

CITY OF RANCHO CORDOVA



CITY COUNCIL MEETING

City Hall
2729 Prospect Park Drive, Rancho Cordova

Tuesday, November 12, 2019

5:30 PM – Special Meeting
American River Community Room North

AGENDA

1. SPECIAL MEETING - CALL TO ORDER/ROLL CALL

Council Members Budge, Gatewood, Sander, Terry and Mayor McGarvey.

2. PUBLIC COMMENT

At a special meeting, citizens wishing to address the Council for any matter on the agenda may do so at the time the matter is discussed. Under the provisions of the California Government Code, the City Council is prohibited from discussing or taking action on any item not on the agenda.

3. SPECIAL MEETING ITEM

3.1 **Subject:** Rancho Cordova Arts Strategic Plan.

Recommendation: Provide comment and direction on the Final Draft Rancho Cordova Arts Strategic Plan.

Result of Recommended Action: Following this final review, Council comment and direction will allow staff to complete the Rancho Cordova Arts Strategic Plan.

Staff Report: Megan Siren, Senior Management Analyst, and Paul Junker, Senior Project Manager.

Advances Goals: 1, 2 and 6.

4. ADJOURNMENT

ADDITIONAL INFORMATION

In compliance with the Americans with Disabilities Act, if you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in this meeting, please contact the City Clerk's Office at (916) 851-8720 at least 48 hours prior to the meeting.

CERTIFICATION OF POSTING OF AGENDA

I, Stacy Leitner, City Clerk for the City of Rancho Cordova, declare that the foregoing agenda for the Tuesday, November 12, 2019 Special Meeting of the Rancho Cordova City Council was posted and available for review on November 8, 2019 at City Hall of the City of Rancho Cordova, 2729 Prospect Park Drive, Rancho Cordova, California, 95670. The agenda is also available on the city website at www.cityofranhocordova.org.

Signed November 8, 2019 at Rancho Cordova, California.



Stacy Leitner, City Clerk

MEMORANDUM

DATE: November 12, 2019

TO: Honorable Mayor and Council Members

FROM: Megan Siren, Senior Management Analyst, and Paul Junker, Senior Project Manager

SUBJECT: RANCHO CORDOVA ARTS STRATEGIC PLAN



RECOMMENDATION

Provide comment and direction on the Final Draft Rancho Cordova Arts Strategic Plan.

RESULT OF RECOMMENDED ACTION

Following this final review, Council comment and direction will allow staff to complete the Rancho Cordova Arts Strategic Plan.

BACKGROUND

The City Council has been a generous supporter of the arts and culture in Rancho Cordova through the award of numerous Community Enhancement Fund Grants. In partnership with the Cordova Community Council and members of the Rancho Cordova arts community, the City has sponsored events, funded programs, purchased instruments, and most recently, helped establish the Mills Station Arts and Culture Center (MACC). In addition, the Cordova Community Council, with the help of City funding, has been an active participant in producing events in the City and generally supporting the arts community. There are other local organizations that contribute to the cultural offerings in the City and that have participated in the drafting of the Rancho Cordova Arts Strategic Plan, and they include the Symphony d'Oro Rancho Cordova, Rancho Cordova River City Concert Band and Rancho Cordova Arts (Visual Arts) (all nonprofits).

At the November 2018 study session, the City Council directed staff to review the Rancho Cordova Arts Strategic Plan to provide a big idea project and provide input from stakeholders.

The Final Draft of the Rancho Cordova Arts Strategic Plan was developed based on direction from the City Council and input from stakeholder organizations and individuals. This document is an action oriented strategic plan with a section called "Taking Action" describing programs and projects to assist in achieving the vision. The new additions to the Plan include:

- Big Idea: The Art Block
 - A defined area within Rancho Cordova that places an emphasis and priority on promoting arts. The Art Block will be the geographic and functional center of arts-oriented programs in Rancho Cordova and foster and promote the arts

throughout the Community. The Art Block is generally the area surrounding the Mather Field/Mills Station light rail station, the Mills Station Arts and Culture Center and the Rancho Cordova Center of Folsom Lake College.

- Cultivating Our Artists
 - Creating places for artists to live and work and creating opportunities for artists to sell their artwork will help establish Rancho Cordova as a “place for art and artists.”
- Arts Stakeholder Group
 - Informal group of artists and affiliated experts that will support the Council on Community Enhancement Fund Visual Art Grants.

In order to deliver the actions considered there is a need for additional resources to implement the Plan.

