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August 11, 1986

Transportation and Community Development Committee/
Sacramento, California Budget & Finance Committee

Honorable Members In Session:

SUBJECT: "1986 Sacramento Arts Plan"

RECOMMENDATION

This report recommends that the City of Sacramento review and adopt the "1986 Sacramento Arts Plan" as presented by the Sacramento Metropolitan Arts Commission.

DISCUSSION

The Sacramento Metropolitan Arts Commission, a city/county public arts agency is charged by ordinance "to research the needs of artists and the community and then to develop and regularly update and evaluate progress against a five year plan for the growth of Sacramento." The Commission is also required, as part of the California Arts Council and National Endowment for the Arts grant requirements to review and assess the needs of the arts community against the initial plan which was adopted by the City and County in March 1982.

This plan was used as a basis to begin the review and update process. The planning phase began in September 1985 and concluded in June 1986. Task force committees of the Sacramento Metropolitan Arts Commission were set up to study six major areas of concerns. Over fifty Commissioners and community representatives participated on these committees addressing Visual Arts, Performing Arts, Arts in Education, Accessibility, Advocacy, and Funding.

In addition to the committee meetings, more than 1300 written surveys were mailed to the arts community, and four public meetings were held in downtown Sacramento, South Sacramento, Carmichael, and Folsom. More than 200 responses were received through surveys and public meetings.

Final committee reports were presented in late February 1986 and the Arts Commission scheduled two public meetings in March to solicit additional public input on the recommendations contained in this report. More than fifty citizens attended these two public meetings on the plan and provided input. A final meeting of the joint planning committees, open to the public, was held March 27, 1986 to assist the Sacramento Metropolitan Arts Commission in setting its priorities for the next three-five years.

At its meeting on July 1, 1986 the Sacramento Metropolitan Arts Commission adopted the 1986 Sacramento Arts Plan (attached). The following is a summary of recommendations:

1. POLICY

The Sacramento Metropolitan Arts Commission should evaluate the organizational structure of the agency; evaluate existing programs; actively solicit and ensure community participation on all SMAC committees and on arts advocacy issues; continue and expand linkages with other governmental and community agencies; and insure that all programs of the agency include active outreach to all potential participants.

2. COMMUNICATION AND TECHNICAL ASSISTANCE

The Sacramento Metropolitan Arts Commission should strengthen the local arts community by 1) devising mechanisms for interaction, improved communication between SMAC, the arts community and the community at large; and 2) by increasing the self-sufficiency and professionalism of its arts clients.

3. FUNDING/REGRANTING

The Sacramento Metropolitan Arts Commission should identify and develop potential funding sources for agency programs; advocate for support of the arts community to existing and potential funding sources; advocate for increased funding for regranting programs; and develop new funding sources for the creation of additional regranting programs (i.e., Arts in Education, individual artists, life-long learning programs, etc.). Special effort should be extended to involve and include traditionally underserved constituents.

4. PROMOTION OF THE ARTS

The Sacramento Metropolitan Arts Commission should commit appropriate staff time to develop and implement a strong proactive public relations campaign for the arts.

5. SPACE NEEDS

The Sacramento Metropolitan Arts Commisison should respond to the space needs of the cultural community by aggressively identifying and advocating for space to be used for the arts. Cultural facilities should be considered in light of future population growth, needs in outlying areas of the county, technical requirements, and existing facilities.

FINANCIAL DATA

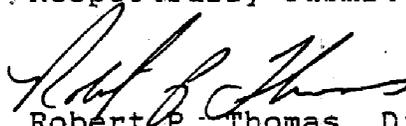
Approval of the five year arts plan does not require any city or county monies beyond that which are currently appropriated. Costs associated with the implementation of the stated recommendations will be handled through the normal budgetary process. There are, however, funding implications that may affect the degree to which the Commission can accomplish the stated recommendations of the plan.

The Commission is seeking public and private sector support to implement recommendations of the plan. The Commission proposes to fund many of these activities through a three year matching grant from the National Endowment for the Arts' Locals Test Program. In addition, the Friends of the Arts Commission, a private non-profit support group, is actively soliciting funds to aid in carrying out the stated objectives of the plan.

RECOMMENDATION

It is recommended that the Transportation and Community Development Committee review the "1986 Sacramento Arts Plan" and refer to the full Council for action.

Respectfully submitted,



Robert P. Thomas, Director
Parks and Community Services

Recommendation Approved:



SOLON WISHAM, JR.
Assistant City Manager

September 2, 1986
All Districts

Attachment

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL ON DATE OF

RESOLUTION ADOPTING THE
1986 SACRAMENTO ARTS PLAN.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

That the City of Sacramento adopts a five year Arts Plan as presented
by the Sacramento Metropolitan Arts Commission.

