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DEPARTMENT OF PARKS
AND COMMUNITY SERVICES

CITY OF SACRAMENTO
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November 19, 1986

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City of Sacramento

CROCKER ART MUSEUM
GOLF
METROPOLITAN ARTS
MUSEUM & HISTORY
PARKS
RECREATION
ZOO

Honorable Members In Session:

SUBJECT: OUTDOOR ARTS PROGRAMMING IN DOWNTOWN SACRAMENTO

SUMMARY:

This report provides the City Council with information on the services of revitalization efforts of other American cities. In addition, this report recommends funding of \$7,000 to develop a specific plan of outdoor arts programming in downtown Sacramento during summer 1987, as consistent with the recommendations of the Mayor's Downtown Action Committees, Urban Design Task Force, and Sacramento Metropolitan Arts Commission.

BACKGROUND INFORMATION:

The City of Sacramento has indicated a significant interest in revitalizing the downtown area. This has been approached not only through the many capital projects currently underway, but also through the Mayor's Downtown Action Committee, proposed Urban Design Plan and the Sacramento Metropolitan Arts Commission. As a result of these efforts, the MDAC has been charged with specific objectives, the proposed Urban Design Plan has made specific recommendations and more recently the SMAC has commissioned a study of other revitalized American cities. A summary of these activities are discussed in the following sections.

MAYOR'S DOWNTOWN ACTION COMMITTEE:

Mayor Anne Rudin charged the MDA Committee with the responsibility of "significantly changing the face of downtown.....to one that is inviting, attractive and economically sound". Three of the Committee's four specific objectives as defined by the Mayor were:

- To investigate and define a major outdoor anchor event that can be held on a regular basis on or near the K Street Mall.
- To investigate and promote a plan for outdoor events at lunch time and after work hours.
- To investigate and promote special projects that will contribute to our city's pride in the appearance of our downtown.

The Sacramento Redevelopment Agency has recently funded improvements to be made to two key downtown parks, City Plaza and St. Rose of Lima Park. Though funds have been provided for landscaping and furniture improvements, none have been earmarked for support of reuse activities once the parks have been refurbished. Both parks offer excellent opportunities as host sites for cultural programs and events.

The Mayor's Downtown Action Committee recommends that funding be established for a plan to develop Downtown Outdoor Programming of cultural events in downtown Sacramento during summer 1987. This proposal was presented to City Council by MDAC Chair David Mogavero on September 16, 1986.

MDAC is recommending that the Sacramento Metropolitan Arts Commission be appointed to oversee the Outdoor Programming Plan. SMAC has already a strong relationship and familiarity with the myriad arts, theater, dance and musical groups in the Sacramento region and they are ideally suited to bringing these and other groups together to perform in the downtown.

URBAN DESIGN PLAN:

The proposed Urban Design Plan also includes a strong cultural element. It provides an integrated approach to the development and enrichment of cultural opportunities in the downtown core.

Recommended policies of the Urban Design Plan include:

- Fund and manage a wide variety of outdoor, as well as indoor, cultural events in the downtown. The coordinated programmed activities should be scheduled for daytime and evening hours and weekdays and weekends.
- Establish an area-wide group or position for managing the programming of the core area public spaces.

- Revitalize and program Plaza Park as an active urban center with new activities in both the day and nighttime.
- K Street should have an evening life of its own - diverse, compact, programmed and promoted.

To implement the cultural programming component of the Urban Design Plan, the Urban Design Task Force recommends that the Sacramento Metropolitan Arts Commission develop a plan to implement and coordinate a public spaces cultural activities program in the downtown core, with emphasis on the priority project areas as developed in each phase of the Urban Design implementation program.

SMAC should also promote community-wide interest in and focus attention on the enriched vigor of the core area and the overall revitalization program.

These recommendations were endorsed by the Sacramento Metropolitan Arts Commission at its September 2, 1986 meeting.

AMERICAN CITIES REPORT:

Exhibit A provides a copy of the entire report. While the image and activity level of the downtown is improving, considerable strides still need to be made. A revitalization vehicle utilized with much success in other cities is that of outdoor programs and events used to draw more people downtown and to provide them with a positive and memorable experience while they are there.

A comparative report is provided which relates the successes of other American cities in using outdoor programming as a revitalization tool. Key findings include:

1. In all cases, arts programming attracts audiences, improves the public image, enlivens the street life and increases foot traffic on evenings and weekends in downtown redevelopment areas.
2. Without serious commitment and serious funding on the part of local government, arts programming in redevelopment areas cannot attract audiences for events nor patrons for local businesses.
3. Planning and implementation of arts programming in redevelopment areas must engage the attention and financial support of city officials, developers, potential funders and local merchants at all stages of its development.

4. To attract audiences and shoppers to redevelopment areas, arts programming should include a mix of professional local talent and high quality events from out of town.

A specific plan for implementing an outdoor program including financial impacts should be developed in order to initiate a pilot program in summer 1987. It is proposed that a consultant be hired to develop a specific implementation plan and corresponding cost estimates. The consultant will be requested to develop at least three outdoor programming implementation scenarios. A timeline for implementation is attached (Exhibit A), which was reviewed and approved by representatives from the City Manager's Office, Sacramento Housing and Redevelopment Agency, MDAC, Finance, Public Works, and Police.

Upon receipt of the consultant's report and staff review, a recommendation will be made to the City Council to approve and fund a pilot program for 1987. It is anticipated that the outdoor program scenarios will range from \$50,000 to \$150,000 in annual program costs.

FINANCIAL DATA


It is proposed that \$7,000 be allocated from the Administrative Contingency Reserve Fund to contract for development of an implementation plan.

Funding for any proposed outdoor programming will be requested upon receipt of the implementation plan.

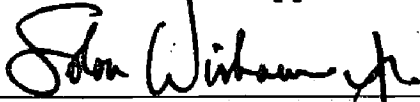
RECOMMENDATION:

It is recommended that the City Council accept for informational purposes the Report entitled "Survey of Cultural Projects in Ten Downtown Redevelopment Areas" and authorize a \$7,000 transfer from the Administrative Contingency Reserve Fund to proceed with development of an outdoor programming implementation plan.

Respectfully submitted,


Robert P. Thomas,
Director
Parks and Community
Services

Recommendation Approved:



for: SOLON WISHAM, JR., Assistant City Manager

Attachments

December 9, 1986
District No. 1

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL ON DATE OF

RESOLUTION AMENDING THE FY 1986-87 CITY BUDGET FOR DEVELOPMENT OF AN OUTDOOR ARTS PROGRAMMING IMPLEMENTATION PLAN

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

1. That funds to hire a consultant are necessary to develop a specific plan for implementing an outdoor arts program in order to initiate a pilot program in summer 1987.
2. That the FY 1986-87 City budget is hereby amended by transferring \$7,000 from the General Fund Administrative Contingency to the Metropolitan Arts Operating Budget for the purpose stated in paragraph one above as follows:

| | | |
|---|-------------------|-----------|
| General Fund Administrative Contingency | 101-710-7012-4999 | [\$7,000] |
| Metropolitan Arts Operating Budget | 101-450-4641-4258 | \$7,000 |

MAYOR

ATTEST:

CITY CLERK

SACRAMENTO METROPOLITAN ARTS COMMISSION
SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

DRAFT REPORT - READING COPY

Prepared By
June Gutfleisch, M.A., Urban Planning
Milton Savage, Writer & Editor

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CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

"The arts can contribute to changing a city's image, retaining downtown retail trade, drawing more tourists to the city, creating markets for new business, encouraging new private investment from suburban to city locations. They may also develop community pride and spirit and improve the chances for success of larger downtown development projects. . ."

David Cwi, quoted in The Economics of Amenity,
Partners for Livable Places, 1985.

"The role of the arts in economic development. . . is a major factor in public policy. Thousands of jobs, support services and private businesses have been secured as a direct result of increased cultural and artistic activity."

From the City of Albuquerque's entry,
"Sixth Annual Livability Awards Program,"
U.S. Conference of Mayors.

"The project has three goals, first, to illustrate that art can have a social function, second, to change the image of the park, and third, to commemorate the character of the neighborhood as it is now."

