



**SACRAMENTO
HOUSING AND REDEVELOPMENT
AGENCY**



9

March 20, 1990

Budget & Finance Committee
Transportation/Community
Development Committee
Sacramento, CA

Honorable Members in Session:

SUBJECT: Downtown Cultural and Entertainment District Master
Plan/Retail Recruitment and Enhancement Strategy

SUMMARY

The attached report is submitted to you for review and recommendation prior to consideration by the Redevelopment Agency and City Council of the City of Sacramento.

RECOMMENDATION

The staff recommends approval of the attached resolution approving the Master Plan and strategy.

Respectfully submitted,

ROBERT E. SMITH
Executive Director

TRANSMITTAL TO COMMITTEE:

SOLON WISHAM, JR.
Assistant City Manager

Attachment



**SACRAMENTO
HOUSING AND REDEVELOPMENT
AGENCY**



March 19, 1990

Redevelopment Agency
of the City of Sacramento
Sacramento, California

Honorable Members in Session:

**SUBJECT: Downtown Cultural and Entertainment District Master Plan
(M89-011)/ Retail Recruitment and Enhancement Strategy**

SUMMARY

This report summarizes the Draft Cultural and Entertainment District Master Plan (Cultural Plan) and the K Street Mall Retail Recruitment and Enhancement Strategy (Retail Plan). Approval is requested to 1) establish an organizational structure to implement both the Cultural Plan and Retail Plan, 2) expend \$125,000 allocated in the Tax Allocation Bond for implementation activities subject to final bond sizing and prioritization, and 3) authorize staff to develop a request for proposals to obtain consultant services to staff the new organization.

BACKGROUND - CULTURAL & ENTERTAINMENT DISTRICT MASTER PLAN

In 1986, the Merged Downtown Sacramento Redevelopment Project Plan was adopted by the Redevelopment Agency of the City of Sacramento. The Plan included goals, objectives and policies along with a concept design of a Downtown Cultural and Entertainment District, and recommended a variety of cultural and entertainment activities as critical elements to revitalizing downtown along with the creation of an animated 18 hour environment. In 1987, the Urban Design Plan was adopted by the City Council. This plan supported the development of the cultural and entertainment facilities along with programs for the downtown area and suggested an implementation plan be prepared.

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MASTER PLAN CONSULTANT AND CITIZEN'S ADVISORY COMMITTEE

On June 22, 1989, the City Council hired a multi-disciplinary planning team lead by Williams-Kuebelbeck and Associates to prepare the Downtown Cultural and Entertainment District Master Plan. The planning process for the Cultural and Entertainment District Master Plan involved the participation of a wide variety of public and private groups to develop recommendations and facilitate consensus. A Citizens Advisory Committee (CAC) composed of community representatives and a Technical Coordinating Committee (TCC) composed of representatives from various City Departments were established to provide input and direction to the study and review findings.

During the development of the plan, the consultant team and the CAC conducted a series of public meetings which involved workshops, questionnaires, interviews, and public testimony. Many of the topics and issues discussed were considered during the preparation of the draft plan. Summaries of the CAC's visions, assets, and needs/priorities of the District are identified in the attached executive summary (Exhibit A).

THE MASTER PLAN - EXECUTIVE SUMMARY

The goal of the proposed Downtown Cultural and Entertainment District Master Plan (graphically illustrated in Exhibit B) is to create a concentrated mix of cultural and entertainment facilities and programs that will be capable of contributing to downtown's night and weekend activity by attracting and accommodating professional artists and supporting patrons from the Greater Sacramento Metropolitan area.

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The Master Plan consists of the following elements:

* THE DISTRICT "CONCEPT"

The District boundaries (Exhibit C) include existing venues and supporting land uses scattered throughout the entire Central City encompassing the area from Old Sacramento on the riverfront to the vibrant restaurants and shops in Midtown. The plan has identified three specific areas that have been identified for concentrated and specialized activities. The three areas identified are the "Museum Mile", the "Downtown Plaza Shopping Center" and the "East End District". The Museum Mile parallels the riverfront stretching from the old Jibboom Street PG&E plant on the north to the Towe Ford Museum on the south. This area contains many historic museums, Old Sacramento, Crocker Art Museum and the Waterfront/Docks area. The soon to be remodeled Downtown Plaza will encompass a multi-screen cinema complex, shopping, restaurants, entertainment and performance opportunities on the west end of the K Street Mall. Lastly, the "East End District" (Exhibits D and E) encompasses the K Street Mall and a triangular area formed by St. Rose Of Lima Park, Sacramento Theater Company/Music Circus and Memorial Auditorium.

The plan identifies six "focus areas" recommended for cultural programming efforts, an extension of ground floor retail requirements into the "East End District, and supporting elements such as specialized lighting features, banners and public art.

* FACILITIES PLAN

The proposed facilities (e.g. theaters, museums, special venues) for the District are identified in the Facilities Plan summarized in Exhibit F. These facilities are based on the needs analysis prepared by the consultants. The Facilities Plan identifies facilities in three parts (Public, Private and Areas For Future Study). Needed facilities are specifically categorized by size/description, preferred location and implementation phasing. For example, the theater row district recommends the rehabilitation of the Sacramento Memorial Auditorium, new facility for the Sacramento Theater Company and smaller scale theaters on opportunity sites.

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* PROGRAMS

Programming within the district must reflect a more integrated approach than presently exists in Sacramento. Examples of recommended programs include:

- Establishing "After Glow" hours at District restaurants and cafes to provide a place to visit and dine after an evening of concert-going or shopping.
- Creating "Street Scenes": "After Five" a series of performances within the newly established Focus Areas, presented at the end of the day to encourage office workers to remain downtown longer.
- Expanding City Life into a series of weekly concerts in Plaza Park throughout the year, drawing from local chorale, music, visual art, theater and dance groups.
- Continuing Light Nights, a cooperative program of downtown merchants, the Sacramento Metro Arts Commission, and Regional Transit which extends evening transit service, encourage restaurant and retail operators to extend their hours and provide on-site entertainment in coordination with the Light Nights schedule.

* SUPPORTING ELEMENTS

Supporting elements are identified in the Plan as necessary components to complement, improve, enhance and create an identity for the Cultural District. These elements for example include streetscape improvements such as banners, street-lighting, and a centralized ticket kiosk/information booth. Improved security and maintenance of downtown streets and alleys are also recommended.

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HALCYON PLAN - K Street Mall Retail Recruitment and Enhancement Strategy

The K Street Mall Retail Recruitment and Enhancement Strategy (see Exhibit G) attached was completed in 1989. The study was requested by the Agency to analyze why it has been so difficult to achieve the goal of a well-balanced retail district despite the expenditure of millions of dollars of public funds spent in the downtown core area.

After completing an extensive retail district marketing analysis, focusing on the K Street Mall, the consultants, Halcyon Real Estate Advisors, Inc. identified several obstacles facing retail development. It became clear from this research that the desired retail development will not happen on its own without a concerted and well-implemented effort on the part of the City. In fact, despite a healthy economic climate, the current spurt of office development, and the expansion plans of the Downtown Plaza, retail growth is stagnant. Reasons for this inertia are detailed in the report, including the following:

- * Real estate speculation and rapid growth has seen the cost of buildings and land triple in the last five years and has made property owners unwilling to make meaning long-term investment in their property or even sign long term leases;
- * There is a lack of a residential or hotel market base;
- * There is no clearly signed dedicated pool of parking for the K Street Mall or an effective transportation link between the Mall, the Downtown Plaza, or Old Sacramento; and
- * The existing K Street Mall management organization is not sufficiently funded to provide needed services necessary to promote the Mall.

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The Halcyon consultants focused on the latter problem--the problem of organizational management--as the key to turning around the K Street Mall. Though downtown business associations in general upgrade retail activity, downtown still lag behind their serious contenders--suburban shopping malls. It is very difficult for a retail district with many property owners to organize their efforts in terms of advertising, promotions, and leasing activity to the degree that can occur in a single-owner mall. Therefore, the concept of centralized retail management is recommended where, even though there are many owners, a single organization has responsibility to develop a business recruitment strategy, target desired retailers and bring in the desired mix of businesses to K Street. The public-private partnership recommended would be strong enough to implement a leasing mix plan, create a single image for the shopping district and conduct promotions on a professional level equal to that occurring at the Downtown Plaza.

As an example of the kind of recruitment effort that should take place, the consultants identified existing voids in the existing merchandising mix and have recommended certain tenant types and examples of stores (see Exhibit H) This list should form the basis of an initial tenant recruitment program. This list will be further refined to target nighttime retail users such as bars, cafes/restaurants, coffee houses, etc.

A specific centralized retail management organizational structure with four areas of responsibility--promotions; retail recruitment, marketing and leasing; business support; and security and maintenance is shown in Exhibit I.

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IMPLEMENTATION STRATEGY

The City Manager's Office, City and Redevelopment Agency staff prepared an organizational structure and a three year funding program to implement both the Cultural Plan and Retail Plan. When the Cultural Plan was completed, it appeared to dovetail nicely with the retail recruitment strategy. Retail/business activity is a natural companion to cultural and entertainment activities. Strong successful downtowns marry the two elements. While, retailers benefit tremendously from the crowd-attracting theater, concerts, festivals and other entertainment events, cultural and entertainment events need retail support, particularly nighttime cafes and restaurants. Furthermore, the Cultural Plan states the "cultural programming must be fully integrated and promoted with the retail efforts". Thus, there is a symbiotic relationship between the business and entertainment factions of downtown. The coordinated development of the two will make downtown stand apart from any other shopping area or theater area in the metropolitan area.

Both plans have similar objectives and recommendations for creating an animated and active 18 hour downtown. Each plan recommends the formation of a joint public/private partnership to act as an umbrella non-profit organization for implementation of the Cultural Plan and Retail Plan, and promotional and marketing activities to strengthen the image of the District. When the activities in both plans are listed side by side illustrated in Exhibit J; the similarities can be clearly seen.

Exhibit K describes in detail the organizational framework that combines the plans for implementation. This Exhibit describes the recommended composition of the public/private organization named the "Sacramento Downtown Partnership", the creation of an eleven member Executive Committee, recommended staffing, and identification of the role and function of each city department responsible for carrying out various components of the Plans' recommendations.

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THE SACRAMENTO DOWNTOWN PARTNERSHIP - A PUBLIC/PRIVATE PARTNERSHIP

The Cultural Plan indicates the tremendous need for city agencies, public institutions, merchants association and individual citizens to work together to implement a vision for the future of Sacramento. In order to accomplish this, the Cultural Plan is recommending the establishment of a new non-profit public/private partnership to be identified as the "Sacramento Downtown Partnership" illustrated in Exhibit K. The partnership is proposed to provide public/private leadership for implementation of the Plan, and provide a Centralized Retail Management (CRM) structure to develop, manage, and operate on-going marketing, promotion, programming, retail recruitment and training for the K Street Mall.

It is recommended that the "Partnership" begin as an appointed committee for its first year and evolve into a non-profit corporation beginning in its second year. Both short term (first year) goals and long term goals for the Partnership are described in the attached Exhibit K as well. The proposed partnership would have an eleven member Executive Committee. The composition of the partnership must reflect the diversity of interests and the multi-cultural quality of the City. The primary role of the Executive Committee would include policy direction and soliciting non-municipal support. It is recommended that the "Partnership" be self-supporting after the third year.