MAYOR

ATTEST:

CITY CLERK



**Sacramento Metropolitan
Arts Commission**

800 Tenth Street Suite 2
Sacramento, California 95814
916.449.5558

A Public Agency

REPORT OF THE SACRAMENTO METROPOLITAN ARTS COMMISSION

PLANNING PROCESS

1986

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Judy Gordon	Glenda Vandemark
John Horrell	Carson Wiley
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SACRAMENTO METROPOLITAN ARTS COMMISSION
PRELIMINARY REPORT

Introduction

The Sacramento Metropolitan Arts Commission is a City/County public arts agency created in 1977 "to foster and develop support for the arts in Sacramento." Joint ordinances of the City and County established the following as some of the key charges of the Arts Commission:

- * To develop programs . . . to provide accessibility to the arts for everyone and to encourage public participation in the arts.
- * To advise the council and the board on all matters concerning the arts, including legislation . . . allocation of funds . . . purchase or gift (of works of art) . . . any local government public building project . . . aesthetically pleasing growth pattern for Sacramento City and County. . . architectural and environmental heritages.
- * To work with local colleges and universities. . . [and] school districts in an advocacy capacity to encourage arts and artists in the schools.

The Sacramento Metropolitan Arts Commission has since developed an outstanding national reputation for its programs, staff, and unique public/private funding partnership. The Arts Commission is a service organization that provides a liaison between the arts, business, government and the media, individual artists and emerging arts organizations as well as established arts groups and the general public. County-wide Commission programs are administered by a full-time professional staff of eight, under the auspices of the City's Department of Parks and Community Services. There are 11 appointed Commissioners (five appointed by the Sacramento City Council, five appointed by the Sacramento County Board of Supervisors and one appointed jointly by the Mayors of Folsom, Isleton and Galt). Each commissioner is appointed for a three-year term.

The Sacramento arts community itself is at a critical point in its development, having long been overshadowed by the reputation and resources of San Francisco. It is only in recent years that Sacramento County residents have begun supporting the development of high quality local arts activities in Sacramento and outlying communities. The arts community contains five to six so-called "major" arts institutions, including KVIE public

television, the Sacramento Symphony Association, Sacramento Opera Association, Sacramento theatre Company, and the Crocker Art Museum. the Sacramento Ballet is on the brink of becoming a major community institution and is the largest of three ballet companies in Sacramento. All of the above institutions employ professional staff and compensate their artists. The Sacramento Theatre Company is making a rapid transition from a community theatre to a professional company with its own playwright-in-residence and a paid core of actors for the first time this season. KVIE has recently cut its half-hour locally-produced arts segment to five-minute modules interspersed throughout its regular programming, partially due to financial constraints. Financial resources to support this development are limited. Both KVIE and the Crocker Art Museum have announced major capital expansions, and the Symphony is considering, as a long-range goal, a future performance hall.

While the major arts institutions possess of varying degrees of artistic quality, there are some notable achievements. the Sacramento Symphony is in great demand and does more touring and outreach to outlying communities than any other regional symphony in the state. The Crocker Art Museum has a nationally-recognized collection of Master Drawings. The Opera Association has presented many nationally-recognized performers, and the Sacramento Theatre Company has a reputation for risk-taking through the presentation of new works by contemporary playwrights.

In addition to the major institutions, the Sacramento area has an abundance of excellent individual visual artists of national and international stature. Sacramento has 37 theatre companies, a regional theatre alliance, and a reputation for outstanding experimental theatre. Process theatre, for example, has received national, state, and local recognition for its socially-oriented messages, original and excellent work. The Sacramento Blues Festival and the New American Music Festival at California state University at Sacramento are nationally acclaimed for presenting works by high caliber contemporary composers and musicians. the Dixieland Jazz Festival is Sacramento's largest annual event, attracting thousands of visitors and musicians from throughout the world.

Sacramento is an ethnically-diverse community with many exciting non-European arts expressions, including Ballet Folklorico, Centro de Artistas, Galleria Posada, Celebration Dance Company, and Asian Community Resources. Many of these groups operate on very small budgets with no paid staff. Additionally, their organizations have traditionally been underserved and competed less effectively for services and dollars. Many have never heard of the potential source of support and resources in the public and private sector. There is an immediate need for improved managerial and artistic expertise.

The Sacramento Metropolitan Arts Commission has contributed to the recent development and growth of the arts community by offering both formal and informal technical assistance to artists and arts organizations over the past several years, a modest regranting program, and opportunities for individual artists through its Art in Public Places Program and such programs as New Works In Performance (NWIP). NWIP was offered on a pilot basis in 1985 to commission artists to create and present new literary or performing works of art. The Arts Commission is nationally-recognized for its generous and professionally-run Art in Public Places program, its unique funding mix of public and private support, and its leadership in the country's Local Arts Agency movement.

FRIENDS OF THE ARTS COMMISSION

Arts Commission programs are funded through a combination of grants, contributions, and fees for services. In order to ensure full support for these and other services to the Sacramento public, Friends of the Arts Commission was formed in 1981. Through membership dues and fund-raising events, "Friends" ensures the ongoing provision of Arts Commission services. The combination of a government agency working with a private nonprofit organization toward the same goal of fostering and developing the arts in Sacramento is an important one. Friends offer additional opportunities for volunteerism and community involvement.