Al Nodal, Director
MacArthur Park Project
Los Angeles, California

EXECUTIVE SUMMARY

This national study was undertaken on behalf of the Sacramento Metropolitan Arts Commission as Phase I in the development of a "Cultural Element" for the Sacramento Urban Design Plan. This report describes cultural programming in the ten selected cities as it relates to their efforts to revitalize their downtown cores. Arts programming in outdoor settings is emphasized in the report.

Cities studied are Los Angeles, California; Dallas, Texas; San Francisco, California; New Orleans, Louisiana; Albuquerque, New Mexico; Portland, Oregon; Riverside, California; Savannah, Georgia; Topeka, Kansas; and Greeley, Colorado. In nine of these cities, downtown business districts are the targets of redevelopment. In the case of Los Angeles, we examined the renovation of an urban park located in a district slated for redevelopment.

As a result of this study, the following conclusions are salient. One, in all cases, arts programming attracts audiences, improves the public image, enlivens the street life and increases foot traffic on evenings and week ends in downtown redevelopment areas. Two, without serious commitment and serious funding on the part of local government, arts programming in redevelopment areas can not attract audiences for events nor patrons for local businesses. Three, planning and implementation of arts programming in redevelopment areas must engage the attention and financial support of city officials,

developers, potential funders and local merchants at all stages of its development. Four, to attract audiences and shoppers to redevelopment areas, arts programming should include a mix of professional local talent and high quality events from out of town.

Methodology

The study began with the writing of a questionnaire (Appendix F), a copy of which was mailed to appropriate contact persons in each city (Appendix G). Telephone calls were then placed to each contact person and responses to the questionnaire worked out in conversation. Other sources of information included the "1980 Census," official entries to the "Sixth Annual City Livability Awards" of the U. S. Conference of Mayors, and brochures, press clippings, reports and promotional materials from the several cities.

Cultural Activities

The survey revealed two major types of cultural activities in the ten cities. These were, one, arts programming (Appendixes A & B), and two, facilities development, rehabilitation and management (Appendix C).

On the arts programming side, eight of the ten cities mount annual arts festivals and four hold annual arts oriented parades in their redevelopment districts. Seven of the ten have Percent-For-Art Ordinances and commission contemporary works for display in public places. Of the ten cities, nine offer outdoor ethnic arts events, seven present special programs for children, but only two target seniors for special outdoor arts activities. Promotional events by local businesses occur in four of the ten cities and two use their outdoor sites for fashion shows. All of the cities surveyed present programs of music and dance at their outdoor, redevelopment sites. Nine of the ten mount annual exhibitions of visual art works, and five also offer outdoor theater performances. Only one, the MacArthur Park Project in Los Angeles, offers poetry readings. Finally, eight of the ten operate, or lease out, food and other concessions during their arts events.

New Orleans, Albuquerque, Topeka and Savannah are involved in the preservation and renovation of neglected facilities for use as arts and cultural venues. In the case of Albuquerque, the City pursues an aggressive policy of what it calls, "adaptive reuse." At extremes of size and resources, Dallas, Texas and Greeley, Colorado are both engaged in the development of new facilities for arts and cultural programming.

Staff and Budgets

Where applicable, the study examined the relationship between the population of a city and the annual budget and staffing of its producing agency (Appendixes D & E). The Arts District Foundation of Dallas (population 961,000), operates with a full-time staff of two people on a budget of \$100,000 annually. The Downtown Development

Corporation of Greeley, Colorado (population 56,964), employs five full-time staff on an annual budget of \$175,000.

In New Orleans (population 557,515), the Arts Council manages an annual budget of \$207,250 with a staff of three full-time employees and two part-timers. Pioneer Courthouse Square, Inc., in Portland (population 366,383), operates on a budget of \$267,000 per year and employs a staff of four full-time administrators and three technicians. In Albuquerque (population 390,000), the City's Cultural Affairs department employs 10 full-time staff and the Park and Recreation Department supplies one full-time person to provide arts programming on a budget of \$783,000 annually.

The Riverside (population 170,876) Arts Foundation budgets \$31,000 per year for its outdoor programs. Among other duties, a staff of five full-time administrators, aided by 21 volunteers, mount the programs. In Savannah (population 143,708) the Office of Cultural Affairs employs one full-time and three part-time staff members and manages an annual budget of \$412,000. The Recreation Department of Topeka (population 115,266) operates on a budget of \$931,000 and employs three full-time and thirty part-time paid staff, augmented by 300 volunteers.

Because the projects studied in Los Angeles and San Francisco are confined to single, special sites in larger redevelopment areas, their staffing, budgets and the populations of the cities, are not relevant for the purposes of this comparison.

Funding Sources

With the exception of San Francisco, Portland, and Los Angeles, local government is far and away the most important funding source for arts programming in redevelopment areas. In San Francisco, the Market Street Association is made up of business and professional members operating on that street. Association members contribute \$54,700 in annual dues and other assessments. The City contributes \$12,000 per year from its Hotel Tax funds and the Musicians' Union pays about \$15,000 per year in fees to its members for Market Street performances.

In Portland, the combined contributions of corporations and local merchants (\$12,000), foundations (\$8,883), private donors (\$9,823) and earned income (\$64,000) exceed the City of Portland's \$75,000 annual contribution. The MacArthur Park Project in Los Angeles received a \$50,000 federal grant from the National Endowment for the Arts, raised \$49,928 from corporations and foundations and was given \$4,000 by local merchants for a total of \$99,932. This exceeds the total contributions from five City agencies of \$92,700.

The only other city to receive federal money for arts programming in its redevelopment area was Greeley, Colorado. There, the Downtown Development Corporation received a Community Development Block Grant of \$43,000. State contributions to the cities seem relatively insignificant. Portland received \$500 from the State of

Oregon, Albuquerque \$15,000 from New Mexico, and Savannah \$4,500 from the State of Georgia. Regarding corporate and foundation support, only Portland, Riverside, Topeka and, as noted, Los Angeles received funding from these sources. Los Angeles, Dallas, San Francisco, New Orleans, Portland and Riverside all receive some measure of support from local merchants in the redevelopment areas. Only Portland and Albuquerque were given money by private donors. The Topeka Recreation Department earned \$135,000 with its arts programming, Albuquerque earned \$104,531, Portland earned \$64,000, Greeley earned \$14,400 and Riverside earned \$10,000. In-kind contributions provided significant support for six of the ten cities studied.

Implementation

In implementing arts events in redevelopment areas, the lead agencies in all ten cities are responsible for programming. In Dallas, the Arts District Foundation is distinct from the Arts District Management Association. In Greeley, an office of Cultural Affairs operates within the Downtown Development Corporation. In New Orleans, Portland, Albuquerque, Topeka and Greeley, the lead agencies provide security for outdoor arts activities. In Dallas, the Management Association provides security. In Los Angeles, San Francisco and Riverside security is provided by the local police departments. In Savannah, local police are augmented by off-duty police officers hired by the Office of Cultural Affairs.

Facility maintenance is a function of the Park and Recreation Departments in Los Angeles, Albuquerque and Riverside. In the latter case, the City of Riverside itself also provides an additional five maintenance people. In Dallas, the Management Association is responsible for maintenance. The task of maintaining facilities falls to the Park Bureau in Portland, Parks and Parkways in New Orleans, the Department of Public Works in San Francisco and is split between the Department of Parks and Trees and the Public Development Department in Savannah. In Greeley and Topeka, facilities are maintained by the lead agencies.

LOS ANGELES, CALIFORNIADemographics

Population: 2,966,850 Per Capita Income: \$8,408

Ethnic Mix: Caucasian: 62.09% Black: 17%

 Hispanic: 27.5% Asian & Pacific Islander: 7%

 Native American: .7%

Major Sources of Economic Activity: (1) Service Industries; (2) Light Industries; (3) Tourism; (4) Wholesale Trade; (5) International Trade; (6) Health Care; (7) Creative Industries.

Narrative: Los Angeles, California - MacArthur Park.

MacArthur Park, originally called "Westlake Park," was once the show place of a prosperous neighborhood. By the 1980's, it had become a haven for prostitutes and gamblers, dopers and winos, muggers and violent youth gangs. The 32 acre park is located at the western edge of downtown Los Angeles. The 20 block area surrounding the park is the most crowded neighborhood in the city. Seventy-four percent of its residents are from Central America, 10% are whites, mostly elderly, and the remainder are Asian Americans.