STAFFING

The proposed staff positions will be financed through a contract with the Agency. The recommended positions include District Manager, Retail Specialist, Broker and Clerical. Direction will be given to the District Manager by the Executive Committee of the Sacramento Downtown Partnership. Staff roles are described in the attached Exhibit K, though the organizational relationships will be further refined by the Executive Committee once it is established.

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The Partnership structure also includes a Technical Coordinating Committee (TCC) composed of City staff. The primary role of the TCC would be to develop and implement a financing strategy for new cultural facility development, provide general technical assistance, and coordinate efforts with the District Manager for programs and promotional efforts downtown.

PROPOSED IMPLEMENTATION SCHEDULE

- March 19, 1990: Request SHRC approval of budget
- March 27, 1990: Request City Budget and Finance and Community Development Committee to consider the Cultural and Entertainment District Master Plan, the Retail Recruitment and Enhancement Strategy, implementation strategy, and allocation of funds
- April 3, 1990: Request City Council approval of the Final Cultural and Entertainment District Master Plan, Retail Recruitment and Enhancement Strategy, implementation strategy, and allocation of funds
- May 1, 1990: Request City Council approval of Request For Proposal for consultant services to staff the Sacramento Downtown Partnership.
- July 1, 1990: Finalize consultant contracts

MBE/WBE

This report will be subject to the Agency MBE/WBE program.

ENVIRONMENTAL REVIEW

The Environmental Services Division has reviewed the Cultural and Entertainment District Master Plan, which includes consideration of the Retail Recruitment and Enhancement Strategy, and has filed a Negative Declaration.

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POLICY IMPLICATIONS

The proposed project is consistent with Agency and City objectives of enhancing the Downtown and the central city. Retail enhancement, also referred to as Centralized Retail Management, was approved as part of the Urban Design Plan. The Central Business Framework Plan adopted June 16, 1987 calls for a marketing program for the retail commercial sector which "shall include a retail mix analysis and plan, centralized leasing program, and a marketing analysis...".

Cultural and entertainment activities have also been recommended in other city plans. In 1986, the Merged Downtown Sacramento Redevelopment Project Plan was adopted by the Redevelopment Agency of the City of Sacramento. The Plan included goals, objectives and policies along with a concept design of a Downtown Cultural and Entertainment District, and recommended a variety of cultural and entertainment activities as critical elements to revitalizing downtown along with the creation of an animated 18 hour environment. In 1987, the Urban Design Plan was adopted by the City Council. This plan supported the development of the cultural and entertainment facilities along with programs for the downtown area and suggested an implementation plan to be prepared.

FINANCIAL

In order to fund the implementation activities and staff of the "Partnership", City and Redevelopment Agency staff is recommending that the City and Redevelopment Agency initially commit \$125,000 each. Agency funds will be targeted for consultant services and city funds are to be used for programmatic and promotional purposes. Exhibit L indicates the recommended first year budget and expenditures.

It is the recommendation of the City Manager that the City's portion (\$125,000) of the first year budget be funded as part of the 1990-1991 Fiscal Year Annual Budget.

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The Agency has tentatively allocated \$125,000 in the 1990 Tax Allocation Bond to match the city's initial contribution for the downtown partnership. (Please be advised, however, that the ultimate ability to fund this project from this source will depend on the final amount we are able to raise from this bond issue and the other competing priorities for this funding. The final decision on allocation should be withheld until the bond can be sized in the June-July time frame.)

VOTE AND RECOMMENDATION OF COMMISSION

At its regular meeting of March 19, 1990, the Sacramento Housing and Redevelopment Commission adopted a motion recommending adoption of the attached resolution. The votes were as follows:

AYES:

NOES:

ABSENT:

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RECOMMENDATION

Staff recommends adoption of the attached resolution which

- 1) establishes the Sacramento Downtown Partnership to implement the Retail Recruitment and Enhancement Strategy and the Cultural and Entertainment District Master Plan in accordance with the staff report for the resolution;
- 2) appropriates \$125,000 from the Tax Allocation Bond to pay for consultant services under Section 3 of this resolution subject to final prioritization when the bond is sized, and
- 3) Directs staff to develop a request for proposals to obtain consultant services to carry out the implementation strategy for the Cultural Plan and the Retail Plan.

Respectfully Submitted,



ROBERT E. SMITH
Executive Director

Contact Person: Cynthia Shallit, 440-1318

CPC/SHRA

RESOLUTION NO.

ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO

ON DATE OF _____

DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT MASTER PLAN
(M89011)/RETAIL RECRUITMENT AND ENHANCEMENT STRATEGY

BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO:

Section 1: The Sacramento Downtown Partnership is hereby established to implement the Retail Recruitment and Enhancement Strategy and the Cultural and Entertainment District Master Plan in accordance with the staff report for the resolution;

Section 2: \$125,000 shall be tentatively appropriated from the Tax Allocation Bond to pay for consultant services under Section 3 of this resolution subject to final bond sizing and prioritization.

Section 3: Staff is directed to develop a request for proposals to obtain consultant services to carry out the implementation strategy for the Cultural Plan and the Retail Plan.

CHAIR

ATTEST:

SECRETARY

1100WPP2(607)

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

DRAFT

SUMMARY REPORT

SACRAMENTO DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT
MASTER PLAN

March 8, 1990

Prepared For:

City of Sacramento
Department of Planning and Development

Prepared By:

Williams-Kuebelbeck & Associates, Inc.

Helene Fried Associates

Kaplan•McLaughlin•Diaz

S. Leonard Auerbach & Associates

SUMMARY REPORT SACRAMENTO DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT MASTER PLAN

The goal of the Downtown Cultural and Entertainment District Master Plan is to create a concentrated mix of cultural and entertainment facilities that will be capable of contributing to downtown's night and weekend activity. This plan is intended to serve as a guide for the various public and private sector groups and agencies concerned about downtown. Ultimately, it is not this document which will make the difference, but the Sacramento community which must take the actions necessary to implement the various components of the Plan.

A. THE PROMISE

The Cultural and Entertainment District is envisioned as an urban stage--an opportunity for formal and informal events and programs of quality attracting a diverse audience of office workers, residents, and visitors to Sacramento.

B. CONTEXT

Sacramento is a growing city with a healthy economy and stable financial base as the State Capitol. Set between the foothills of the Sierra and the Delta region, it is a city that respects traditional family values and the enjoys the vitality of a diverse population. Sacramento is a city rich in history, and full of promise for the future. Today, it has a robust, assertive attitude as it matures and develops.

Sacramento is recognized nationally for "quality of life," a mixture of a healthy economy, good schools, available and accessible housing, recreational and cultural opportunities, and that unquantifiable mix of factors that combine to create a desirable community. How the downtown looks and feels; if people feel safe and comfortable; if the citizens of Sacramento can claim it as their own--this will determine the long-term viability of Sacramento's quality of life.

More than buildings, more than institutions, more than retail stores, the Cultural and Entertainment District is a special environment, within which people in the downtown core can enjoy and experience an array of formal and informal activities--such as shopping, dining, movie and concert-going. To create this environment requires the combined resources of the City--both the public and private sectors. It will require the individual participation of those who care about the future of downtown--the homeowner who lives there; the artist whose studio is there; the office worker who comes downtown daily; and the family who shops and attends special events. It will involve those who are already deeply involved downtown, and those who bring a fresh approach and new ideas.

C. NEEDS ASSESSMENT

The planning process for the Cultural and Entertainment District Master Plan has involved the participation of a wide variety of public and private groups to develop recommendations and facilitate consensus. The needs assessment and consensus-building portion of the study involved numerous Sacramento region art/cultural groups and service organizations through an intensive series of workshops, a written survey questionnaire, and personal interviews and discussions. A Technical Advisory committee composed of representatives from various City departments and agencies and a Citizens Advisory Committee composed of community representatives were established to provide input and direction to the study and review findings.

Throughout the planning process, several issues were articulated by cultural organizations, retail operators, merchants associations, public officials and individuals concerned about the downtown area. They include the need:

- * For more coordination and linkages between community and professional organizations, municipal and other government, business, and individuals;
- * For quality facilities suited to the special needs of the cultural community;
- * For equipment and other technical support needed for a broad range of changing performances and exhibitions.
- * To promote and facilitate the establishment of new businesses, and to encourage the production of special events and cultural programs within the downtown core.
- * To increase private participation in the planning of the downtown area to assure the on-going commitment that will be necessary to achieve these plans.
- * To enhance the public's appreciation of downtown Sacramento by supporting a variety of popular programs; continuing to improve security and maintenance; and assisting in the coordination of the hours of operation of restaurants, cafes, clubs, entertainment venues and public transportation.
- * To create a mix of quality programs to attract and sustain increased community participation among families, office workers and culturally diverse audiences. Further, to provide opportunities for informal events and entertainment as well as large scale pageants.
- * To identify new sources of leadership for both financial support and program development for the District.

D. RECOMMENDATIONS

The Cultural and Entertainment District Master Plan proposes a series of recommendations intended to achieve the goals of the Cultural and Entertainment District. In short, the primary recommendations of the Plan include:

1. Develop an integrated approach to downtown programming, promotion and special events. A secure, attractive environment animated by thoughtfully planned programming is the single most important factor in attracting and sustaining the public's interest in the downtown. Cultural programming must be fully integrated and promoted with the retail effort.
2. Plan, finance, construct and program additional cultural facilities to showcase the work of resident and touring performances.
3. Continue the present commitment to improve security and street maintenance efforts in the downtown, assuring an attractive and comfortable pedestrian environment.
4. Increase evening and weekend public transit use, and ensure the effective linkage of new programs and facilities with public transit access.
5. Encourage and enhance the pedestrian experience by creating a comfortable and pleasing environment through the use of special lighting, thematic signage, public art, well-designed street furniture, water features and indigenous landscaping.

Acknowledge the significance of pedestrian circulation and linkages between event sites, restaurants, and parking.

6. Prepare a downtown amenities plan containing recommended new facilities and programs to be used as a guide for developers as they propose new projects in the downtown core. It will be a practical and useful tool for City agencies as they manage the complex process of growth.
7. Establish a program of development incentives within the Cultural and Entertainment District to encourage the inclusion of cultural facilities, entertainment venues, and supporting retail uses in mixed-use development projects. Potential incentives include a "density bonus" program, increased flexibility in parking requirements, and acceleration of the development approval process.
8. Formulate a program of incentives, joint marketing and promotional activities to increase the viability of retail, restaurant, nightclub, and entertainment uses. Further enhance the environment for these types of businesses by removing present economic disincentives.
9. Encourage the provision of cultural facilities and ground floor retail uses not only within the Cultural and Entertainment District, but also throughout the downtown area, and especially along Capitol Mall.
10. Establish a public/private partnership to provide the leadership and involvement to achieve the goals of the Plan.