Major program areas administered by the Arts Commission are as follows:

CULTURAL AWARDS PROGRAM

The Cultural Awards program is a county program that annually provides funds for arts projects on a competitive basis. Designed to encourage arts activity and public involvement throughout the county, the program is open to any nonprofit organization in the county that meets eligibility requirements and is providing public arts service in the literary, visual, media, or performing arts areas.

Projects funded through this program have included blues and jazz festivals, artists in the schools projects, classical music concerts in the parks, and ethnic folk dance performances. All of these events are funded cooperatively with other community sponsors.

ARTS INFORMATION SERVICES

The Arts Information Services (AIS) program was created to help fill a void in Sacramento's arts community. The AIS program serves as a clearinghouse for area arts activities, providing information to both the public and artists.

Current information on arts activities, and arts management is available in the Resource Center, which contains print, audio and video materials on subjects of concern to artists and organizations including fundraising, publicity, financial management and legal matters.

The Arts Commission publishes the Artsletter, which reports bimonthly on Arts Commission activities, highlights Sacramento area artists and organizations, and provides information on deadlines and funding opportunities. The Sacramento Arts Hotline, a 24-hour computerized telephone system, provides information on Sacramento's diverse arts activities.

ARTS IN EDUCATION

The Arts in Education program provides resources for connecting artists with institutions, community agencies and schools which seek to integrate the arts into their activities.

A variety of services including: grants programs; one-on-one consultancies, workshops, and conferences, booking and funding sources; and the publication of the Cultural Resources Directory are also provided by the Arts Commission.

ART IN PUBLIC PLACES

The Art in Public Places (APP) program was developed to help improve the quality of Sacramento's built environment by commissioning permanent works of art for publicly accessible places. The Arts Commission also maintains a City/County CETA art collection of over 300 pieces.

The program implements the City, County, and Sacramento Housing & Redevelopment Agency's Percent for Art policies. A percentage of construction costs is allocated for artworks commissioned or purchased specifically for a site.

Artworks have been installed in neighborhood parks, swimming pools, pedestrian malls, office buildings, and detention facilities throughout the County. The program maintains a slide registry for use by the APP program, architects, developers and others interested in commissioning artists. The APP program is currently administering the Light Rail Art Program, with artwork planned in each of the 28 Light Rail Stations and several common areas (banners, tree grates, etc.). This program is scheduled for completion in 1987.

Planning Purpose

At its September 10, 1985 meeting, the Sacramento Metropolitan Arts Commission endorsed and approved the initiation of a long-range planning process. The development of a three to five year arts plan was necessary for a variety of reasons. In the 1977 City and County ordinances establishing the Arts Commission is clear language assigning this responsibility.

"To research the needs of artists and the community, and then develop, and regularly update and evaluate progress against, a five-year plan for the growth of Sacramento."

It has been five years since the Arts Commission had initiated its last comprehensive planning process. Those issues were compiled in the Sacramento County Arts Plan (March 1982).

Also in 1985, the Sacramento Metropolitan Arts Commission hired a new director and experienced a 50% turnover in both staff and commissioners. In order to provide reliable arts advice to local government and meaningful arts services to the community, it was important for the Arts Commission to determine which of the issues raised in the 1980-82 planning process were still current, remained as issues, or had been resolved, and what new issues needed to be addressed. It was necessary to evaluate the effectiveness of many of the Art's Commission's existing programs and services, in view of Sacramento's rapidly expanding arts community and economy. It was also felt, that funding, program and support opportunities were being overlooked for lack of a current understanding of Sacramento arts needs. Without this kind of support a vision, Sacramento would remain an arts community struggling to meet "major city" demands and interests.

Demographics

Sacramento, the capital of the most populous state in the country, is also one of the fastest growing regions in the nation. In 1980, the city's population was 275,741 and the county population 783,381. In 1985, the City and County populations had grown to 309,000 and 876,000 respectively.

As the sixth largest city in the state, this rapidly growing community is shedding its agricultural image and making the transition to a "major league" city. Farm lands in the north and south ends of the city are giving way to housing, offices, a proposed sports arena and industrial development. Although the ethnic characteristics of the City are still predominantly white (81 percent in the County, 62 percent in the City), there are more than 50 ethnic groups represented in various neighborhood communities, and state-wide projections indicate a growing percentage in the number of ethnic residents.

According to the 1980 census, the median age of the City's residents was 31.5 years with those younger than age 15 comprising almost 20% of the population, and those older than 64 years of age encompassing 13.6%. Median household income was \$14,604 and median family income was \$18,844 during this period. The per capita median income was \$7,613. The median household income for the County was \$21,695.

In the County of Sacramento, there are four municipalities: Galt, Folsom, Isleton and the City of Sacramento. For planning purposes, the county has further designated 21 diverse "community areas" as having distinct demographic characteristics. Some of these areas are rural, others commercial. Some areas have very high income levels while others are quite poor.