The purpose of this study session is to receive comments on the Final Draft Rancho Cordova Arts Strategic Plan, so staff can complete the Arts Strategic Plan. Staff will work to implement the Rancho Cordova Arts Strategic Plan upon City Council endorsement of the Plan.

ATTACHMENTS

- 1) Final Draft – Rancho Cordova Arts Strategic Plan
- 2) Presentation

STRATEGIC PLAN PURPOSE STATEMENT



The *Rancho Cordova Arts Strategic Plan* provides a road map for continuing to build art programs in the community. After adoption by the City, successful implementation of this Strategic Plan will rely on many agency partners and the artists and art patrons of Rancho Cordova. Key elements of this Strategic Plan are described below.

Vision - This section provides the measure of our success. Achieving the vision will be an accomplishment for the entire community and will bring the creative energy of art to all of Rancho Cordova.

Facilities - Facilities are those places where artists come together, create and interact with the public. This section seeks to maximize the function and availability of existing facilities and providing new facilities.

Cultivating Our Artists - Supporting local artists and bringing talented artists to Rancho Cordova offers many benefits to the local art scene. Creating places for artists to live and work and creating opportunities for artists to sell their artwork will establish Rancho Cordova as a “place for art and artists.”

Partnerships - Implementing this Strategic Plan cannot be accomplished by a single person or organization. We will build on the strengths of community members and organizations, partner agencies and the City to implement this Plan.

Leadership - Leadership will come from the City Council, leaders within the arts community and leaders of institutions such as Cordova Recreation and Park District, Folsom Cordova Unified School District, Los Rios Community College District, Regional Transit and, most importantly, the artists of Rancho Cordova and their organizations.

City Funding for Art and Artists - The City Council has and will continue to support the arts in Rancho Cordova, providing opportunities for residents to view and attend art events as well as public exposure for our artists.

Staff - A robust and sustainable art scene also requires organizational and management skills. Managing volunteers, maintaining websites, marketing activities, scheduling events and many other tasks are all required to connect artist to patron and to support community art programs.

Taking Action - This section identifies the specific actions required to achieve the vision. The proposed actions will be reviewed and updated every two years prior to and within the City’s budget process.

VISION: RANCHO CORDOVA – A PLACE FOR ART AND ARTISTS



Guiding Principles

The following Guiding Principles will inform decisions on funding, staffing, facilities and programs for the arts in Rancho Cordova.

Inclusion

Art is inclusive and diverse. From children to seniors, from students to artistic individuals to professional artists and patrons — all are important and welcome.



Art Makes Business Sense

Art is good business. A vibrant art scene attracts new residents and new businesses, supports local businesses, and attracts investment and economic growth to the community.

Quality of Life

The arts are one of the foundational elements that create a great community. Art attracts creative people, adds richness to our local culture, and allows our residents to express their creativity.





Participation

Our community is committed to participation in the arts. The transformative power of art is realized through performances, exhibits, and public art installations that build community through a shared experience available to all members of the community.

Art is Everywhere

Gallery showings, live performances, temporary displays and permanent installations, public buildings and local restaurants are all pieces of the Rancho Cordova art mosaic. Art should be found almost anywhere in the community.



Support the Artist

We will seek ways to support and nurture the artist. We will provide spaces to create, rehearse, perform, and display art. We will help artistic people become artists.



Desired Outcomes

In 20 years, when viewing the community, we will see accomplishments that have changed the community for the better.

Art will be intrinsic to and infused throughout the community, transforming the mundane and nurturing creativity.

Art will reflect the diversity of the community (ethnic, financial, age) and include works that range from abstract to realism and topical to historical.



Art will help build a greater community by improving our quality of life and driving investment and economic activity.

Art will be broad and encompassing in form — temporary and permanent, music and theater, bold installations and small shows, aspiring students and accomplished professionals.

Art will be accessible to every member of the community.





Rancho Cordova will *foster and support* the arts and artists - in our schools, on our streets, in our parks, in our theaters and galleries.

Rancho Cordova will *support* local artists and *attract* prominent artists from outside the region.

Partnerships are the foundation of the Rancho Cordova community, relying on shared programs, shared facilities and shared goals.

Our programs will help to transform artistic people into artists by providing resources, education and venues for the arts.



Rancho Cordova will promote *places and opportunities* that allow artists to develop their skills, share their art with the community and offer artwork for purchase.



BIG IDEA: THE ART BLOCK

The Art Block is a defined area within Rancho Cordova that places an emphasis and priority on promoting the arts. The Art Block will be the center of activity for arts-oriented programs in Rancho Cordova. It will be a place where artists connect with one another and with the community. While the Art Block will be a center of activity, the relationships and programs nurtured in the Art Block will foster and promote the arts throughout the community.