During the day and on weekends, the park serves as a living room for families who reside in deteriorating and over-crowded housing. At night the park is the scene of vice and crime. In 1984, the Otis Parsons School of Design, located across the street from the park, developed a program to change the site into socially beneficial public space.

The program has three goals: to illustrate that art can have a social function, to change the image of the park, and to commemorate the character of the neighborhood as it is now. These goals are approached by, one, community organizing, two, the installation of public art pieces in the park, three, restoration of neon lights on buildings surrounding the park and of the bandshell for performing arts events and, four, landscaping and physical improvements of the park grounds.

Otis Parsons School organized a 100 member community group, called the "MacArthur Community Council," made up of City officials,

neighborhood residents and members of the local business community. The council's motto is "Action Toward Security and Beautification." It has successfully lobbied for additional police protection and a new lighting system for the park.

A total of ten art works has been installed in the park. These range from a "Poetry Garden" that will feature Central American poets, through the re-creation of an ancient Mayan game, to a renovation of the existing Art-Deco pedestrian entrances.

Performances in the newly restored bandshell include four events a year produced by the Otis Parsons School. These events have included music festivals, a fashion show and theater. The space is available to other groups and an average of one event is presented every two weeks. A "MacArthur Park Run" has also been held in conjunction with the YMCA.

A design team is currently drafting recommendations to convert an existing, deteriorated boathouse into a restaurant and to restore several badly damaged monuments in the park.

Funds for the project come from the Otis Parsons School, the National Endowment for the Arts, the MacArthur Park Community Council, the Los Angeles City Council, four other City departments, and from local foundations, corporations and individuals. The 1986 budget was just over \$200,000.

A major in-kind donor was the electrical worker's union, whose offices are near the park. Union members donated their services (valued at \$200,000) to install the new lighting system.

The program appears to be meeting its goals. The Police Department reports that crime in the park has decreased by 50% during the past six months.

Otis Parsons School will administer the program for another year and then spin it off to another agency. Along with a new rail system for the Wilshire Corridor, redevelopment is planned for the area. The neighborhood will change and in many ways improve, but presently, the MacArthur Park Public Art Program commemorates the lives and dreams of those who live there.

DALLAS, TEXASDemographics

Population: 961,000

Per Capita Income: \$8,612

Ethnic Mix: Caucasian: 50%

Black: 30%

Hispanic: 17%

Asian & Pacific Islander: 2%

Native American: .4%

Major Sources of Economic Activity: (1) Light Industries, (2) Service Industries, (3) Tourism, (4) Finance.

Narrative: Dallas, Texas

Dallas is in the fifth year of a 20 year plan to develop an "Arts District." The 17 square block, 63 acre site on the edge of the central business district is one of several "Special Districts" designated in Dallas' redevelopment plans. Created by ordinance, the Arts District has the power to tax.

The District is home to the spectacular new Dallas Museum. The museum attracts 750,000 visitors each year. In addition to the regular collection, there are usually two or three special exhibits at the museum.

The District is also home to an arts magnet high school, based in a rehabilitated school building. It offers instruction in music, dance and theater. Student productions are frequent and open to the public. In addition, the District's 600 seat Center Theater presents four shows a year with seven performances a week in three week runs.

Budgeted at \$300 million, plans for the Arts District also include the development of new houses for the opera, ballet, symphony and a multi-purpose rehearsal and performing arts facility. Pocket art galleries will also be located in the District.

Management and administration of the Art District is under the direction of the Central Business District Association. The Arts District Management Association is authorized to assess property owners for necessary improvements, maintenance and security.

The major programmer for the area is the Arts District Foundation. The Foundation has a two member staff who produce outdoor events throughout the District. Major funding for the Foundation comes from a \$1 million endowment. The Foundation also receives modest support from local businesses and the City of Dallas. Indirect support for Dallas' outdoor events comes from the Dallas Division of Cultural Affairs which makes grants to local organizations.

A number of other presenters also mount outdoor performances in the District. These include LTV Corporation, with programs at its corporate headquarters, the managers of two large office buildings, District churches and of course, the arts magnet high school. The museum hosted an outdoor dance festival in its sculpture garden this year and a local organization called, "500 Inc." coordinates an annual three day arts festival that raises about \$500,000 for distribution to local art organizations. The symphony also plays four outdoor concerts in the Art District. More than 300 programs are offered annually. Total attendance is estimated at 350,000 people.

There is general agreement that the creation of the Arts District has produced the means by which many new public facilities can be developed. The District will generate about \$1.5 billion in private development in the area. The 50 fold increase in land values will result in a \$31 million tax increment to the City. However, the City will have to pay a much higher price for land for its planned new developments. As example, land originally purchased at \$7.00 per square foot now goes for over \$350. Dallas residents are much more aware of the arts because of the Arts District. Currently the City budgets \$5.00 per capita for arts support.

SAN FRANCISCO, CALIFORNIADemographics

Population: 678,974 Per Capita Income: \$9,265

Ethnic Mix: Caucasian: 59.2% Black: 12.7%

 Hispanic: 12.4% Asian & Pacific Islander: 22%

 Native American: .5%

Major Sources of Economic Activity: (1) Tourism; (2) Service Industries.

Narrative: San Francisco, California

San Francisco completed its redevelopment of Market Street in the 1960's. By the 1970's, the four plazas that were to have provided open spaces and aesthetic relief from the new high rise buildings had become refuges for the city's homeless, derelicts and other undesirables. The City and the Market Street Association joined forces in 1976 to develop programs and activities to change the image of Market Street as it was perceived by residents and tourists.

The Association is charged with the beautification of Market Street from the Embarcadero to Gough Street. Its overall goal is to bring more people to the downtown area for shopping and recreation.

Funded by its merchants and professional members, and by the City's Hotel Tax Fund, the Association sponsors a series of concerts (45 in all) in each of the plazas and a weekend Farmer's Market in the United Nation's Plaza at 8th and Market streets. It is estimated that attendance at the Farmer's Market is more than 5,000 people per day and that about 22,000 attend the concerts yearly.

Hallidie Plaza at Powell and Market (where the cable cars turn) has received special attention from the Association and the City. The Department of Public Works provides a full-time worker to maintain the site. The Association is currently receiving funds to construct a kiosk at Powell and Market which will house a uniformed policeman for security and tourist information.

The concerts, initiated ten years ago, include musical performances and some dance and theater. Impromptu presentations by the City's street performers keep the plazas lively. The Association's staff of two, plus a sound person, coordinates, books and staffs the events. A substantial portion of the musicians' fees is provided by the Musicians Union.

Both Association members and City officials believe that the Farmers' Market and the outdoor programs have positively changed the image of Market Street. Downtown workers stay in the area at lunch time to attend the performances. To the tourists, they offer an added attraction to the many delights found in the city. Local artists earn badly needed fees and visibility.

The Farmers' Market adds color and diversity to the downtown ambience. Equally important, the moderate prices are a service to the city's low income residents.

NEW ORLEANS, LOUISIANADemographics

Population: 557,515 Per Capita Income: \$6,463

Ethnic Mix: Caucasian: 42.7% Black: 55.3%

 Hispanic: 3.5% Asian & Pacific Islander: 1.3%

 Native American: .11%

Major Sources of Economic Activity: (1) Port; (2) Tourism.

Narrative: New Orleans, Louisiana

New Orleans uses visual and performing arts as an integral part of its planning for the redevelopment and revitalization of its central business district. The City's redevelopment agency, the Downtown Development District, provides the Arts Council of New Orleans with more than \$200,000 per year to fund outdoor performances in the downtown area.

The Development District also commissions art works for public spaces and makes grants to private developers for art embellishments. Recently, the District commissioned a piece for Lafayette Square and plans to move the famed water sculpture, exhibited at the New Orleans World's Fair, to the central business district. A recently enacted percent-for-art ordinance will provide additional commissions for new work in the area.

The program's goals are to make the downtown more viable by bringing in people on weekends and providing activities after 5:00 p.m. Programmers seek to entertain tourists and downtown workers and to involve the local business community. The New Orleans Art Council presents performances in front of office buildings, in Lafayette Square Park and in the greenspace near City Hall.