The 1980 employment rate of the city was 90.6%, with 58.3% employed in the private sector, 35.2% in the government sector and 6% self-employed. The rapid expansion of the City assures that the private sector will play an increasingly larger role in employment.

The city of Sacramento was incorporated in 1850 and has a city council/city manager form of government. The eight City Council members are elected by district and serve four-year terms. The mayor is elected at large to a four year term.

The County has a Board of Supervisors as its governing body. There are five board members elected to serve a four year term. Each is elected from one of the five supervisorial districts of the county.

Overview of the Planning Process

Task force committees of the Sacramento Metropolitan Arts Commission were set up to study six major areas of concern over a six month period of time during 1985-86. Over fifty Commissioners and community representatives participated on these committees addressing Visual Arts, Performing Arts, Arts in Education, Accessibility, Advocacy, and Funding. Committee reports are included in the Appendices.

In addition to the committee meetings, more than 1300 written surveys were mailed to the arts community, and four public meetings were held in downtown Sacramento, South Sacramento, Carmichael, and Folsom. More than 200 responses were received through surveys and public meetings. Summaries from each of the public meetings are included in Appendix G.

Final committee reports were presented in late February 1986 and the Arts Commission scheduled two public meetings in March to solicit additional public input on the recommendations contained in this report. More than fifty citizens attended these two public meetings on the plan and provided input. A final meeting of the joint planning committees, open to the public, was held March 27, 1986 to assist the Sacramento Metropolitan Arts Commission in setting its priorities for the next three-five years.

At its meeting on April 8, 1986 the Sacramento Metropolitan Arts Commission adopted this preliminary report on its planning process and determined the following list of recommendations and priorities.

RECOMMENDATIONS

At its April 8, 1986 meeting the Sacramento Metropolitan Arts Commission adopted the following list of recommendations which emerged from its planning process. The list is arranged in priority order, as set by the Arts Commission.

Community input throughout the planning process made it clear that programs and services of the Arts Commission should contribute to regional development of arts activities, particularly to outlying areas of the County. Many outlying communities recognized the importance of a healthy urban core, but expressed a desire for their own community facilities and arts programs. The County Parks, schools and special parks districts could play significant roles in delivering these types of services to residents.

I. POLICY

The Sacramento Metropolitan Arts Commission should evaluate the organizational structure of the agency; evaluate existing programs; actively solicit and ensure community participation on all SMAC committees and on arts advocacy issues; continue and expand linkages with other governmental and community agencies; and insure that all programs of the agency include active outreach to all potential participants.

II. COMMUNICATION AND TECHNICAL ASSISTANCE

The Sacramento Metropolitan Arts Commission should strengthen the local arts community by 1) devising mechanisms for interaction, improved communication between SMAC, the arts community and the community at large; and 2) by increasing the self-sufficiency and professionalism of its arts clients.

SMAC should:

- o Develop a resource sharing center which would centralize information, materials and services for artists and arts organizations in Sacramento County and facilitate networking and communication between the groups.
- o Develop an electronic database to maintain a range of resource information.
- o Develop and implement a formalized technical assistance program for organizational development.
- o Provide necessary technical support for staff and commissioners in order to be responsive to all components of the arts community.

III. FUNDING/REGRANTING.

The Sacramento Metropolitan Arts Commission should identify and develop potential funding sources for agency programs; advocate for support of the arts community to existing and potential funding sources; advocate for increased funding for regranting programs; and develop new funding sources for the creation of additional regranting programs (i.e. Arts In Education, individual artists, life long learning programs, etc.). Special effort should be extended to involve and include traditionally underserved constituents.

IV. PROMOTION OF THE ARTS

The Sacramento Metropolitan Arts Commission should commit appropriate staff time to develop and implement a strong proactive public relations campaign for the arts, the components of which might include:

- o Encourage increased media coverage of the arts.
- o Promote the quality of local arts talent and activities (all disciplines).
- o Promote enhanced awareness of artists, programs and services available in the outlying areas of the county.
- o Showcase local artists, including
 - . Arts In Education "sampler" presentations
 - . Art in Public Places
 - . Light Rail Art Program
- o Produce a major festival of the arts.
- o SMAC should continue to work with local government, merchants' associations, citizens groups, the Chamber of Commerce, and Sacramento Housing and Redevelopment Agency in developing a common marketing plan for downtown revitalization that includes active cultural programming.

V. SPACE NEEDS

The Sacramento Metropolitan Arts Commission should respond to the space needs of the cultural community by aggressively identifying and advocating for space to be used for the arts. Cultural facilities should be considered in light of future population growth, needs in outlying areas of the county, technical requirements, and existing facilities.

In addressing Sacramento County's short and long-term cultural facilities needs, SMAC should:

- o Develop and implement a Cultural Facilities Master Plan for Sacramento County, to include performance, exhibition, rehearsal, storage, building, office and artists live/work space needs.