In its broadest definition, the Cultural and Entertainment District encompasses the entire central city area from historic Old Sacramento on the riverfront to the vibrant restaurants and shops in Midtown. Within the larger District, there are several specific areas that have been identified for concentrated and specialized activities and associated facilities (see Figure 1):

- * A "museum mile" paralleling the riverfront containing a concentration of largely existing museums including the Railroad Museum, the historic Old Sacramento district, and Crocker Art Museum.
- * The Downtown Plaza area, and the extensive shopping, entertainment and performance opportunities which it will provide upon completion of the proposed expansion.
- * The "East End District", extending generally along 'K' Street Mall from Plaza Park and the Public Library to Memorial Auditorium. The integration of arts and cultural activities with retail and restaurant uses along the 'K' Street Mall is critical to eventual success of the District. All possibilities for venue development within existing buildings and private development projects in this area should be explored.

The "East End District" includes a number of "focus areas" recommended for intensive cultural programming efforts, an extension of ground floor retail requirements, and specialized street furniture and lighting treatments. As shown on Figure 2, these areas include:

- * A "theatre row" area between 12th and 'K' Streets, the present site of Sacramento Theater Company, and the Memorial Auditorium. In addition to an existing concentration of cultural facilities, this area includes a number of potential development sites for new performing arts venues and could be the focus of zoning

and development incentive programs. However, future planning efforts for this area must be sympathetic to concerns of the neighboring residential communities.

- * Hyatt Plaza
- * Cathedral Square
- * St. Rose of Lima Park
- * Library Galleria
- * Plaza Park

To best understand the geographic relationships of the District, it is helpful to look at a three-tiered "wedding cake" system, as illustrated in Figure 3. At the top of the wedding cake, representing the smallest geographic area, is the East End District, recommended for the most concentrated programming and venue development. The second tier, including the region from the river to 18th Street, would contain supporting elements for the District, including streetscape elements, banners, and complimentary ground floor retail uses. The bottom of the wedding cake represents the largest geographic region, stretching from the river to Oak Park, considered the District "promotional area", and slated for joint promotion and marketing activities, the master cultural calendar, and transportation and other linkages.

The Master Plan recommendations build upon Sacramento's existing strengths: an established community of visual and performing artists and writers; talented individual producers; retail and restaurant owners and operators of style and distinction; a growing multi-cultural community; and an audience desiring increased and more diverse programming. Several important factors influence successful programming of the scale and complexity proposed. Original, fresh ideas require risk-taking and an environment which informs and inspires those organizations and individuals capable of implementing these programs. Thorough and thoughtful planning and coordination with appropriate City agencies is necessary.

Programming within the District must reflect an integrated approach between cultural, entertainment and retail uses. Seasonal festivals, such as the proposed "Festival of Lights" could become program partners with pre-holiday retail promotions. Dinner or "After Glow" menus could reflect themes from special performances, such as the Sacramento Ballet's ever-popular Nutcracker. These joint programming efforts must be original, of high quality, and should be accompanied by effective promotional efforts.

The programs recommended in the Master Plan include the following:

- Prepare a master cultural and entertainment calendar of downtown events and programs, as well as neighborhood programs of community wide interest. Include information on restaurants, bistros, after hour clubs, stores, parking and transit services.
- Establish a centralized, community-wide box office, information kiosk, and hospitality/security center. Distribute the cultural and entertainment calendar, sell tickets, including half-priced day-of-event tickets, and offer special promotions.
- Create an on-going program of banners coordinated with seasonal activities or institutional promotions, building upon the banners which have already been designed through the Art in Public Places program. Continued funding for both design and replacement of these banners is necessary.

- Establish "After Glow" hours at District restaurants and cafes to provide a place to visit and dine lightly after an evening of concert-going or shopping.
- Plan a large-scale, downtown-wide event, such as "Sacramento Gold", a weekend of activities including a decorated Bike race, a Gold Run marathon, and the "Great Gold Ball", a gala street dance taking place around City Hall and the Library. Such an event could be used as a fundraiser for District activities.
- Continue Light Nights, a program of downtown merchants, the Sacramento Metropolitan Arts Commission and Regional Transit. Encourage restaurant and retail operators to extend their hours in coordination with the Light Nights schedule.
- Create "Street Scenes: After Five", a series of performances within the newly established Focus Areas, presented at the end of the day to encourage office workers to remain downtown longer. This new performance series could potentially be an extension of the existing City Life program.
- Expand City Life into a series of weekly concerts in Plaza Park throughout the year, drawing from local chorale and other music, visual art, theatre and dance groups.
- Support the creation of the "Path of Gold", a sequence of historic markers throughout the downtown core to encourage pedestrian use. Each marker could contain a pertinent quote by a Sacramento writer, poet, songwriter, or historian.
- Expand "Introductions," an annual program of Sacramento art galleries hosting opening receptions of emerging artists' work on the same Saturday, to include on the following weekend, "Open Studio", a program of artists and designers opening their studios to the public.
- Establish a Festival Council to coordinate existing festivals, encourage new festivals, interact with City agencies, and encourage joint efforts with the Convention and Visitors Bureau and other tourist-related businesses. Major special events could include existing and new ideas such as:
 - * "Harlem Renaissance": Art of Black America Community Celebration": the recreation of the previously successful festival showcasing Black artists held previously at the Crocker Art Museum.
 - * "Taste of Sacramento": a new event involving the agricultural industry and local restaurant owners. A showcase of the best and newest agricultural consumer products along with the offerings of Sacramento restaurants.
 - * "Festival of Lights": capitalizing on the successfully lighting of the Tower Bridge by adding white lights placed in trees, along bridges and boats, and outlining buildings throughout the downtown. The turning on of the lights could be a major public event along the K Street Mall on the Friday after Thanksgiving.
 - * "Sacramento Children's Festival": an outgrowth of the Metro Arts Commission's City Life "Kids Days." The first annual festival will be held June 2, 1990 in Old Sacramento and Downtown Plaza.

E. IMPLEMENTATION

1. Organizational Structure and Roles

Presently in Sacramento there exists a renewed spirit of cooperation which is more than the "window of opportunity" created by new downtown development, more than dedicated City staff, more than a supporting electorate but rather a desire by city agencies, public institutions, merchants associations and individual citizens to work together to implement a vision for the future of Sacramento. In order to benefit from this period of cooperation and commitment, the Master Plan recommends the establishment of a new non-profit private/public partnership--tentatively named the Sacramento Downtown Partnership--to guide the future of downtown Sacramento.

The Downtown Partnership is proposed to fulfill two separate but interrelated functions: 1) provide public/private leadership for implementation of the Cultural and Entertainment District Master Plan; and 2) provide a Central Retail Management (CRM) structure to develop, manage, and operate joint marketing, promotion, programming, retail recruitment and training for the 'K' Street Mall. A CRM program was recommended in a recent report, commissioned by the SHRA and prepared by Halcyon, Inc., as the best method to ensure long-term success of the 'K' Street Mall. A consolidated Downtown Partnership has evolved as the most appropriate means to accomplish both goals while ensuring the necessary coordination and linkage between retail and cultural development required to effectively activate downtown.

The recommended structure of the Sacramento Downtown Partnership is illustrated in the organizational chart in Exhibit 1. A detailed handout accompanying this Master Plan outlines the roles and responsibility of the organization as proposed by City staff.

The proposed organization, tentatively named Sacramento Downtown Partnership, would have an 11-member Executive Committee. The composition of the partnership must reflect the diversity of interests and the multi-cultural quality of the City. Thus, it is recommended that the Executive Committee have the following representative membership:

Public

- Mayor/City Council Member
- SHRA Commissioner

Private

- Retail representative(s): SDA, Downtown Plaza Property, Old Sacramento Merchants, Midtown Business Association
- Cultural representative(s): with broad interest and knowledge of the arts community.
- Developer/Major Property Owner
- Downtown Resident

The primary roles of the Executive Committee would include policy direction and soliciting non-municipal support.

The Master Plan proposes the creation of four new staff positions. These new staff positions would be under contract to SHRA but would report directly to the executive committee. The recommended positions include:

- District manager
- Retail specialist

- Broker
- Clerical

The District Manager would be most actively involved with the implementation of the Cultural and Entertainment District goals and objectives and coordination with other public and private sector organizations.

The Partnership structure would also include a Technical Coordinating Committee (TCC) composed of City staff. The primary roles of the TCC would be to develop and implement a financing strategy for new cultural facility development and provide general technical assistance. The proposed "Primary TCC" would have the greatest involvement in the District and would include representatives from the following City departments:

- City Manager
- Finance
- SHRA
- Planning
- Convention Center
- Metro Arts Commission
- Parks and Community Services
- Library
- Police

The "Support TCC" would play a supportive role and would include:

- Regional Transit
- Public Works
- Fire
- Traffic
- Solid Waste

The proposed annual budget for the Downtown Partnership is \$250,000 per year for the first three years. Funding would be provided 50 percent from the SHRA (for staffing) and 50 percent from the City (for programming). It is proposed that by the fourth year, the Partnership would become self-supporting. The Master Plan calls for the Partnership to start as an appointed Steering Committee for the first year and evolve into a non-profit organization in its second year. The short-term goals for the first year include: 1) establishing the non-profit; 2) allocating the \$125,000 seed money for programming; and 3) participating with the TCC to develop financing strategies for new venue develop and operate new and existing cultural facilities. Long-term goals include the expansion of programming and facility fund-raising.

2. Cultural Amenities Plan for Facilities and Programs

The Cultural and Entertainment District Master Plan proposes a slate of recommended facilities, programs and activities for consideration by the City. These recommendations are based on the needs expressed by the community throughout the planning process. Many of the capital facilities require additional study to further assess the level of community need and support and to evaluate financial feasibility.

The Amenities Plan for facilities and programs is summarized in Exhibit 2. The priority of each facility should be determined by an assessment of its need and implementation capabilities. The recommended projects include: the expansion of the Community Center; the renovation of Memorial Theater, a resident theater for Sacramento Theater Company; a mid-size theater to serve the non-resident theater, music and dance groups; a 199-seat theater with either fixed or cabaret

