangements to display your program information on the Community Center bulletin boards.

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___ Request program information to be included on Fax Cover Sheet. (Reservation sheet in binder at front desk)

___ Work with Promotions Coordinator to reserve paid advertisement space in appropriate publication. (If funds are available.)

1 month ahead

___ Prepare media release according to sample and email it to marketing coordinator. Send a copy of the press release to your supervisor. Marketing Coordinator will work with support services staff in mailing the media release and getting it posted on the City's web site and Rec and Parks web site. It is the responsibility of the person coordinating the event to follow up with the media in order to obtain additional coverage.

___ Follow-up your media release with a telephone call to the organization you sent it to. (See attached media contact sheet.)

___ Plan to distribute program flyers to schools if appropriate. Fax a copy of flyer to each school district to receive prior approval. Bundle flyers according to district list (obtain from clerical staff).

___ Assign staff to distribute flyers in the community (sample list attached).

___ Complete the publicity form for the Community Media Center. Keep a copy in your file (form in binder).

___ Make sure your event, activity or program is listed on our department web site. Obtain assistance from trained staff if you need help is posting information.

On-going publicity

___ Make sure copies of your program information and flyers are given to the promotions coordinator for display materials at promotional booths in the community.

___ Make sure you have appropriate signage and banners in place at your activities so that the Recreation & Parks Department gets recognition for the program. Computer generated signs need to be professional looking and can be blown up on the chart printer. Hand written signs are not acceptable. Support Services staff at either community center can produce signs.

Other publicity ideas

___ Have some of your staff give a presentation about your program at a school assembly.

___ Ask stores to display posters or flyers in their windows or place on their counters. Some stores will insert flyers into their bags.

___ Submit announcement information to middle schools and high schools for their school bulletins.

___ Work with a volunteer group or service club to assist with publicity or event planning.

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CITY OF SANTA ROSA RECREATION AND PARKS DEPARTMENT **CHANGE FOR KIDS MARKETING PLAN & ACCOMPLISHMENTS** April 2003 - October 2007

AS OF October 2007, there are 4200 city residents enrolled in the Change for Kids round up program. Over 250 citizens have made a one time donation. Sixty thousand dollars has been raised that helps expand after school programming at a variety of schools. If all 49,000 utility customers enrolled in the program, Rec and Parks could drastically increase their after school programs that keep kids safe and involved!

MARKETING GOALS & ACCOMPLISHMENTS

1. A **Change for Kids** logo was designed by Rec and Parks staff and is located on most of the documents and advertisements. (April 2003)
2. The enrollment form was mailed in the May and August, 2003 utility bills
3. A reminder note appeared on the March and April utility bills in the message box.
4. KZST radio station has been promoting the program on their station through the Club Z program. A KZST "club Z" code word is located on the bottom of the enrollment form to encourage customers to read the form, sign up for the **Change for Kids** program, and play the KZST web site game at the same time. (Details for the game available upon request).
5. The Community Media Center produced a video called "Snapshots" about the program to appear on channel 70 and KRCB television stations.
6. Recreation and Parks staff hosted a promotional/information table at two Coddington Mall "Family Fun Nights" to educate the public about the program.
7. Exchange Bank agreed to underwrite some of the advertising costs.
8. The **Change for Kids** flyer/enrollment form will be sent home with school aged children at the end of May (18,000 flyers). The enrollment form was also placed in the Rec and Parks Summer Adventure Guide and can be obtained through the website at santarosarec.com.
9. The Froggy radio station is sponsoring commercials through the month of May. A Company called Linex Truck Bed Liners is underwriting some of the advertising costs.
10. Promotional banners and/or signs, as well as enrollment forms, are placed at three city Community centers, two aquatic facilities, and at the counter of the Annex.
11. Information about the program has appeared in the City Update, City Manager's weekly message, and through media releases.
12. The form is available on the City's web site.
13. The City's new garbage collection company has been contacted and has shown some preliminary interest with details to be worked out.
14. An article was included in the Senior Newsletter