What's Special About the Art Block

The Art Block includes a collection of public uses - the Mather Field/Mills Station light rail station, the Mills Station Arts and Culture Center (The MACC) and the Rancho Cordova Center of Folsom Lake College - all creating opportunities to support and celebrate the arts. This area can be accessed from within Rancho Cordova and from outlying areas via nearby Highway 50 and public transportation.

The Art Block is easily accessible to Rancho Cordova residents, providing convenient access to activities and cultural opportunities to portions of the community that are somewhat underserved.

The Art Block includes the site of the future Rancho Cordova Civic Center project, a multiuse project that will, among other roles, provide opportunities to celebrate the arts.

What Happens in the Art Block

The arts are not the only use and function of the Art Block. Rather, supporting the arts is an underlying theme and quality of land uses and development in the Art Block.

Features and activities in the Art Block could include:

- » Inclusion of artwork and artistic features in future construction

- » Spaces and improvements to display art and conduct art shows (informal gallery displays)
- » Production and/or rehearsal spaces for performing arts and visual arts
- » Performing art venues and permanent art galleries
- » Educational programs – classes for residents
- » Maker space – support artists and community programs

The MACC is a key piece of the Arts Block, providing spaces for art exhibitions that range from local artists to displays of regional or national significance, bringing art to the residents of Rancho Cordova.

The Civic Center project will be a focal point of the community and could include facilities such as a flexible performance/meeting space, multi-purpose rooms to accommodate artist studios and/or workshops, office space to support the administrative functions of the arts community and spaces for the permanent and short-term display of artworks. The Civic Center project concept is under consideration and specific uses have yet to be finalized.

The Civic Center project site may include housing and, if so, some portion of housing would likely be maintained as affordable. If provided, a portion of the affordable housing could be offered to “artists in residence.” Such a program would provide housing opportunities to professional artists to reside in the Art Block, thus bringing artistic energy to the community. Typically, such artists in residence would make commitments to teach classes, provide artwork or make other contributions.

Art studio spaces could be provided on either a monthly rental basis or at a

reduced cost to artists that volunteer to teach classes, work in gallery/theater spaces, mentor youth art programs or make similar contributions.

The Rancho Cordova Center of Folsom Lake College draws students to the Art Block, provides education programs and could be a partner in providing facilities and/or conducting arts-related programs. Facilities in the College and the Civic Center project can be programmed to be complimentary and the College might consider offering classes based in the Civic Center project.

Making the Art Block a Reality

The Art Block should be an identifiable place within the community. Over time, the construction of new buildings and associated outdoor spaces will create inviting destinations. Installation of unique banners and signage could further identify the Art Block. Strong pedestrian connectivity and visual connectedness between The MACC, the Folsom Lake College campus and the Civic Center project will be critical to unifying the Art Block.

Ensuring new construction is creative, providing public gathering spaces, coordinating efforts among all involved agencies and programming art performances and displays will all help to create a vibrant Art Block in Rancho Cordova.



FACILITIES



Artists and art organizations have identified adequate facilities as a critical need for creating a vibrant art scene/art community. The MACC is an example of how a facility can serve as a hub for artists and events that links together the art community of Rancho Cordova. While there are opportunities for crossover, there are two primary types of art programs that require facilities: Performing Arts and Visual Arts.

Performing Arts

Performing Arts includes all forms of live performance – music, theater and dance being primary forms. Currently, the Rancho Cordova River City Concert Band, Symphony d'Oro Rancho Cordova RC Swing Band, Cordova Accelerated Performing Arts (CAPA) and Hummingbird Theatre Company all operate in Rancho Cordova. It is hoped and expected that future performance companies will include additional music ensembles, theater companies, dance companies and other live performance programs. Such performance companies share two basic facility needs: a place to prepare and rehearse and a place to perform.



Rehearsal Space. Rehearsal space has certain requirements that include sufficient acoustics, stage setting, audio equipment, set/props/costume production space and storage. With thoughtful planning and coordination, a single rehearsal space can serve the needs of multiple performance companies. Rehearsal space must be secure, but it need not be elegant. An underutilized light industrial building could be improved to provide a vibrant rehearsal space. Alternatively, a well-designed multi-purpose facility could accommodate both community events and some of the needs associated with rehearsals/preparing for performances.