- o Develop an accessibility survey of arts facilities in Sacramento County.
 - . assess accessibility
 - . recommend on modifications
 - . staff training, technical assistance and funding for modifications

- o Continue its active arts advocacy role in City, County and community revitalization, planning and recognition efforts including such programs as:
 - . Sanger Downtown Plan . CAMMY
 - . Cultural Amenities . County Parks 2000
 - . program for developers . Urban Design Task Force
 - . Plaza Park planning

- o Insure that all inventory lists are continually updated.

The 1985 Strategic Plan of the Sacramento Metropolitan Chamber of Commerce identifies some strikingly similar cultural issues and concerns, which serve to underscore the above recommendations.

"The community has developed impressive cultural attractions in the performing and visual arts and has reached the juncture of growth and community maturity and awareness to support an improved cultural identity, independent of San Francisco....."

"Cultural activities in the Sacramento area have developed significantly in recent years. New avenues for increased funding and methods for more cost effective and coordinated utilization of funds need to be explored....."

"There is an apparent need for a smaller theatre of approximately 750 to 1000 seat capacity for drama, ballet and other cultural events. The feasibility of developing such a facility should be studied....."

"Bring together key representatives from the public and private sectors, local school districts, the Sacramento Metropolitan Arts Commission and the Sacramento Regional Arts Council to develop a long-range plan for maintaining and expanding arts in education in this geographical area....."

"Support and encourage the Sacramento Metropolitan Arts Commission to serve as a clearinghouse and coordinating body to assist local agencies, groups, organizations and facilities to increase professionalism in the arts and eliminate overlapping services, schedules and funding requests....."

²1985 Strategic Plan, Chamber of Commerce

IMPLEMENTATION

The recommendations of the previous section may be addressed through the following proposed implementation. Much of this implementation is subject to continued community, commission, and staff discussion.

I. POLICY

Planning is an on-going and dynamic function of the Sacramento Metropolitan Arts Commission. The most positive and constructive comments received from the planning process related to the arts community's desire and enthusiasm to continue its dialogue with the Arts Commission and with other colleagues in the arts community. The policy recommendations adopted by the Commission require very little additional funding or staffing, but will be included as part of the Arts Commission's on-going planning efforts.

Areas that were articulated for potential policy development include:

On-going community input on arts issues and needs. The Arts Commission recommends that an effort be made every year to hold some of its regular monthly meetings in locations outside of downtown Sacramento, that community participation be solicited on both advisory and standing committees, and that regular public meetings be held as part of the on-going planning efforts of the Arts Commission.

Development of an "APP" program which includes performances. The SMAC discussed this at a special meeting held May 20, 1986.

Develop a local program comparable to the NEA Inter-Arts program.

Commitment to underserved constituencies.

Commitment to Arts in Education activities (includes life-long learning).

Committee structure of SMAC. At its meeting May 6, 1986, the Arts Commission voted to review its Committee structure and make revisions to the Commissioner Handbook which will be brought to the Commission for annual review in July. The new Chair will appoint committee chairs.

Other recommendations regarding committees include the following:

Establish a Perf-Arts standing committee (approved 2-4-86).

Establishment of an Arts in Education standing committee (3-4-86). This committee would help develop a formalized advocacy network with related marketing and technical assistance. The SMAC should provide a resource listing of artists and arts organizations available to work in schools, workshops on AIE grants writing, "sample" presentations of local arts talent and matching funds for schools to hire artists.

Development of advisory boards

Sub-committees to evaluate current programs

Representation by Commissioners and staff on appropriate committees and boards of other governmental and community agencies.

Review of existing Arts Commission programs and services. The Sacramento Metropolitan Arts Commission will hold an annual retreat in October or November of every year, prior to the beginning of the City's budget process, to review and evaluate existing programs. These recommendations will be reflected in the budget submitted by the Arts Commission to the City. In March or April of every year, the staff of the Sacramento Metropolitan Arts Commission will present a detailed work program to the Arts Commission for their approval in June and submittal to the City's Department of Parks and Community Services in July. The 1985-86 planning process reviewed all existing Arts Commission programs either through formal survey results, Committee discussion, or Arts Commission retreat. All existing programs were deemed to be of value by the Arts Commission with significant modifications proposed for the Artsletter, Hotline, Resource Center Library, Cultural Resources Directory, and fundraising efforts. Changes to these and future programs will be detailed in the yearly work program as outlined above.

II. COMMUNICATIONS/TECHNICAL ASSISTANCE

1. There is a serious lack of communication and coordination in the field among artists, arts organizations, and other service agencies. With centralization, terrific strides can be made in the arena of self-help (legal, marketing, financial expertise) and in coordinated efforts at purchasing (advertising, equipment, services), promotion, and public education.

The Sacramento Metropolitan Arts Commission should strengthen its role as a centralized information and referral center by upgrading and promoting its existing Resource Center library and by developing an electronic database on arts spaces, local artists, arts organizations, a master calendar of arts events, speakers, bureaus, gallery listings, special interest populations, etc. Interns are available through local agencies, colleges and universities to help implement this goal. Federal, state, corporate and foundation grants should be pursued.