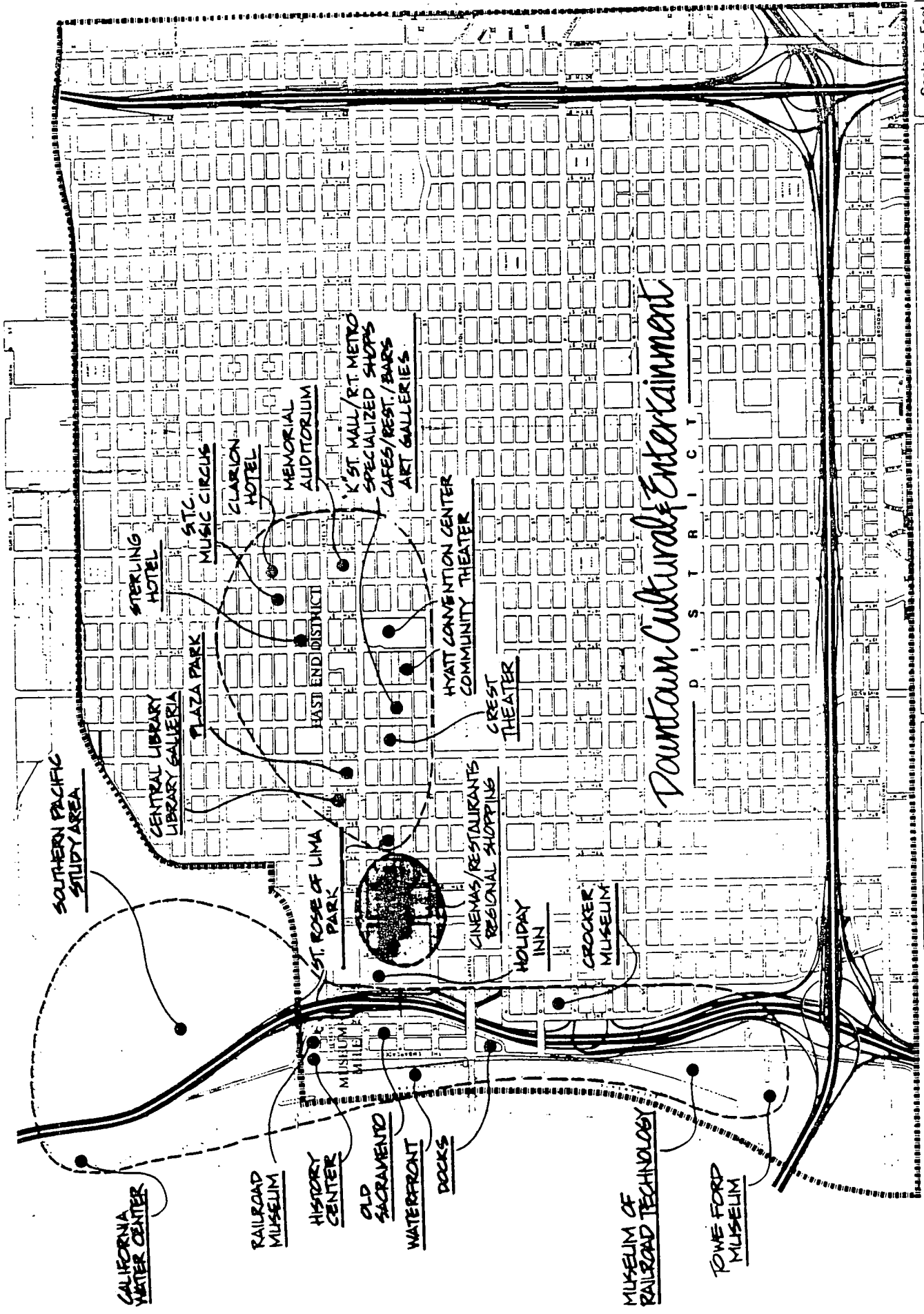
seating; and two 99-seat theaters (one could serve as a resident theater for a small company or coalition, the other as a black box theater for a range of programs from poetry readings to performance art.)

Recommendations for facilities primarily housing visual arts would include the continued expansion of the Crocker Art Museum, the temporary or permanent home for the Center for Contemporary Art, and a new, larger site for La Raza Bookstore and Galleria de Posada.

Several ideas for shared or supporting facilities are included in the recommendations, including a central cultural box office/information center serving both downtown venues as well as neighborhood events, thereby recognizing the richness of offerings and further linking the downtown with its vibrant and diverse neighborhood activity. The need for shared offices for cultural organizations, service organizations, and individual producers and curators is recognized. Shared reception, duplicating, secretarial, and research staff, located on the upper floor of existing downtown space, is recommended. Shared storage and production facilities would also be beneficial and cost-effective.

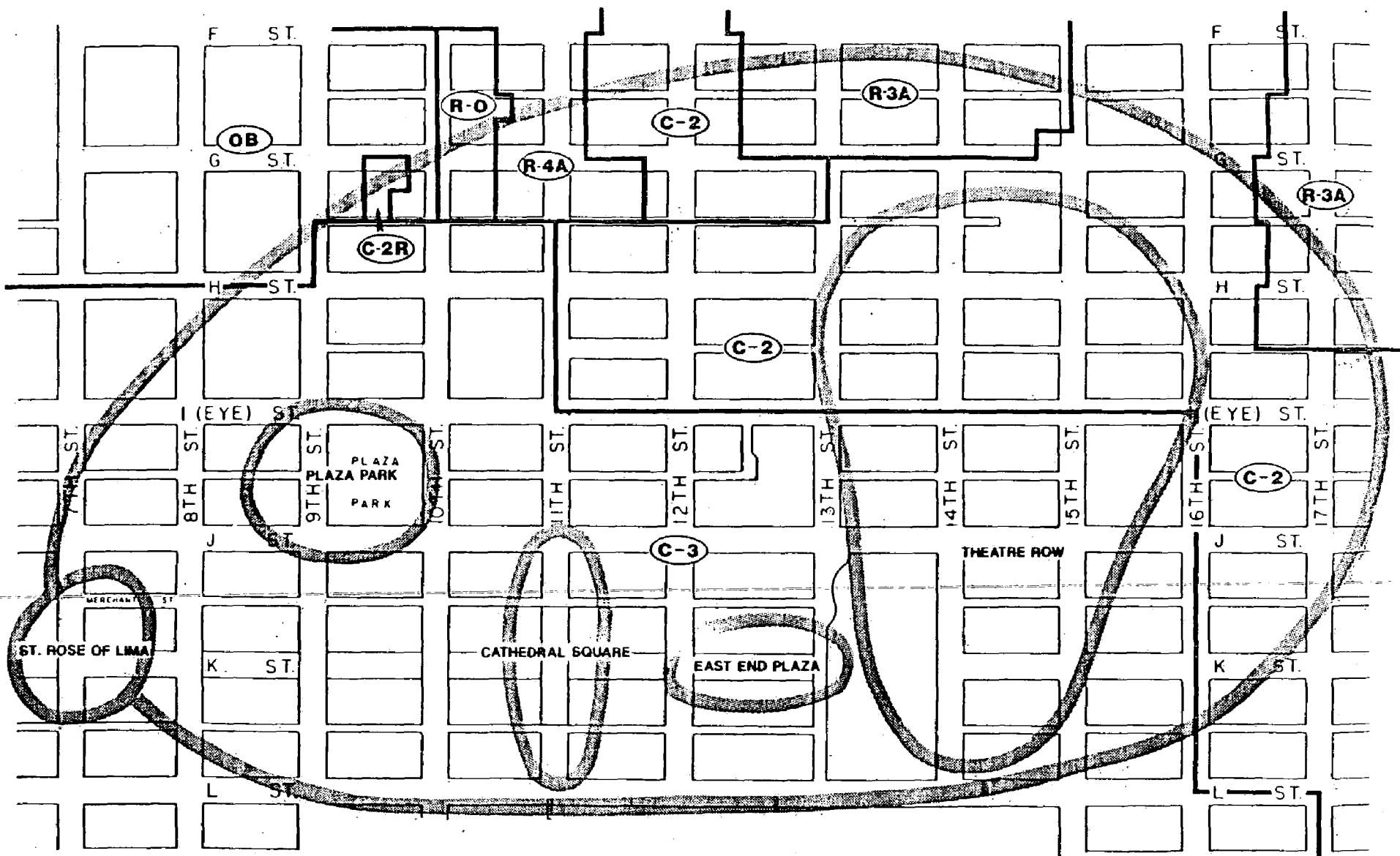
Throughout the study process, a large number of organizations and groups expressed interested in performing or exhibiting downtown. Based on their recommendations, the Master Plan proposes several "focus areas" as sites for on-going programming. Further, the Plan proposes the acquisition of technical equipment and appointment of staff responsible for the production of public events. Necessary equipment would include a portable acoustical shell, malloy floor, sound system, lighting system, and portable seating/riser system.

Future planning and implementation efforts for the recommended cultural facilities should include an evaluation of the appropriate organization and management structure for operation and maintenance of new cultural facilities, as well as the identification of potential funding mechanisms. Determination of the appropriate entity will depend upon facility ownership (City or private) and the management and financial capabilities of user organizations. While the City may become involved in cultural facility development, operation, and maintenance, individual art organizations will be expected to remain responsible for their own performances.



Downtown Cultural & Entertainment

Legend:



Sacramento Downtown
Cultural and Entertainment
District Master Plan

EAST-END DISTRICT

(C-3) - DENOTES ZONING AREAS

City of Sacramento-PLANNING AND DEVELOPMENT 1/90

VENUE DEVELOPMENT

- New Facilities

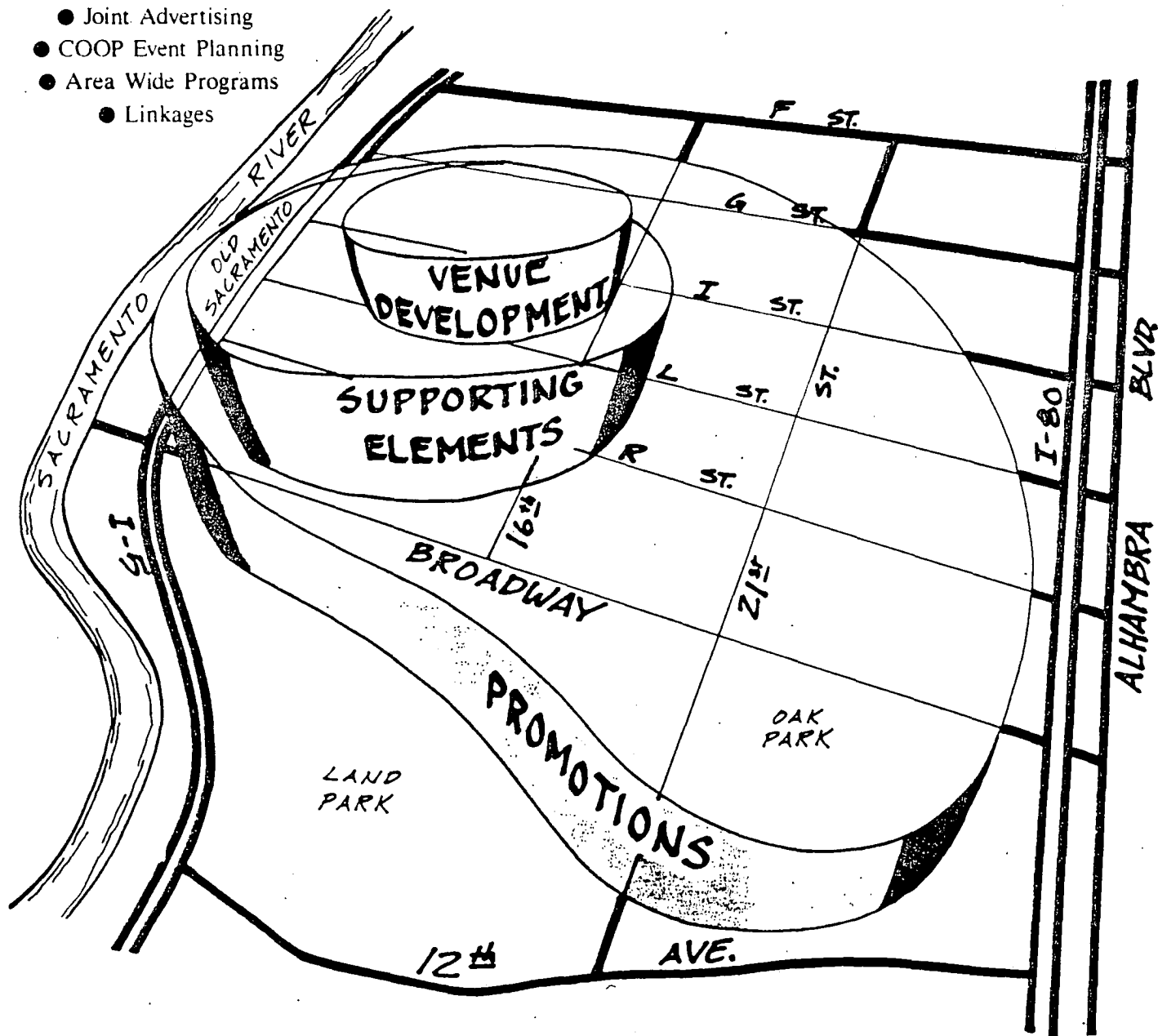
SUPPORTING ELEMENTS

- Street-Scapes
- Banners
- Street Lighting
- Ground-Floor Retail
- CityLife Program
- Security
- Business Recruitment
- District Identity