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15. An article and an enrollment form was included in the Chamber of Commerce Newsletter
16. Enrollment form added to Neighborhood Services brochure.
17. Recreation staff is currently giving Change for Kids presentations to local service clubs and has been invited to speak on two additional radio stations about the program
18. Advertisements about the program have been placed in the Press Democrat and Bohemian Newspapers.
19. Spoke live about the program on The River Radio station in May, 2003.
20. Ordered another insert in the August utility bill
21. Contracted with Froggy, The River, and KZST radio stations to promote the August Change for Kids enrollment form/insert.
22. Contracted with the Oakmont News to include 3100 Change for Kids enrollment forms with their September Newsletter.
23. Recruited the Rialto Cinemas Lakeside to give away a free popcorn coupon to Change for Kids enrollees who sign up through the Oakmont Newsletter.
24. Worked with LBH& Gardens to send the enrollment form in the "Burbankian" Newsletter in September. They will be offering free passes to the Burbank Home and Gardens to those that mail in their enrollment forms to Rec and Parks.
25. Working with Rotary Clubs to include the enrollment forms with their newsletters
26. Working with Santa Rosa Mother's Club to get the forms in their newsletters.
27. Spoke live on Froggy Radio station about the program on August 14, 2003.
28. Reserved space in California Parenting Institute Newsletter to insert 10,000 enrollment forms in November. (Newspapers will be mailed December 2003)
29. Included enrollment form in Santa Rosa Recycling Newsletter. Mailed to all 49,000 customers November '03. (enrollees will receive a free ice cream cone from Baskin Robbins).
30. Mayor's Gang task force sub committee is working on ways to promote the program. Elsie Allen High School is getting involved.
31. 700 forms mailed with "tent talk" camp newsletter through Recreation and Parks. Enrollees' names are entered into a drawing for a free week of camp.
32. Volunteer Center getting involved in the distribution of forms (Nov. '03)
33. Bennett Valley School District sent home 1500 flyers (one with each student) mid November '03.
34. Space reserved for enrollment form in the January 2004 Utility Bill (49,000).
35. Printed 2000 forms to be distributed by local churches and Pastor's Prayer group church challenge. Have received 200 completed forms as of May '04.
36. May, 2004, Implementing Change4Kids.org web site. Will allow customers to sign up and submit form on line.
37. May, 2004 Spoke live on Froggy 92.9 and The River Radio stations about the progress of Change for Kids.
38. Finalized Change4kids.org web site (May 2004)
39. Begin to market Change for Kids new web site and strategize how to raise money to continue to advertise the change for kids program. (June & July 04).

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40. Two ads will be placed in the local newspaper regarding the new web site. The web site will be promoted in the Fall Rec and Parks Adventure Guide (74,000 copies)
41. Change for Kids form was inserted in the September Utility bill (49,000)
42. Change for Kids forms were sent to 2000 seniors who participate in Rec and Parks Programs (December 1, 2004)
43. Change for Kids forms will be sent to 8000 Rec and Parks families on January 17, 2006.
44. Change for Kids utility insert, December 2006.
45. Change for Kids insert, October 2007. New forms also sent to community centers.
46. Change for Kids funds to benefit six different after school sites year round:
47. Panas Place, Cypress Ridge, Apple Valley Activity Center, Valley Oak Recreation Hall, Da Pad (Homeless Shelter), Lewis Opportunity.

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Appendix G: Portland's "Creative Capacity" Survey

From Portland RACC:

Assuming an equitable and non-onerous funding mechanism, please rate 1 - 10 (1 being the highest and 10 the lowest) what you think should be the priority for building creative capacity in the region

	Highest priority	2	3	4	5	6	7	8	9	Lowest priority
Create incentives to encourage more private giving to arts and culture.										
Market the region as a cultural and creative hub with an earth-friendly life style.										
Help connect local creative professionals with both local and world-wide needs for talent.										
Make the Portland region one of the top 10 regions for public funding for arts and culture.										
Further enhance the region's art and design schools as the backbone of our creative community.										
Increase the number of community arts centers and performance venues.										
Include Arts education as part of the basic curriculum in all K-12 schools.										
Increase public accessibility (affordability) to regional arts and cultural organizations. (More free days at museums and/or public performances).										
Incentives (i.e. tax credit or loans) to encourage business to invest in research and development.										
Enhance support for local artists and other creative professionals, (i.e. live/work space, technical assistance, health insurance, etc.).										

Are there other priorities that you think should be considered as part of an effort to build the creative capacity of the region?

How do you think such an effort should be funded?

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Appendix H: Berkeley's Economic Indicators Report

The total direct organizational expenditure impact of (#) arts and cultural organizations located in (city) is \$(number) million.

- This stimulates \$(number) million of induced or indirect impact into the local economy.
- The direct employment income paid to workers by these (city) organizations is \$(number) million, providing employment for (number) workers.
- The direct off-site economic impact associated with audience participation in (city) arts and cultural organizations is \$(number) million. This is money paid for food, parking, shopping, and accommodations associated with attendance at (city) arts and cultural organizations.
- This off-site impact stimulates \$(number) of impact by restaurants and other businesses.
- These off-site enterprises realize \$(number) million in employment income because of the arts and culture in (city), employing (number) workers because of the economic engine of the arts and culture.
- By combining the direct organizational impacts and the indirect audience/off-site expenditure impacts, the total economic impact of the arts and culture in (city) can be calculated at \$(number) million, providing (number) worker jobs.

The tax impacts of this are as follows: \$(number) million in employee compensation tax (direct and induced), \$(number) million in household expenditures tax, \$(number) million in proprietary income tax, \$(number) million in corporate tax, and \$(number) million in indirect business tax, for a total tax impact of \$(number) million.