SMAC should assist in establishing a gallery association, local chapter of Artists Equity and policies on issues officinary local artists such as artists commissions or auction donations. SMAC might also explore the development of a "City Arts Center."

2. Formalized Technical Assistance Program

One of the strongest programs undertaken by the Sacramento Metropolitan Arts Commission in its history of support to the local arts community was the Technical Assistance Program (TAP). The grant-funded program provided a consultant in its first year to assess the needs of arts organizations in a ten-county region around and including Sacramento. In the second and subsequent years, formalized technical assistance (workshops, conferences, seminars) and one-on-one consulting were developed in response to the needs identified by assessment. This type of support proved critical to launching the growth of such arts organizations as Harmony Arts and the Sacramento Opera Association. TAP was extremely successful in strengthening and professionalizing existing arts activities, and through an aggressive outreach effort, in addressing needs of previously underserved communities. TAP was continued in only the most limited fashion after funding was withdrawn.

The Sacramento Metropolitan Arts Commission now recognizes how critical this type of support must be in order to upgrade the arts community and to create new audiences and avenues of support, particularly for small, emerging and multicultural organizations and for reaching underserved constituents. A thorough and comprehensive approach to strengthening the arts community, which involves formalized technical assistance, funding, and promotion, is required.

A self-assessment form should be developed to assess the strengths and weaknesses of each local arts organization in terms of managerial, accessibility, board development, financial, and artistic expertise. This type of assessment should accompany every grant application to the Sacramento Metropolitan Arts Commission and should be updated annually. It will allow the Arts Commission to determine what types of technical assistance are most needed in any given year and provide a record of organizational development. This type of assistance could complement any funding support awarded through the Arts Commission, and thereby strengthen the impact of grants received.

The Arts Commission recognizes that small, emerging and multicultural arts organizations have the most to gain from this program, that this is in fact where technical assistance will have the greatest impact. The Arts Commission should explore the "adoption" of a limited number of such organizations each year (perhaps those who are not or are only marginally eligible for County Cultural Awards) in order to provide a personal and individualized technical assistance program.

Technical assistance on arts-related topics should also be provided to non-arts organizations such as the Sacramento County Department of Parks and Recreation, civic organizations, and human service agencies.

3. Sensitivity and Outreach to Underserved Constituents. Finally, an aggressive and targeted outreach effort should be launched to identify and involve constituents who have not previously participated in the arts on Arts Commission activities. Typically underserved constituents include the mentally and physically-disabled, senior citizens, and ethnic minorities. Training should be provided to staff, Commissioners, and the broader arts community to sensitize them to the needs of these new constituents and artists. Promotional efforts should be directed to and include federal, state, local, corporate and foundation grants as well as Friends support.

The Sacramento Metropolitan Arts Commission recommends that one full-time staff person be hired to coordinate outreach efforts, one component of which is technical assistance.

III. FUNDING

As the major local arts regranting agency for artists and organizations, SMAC should identify potential funding sources and serve as an advocate for increased funding from existing sources, including public, private, corporate, and individual support.

1. Cultural Awards

Currently, the only source of public sector support to private sector arts organizations is the County's Cultural Awards Program. \$200,000 is the total annual allocation to an arts community serving a population of approximately one million residents. This is simply inadequate. Additional funding support should be sought from the public sector in support of local arts organizations.

The Sacramento Metropolitan Arts Commission should spearhead this effort on behalf of these groups and administer any monies received from the City and County. Meetings with the arts community will be called by the County Cultural Awards Committee of the Arts Commission to determine the most appropriate approach in developing programs from increased support. Increased technical assistance available for smaller and emerging groups. Funding should be encouraged to arts organizations that can demonstrate an understanding and assessment of their own strengths and weaknesses, with a plan for addressing each.

Funding for this program should come from the City and the County in a cooperative partnership. A minimum of \$500,000 should be available in annual re-granting funds to the private sector arts community during the next 3-5 years. Federal funding could be catalytic here in stimulating local government support.

2. Funding for Individual Artists

Similarly, it is unfortunate how little monies go directly to the individual creative artist (the painter, sculptor, choreographer, composer, writer). It is they who are creating the works now that will be exhibited/performed tomorrow. It is necessary for our cultural future to support the individual creator, the initiator of our cultural system. The Sacramento Metropolitan Arts Commission should establish a funding program for individual creative artists in all media, and stimulate the development of new markets to produce and present artists' work. \$20,000 in funding is currently being sought from the California Arts Council to continue and expand the New Works in Performance program.