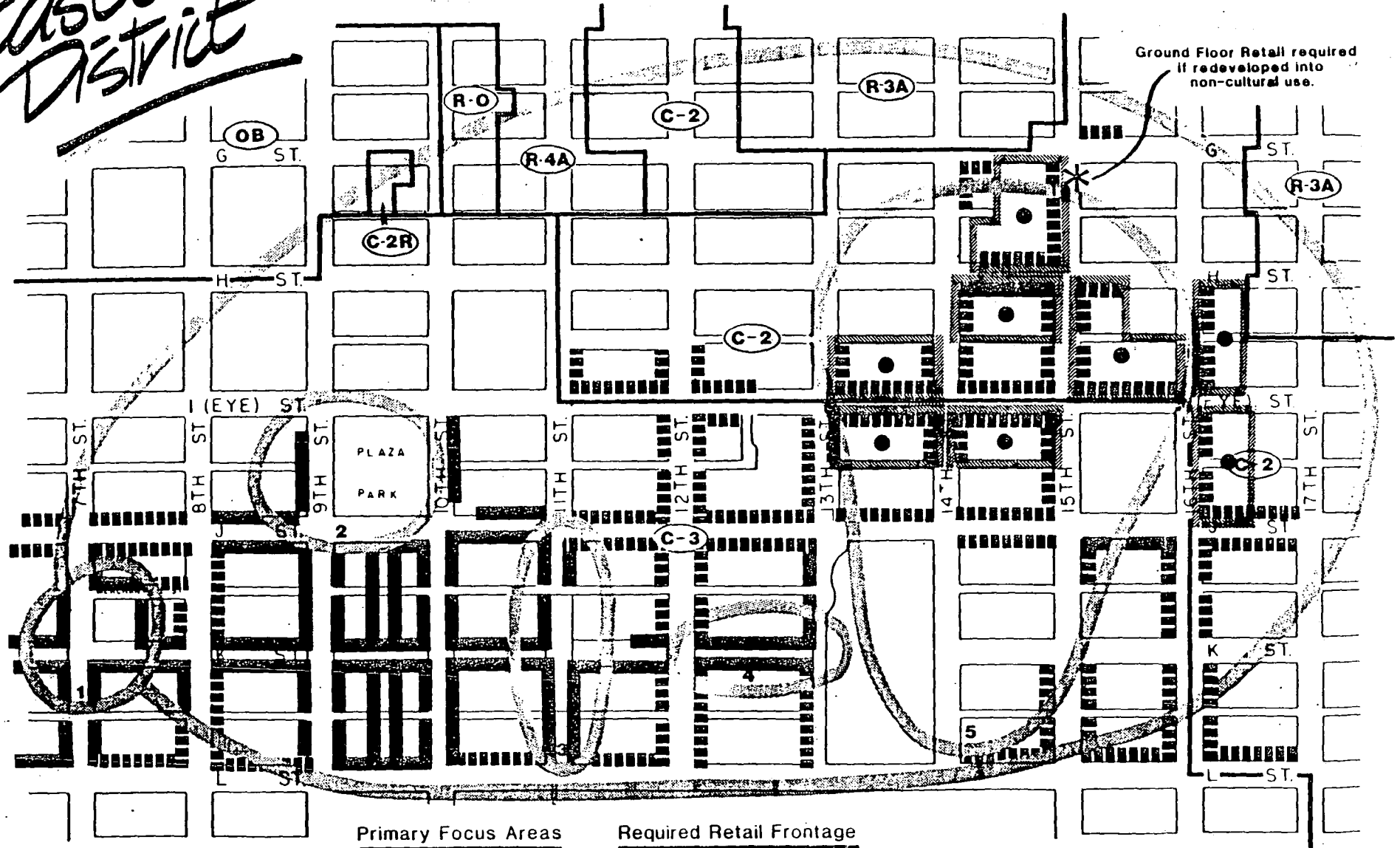
PROMOTIONS

- Joint Advertising
- COOP Event Planning
- Area Wide Programs
- Linkages

DOWNTOWN CULTURAL AND ENTERTAINMENT MASTER PLAN



East End District





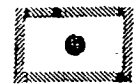
Ground Floor Retail required if redeveloped into non-cultural use.

Primary Focus Areas

- 1-ST. ROSE OF LIMA
- 2-PLAZA PARK
- 3-CATHEDRAL SQUARE
- 4-EAST END PLAZA
- 5-THEATER ROW

Required Retail Frontage

-  75% FRONTAGE
-  50% FRONTAGE



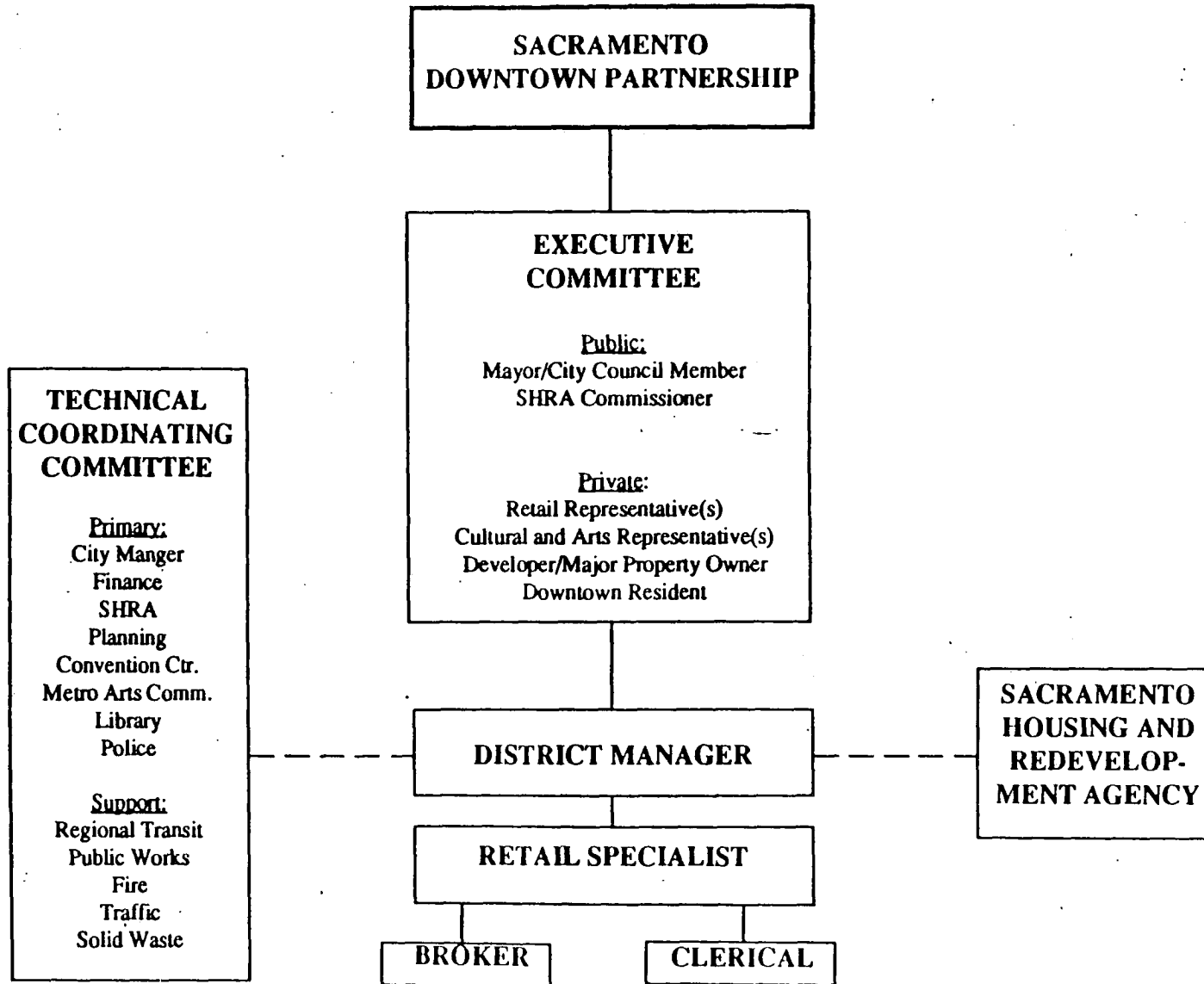
-OPPORTUNITY SITES

(C-3) - DENOTES ZONING AREAS

Sacramento Downtown Cultural and Entertainment District Master Plan

FIGURE 4

Exhibit 1
RECOMMENDED ORGANIZATIONAL STRUCTURE
SACRAMENTO DOWNTOWN PARTNERSHIP



9

Exhibit 2
SACRAMENTO DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT
AMENITIES PLAN FOR FACILITIES AND PROGRAMS

CULTURAL FACILITIES				SUPPORTING ELEMENTS		
Facility	Size/Description	Preferred Location	Timing/Comments	Indoor/Outdoor Programming	Streetscape	
PUBLIC	Convention Center expansion	Expansion of exhibit hall and meeting space	Already determined	In design development phase	<ul style="list-style-type: none"> • Plaza Park • East 'K' St. • Library Galleria • Cathedral Square • St. Rose of Lima Park • Old Sacramento • Lot A • Museum Mile 	<ul style="list-style-type: none"> • Street banners • Ticket Kiosk • East 'K' St. Mall/ 13th St. • Convention Center--'J' St., 13th to 15th • Memorial Auditorium Perimeter
	Memorial Auditorium	2,500-seat mixed-use theater	Already determined	In design phase		
	Crocker Art Museum expansion Phases III and IV	Museum support space	Already determined	Will require private and public funding		
	Library Galleria	5,700 square feet	Already determined	Under construction		
PUBLIC/PRIVATE	Sacramento Theatre Company (STC)	650-seat theater plus 200-250 seat theater	Theater Row	Undertake feasibility study immediately; implement by 1995	<ul style="list-style-type: none"> • Establish Partnership • District advocacy and promotion • Facility financing and development 	<ul style="list-style-type: none"> • Supporting retail and entertainment uses • Security and maintenance • Facility operation and maintenance • Parking
	Mid-Size Multi-Purpose Theater	500-700 seats	Theater Row	Implement following STC (1997-2000)		
	Small Performance Theater	199 seats	Theater Row	Short-Term		
	Studio Theater #1	99 seats	K-Street Mall	Immediate		
	Studio Theater #2	99 seats	Theater Row	Long-term		
	Center for Contemporary Art/ Exhibit Space	10,000-15,000 square feet	Within CBD	Immediate		
Galleria de Posada and La Raza Bookstore	7,500 square feet	Within CBD--near retail uses	Immediate			
AREAS FOR FUTURE STUDY	Crest Theater Science Center Childrens Museum Public Market Security Pacific Building					