A series of 25 noontime "Brown Bag Concerts" are held from May through October. Three additional concerts are offered on Friday and Saturday evenings during that same period. The series include dance and theater, as well as musical presentations. The Council also presents visual and performing arts festivals on weekends. Forty to 50 outdoor events are produced each year with an estimated attendance of 50,000 people.

As a part of its downtown activities, the Council sponsors a walking tour of art in the central business district. Participants visit artists' studios, galleries and corporate offices to view indoor and outdoor exhibits.

A festive "Arts Parade" is held each year with arts organizations entering floats in celebration of music, dance, theater and the visual arts. Downtown merchants make use of outdoor spaces with regularly scheduled "Community Bargain Days."

The old City Hall in the central business district has been restored for use as a Community Center. The Center is used for parties, art exhibits, festivals and concerts. A major, two-week annual exhibition displays works owned by local residents and corporations.

The Orpheum Theatre, refurbished to house the New Orleans Symphony, is in the central business district. The Symphony also receives funds from the Downtown Development District, as do the ballet and a contemporary multi-media arts organization.

The Art Council and the Development District state that using the visual and performing arts has made the area more interesting and exciting, especially on evenings and weekends. Hotel managers and administrators of the new Convention Center in the District feel that the arts contribute to a more positive impression on the part of tourists. Like many urban centers, New Orleans has its share of street people. Wise use of public spaces has mitigated the negative aspects of their presence.

The Development District plans to continue its support for arts programs. It currently seeks to leverage funds from the business community to offset or augment costs. These efforts appear to be successful. Two local businesses are producing their own concert series and one developer is presenting a six-week series of performances at two buildings.

ALBUQUERQUE, NEW MEXICODemographics

Population: 390,000 Per Capita Income: \$8,000

Ethnic Mix: Caucasian: 83% Black: 2%

 Hispanic: 34% Asian & Pacific Islander: 1%

 Native American: 2%

Major Sources of Economic Activity: (1) Tourism, (2) Government.

Narrative: Albuquerque, New Mexico

Albuquerque's redevelopment plans encompass the business district, the Civic Center and all of the neighborhoods around the downtown core that constituted the original city from 1882 through World War II. Post World War II development followed a common pattern. New, middle-class, suburban, residential neighborhoods attracted business while the center city began to decline.

In the late 1960's, federal urban renewal funds were appropriated to construct a Civic Plaza which connects government buildings to a Convention Center and a convention hotel. Other redevelopment projects include commercial structures, a mall and urban housing. By 1985, plans will cover design criteria and land use of every neighborhood in the city.

The cultural element of the downtown plan includes plans to enlarge the Convention Center and a feasibility study for a Performing Arts Center. Developers are encouraged to preserve historic buildings through adaptive reuse. The KiMo Theater (750 seats), built in 1927 as a example of Pueblo Revival Art-Deco, was purchased by the City in 1977. It was rehabilitated in 1982 and is now used by a Hispanic theater company, the Albuquerque Opera Theater and other groups. The KiMo also provides office space for a number of arts groups and the Albuquerque United Arts Alliance. The KiMo, operating on a \$170,000 annual budget, stages 275 programs per year. Offerings include a jazz festival that runs for 15 performances and other performers of international reputation. This year, a portion of Robert Williams' Civil Wars, called the "Knee Plays," will run for five performances. The Division of Cultural Affairs will provide \$30,000 in City funds to underwrite the

production.

The conversion of an old wool storage facility into a theater is another example of adaptive reuse. The Wool Warehouse Theater is owned and operated by the City. It was first leased and privately developed as a 150 seat dinner theater, but that failed. Plans now call for a children's theater that will present 40 performances in an 18 week series. Seventy to 100 events will be presented annually and rehearsal space also will be available to local groups.

This City's percent-for-art ordinance, in effect for six years, has commissioned 26 pieces of public art, many of them in the downtown area. The City spends around \$300,000 a year on the program. Private business is encouraged to use arts embellishment and the City has some funds available to match private money.

The downtown parks and the Civic Plaza are used for performances throughout the summer. The Park and Recreation Department presents a "Summerfest" each Saturday evening that includes ethnic performing arts and crafts. The "Feria Artesana" is a five year old Hispanic festival that has been incorporated into the Summerfest. The total budget for the fest is \$150,000.

The Cultural Affairs Division also produces week day concerts in the Plaza and in an outdoor mall. An annual "Mother's Day Concert" is performed by the symphony for an audience of 25,000 to 30,000 people. The performance takes place at the zoo. Albuquerque's most famous outdoor event is the "Balloon Fiesta." Billed as the second most photographed event in the United States, the fiesta includes a parade and day-long entertainment in downtown parks.

Albuquerque mounts 30 to 40 outdoor performing events yearly. Audiences are estimated at 150,000 to 170,000 people. In 1985, the City initiated a "Celebration of the Arts" which features exhibits and performances all over the city during the month of June. The City Council appropriated \$10,000 to underwrite publicity and promotion for the five week celebration.

All of the activities described here, with the exceptions of the Summerfest and some other park performances provided by the Department of Parks and Recreation, are under the direction of the Division of Cultural Affairs. The Division had a 1985 budget of \$783,000 and employed a staff of eight to ten persons. Earned income in 1985 totaled \$104,531 from ticket sales and concessions.

The City Council and the previous and present Mayors of Albuquerque have consciously used the arts as a tool for historic preservation and economic development. Two major buildings, the KiMo Theater and the Wool Warehouse Theater, have been converted into cultural facilities that bring people downtown. It is generally agreed that downtown is safer because of the new indoor and outdoor cultural activities. In its entry to the U. S. Conference of Mayors' "Sixth Annual Livability Awards Program," the Office of the Mayor of Albuquerque reported that, "The role of the arts in

economic development has increased and is a major factor in public policy. Thousands of jobs, support services and private businesses have been secured as a direct result of increased cultural and artistic activity."

PORTLAND, OREGONDemographics

Population: 366,383 Per Capita Income: \$8,092

Ethnic Mix: Caucasian: 87.1% Black: 7.7%

 Hispanic: 2% Asian & Pacific Islander: 3.5%

 Native American: .9%

Major Sources of Economic Activity: (1) Light Industries; (2) Service Industries; (3) Tourism; (4) Agricultural.

Narrative: Portland, Oregon

Pioneer Courthouse Square is the center piece of a renaissance of downtown Portland that took place over a twenty year period of planning and redevelopment. The 17,500 square foot space is open to surrounding buildings and features small (100 seats) and large (2,500 seats) amphitheatres, a bronze and glass pavilion housing a bistro style restaurant, a monumental colonnade, a dramatic fountain and an enclosed lower level office space. Designed by late architect Will Martin, the Square was named by Time Magazine in 1984 as one of the most notable designs of the year.

Pioneer Square is funded by a combination of public and private support. Thirty-five thousand people contributed to construction costs by buying "Named Bricks" and other architectural features. Total budget for the project, including the cost of the land, was \$7.8 million.

The square is the site of more than 200 events a year. Programs are scheduled at noon time and early evening during the week and on weekends.

The square is managed by Pioneer Courthouse Square, Inc., a private, non-profit corporation. The organization produces a series of classical music concerts, a "Family Day," geared to children, an annual "Senior Prom" and a "Composers' Festival." The Square is also the site of an annual "Festival of Flowers" and an official Christmas Tree lighting. The Portland Metropolitan Arts Commission produces a week-long multi-arts festival that, this year, featured performers from the Japanese, Chinese, Native American, Black and

Asian communities. Other non-profit groups may rent space in the Square at reduced rates. Space is also rented for political rallies, business promotions, weddings, parties and for still-camera, video and movie work.

The 36 events presented in the Square this past August included a book fair, aerobics, a performance by the full Portland Symphony, "Swiss Culture Day," the Hester Street Klizmer Band, and the United Way Fundraising Kickoff.

Pioneer Courthouse Square has a nine member board that includes the Park Commissioner, four downtown business persons and four representatives of the community. A four member administrative staff, one technician, and a set-up crew of two coordinate Square activities. One security guard is on duty for 17 hours a day throughout the year, two work weekends in the summer.