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Appendix I: Portland's "Simple Things Your Business Can Do"

From Portland NW/BCA: <http://www.bcainc.org/company.asp.315.html>

Simple Things Your Business Can Do to Help the Arts

In the current economic climate, public and private financial support to arts organizations has leveled off and, in many instances, declined. There are many simple things you, your company and your employees can do to help the arts weather the current economic environment and continue to add to the economic vitality and quality of life of your community:

- Purchase tickets and subscriptions for performances and concerts, and admission tickets and memberships to museums and special exhibitions, and give them as gifts for a:
 - Birthday
 - Anniversary
 - Special Holiday - Mother's Day, Father's Day, Valentine's Day
 - Graduation
 - Housewarming gift
 - Promotion
 - Special Achievement
- Encourage your employees to include the arts - performances, craft festivals, museums, historic sites, etc. - in their vacation and business travel plans.
- In the workplace:
 - Organize lunchtime programs featuring local arts groups.
 - Organize a lunchtime or after-work dialogue series about the arts or sponsor demonstrations presented by artists from local arts organizations.
 - Hold an arts fair featuring arts organizations and encourage them to provide information about their activities and sell their merchandise.
 - Rent arts spaces, such as a theater, museum (gallery or auditorium) for meetings, company events and holiday gatherings.
 - Organize arts-related events, such as a performance or a behind-the-scenes tour, for employees and their families and friends.
- Encourage your employees to volunteer to help arts organizations with everything from data entry and mailings, to legal and accounting services, to marketing, fundraising and public relations.
- Make your company a catalyst for linking the arts to other organizations in the community. For example:
 - Help stock the local food pantry by making arrangements with an arts organization to offer a discount on a ticket purchase to those who donate canned foods for the pantry.

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- Celebrate the efforts of volunteers who help build or revitalize low-cost community housing by holding an on-site performance presented by local arts groups.
- Organize hands-on, creative activities presented by local arts organizations in healthcare facilities and human service agencies.

Organize creative workplace programs, such as BCA's [art@work](#)[®] to encourage employees to share with others the arts they create, and invite representatives from local arts organizations to be part of this effort.

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Appendix J: Resources for the Business Plan

The authors used a number of sources for information contained in this Plan. These included:

- Records, information and interviews provided by city staff in the Recreation and Parks, Economic Development, and City Manager's departments or offices, including David Gouin, Jocelyn Lundgren, Raissa de la Rosa, Vicky Kumpfer, Tara Matheny-Schuster, Marc Richardson, Eric Jorgensen, Kelley Magnuson, Jeff Kolin and Michael Frank.
- An assessment of City-owned assets within the Arts District, compiled through tours and discussions with Steve Rabinowitsh, Mario Uribe, Marc Richardson and Vicky Kumpfer.
- City background information included the presentation developed by City staff to support the Arts District's creation; the document "Vision: Santa Rosa Arts District"; Resolution 26716 (11/21/06) creating the Santa Rosa Arts District; the ordinance amending the development section of the city code for 1% for Art; and other materials.
- The December 2007 Arts District Progress Report, ci.santa-rosa.ca.us/doclib/Documents/ArtsDistrictProgressReport.pdf -
- The Arts District assets reviewed included the Church of One Tree, the DeTurk Round Barn and, to a lesser extent, the Hoag House and the portable stage.
- Discussions with tourism directors, nonprofit directors, artists, and arts enthusiasts in Santa Rosa provided the researchers with a great deal of invaluable background information which is reflected in the recommendations. These included Mo McElroy, Melissa Kester, Chris Messina, Michael Friedenberg, Jennifer Sloan, Greer Upton, John Watrous, Gretchen Giles, Rhoann Ponseti, Ruth Mankin, and Jan Sophie.
- Americans for The Arts' 2005 study, *Arts and Economic Prosperity III*, including Sonoma County. Available at <http://www.americansforthearts.org/information%5Fservices/research/services/economic%5Fimpact/>. Other useful information is available at <http://www.artsusa.org/> or http://www.artsusa.org/information_resources/research_information/services/004.asp
- Berkeley's economic develop approach is outlined in a document entitled [Berkeley_caledapp.DOC](#), available from Mary Ann Merker at the City of Berkeley
- Berkeley metrics <http://www.ci.berkeley.ca.us/civicarts/artscultureplan.htm> and <http://www.ci.berkeley.ca.us/civicarts/artscultureplan/artsmarket.htm>
- Colorado Business Committee for the Arts economic impact information: <http://www.cbca.org/econbiannual.asp#>
- Portland annual report <http://www.racc.org/about/docs/06AnnualReport.pdf>
- Portland creative capacity (A to Z tax proposal): <http://www.creativecapacity.org/>
- Portland Regional Arts and Culture Council <http://www.racc.org/>

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- Portland research: <http://www.racc.org/resources/research/economicimpact.php>, and <http://www.racc.org/resources/research/publicopinionsurvey.php>
- Portland work for art: <http://www.workforart.org/>
- Portland's Business Committee for the Arts: <http://www.nwbca.org/> and national: <http://www.bcainc.org/>
- San Jose metrics <http://www.sanjoseculture.org/?pid=10300> or <http://www.sanjoseculture.org/>
- Documents provided to the Santa Rosa City Council on 11/21/2006, including Vision: Santa Rosa Arts District, Santa Rosa Arts District 18-Month Implementation Plan, "The Arts and Making Place in Santa Rosa" powerpoint, Art In Public Places Case Studies Brochure, and Public Art Policy 00-42
- City of Santa Rosa Economic Development and Housing Department, "Downtown Program Work Plan/Council Goal "Creating a Vital Downtown" updated 10/19/07