10

VENUE DEVELOPMENT

- New Facilities

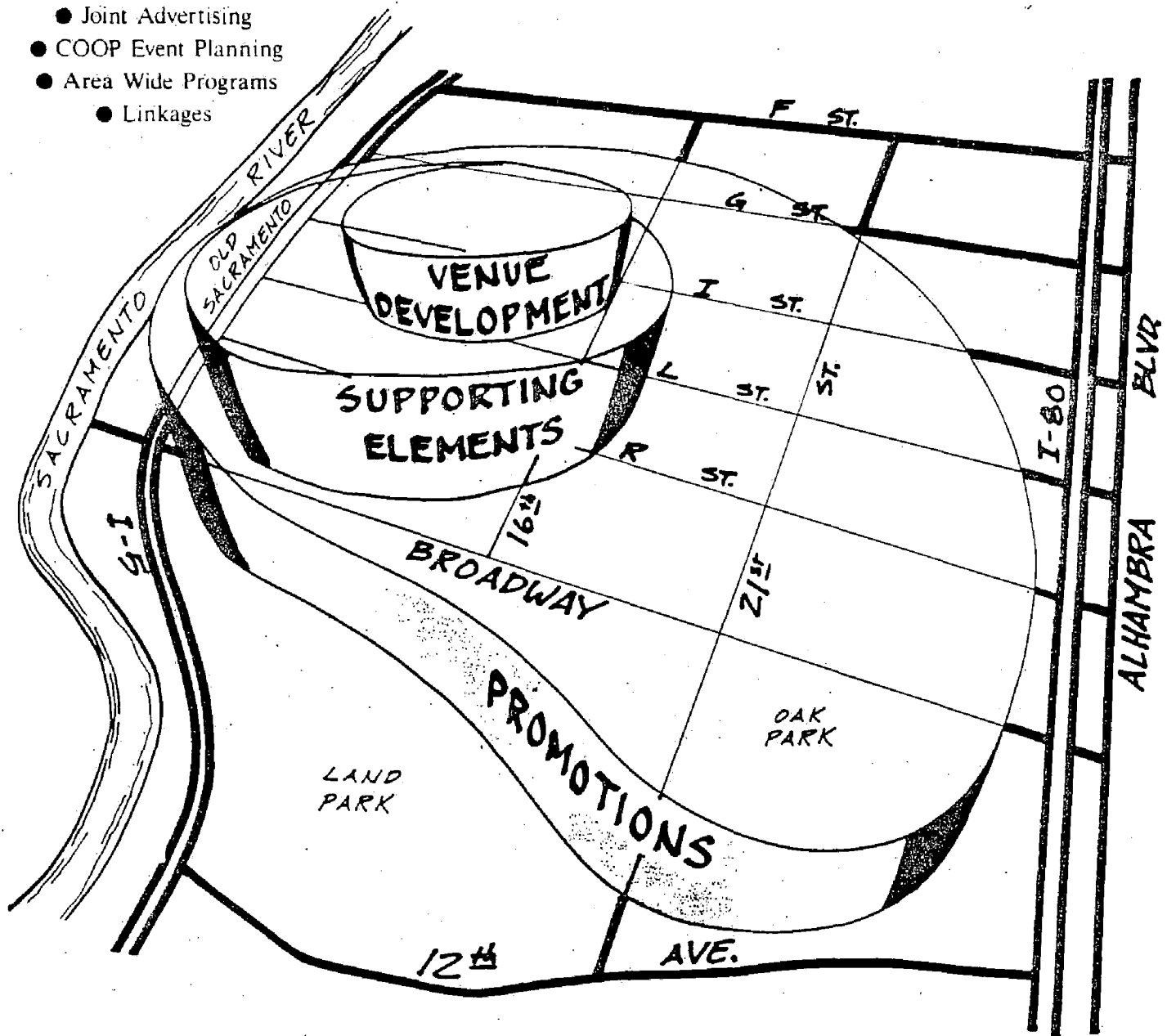
SUPPORTING ELEMENTS

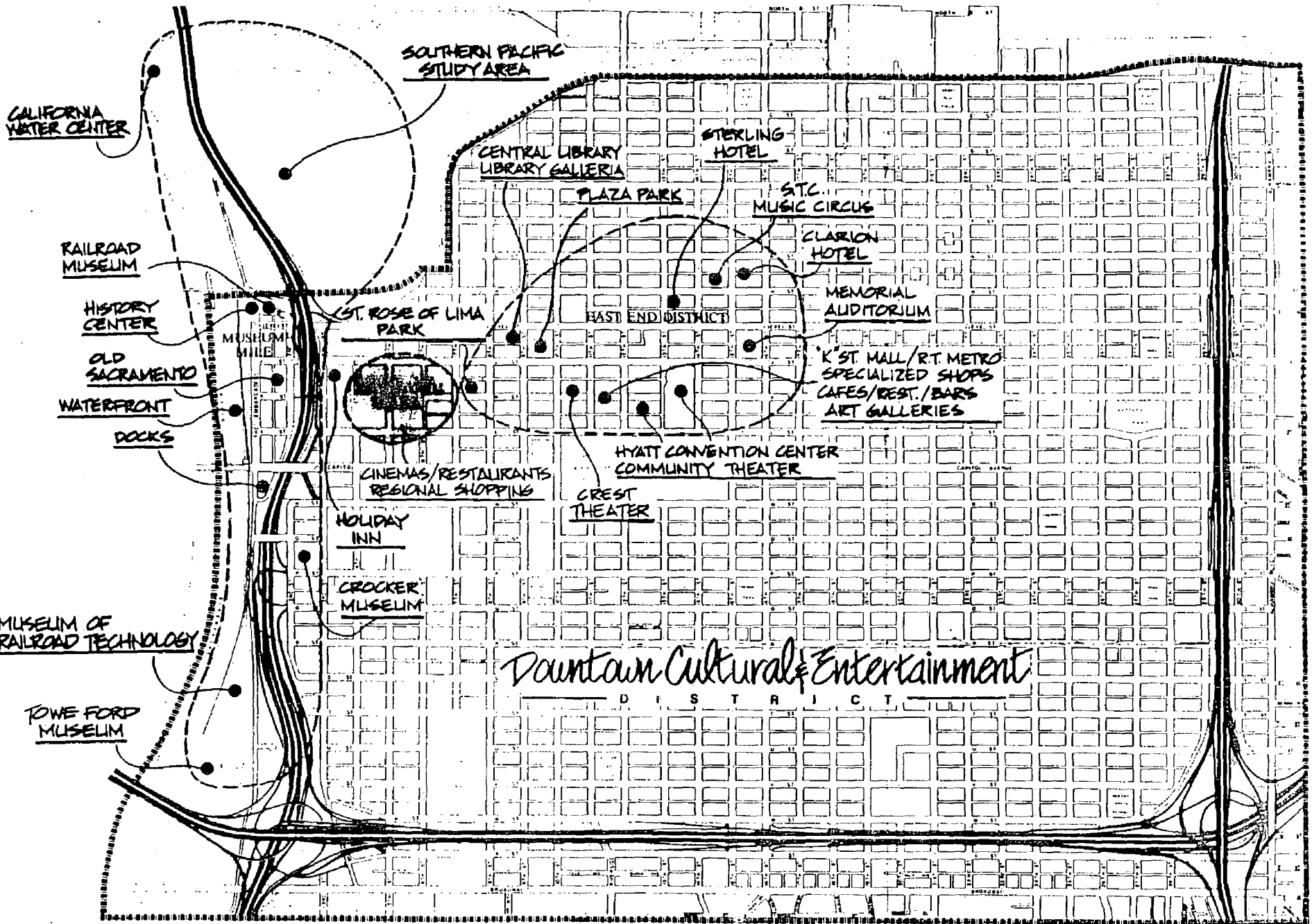
- Street-Scapes
 - Banners
 - Street Lighting
- Ground-Floor Retail
- CityLife Program
 - Security
- Business Recruitment
 - District Identity

PROMOTIONS

- Joint Advertising
- COOP Event Planning
- Area Wide Programs
 - Linkages

DOWNTOWN CULTURAL AND ENTERTAINMENT MASTER PLAN





(29)

central
Sacramento City California
study

Legend:

Scale in Feet

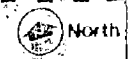
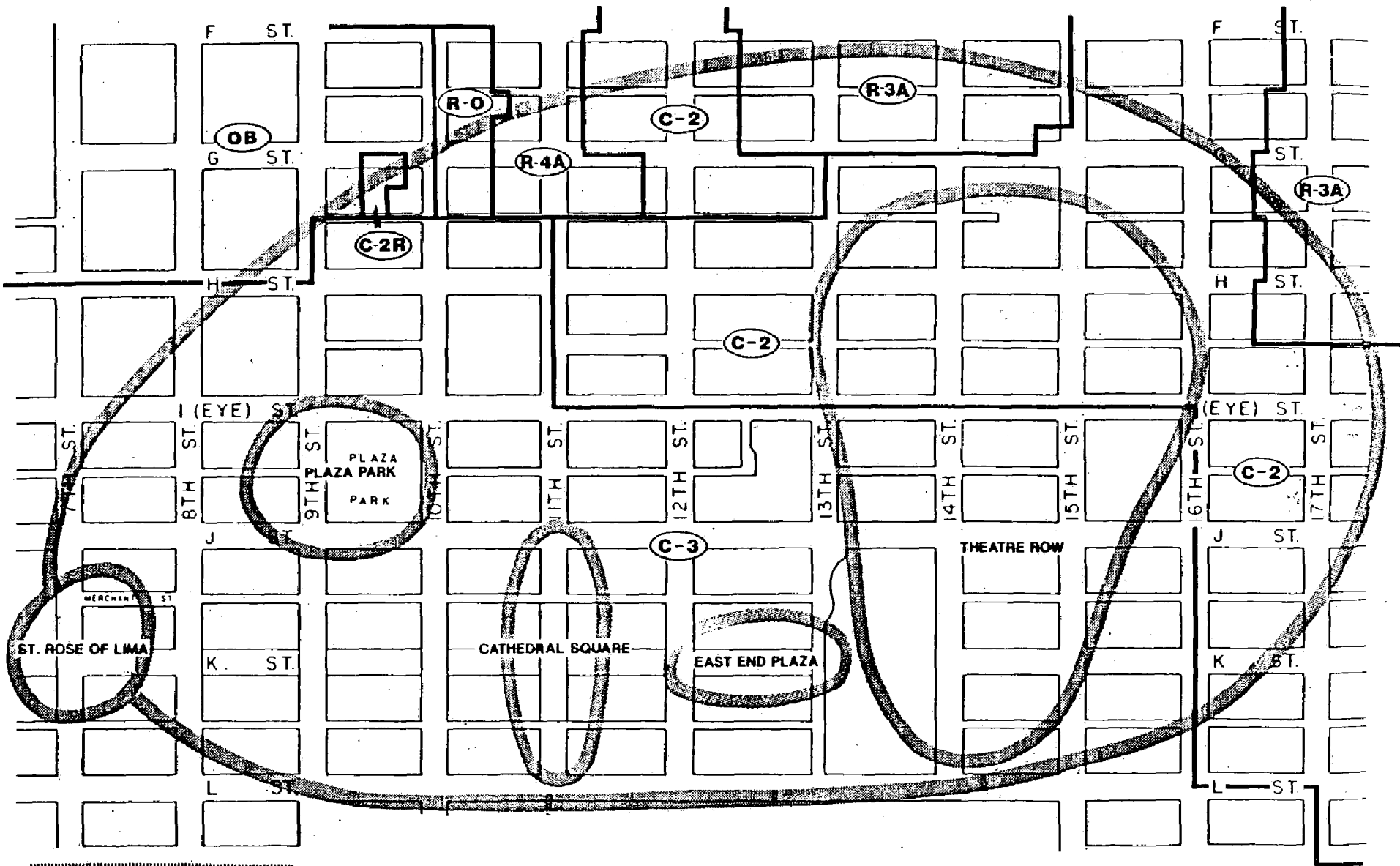