The Park Bureau provides the services of one Park Attendant and two assistants during the summer months. The Bureau also maintains the structures.

Pioneer Courthouse Square, Inc. operates on a budget of \$267,000 a year. It is supported by funds from the City of Portland, rental income, business, corporate support, foundations, and individual donations.

The Square is perceived as Portland's "Outdoor Living Room." It has lived up to expectations as an attraction to "get people downtown." Its positive publicity has changed perceptions about the safety of the area, which is indeed a safer place. Portland residents are able to experience the social and racial mix of the community. The Square has stimulated new development and investment in the area.

Pioneer Courthouse Square, Inc. is developing a five year plan. They expect to refine what they offer and to improve the quality of the presentations.

RIVERSIDE, CALIFORNIADemographics

Population: 170,876 Per Capita Income: \$7,592

Ethnic Mix: Caucasian: 81.4% Black: 7%

 Hispanic: 16% Asian & Pacific Islander: 2%

 Native American: 1.3%

Major Sources of Economic Activity: (1) Agricultural, (2) Government

Narrative: Riverside, California

Riverside is one of California's fastest growing communities. High prices and crowded conditions in Los Angeles and Orange Counties have made Riverside housing attractive to commuters. Although still largely agricultural, the influx of new residents has prompted the City to embark on a planning process that will seek to improve land use, stimulate economic development and provide more cultural and recreational opportunities for Riverside residents. Subject of the plan is the one square mile central business district, also the site of the Civic Center. The area is underdeveloped and has a high vacancy ratio, particularly in office buildings.

To attract shoppers and generate interest in downtown, the City funds a program of outdoor performances, called "Art a la Carte," in the Main Street Mall. The events are produced and administered by the Riverside Arts Foundation. Thirty-five noon time concerts attract an audience of more than 4,000 persons annually. Concerts offer classical music, school bands, jazz, the United States Air Force Band and some dance. One mural project is executed each year with 500 school children and a team of professional artists working on the mural.

An outdoor "Mayor's Ball," a day long event, takes place each year. The program features local performers and attracts 11,000 people. Participants wear costumes, creating a festive atmosphere. Businesses and individuals purchase tables for the Ball, generating income for the Riverside Arts Foundation. The Foundation realized \$10,000 from concessions and table sales in 1986.

"Make a Circus," a touring company that invites children to participate in making a circus, is sponsored for one performance a year. The circus plays to an audience of around 3,000 children and adults in a park across from the City Hall.

The Riverside Arts Foundation does no indoor programming. There are two facilities downtown that are occasionally used for arts events: the Rain Cross Convention Center and the Municipal Auditorium. The City is studying other structures for potential rehabilitation and is examining the feasibility of developing a new performing arts complex.

The Riverside Arts Foundation staff includes an executive director, a program manager, a technical assistance coordinator and an office manager. Performing groups provide their own equipment and technicians. The City provides two maintenance persons, two park and recreation staff members and one police officer. These take care of maintenance, security and cleanup. The Fireman's Association and a volunteer crew of 21 adults and children assist with set up and clean up.

Support for the program's \$31,000 budget comes primarily from the City with a contribution of \$2,875 from the Downtown Association. Support services from other agencies are estimated at \$15,000. Next year, a grant of \$20,000 from a local foundation will augment the program.

Program staff believe the events bring people downtown, provide exposure for the artists, familiarize residents with local talent, generate business, foster a spirit of cooperation between the business and arts communities and enrich the cultural life of the citizenry. The foundation plans to continue all of its current programs.

SAVANNAH, GEORGIADemographics

Population: 143,708

Per Capita Income: \$9,819

Ethnic Mix: Caucasian: 50%

Black: 49%

Hispanic: 1.3%

Asian & Pacific Islander: .7%

Native American: .2%

Major Sources of Economic Activity: (1) Heavy Industry, (2) Port,
(3) Tourism, (4) Service Industries, (5) Government.

Narrative: Savannah, Georgia

In Savannah, preservation of historic buildings and open squares has high priority in the redevelopment of the central business district. Savannah has the largest historic district in the county and the central business district and the Civic Center are within its boundaries.

Considerable progress has been made in restoring an area of beautiful Victorian homes downtown and in restoring famed River Street. But Broughton Street, the main business street, is still in need of improvement. Plans call for improving the "streetscape" by providing money to improve facades, changing the lighting and planting more trees. The City is also assisting downtown merchants through help with cooperative marketing strategies and with a variety of promotional activities.

Although much has been done to revitalize downtown Savannah, the business district is ringed by very low income, sub-standard housing. The proximity of this slum dampens investor enthusiasm and makes downtown less than inviting to shoppers.

Savannah has a long history of support for the arts. It uses them to attract people to Broughton Street. The City's Office of Cultural Affairs contracts with local artists and arts organizations to serve the community through exhibitions, concerts, theater performances and dance concerts. A substantial portion of the \$365,000 so contracted is used to mount performances in the downtown squares.

The Office of Cultural Affairs operates with a full-time director

and a part-time staff of three. Money for technical support, publicity, promotion and security are built into the contracts with the producing organizations. The squares are maintained by the Park and Trees Department and the Department of Development provides clean up. The Police Department assigns uniformed officers as needed. For shows on or near the river, five boats manned by the Fire Department are available.

Programs presented in the squares or in downtown parks include three full-orchestra symphony concerts, two noon time music events a week throughout the summer; a weekend "Arts on the River" festival that includes visual arts, theater, music and dance; seven shows for children; a three-day, 15 event, performing arts festival and an annual jazz festival. Attendance at these events is estimated at 20,000 people.

The Civic Center houses two performing spaces: a 2,500 seat theater and a 7,000 seat arena. The symphony presents 12 major concerts a year and is usually fully subscribed. Ballet South, a professional company, also performs at the Civic Center, averaging four performances a year. The Civic Center Arena is used for rock concerts.

Two local theaters are based downtown. The Savannah Theater produces five plays a year, plus a summer musical. All shows run for seven performances in a 500 seat house. The 72 seat City Lights Theater also produces a full season.

City officials seem convinced that the arts bring people downtown. They also report that undesirables disappear during programs. The Office of Cultural Affairs hopes to expand the downtown programming. They want to maintain high quality, do more progressive work and have more events in which audiences can participate.

TOPEKA, KANSASDemographics

Population: 115,2660 Per Capita Income: \$7,762

Ethnic Mix: Caucasian: 86.6% Black: 9.5%

 Hispanic: 4.2% Asian & Pacific Islander: .5%

 Native American: 1%

Major Sources of Economic Activity: (1) State Government; (2) Heavy Industries; (3) Light Industries

Narrative: Topeka, Kansas

Two major crises served as the catalyst for the physical and aesthetic revitalization of Topeka. When a 1968 tornado damaged major portions of the city, including the theater at Washburn University, a combination of public and private money built the Garvey Fine Arts Center, the community's most significant cultural building.

The second crises, a 1981 economic downturn, provided the impetus for an extensive revitalization program for Topeka that led to the construction of a new airport, a new \$40 million downtown office building built by the Santa Fe Railroad, a new State Historical Museum, a \$45 million retail complex, a major \$35 million expansion by the Menninger Foundation and other capital improvements.

Kansas, suffering from its "Wizard of Oz" image, decided to capitalize on that well known story and adopted as its slogan "Kansas: Land of Ah's." In Topeka, the City has used the "Oz" theme to attract new audiences. The City's community theater production of "The Wizard of Oz" played to sold out houses. A children's art festival, held on the State House grounds, drew an audience of 10,000 people. Topeka built a "Land of Oz" downtown as a Halloween attraction. A noted local artist was commissioned by the City to create a five-story rainbow in front of the 100 year old State House while the Topeka Symphony performed for thousands.

Topeka's downtown plan includes a cultural element that puts heavy emphasis on esthetic design. Additional trees and public art are among the objectives of the plan.

Under the auspices of the Park and Recreation Department, the City presents 15 to 20 downtown, outdoor events each year. These events include 12 "Brown Bag Lunch Concerts," presented on Thursdays throughout the summer. Classical, pop, western and jazz groups perform. Weekend events throughout the year include a St. Patricks Day parade, a Halloween celebration and a "Festival of Carols" at Christmas. More than 200,000 Topekans attend these downtown, outdoor programs annually.