3. Profile of Sacramento's Multicultural Community

The Sacramento Metropolitan Arts Commission has not developed and maintained a comprehensive listing of arts and non-arts agencies which provide a variety of cultural and arts offerings to our growing multicultural community. Thus, in 1985-86 the Arts Commission applied for and received a \$4,500 California Arts Council grant to profile the multi-cultural community. A new grant proposal has been submitted to establish a re-granting program for new and emerging organizations. While the eligibility requirements have not been totally specified, these grants will focus on new and emerging organizations who are not currently funded by CAC or SMAC and have not been for the last two years. It is anticipated that a significant portion of applicants will come from the multicultural community. It is further anticipated that a number of applications will not come from arts organizations per se, but rather from community/neighborhood associations which have cultural components. Grant requests can be for specific projects or events (including festivals) or monies to be used for technical assistance.

An advisory and review panel composed of a majority of multicultural representatives will be established to make recommendations on specific guidelines and to review the applications themselves. Every effort will be made to identify panelists not traditionally used, and to that end, significant technical assistance dollars have been allocated for the actual training of the panelists themselves. The completed multicultural profile will assist in the identification of potential panel members from the multicultural community.

The commitment to identify and train an advisory panel composed of individuals not usually selected for this purpose will provide, in itself, another networking and outreach mechanism to communities we have thus far not reached adequately. Thus, a potential model of how to broaden the pool of panelists available to any community will be developed.

4. Other areas to be considered as potential new regranting programs included: Arts in Education, APP for performing arts, Multicultural, new and emerging organizations and major institutions.
5. The Arts Commission recommends that the current full-time staff positions at SMAC which are not funded by the city should be made into permanent positions, funded by the city and county.

IV.

PROMOTION OF THE ARTS

A common need emerged from all committees and public meetings to develop a positive public attitude toward the arts in Sacramento, its artists and organizations. With a change in public attitude would come the accompanying funds necessary to build spaces and underwrite programs. Without it, Sacramento will continue to lose its artists and its audiences to more supportive communities. Sacramento has a strong and emerging arts community but that knowledge and confidence has to be developed in the public's mind. Visibility for the Arts Commission will result from an aggressive campaign on behalf of all the arts.

In developing an aggressive promotion campaign on behalf of all the arts in Sacramento, an advisory steering committee of media and public relations people should be formed to develop program recommendations and lend assistance. This committee could include a representative from the Art Directors and Artists Club, Sacramento Women in Advertising, PR Roundtable, Ad Club, a marketing professional, and someone from the media. A high quality PR campaign could cost from \$50,000 - \$150,000 and should result in generic marketing and promotional materials, which may be of interest or use to arts agencies in other communities as well as Sacramento.

It is expected that a pro-active promotional campaign will create a distinct "cultural identity" for Sacramento, increase business involvement in the arts, stimulate local interest and audience participation and attract tourists.

Potential funding sources include corporate sector in-kind and support; County Transient Occupancy Tax; Convention and Visitors Bureau support; local, state and federal grants; and Friends.

V.

SPACE NEEDS

1. Cultural Facilities Master Plan for Sacramento County

While the population and development boom in Sacramento continues, the identification, planning and construction of cultural facilities to meet Sacramento's future demand for cultural activity has not begun. Lands that are now zoned agricultural are rapidly giving way to office and warehouse space, commercial and residential development in North and South Natomas, the south area, the Highway 50 corridor, and the Roseville/Rocklin area. In order to keep pace with this growth, Sacramento must provide for anticipated cultural needs. While the Sanger Downtown Report, Chamber Strategic Community Plan, and Urban Design Task Force focus on the peculiar needs of downtown revitalization and a downtown entertainment district, the needs and requirements of the local arts community throughout the county have not been assessed.

In 1986 the County Department of Parks and Recreation adopted the following goals as part of their County Parks 2000 planning process.

- "The Department will complete development within the next five (5) years [of] a basic set of appropriate outdoor facilities for public cultural and artistic performances.....The Department shall seek to distribute its arts facilities around the county in such a way as to be conveniently located and accessible relative to the population."

- "In the second five-year period of the plan, upgrade and improve arts-related facilities in the park system to provide a greater depth and complexity of service to an expanded audience."

- "In the third five-year period, finalize development of the dedicated arts facilities to bring them up to regional quality professional standards."

- "The arts facilities shall be located independent of other regional activities or grouped with other cultural facilities on one special site." Objectives in the County Parks 2000 Plan relate to mobile equipment to support arts events in a specialized multi-use arts area or complex, a large grass amphitheater, and a large regional-size concert/drama facility.

For years alternative exhibition spaces have emerged only to disappear because of problems with ongoing availability of space. Galleries, individual artists, and the Crocker Art Museum have expressed need for an alternative exhibition space. The individual artists survey indicates that their most pressing needs are first, studio space and then,

exhibition space. Performing artists have identified a need for performance, exhibitions, rehearsal, storage, meetings, and educational facilities.

Primary spaces currently used for performances and rehearsals are school or university auditoriums with seating capacities of 500-1500.

Most frequently cited performance space needed in Sacramento was a theatre ranging from 500-1500 seating capacity in the central downtown area.

Most performing arts organizations agreed that it would be helpful to establish a "one-stop permit" office where all questions concerning safety and code requirements could be answered.