EXHIBIT C

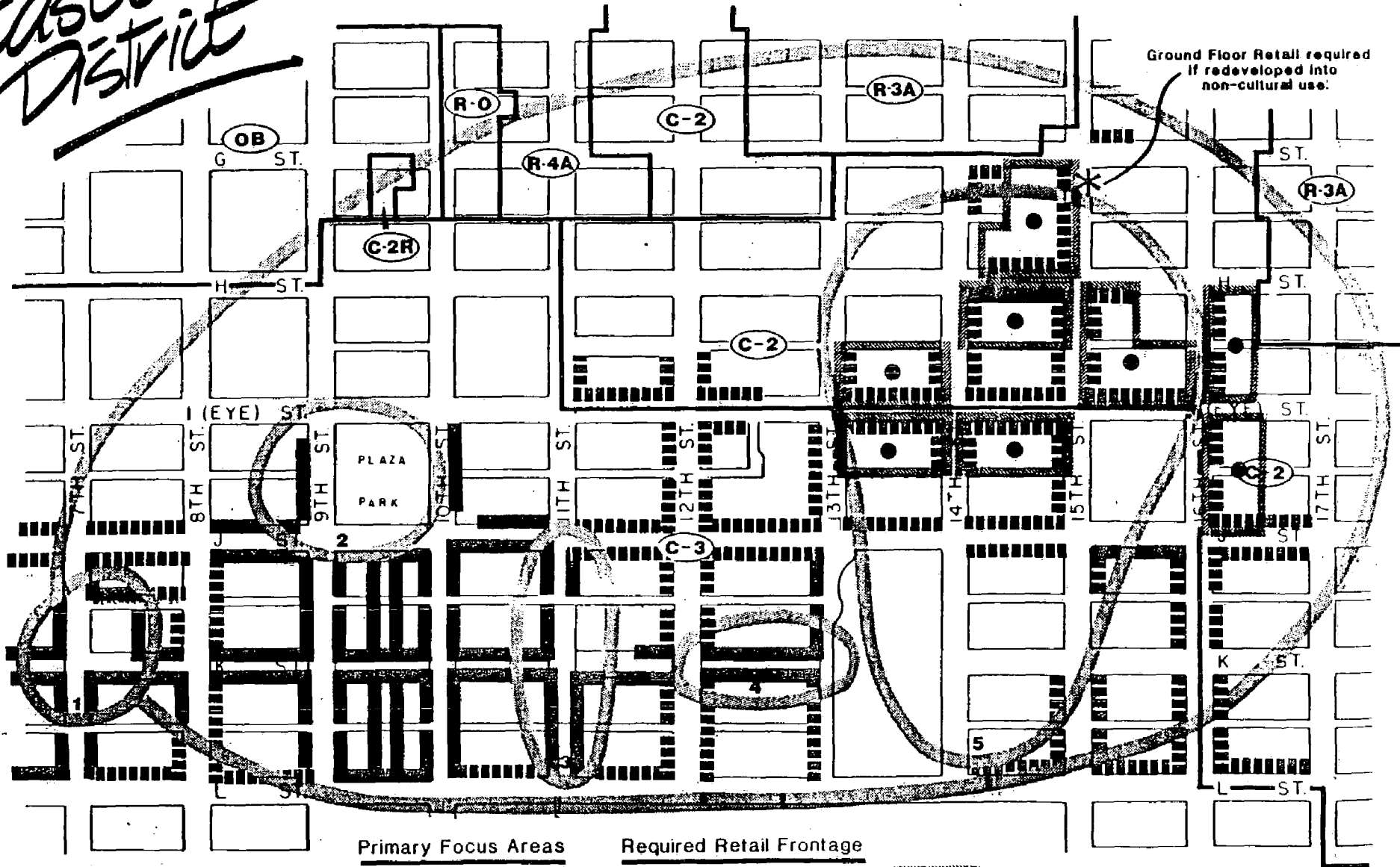


Sacramento Downtown
 Cultural and Entertainment
 District Master Plan

EAST-END DISTRICT

(C-3) - DENOTES ZONING AREAS

EAST END DISTRICT



Ground Floor Retail required if redeveloped into non-cultural use.

Primary Focus Areas

- 1-ST. ROSE OF LIMA
- 2-PLAZA PARK
- 3-CATHEDRAL SQUARE
- 4-EAST END PLAZA
- 5-THEATER ROW

Required Retail Frontage

- 75% FRONTAGE
- 50% FRONTAGE



-OPPORTUNITY SITES

(C-3) - DENOTES ZONING AREAS

Sacramento Downtown
Cultural and Entertainment
District Master Plan

**SACRAMENTO DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT
AMENITIES PLAN FOR FACILITIES AND PROGRAMS**

CULTURAL FACILITIES				SUPPORTING ELEMENTS		
Facility	Size/ Description	Preferred Location	Timing/ Comments	Indoor/Outdoor Programming	Streetscape	
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AREAS FOR FUTURE STUDY	Crest Theater Science Center Childrens Museum Public Market Security Pacific Building					

10

RECOMMENDED TENANT TYPES AND EXAMPLES

MERCHANDISE CATAGORY	TENANT EXAMPLE
APPAREL MEN'S	JOSEPH A. BANKS BANANA REPUBLIC BOGNER PATAGONIA ORVIS EDDIE BAUER CUSTON SHIRT SHOP
WOMENS/JUNIORS	LAURA ASHLEY LA SWEATERIE TALBOTS KAREN AUSTIN - PETITES LANE BRYANT - LARGE SIZES TODAY'S MATERNITY UNITS LERNER'S BROOKS FASHIONS MICKEY AND COMPANY KOALA BLUE MONDI SWATCH
CHILDREN'S	THE GAP FOR KIDS GYMBOREE LAURA ASHLEY- MOTHER AND CHILD SANRIO HEFFALUMP
SHOES	KUSHINS FLORSHEIM PAPAGALLO CONNIE SHOES BUTLERS SHOES FOOTLOCKER/LADY FOOTLOCKER CAPEZIO ATHLETES FOOT
JEWELRY/GIFTS/ACCESSORIES	B. DALTON - BOOKS WALDENBOOKS IMPOSTERS - COSTUME JEWELRY SHARPER IMAGE - ELECTRONICS NATURE COMAPNY - ENVIRONMENT GIFT CRATE AND BARREL - HOUSEWARES WILLIAMS SONOMA - GOURMET KITCHEN SUNGLASS HUT

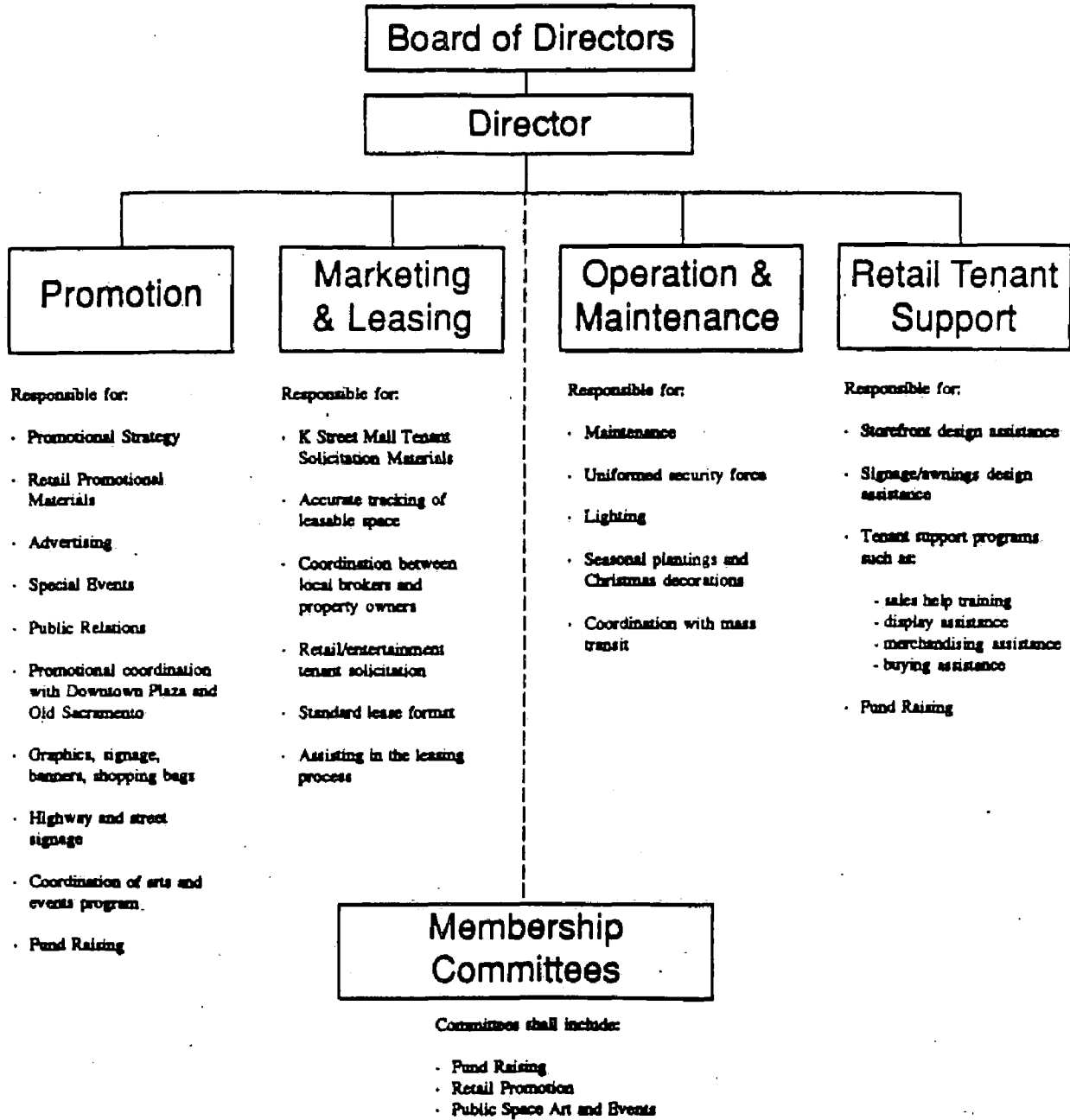


MERCHANDISE CATAGORY	TENANT EXAMPLE
J/G/A CONTINUED	COACH - HANDBAGS LE SPORT SAC - LUGGAGE PAPHYRUS - CARDS, GIFTS FOX HARDWARE - TRADITIONAL HARDWARE RADIO SHACK THE GOOD GUYS - ELECTRONICS
SERVICES	POSTAL KIOSK EXPRESS MAIL CLEANERS SHOE SHINE/ REPAIR COPY SERVICE OFFICE SUPPLY
FOOD SERVICE QUICK/SNACK FOOD	POPCORN MUFFINS COOKIES YOGURT ICE CREAM HOT DOGS JAVA CITY/ESPRESSO CANDY
FAST FOOD	CHICKEN CHINESE MEXICAN PIZZA
CAFE FOOD SERVICE	CALIFORNIA CAFE ITALIAN - IL FORNAIO FAMILY - FABULOUS FIFTIES
(KSTMIX)	



The K Street Mall Sacramento, California

Centralized Retail Management Organizational Chart



Halcyon Ltd.
Real Estate Advisors
Development Consultants

**ENTERTAINMENT/CULTURAL DISTRICT
PUBLIC/PRIVATE PARTNERSHIP**

Theatres/Facilities

DEVELOP A COMPREHENSIVE FINANCING STRATEGY FOR ENTERTAINMENT FACILITIES.