The Park and Recreation Department also manages the downtown Municipal Auditorium, a 3,000 seat house. The Department produces a major play or musical yearly, which runs for eight performances. The Community Concert Association mounts 25 to 30 concerts yearly. The facility also houses the circus each year and is rented out for parties, wedding receptions and so forth. An estimated 250,000 to 275,000 people attend Municipal Auditorium events each year.

Currently, Topeka is planning a new Civic Center to be located out of the downtown area. A task force is studying the feasibility of using the old Civic Center as a downtown performing arts facility. It is anticipated that the Park and Recreation Department's Foundation will raise \$250,000 to \$300,000 in private donations to help offset an estimated \$1.5 million in rehabilitation costs.

GREELEY, COLORADODemographics

Population: 56,964 Per Capita Income: \$9,189

Ethnic Mix: Caucasian: 90% Black: .9%

 Hispanic: 15.6% Asian & Pacific Islander: .8%

 Native American: .3%

Major Sources of Economic Activity: (1) Agricultural

Narrative: Greeley, Colorado

Greeley, Colorado is an hour-long drive from Denver. Its agricultural economic base has been hurt in recent years by the downturn in farm income.

Downtown Greeley has suffered the fate of many larger cities. New residential development is sited outside the area and strip retail and small shopping centers have followed. The central business district has no major department stores, nor national chains, with the exception of a medium sized Woolworths.

The City has a Department of Marketing and a director for the downtown area. The Downtown Development Corporation has overall responsibility for the redevelopment project. The redevelopment plan for the central business district includes a cultural element. In addition to physical improvements, the arts are used to make downtown more attractive to shoppers and to encourage development of new businesses. Performances and exhibitions are presented in four downtown venues: two newly developed plazas, a rehabilitated park, and in the Downtown Center.

Funded through a public and private sector partnership, a new Civic Auditorium is under construction downtown. The \$8.2 million facility will house a 1,700 seat theater and a 200 seat auditorium. It is anticipated that the space will be used by local performing groups and touring companies.

Also located in the downtown area, a Recreation Center is used for indoor arts and civic events. The Center has five large meeting rooms and a gym. A three week series of piano recitals is held in

the Center. Performances are one day a week at 2:00 and 7:30 p.m. Attendance at the recitals is estimated at 600 persons.

As a part of a Cinco de Mayo celebration, a "Fiesta Lunch" is held at the Recreation Center. Attendance is around 300 persons. The Cultural Affairs Department also offers various workshops in several arts disciplines. Another Cinco de Mayo event, a week-long fashion show, is also presented there.

Outdoor arts and promotional events (more than 200) are diverse attractions designed to appeal to all segments of the community. As mentioned above, the Cinco de Mayo celebration is a week long event featuring food and entertainment. The \$23,000 budget for the fiesta includes some in-kind contributions from individuals and other agencies, primarily in the form of security and clean-up. The event yielded \$6,700 in business contributions and \$7,700 from admissions and concession revenues this year.

An "Arts Picnic," budgeted at \$20,000, featured both visual and performing arts. The Picnic, held on a weekend in mid-July, grossed \$15,000 in concession income, booth fees and admissions.

Other downtown, outdoor events include an "Asian Cultural Festival," in June, a "German October Fest," an "Easter Egg Hunt," an "Easter Sun Rise Service," a week-long "Jazz Festival," senior citizen lunches and ice cream socials, a senior "Battle of the Ages," and 16 Friday afternoon concerts, held June through September. Local merchants hold three sidewalk sales annually. It is reported that more than 200,000 people attend these events.

The Downtown Marketing Department, with a staff of three, mounts most of the shows on a budget of around \$150,000. This budget does not include the costs of the Cinco de Mayo celebration, nor the Arts Picnic. It does include artists' fees, technical support and security for all other events.

Funding for the program has come from the City Council, concession income, parking fees and downtown businesses. The funding pattern will be considerably changed this year. The City Council will not put money into the program again and the businessman's' association, who contributed \$30,000 per year for the first two years of the project, also have withdrawn their financial support.

There seems to be general agreement that the downtown programs have been successful. Surveys indicate that people cite events and activities as reasons for coming downtown. The Cultural Affairs Department reports that the City Council continues to see the arts as a positive public relations tool. The Department did sustain a 14% budget cut this year.

It appears that loss of political and business support is largely due to worsening economic conditions. Greeley residents have demonstrated that they want arts activities, but must seek alternative ways to support them.

SACRAMENTO METROPOLITAN ARTS COMMISSION SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

APPENDIX A - OUTDOOR PROGRAMS

| | Festivals | Parades | Public Art | Ethnic Arts | Senior Events | Children's Events | Promotional Events | Fashion Shows |
|---|-----------|---------|------------|-------------|---------------|-------------------|--------------------|---------------|
| 1. LOS ANGELES, CA Otis/Parsons School MacArthur Park Project | yes | no | yes | yes | no | no | no | yes |
| 2. DALLAS, TX Arts District Foundation | yes | no | yes | yes | no | yes | no | no |
| 3. SAN FRANCISCO, CA Market Street Association | no | no | no | yes | no | no | yes | no |
| 4. NEW ORLEANS, LA Arts Council of New Orleans | yes | yes | yes | yes | no | no | no | no |
| 5. ALBUQUERQUE, NM Cultural Affairs | yes | yes | yes | yes | no | yes | no | no |
| 6. PORTLAND, OR Pioneer Courthouse Square, Inc. | yes, | no | yes | yes | yes | yes | yes | no |
| 7. RIVERSIDE, CA Riverside Arts Foundation | no | yes | yes | yes | no | yes | no | no |
| 8. SAVANNAH, GA Office of Cultural Affairs | yes | no | no | yes | no | yes | yes | no |
| 9. TOPEKA, KA Topeka Recreation Department | yes | yes | yes | no | no | yes | no | no |
| 10. GREELEY, CO Downtown Development Corporation | yes | no | no | yes | yes | yes | yes | yes |

SACRAMENTO METROPOLITAN ARTS COMMISSION SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

OUTDOOR PROGRAMS (Continued)

| | Concerts | Dance | Theater | Visual Arts Exhibits | Poetry Readings | Food & Other Concessions |
|---|----------|-------|---------|----------------------|-----------------|--------------------------|
| 1. LOS ANGELES, CA Otis/Parsons School MacArthur Park Project | yes | yes | yes | yes | yes | yes |
| 2. DALLAS, TX Arts District Foundation | yes | yes | yes | yes | no | no |
| 3. SAN FRANCISCO, CA Market Street Association | yes | yes | yes | no | no | yes |
| 4. NEW ORLEANS, LA Arts Council of New Orleans | yes | yes | yes | yes | no | no |
| 5. ALBUQUERQUE, NM Cultural Affairs | yes | yes | no | yes | no | yes |
| 6. PORTLAND, OR Pioneer Courthouse Square, Inc. | yes | yes | no | yes | no | yes |
| 7. RIVERSIDE, CA Riverside Arts Foundation | yes | yes | no | yes | no | yes |
| 8. SAVANNAH, GA Office of Cultural Affairs | yes | yes | yes | yes | no | yes |
| 9. TOPEKA, KA Topeka Recreation Department | yes | yes | no | yes | no | yes |
| 10. GREELEY, CO Downtown Development Corporation | yes | yes | no | yes | no | yes |