Corporate and foundation grant support should be sought to fund this activity. Efforts should be made by the Arts Commission to address cultural facility needs as part of all City and County master plans.

2. Accessibility Survey of Arts Facilities in Sacramento

Many local arts organizations are not eligible to receive city, county, state or federal funding due to structural inaccessibility. Many of these obstacles could be alleviated at relatively low cost to the arts organization, and in so doing, would provide greater accessibility to the arts for more Sacramento citizens. The Arts Commission wishes to be in a position of helping arts organizations solve their accessibility problems through a survey of physical accessibility, technical assistance to improve levels of accessibility, and eventually funding to assist in making necessary modifications. An accessibility survey of arts facilities would be produced, published and distributed to other interested agencies and individuals. Arts organizations are encouraged to apply to Sacramento Metropolitan Arts Commission for this kind of funding. Potential funding sources include state, local, and corporate grants.

3. Downtown Cultural Programming

A consortium effort of the City of Sacramento, the Sacramento Metropolitan Arts Commission, downtown merchants, and other businesses and citizen interest groups would be effective in developing a successful level of programmed arts, recreation, and other special events downtown. The goals of this type of programming are to provide a "24 hour city" by extending activities downtown into the evenings, weekends, and holiday season; and to create an image of downtown that is vibrant, active, enjoyable and safe. This can be accomplished through a cooperative marketing plan involving all groups mentioned above. In order for effective programming to take place, adequate funding for programming and publicity must be provided to the coordinating entity.

Several options should be explored initially: The idea of "a loaned executive", or student intern to serve as program coordinator; the coordination of artists and arts groups that have received funding or grants to perform in public places or that can perform free (military); creating a "blue-ribbon" advisory funding committee, etc.

The City would provide additional police surveillance and law enforcement, programming and coordination through the Sacramento Metropolitan Arts Commission, free parking as needed, and funding for staff support. Staff at Sacramento Metropolitan Arts Commission would be needed to develop activities, publicize, and coordinate with other groups. Merchants associations would develop activities in each of their areas, which would be consistent with an overall marketing plan, with cultural events and programs coordinated through Sacramento Metropolitan Arts Commission. Special retail activities would coincide with program events, themes, or seasonal efforts. Sacramento Old City Association and other residents groups, artists, and arts organizations could be encouraged to program their own activities at downtown sites. Potential funding sources include local businesses, merchants and citizen groups, city and individual support.

4. County-wide Cultural Programming. In keeping with the need to provide active outreach to all potential participants, and to support the expressed need of outlying communities for arts activities, SMAC will seek to develop and foster programming on a county-wide basis. If a performing arts component can be created in conjunction with APP, programs will occur in suburban and rural areas of the County. Also, the County Cultural Awards program is seeking additional dollars to support a greater number of arts activities, a majority of which will occur outside the city. Criteria will be weighted to encourage county services.

The development of cultural arts activities within the County Parks Department is also being explored as a potential arts delivery network. In its County Parks 2000 Plan the Department has resolved to "increase the involvement of artists and general citizens in the planning and operation, and financing of its arts program." An arts advisory panel will be formed with representation from the Sacramento Metropolitan Arts Commission and "the Department will institute training for all staff to increase their awareness and skills in the area of arts." The Arts Commission could assist in providing this training.

The County Parks 2000 Plan also recommends the expansion of the County's Art in Public Places Ordinance to include park construction as eligible for APP projects.

ANNUAL REVIEW OF ARTS PLAN

Planning is a dynamic and continual process that includes community participation, input and feedback. It includes evaluation of existing programs and services, as they relate to overall goals and needs of the arts community. It includes identification and involvement of target markets to be served by the Arts Commission. While finite resources of staff, time, and funds will limit the Arts Commission's ability to respond to all needs and all audiences, progress should be reviewed annually toward the goals identified in this report. The following questions should be addressed in an annual review:

1. Has our audience changed? Are there significant socioeconomic or demographic trends that affect the nature of our community?
2. Have the needs and interests of our constituents changed? Who are our constituents? Is it appropriate to continue addressing the needs and interests identified by the previous planning process? Have new needs or interests emerged?
3. How well do our existing programs, services and resources address these needs? Do we need to modify or delete some activities? Are there new programs that should be added?
4. What audiences or activities should be addressed next? When should they be addressed? What resources are required to address them? How and where should these resources be obtained?
5. How should the Arts Plan be modified to reflect these changes in direction?

The Arts Commission should hold an annual retreat in October or November of each year, prior to the City's budget process, to review its mission, this Arts Plan and progress against it, goals for the future. This preliminary review should be supplemented by public meeting(s) or community roundtable discussions before finalizing the Arts Plan. At least once every five years, a comprehensive long-range planning process should be initiated to develop a new three-five year Arts Plan. Yearly updates will revise each plan, with a detailed work program approved by the Arts Commission annually at its June meeting. The Arts Commission should also establish a Commission Work Plan.