GAIN CONSENSUS AND DEVELOPER SUPPORT FOR CULTURAL AND ENTERTAINMENT DISTRICT MASTER PLAN

DEVELOP INCENTIVES FOR DEVELOPERS

RAISE FUNDS

Promotions

ESTABLISH A MASTER CALENDER OF DOWNTOWN ENTERTAINMENT EVENTS

ADVERTISE & MARKET ENTERTAINMENT EVENTS

ESTABLISH A CENTRAL BOX OFFICE OR KIOSK

ASSIST IN CREATION OF DISTRICT IDENTITY/DEVELOP UNIQUE STREETScape, SIGNAGE, BANNERS. HAVE A LOGO CONTEST.

IMPLEMENT PROMOTIONAL EVENTS

RAISE FUNDS.

Security & Maintenance

CREATE A SENSE OF PERSONNAL SECURITY ON THE MALL

IMPROVE MAINTENANCE

IMPROVE DIRECTIONAL AND PARKING SIGNAGE

IMPROVE LIGHTING

**THE "K" STREET MALL
PUBLIC/PRIVATE PARTNERSHIP**

Promotions

ESTABLISH A MASTER CALENDER OF DOWNTOWN ENTERTAINMENT EVENTS

ESTABLISH A CENTRALIZED INFORMATION BOOTH OR KIOSK

PRODUCE AND IMPROVE STORE AND MALL GRAPHICS, SIGNAGE, BANNERS AND SHOPPING BAGS TO UNIFY AND IDENTIFY SHOPPING AREA

PRODUCE CROWD-ATTRACTING EVENTS

COORDINATE ADVERTISING AND STORE PROMOTIONS WITH ENTERTAINMENT EVENTS. RAISE FUNDS FOR FUTURE PROMOTIONS

Security & Maintenance

CREATE A SENSE OF PERSONNAL SECURITY ON THE MALL

MAINTAIN UNIFORMED SECURITY FORCE

CONTINUE SIDEWALK CLEANING EFFORTS

COORDINATE WITH RT

REDUCE SOCIAL PROBLEMS

MAINTAIN SPECIAL MALL LIGHTING

IMPROVE DIRECTIONAL AND

**Retail Recruitment
Marketing & Leasing**

ATTRACT UNIQUE ENTREPRENEURIAL RETAIL TENANTS

ACHIEVE A WELL-BALANCED, COORDINATED RETAIL MIX

ACCURATELY TRACK RETAIL SPACE AVAILABLE

FORM A MASTER MAILING LIST TO EXECUTE RETAIL MASTER PLAN. FOLLOW-UP WITH RETAILERS, SHOW PROPERTY, HELP NEGOTIATE TENANT LEASES

GAIN SUPPORT AND PARTICIPATION FROM PROPERTY OWNERS, BUSINESS OWNERS AND DEVELOPERS

Business Support

PROVIDE RETAIL SUPPORT SERVICES SUCH AS TECHNICAL ASSISTANCE FOR SALES STRATEGY, WINDOW DISPLAYS, PERSONNEL ISSUES

HELP ACQUIRE BUSINESS FINANCIAL ASSISTANCE

RESPOND TO BUSINESS INQUIRIES

ORGANIZATIONAL FRAMEWORK FOR IMPLEMENTING RETAIL & CULTURAL DISTRICT PLANS

SDP

EXEC. COMM.

Sacramento Downtown Partnership: This partnership represents both public and private organizations to act as an umbrella organization for implementation of the Cultural Plan/Retail Plan. This group is to start as an appointed Steering Committee for the 1st year & evolve into a non-profit organization in its second year. Executive Committee Criteria to include: vision and leadership, ability to organize fund-raising campaign, represent broad range of interest groups, reflect multi-cultural diversity of Sacramento.

Executive Committee: Mayor appoints 11 Member Executive Committee for 1st year; downtown interest groups and organizations

Representative Membership
Public Private

- Mayor/City Council Member: Retail Representative(s): SDA, Downtown Plaza Property, Old Sacramento Merchants, Midtown Business Association
- SHRA Commissioner: Cultural Representative(s): visual arts, performing arts, library, arts advocates, theater operator, CAC
- Developer/Major Property owner
- Downtown Resident

Role of Executive Committee

- Policy Committee to oversee and direct implementation of Retail & Cultural Plan
- Directs activities of Manager
- Review, comment, advise & build consensus and solicit non-mtg support (financial, human resources, political)

Short Term Goals:

- Establish non-profit (Sacramento Downtown Partnership) organization by the end of 1st year
- Allocate "seed" money (\$125,000) towards programmable events/products. See recommended 1st year program and budget.
- Participate with the TCC in the development of new facilities and continued operation of existing facilities and formulate financing strategy to match public contributions

Long Term Goals:

- Sacramento Downtown Partnership to be self-supporting after 3rd year
- Develop a strategy for continuing and expanding programming and products
- Continue fund-raising activities for facility development and program events/products

SHRA

DIST. MGR.

TCC

District Manager: Chief staff to Executive Committee

Technical Coordinating Committee: Heads of the following departments: Deputy Manager will coordinate all the departments including the Agency to implement sector financing of Cultural Facilities Plan.

Role of District Manager

- Build consensus for District's goals and objectives and implementation plan
- Staff to Executive Committee (sets agenda, meetings, notification, implements directives of Executive Committee)
- Work with TCC to identify priorities for implementation and develop a comprehensive financing strategy to implement the Cultural and Entertainment Master Plan.
- Assist in the creation of an Entertainment District identity with Retail Specialist, Convention Center, SMAC, and private sector organizations (e.g. mall graphics, signage, banners, shopping bags)
- Present Cultural Plan/Retail Plan to developers, property owners & businesses by way of promotional material, meetings and workshops.
- Coordinate support entertainment district implementation with SHRA, Parks and Community Services, Planning and private sector organizations.
- Implement and Coordinate Retail District/Entertainment District promotions.
- Assist with Parks and Community Services, Tourist Bureau and private sector organizations in producing crowd-attracting events and programs (City Talk, City Life, Festivals, etc.)
- Produce coordinated advertising for Retail/Entertainment District
- Produce leasing brochures.
- Establish a master calendar of events for Entertainment/Cultural District

Role of Technical Coordinating Committee

- Establish a framework for developing a comprehensive financing strategy contained in the Cultural and Entertainment District Master Plan. Strategy to include public and private funding sources and priorities implementation
- Recommend facilities financing strategies to City Council
- Work with Executive Committee in an advisory capacity
- Work with Executive Committee through the City Manager's Office to refine and implement Cultural Facilities Master Plan; and develop short long-term funding strategies for cultural facilities and operations
- Monitor and update facilities development plan as funding and facilities developed. Include cultural and entertainment facilities in CIP process budgeting.

Primary TCC (Goals & Objectives)

- City Manager - coordinate each City Department towards achieving goals and objectives identified in the Cultural & Entertainment Master Plan
- Finance - develop financing strategy for facility development
- SHRA - monitor contracts of District Manager and Retail Specialist. Procure loan and grant funds for Commercial Rehabilitation on K Street; develop target support retail and entertainment business incubator programs for focus areas; include cultural facilities in major redevelopment project
- Planning - work with District Manager in developing ordinances relate zoning incentives to incorporate cultural facilities within large-scale development projects; implement ground floor retail ordinance for District; etc.
- Convention Center - expand existing facilities; facility development programming; Conventions and Community Theater; planning and funding of Central Box Office/Kiosk
- Parks and Community Services - Work with District Manager to produce City Life Program, farmer's market and Special Events; Partners for Live Places Plan etc.; Saint Rose Luma & Plaza Park redesign
- Metro Arts Commission - facilitate and expand programs to enhance District, develop an APP program to develop public art to reinforce District identity, develop and maintain Cultural Plans, facilities, inventory and other arts data and research etc.
- Library - programming for performing and visual arts in the Library Gallery
- Police - provide coordinated security, particularly at night

RETAIL SPEC.

Retail Specialist: Staff to District Manager

- Develop a plan to recruit businesses supportive of night time entertainment/cultural activities for the District, particularly for the primary focus areas.
- Direct and monitor the Real Estate Broker activities.
- Augment and assist existing retail/entertainment district operation and maintenance activities.
- Monitor sidewalk cleaning assessment district operation
- Coordinate with RT for service hours and promotion
- Maintain special mall lighting
- Coordinate social service activities/programming with SHRA and City Police
- Coordinate and maintain adequate levels of security
- Coordinate seasonal decorations, plantings and security for special events
- Provide tenant support service, such as sales help training, display assistance
- Help acquire business financing

BROKER

Broker: Staff to Retail Specialist

- Recruitment of businesses supportive and compatible with entertainment/cultural activities
- Augment and assist existing business support services

Support TCC

- Regional Transit - coordinate transit services with night time activities and participate in promotional program
- Public Works - improve parking downtown, street-lighting, improve parks, garage signage
- Fire, Traffic, Solid Waste

CLERICAL

RECOMMENDED FIRST YEAR BUDGET PLAN \$250,000

City of Sacramento: \$125,000

Sacramento Housing & Redevelopment
Agency: \$125,000Salaries (Consultant Services)

District Manager:	\$50,000
Retail Specialist:	\$30,000
Broker:	\$10,000
Clerical:	\$20,000
supplies/misc.:	<u>\$15,000</u>
Sub-Total	\$125,000

Programs/Products

Signage Program:	\$10,000
Replacement of Banners on K Street:	\$ 5,000
Leasing & pro- motional brochures for District:	\$20,000
Logo Development:	\$ 5,000
Monthly District Calendar of Events:	\$10,000
Special Events & other events, including augmenting existing programs targeted for District (City Life, Light Nights etc.)	\$75,000
Sub-Total	\$125,000
Total	\$250,000