SACRAMENTO METROPOLITAN ARTS COMMISSION SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

APPENDIX B - OUTDOOR PERFORMANCE BUDGETS, EVENTS AND ATTENDANCE

| | Number of Events Per Year | Days of Events | Times of Day | Total Attendance |
|---|---|-------------------|-------------------|--------------------|
| 1. LOS ANGELES, CA Otis/Parsons School MacArthur Park Project | 26 | Sundays | 12 to 5 p.m. | 20,000 |
| | (Annual Outdoor Performances Budget: \$13,300) | | | |
| 2. DALLAS, TX Arts District Foundation | 300+ | 7 Days | Noon & Evening | 350,000 |
| | (Annual Outdoor Performances Budget: \$100,000) | | | |
| 3. SAN FRANCISCO, CA Market Street Association | 97 | Fri., Sat., Sun. | All Day | 544,000 |
| | (Annual Outdoor Performances Budget: \$81,700) | | | |
| 4. NEW ORLEANS, LA Arts Council of New Orleans | 40 to 50 | 7 Days | Noon & Evening | 50,000 |
| | (Annual Outdoor Performances Budget: \$207,250) | | | |
| 5. ALBUQUERQUE, NM Cultural Affairs | 30 to 40 | 7 Days | Noon & Evening | 150,000 to 170,000 |
| | (Annual Outdoor Performances Budget: \$170,000) | | | |
| 6. PORTLAND, OR Pioneer Courthouse Square, Inc. | 200+ | 7 Days | Noon & Evening | 200,000 |
| | (Annual Outdoor Performances Budget: \$267,000) | | | |
| 7. RIVERSIDE, CA Riverside Arts Foundation | 35 | 7 Days | Noon & Evening | 7,000 |
| | (Annual Outdoor Performances Budget: \$31,000) | | | |
| 8. SAVANNAH, GA Office of Cultural Affairs | 50+ | 7 Days | Noon & Evening | 20,000 |
| | (Annual Outdoor Performances Budget: \$125,000) | | | |
| 9. TOPEKA, KA Topeka Recreation Department | 15 to 20 | 7 Days | Noon & Evening | 200,000 |
| | (Annual Outdoor Performances Budget: \$3,625) | | | |
| 10. GREELEY, CO Downtown Development Corporation | 200 | 7 Days | All Day & Evening | 200,000 |
| | (Annual Outdoor Performances Budget: \$193,000) | | | |

SACRAMENTO METROPOLITAN ARTS COMMISSION SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

APPENDIX C - INDOOR PROGRAMS

| | Concerts | Dance | Theater | Visual Arts Exhibits | Facility Renovation | New Buildings |
|---|----------|-------|---------|----------------------|---------------------|---------------|
| 1. LOS ANGELES, CA Otis/Parsons School MacArthur Park Project | | | -N/A- | | | |
| 2. DALLAS, TX Arts District Foundation | yes | yes | yes | yes | no | yes |
| 3. SAN FRANCISCO, CA Market Street Association | | | -N/A- | | | |
| 4. NEW ORLEANS, LA Arts Council of New Orleans | yes | yes | no | yes | yes | no |
| 5. ALBUQUERQUE, NM Cultural Affairs | yes | yes | yes | yes | yes | no |
| 6. PORTLAND, OR Pioneer Courthouse Square, Inc. | | | -N/A- | | | |
| 7. RIVERSIDE, CA Riverside Arts Foundation | | | -N/A- | | | |
| 8. SAVANNAH, GA Office of Cultural Affairs | yes | yes | yes | no | yes | no |
| 9. TOPEKA, KA Topeka Recreation Department | yes | yes | yes | no | planned | no |
| 10. GREELEY, CO Downtown Development Corporation | yes | yes | yes | no | no | yes |

SACRAMENTO METROPOLITAN ARTS COMMISSION SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

APPENDIX D - STRUCTURE AND STAFFING

| | Cultural Element In Plan | Producing Agency | Paid Staff | Volunteers | Facility Maintenance | Security |
|--|--------------------------|----------------------------|---------------------------------|------------|--|------------------------------|
| 1. LOS ANGELES, CA Otis/Parsons School MacArthur Park Project | -N/A- | Otis Parsons | 2 p.t. 20 temps. (3 mos.) | 100 | City Park & Rec. | City Police |
| 2. DALLAS, TX Arts District Foundation (A.D.F.) | yes | A.D.F | 2 f.t. | unk. | A.D. Management Assn. | A.D. Management Assn. |
| 3. SAN FRANCISCO, CA Market Street Association | yes | Market St. Assn. | 3 f.t. | unk. | Dept. of Pub. Wrks. | City Police |
| 4. NEW ORLEANS, LA Arts Council of New Orleans (A.C.N.O.) | no | A.C.N.O. | 3 f.t. 2 p.t. | yes | Parks & Parkways | Volunteers |
| 5. ALBUQUERQUE, NM Cultural Affairs (C.A.) | yes | C.A. Park & Rec. | 10 f.t. 1 f.t. | unk. | Park & Rec. | C.A. |
| 6. PORTLAND, OR Pioneer Courthouse Square, Inc. (P.C.S., Inc.) | yes | Pioneer Square Assn. | 4 admin. 3 tech. | unk. | Park Bureau | P.C.S., Inc. |
| 7. RIVERSIDE, CA Riverside Arts Foundation (R.A.F.) | yes | R.A.F | 5 admin. | 21 | City (5) Park & Rec.(2) | City Police (2) |
| 8. SAVANNAH, GA Office of Cultural Affairs (O.C.A.) | no | O.C.A. | 1 f.t. 3 p.t. | unk. | Dept. Parks&Trees Pub. Dev. | Off-Dut. & Cit. Police |
| 9. TOPEKA, KA Topeka Recreation Department (T.R.D.) | yes | T.R.D. | 3 f.t. 30 p.t. | 300 | T.R.D. (3) | T.R.D |
| 10. GREELEY, CO Downtown Development Corporation | yes | Cultural Affairs | 5 f.t. | some. | Cultural Affairs (hire 1 to 8 per performance) | Cultura Affair |

SACRAMENTO METROPOLITAN ARTS COMMISSION SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

APPENDIX E - FUNDING SOURCES

| | Federal Government | State Government | Local Government | Foundations | Corporation |
|---|---|---------------------|---------------------|--|-------------|
| 1. LOS ANGELES, CA Otis/Parsons School MacArthur Park Project (annual budget: \$204,628) | \$50,000 | -0- | \$92,700 | \$49,928 (includes corporal contributions) | -0- |
| 2. DALLAS, TX Arts District Foundation (annual budget: \$100,00) | -0- | -0- | \$10,000 | \$100,000 (endowment interest) | -0- |
| 3. SAN FRANCISCO, CA Market Street Association (annual budget: \$66,700) | -0- | -0- | \$12,000 | -0- | -0- |
| 4. NEW ORLEANS, LA Arts Council of New Orleans (annual budget: \$207,250) | -0- | -0- | \$272,410 | -0- | -0- |
| 5. ALBUQUERQUE, NM Cultural Affairs (annual budget: \$783,000) | -0- | \$15,000 | \$808,000 | -0- | -0- |
| 6. PORTLAND, OR Pioneer Courthouse Square, Inc. (annual budget: \$267,000) | -0- | \$500 | \$75,000 | \$8,883 (includes local merchants) | \$12,000 |
| 7. RIVERSIDE, CA Riverside Arts Foundation (annual budget: \$391,000) | -0- | -0- | \$18,675 | (\$20,000 next year) | -0- |
| 8. SAVANNAH, GA Office of Cultural Affairs (annual budget: \$412,000) | -0- | \$4,500 | \$365,000 | -0- | -0- |
| 9. TOPEKA, KA Topeka Recreation Department (annual budget: \$931,000) | -0- | -0- | \$782,000 | \$12,000 | -0- |
| 10. GREELEY, CO Downtown Development Corporation (annual budget: \$175,000) | \$43,000 (Community Development Block Grant) | -0- | \$126,000 | -0- | -0- |

SACRAMENTO METROPOLITAN ARTS COMMISSION SURVEY OF CULTURAL PROJECTS IN TEN DOWNTOWN REDEVELOPMENT AREAS

FUNDING SOURCES (Continued)

| | Local Merchants | Private Donors | Earned Income | In-Kind Contributions |
|---|-----------------|----------------|---------------|---|
| 1. LOS ANGELES, CA Otis/Parsons School MacArthur Park Project (annual budget: \$204,628) | \$4,000 | -0- | -0- | \$8,000 Electricians' Union (\$200,000) |
| 2. DALLAS, TX Arts District Foundation (annual budget: \$100,000) | \$10,000 | -0- | -0- | -0- |
| 3. SAN FRANCISCO, CA Market Street Association (annual budget: \$66,700) | \$54,700 | -0- | -0- | Union Musicians' Fees (\$15,000) |
| 4. NEW ORLEANS, LA Arts Council of New Orleans (annual budget: \$207,250) | \$4,000 | -0- | -0- | -0- |
| 5. ALBUQUERQUE, NM Cultural Affairs (annual budget: \$783,000) | -0- | \$4,000 | \$104,531 | \$4,000 |
| 6. PORTLAND, OR Pioneer Courthouse Square, Inc. (annual budget: \$267,000) | See Part One | \$9,823 | \$64,000 | -0- |
| 7. RIVERSIDE, CA Riverside Arts Foundation (annual budget: \$391,000) | \$2,875 | -0- | \$10,000 | Some (amount unknown) |
| 8. SAVANNAH, GA Office of Cultural Affairs (annual budget: \$412,000) | -0- | -0- | -0- | -0- |
| 9. TOPEKA, KA Topeka Recreation Department (annual budget: \$931,250) | -0- | -0- | \$135,000 | \$14,250 3,000 man hours |
| 10. GREELEY, CO Downtown Development Corporation (annual budget: \$175,000) | -0- | -0- | \$14,400 | \$11,500 Volunteers |

SACRAMENTO METROPOLITAN ARTS COMMISSION
Cultural Projects in Downtown Redevelopment Areas

APPENDIX F - SURVEY QUESTIONNAIRE

- I. City & State: _____
- II. Agency: _____
- III. Contact Person(s): _____

- IV. Demographics
- A. Population: _____
- B. Per capita income: _____
- C. Ethnic mix
1. Caucasian: _____
 2. Black: _____
 3. Hispanic: _____
 4. Asian: _____
 5. Native American _____
 6. Pacific Islander: _____
 7. Other: _____
- D. Major source of economic activity
1. Heavy Industry _____
 2. Light Industry (Tech.) _____
 3. Agricultural _____
 4. Service industries _____
 5. Tourism _____
 6. Government/Military _____

V. Does your downtown redevelopment plan have a cultural element (yes) _____ (no) _____ ?

What are the other goals of your downtown redevelopment project?

VI. Description of Downtown Project Area:

A. Location:

1. Central Business District _____

2. Other

B. Size:

C. Character:

1. Blighted _____

2. Underdeveloped _____

B. Rehabilitated: _____

C. New: _____

IX. Who coordinates and administers the programs?

X. Staff requirements

A. Administration and Management (titles & numbers)

B. Technical Support (titles & numbers)

C. Maintenance and Security (titles & numbers)

C. Other (titles & numbers)

 XI. Budget

A. Expenses

| | |
|---------------------------------------|----------|
| 1. Administrative expenses (salaries) | \$ _____ |
| 2. Production expenses | \$ _____ |
| 3. Artists fees | \$ _____ |
| 4. Promotion & Publicity | \$ _____ |
| 5. Venue rents | \$ _____ |
| 6. Other | \$ _____ |
| TOTAL | \$ _____ |

B. Income

| | |
|-------------------------|----------|
| 1. Earned (sales) | \$ _____ |
| 2. Government support | \$ _____ |
| a. Federal | \$ _____ |
| b. State | \$ _____ |
| c. City and County | \$ _____ |
| 1. Lead agency | \$ _____ |
| 2. Support agencies | \$ _____ |
| 3. Redevelopment agency | \$ _____ |
| 4. Other | \$ _____ |
| 3. Business support | \$ _____ |
| 4. Corporate support | \$ _____ |
| 5. Foundation support | \$ _____ |
| 6. Individual donations | \$ _____ |
| 7. Other | \$ _____ |
| TOTAL | \$ _____ |

XIII. Do other city agencies, such as public works, police, park & recreation, provide support services for these programs? Please estimate dollar worth of these services.

XIV. In your view, what are the major accomplishments of these programs? Have they contributed toward meeting the goals of the downtown redevelopment plan?

XV. What do you see as the future of these programs?

XVI. Do you have slides, brochures, photographs or other materials that we can use in our presentation to our city council?

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APPENDIX G - SOURCES

Mr. Al Nodal
The Otis Art Institute
Parsons School of Design
Los Angeles, California

Mr. Jerry Allen
Dallas Division of Cultural Affairs
Dallas, Texas

Ms. Carolyn Diamond
Market Street Association
San Francisco, California

Ms. Ginny McMurray
Arts Council of New Orleans
New Orleans, Louisiana

Mr. Alan Clark & Mr. Gordon Church
Library Services/Cultural Affairs
Albuquerque, New Mexico

Ms. Molly O'Reilly
Pioneer Courthouse Square, Inc.
Portland, Oregon

Ms. Judy A. Lehr
Riverside Arts Foundation
Riverside, California

Ms. Leslie Gordon
City Office of Cultural Affairs
Savannah, Georgia

Mr. James Garges & Ms. Pam Walstrom
Topeka Recreation Department
Topeka, Kansas

Mr. Carlos Aleres
Cultural Affairs Department
Ms. Tami Aleman & Ms. Jodi Edmunds
Downtown Development Corporation
Greeley, Colorado

Robert H. McNulty, Dorothy R. Jacobson and R. Leo Penne, The Economics of Amenity: Community Futures and Quality of Life, Partners for Livable Places, Washington, D. C., 1985.

Population statistics were taken from 1980 U. S. Census Bureau publications and, where possible, updated by the cities in question.

EXHIBIT A

DOWNTOWN CULTURAL PROGRAMMING

| | Sept. | Oct. | Nov. | Dec. | Jan. '87 | Feb. | Mar. | Apr. | May | June | July | Aug. | Sept. | Oct. | Nov. | |
|---|-------|-------|-------|--------|----------|--------|--------|--------|--------|--------|--------|------|--------|--------|--------|--------|
| URBAN DESIGN PLAN | | * (1) | | | (2) * | | | | | | | | | | | |
| MAYOR'S DOWNTOWN ACTION PLAN | (3) * | (4) * | (5) * | (6) * | | | | | | | | | | | | |
| A. Background report | | | | | | | | | | | | | | | | |
| B. City Council funded plan | | | | (6) * | (7) * | (8) * | (9) * | (10) * | (11) * | (12) * | | | | | | |
| C. Program implementation | | | | | | | (13) * | (14) * | (15) * | (16) * | (17) * | | | (18) * | | |
| D. Program evaluation and recommendations | | | | | | | | | | | | | (19) * | (20) * | (21) * | (22) * |
| E. Capital improvements | | | | (23) * | (24) * | (25) * | (26) * | (27) * | | (28) * | | | | | | |

NOTES

(Revised Nov. 17, 1986)

- (1) Joint Planning Commission/Housing & Redevelopment Commission hearing
- (2) City Council approval and adoption of Urban Design Plan
- (3) Consultant hired to develop background report (funded in-house)
- (4) Draft completed - October 15
- (5) Final draft/City Council staff report/Request funding for next phase - Nov. 1
- (6) City Council approval to fund and develop plan for Sacramento - Dec. 9
- (7) Consultant hired to develop plan - Dec. 31
- (8) Public meeting - Jan. 15, 1987
- (9) Draft of plan completed - Feb. 15, 1987
- (10) Public meeting - Feb. 29
- (11) Final draft of plan, City Council staff report - Mar. 15, Arts Commission adoption - week of Mar. 15
- (12) City Council appropriation to implement program - April 1
- (13) Recruitment for program coordinator begins - March 1
- (14) Program coordinator begins - April 15
- (15) Invitations extended to arts groups, scheduling begins
- (16) Program flyers and posters and other promotional material completed and distributed
- (17) Programs begin (kick-off) July 1
- (18) Programs end - Sept. 30
- (19) Evaluation begins
- (20) Arts Commission approved future programming, funding, and staffing recommendations - Nov. 1
- (21) City Council staff report drafted - Nov. 15
- (22) Report and funding recommendation to City Council - Dec. 1
- (23) Start construction drawing of new restroom.
- (24) Public meeting on program plan and park master plan. Start construction drawing on identified park improvements.

NOTES (Cont'd)

- (25) Public meeting on program plan and final master plan of park.
- (26) City Council adoption of program plan, park master plan, appropriation of funds for program and authorization to bid restrooms and other park improvements.
- (27) Award restroom contract and other park improvements. Construction fence placed around Plaza Park.
- (28) Dedication of park.