Performance Space. Ultimately, numerous venues of differing types and scales may be required to support music, theater and

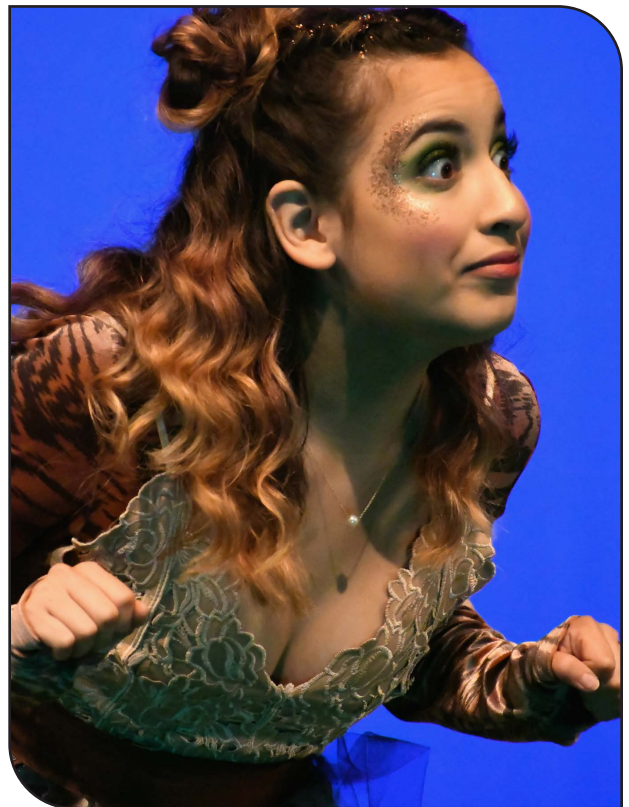




dance in the community. The firm AMS Planning and Research was retained by the City to better define the unmet needs of the performing arts community and how those needs can best be served. Major findings of the AMS work include:

- » Compared to national averages, Rancho Cordova residents and our nearby communities have a higher than average likelihood to attend arts and cultural events.
- » A small-to-medium size flexible performance space with 100-200 seats would support and encourage growth of the performing arts.
- » Wider access agreements for existing large performance venues, such as the Performing Arts Center at Cordova High School, should be negotiated.
- » There is local interest in a new large fixed-seating theater (500 – 800 seats). However, market/ demand research does not support construction of such a facility at this time.⁷

Use of Existing Theater Venues. The Performing Arts Center of Cordova High School provides a high-quality venue that can accommodate a large audience. Past District policies and practices have limited the ability for community-based programs to use the Performing Arts Center. A key need of the arts community is to reserve space as much as a year in advance to plan and provide performances. Additionally, standard requirements for compensated District staff could be prohibitive for some community programs. The City should explore arrangements with the High School and FCUSD to allow early booking of a limited number of community-sponsored



⁷ Based upon the research completed by AMS Planning and Research, inclusion of a large, fixed-seating theater in the Civic Center project may not be an appropriate investment at this time. Due to somewhat low demand, such a theater would require committed and ongoing effort to book performances and likely an ongoing local subsidy to support operations. If pursued, determining the operational and management structure for the theater would be an important consideration. The full AMS Planning and Research report titled Performing Arts Center Feasibility Study, May 15, 2019 is attached as **Appendix A** of this Strategic Plan.



programs and options for staffing that assure appropriate use of the facility in a cost-effective manner.

Visual Arts

Visual Arts includes the many varied art forms that create a physical product. Paintings, photography, sculpture, glass-blowing, woodworking, steelwork, fabrics and clothing, and many more artistic forms are referred to as Visual Arts. Similar to Performing Arts, there are two basic facility needs for Visual Arts: a place to produce artworks and a place to display and/or sell artworks.

Production Space. Production space can range from individual artist studios to shared shop spaces and includes spaces that support group activities, workshops and classes. Due to the varied needs of artists, particularly when specialized equipment is required, the approach for production space for Visual Arts may involve smaller, specialized facilities tailored to a particular medium or group of compatible mediums.



One model for production facilities is referred to as Maker Spaces - shared facilities that may be privately owned and operated, public-private partnerships or public facilities. Typically, such facilities operate in a cooperative manner with individuals renting space and provision of shared tools and work spaces for the members of the facility.

Spaces dedicated to working artists need not be located in high profile locations. The desire to keep costs down and the nature of working studios may best be accommodated in a more industrial setting. By comparison, classrooms and workshop spaces that invite community members to participate should be conveniently located near residents and the participant traffic generated by such activities can have positive impacts on surrounding uses.

The firm AMS Planning and Research was retained to help the City better understand the demand for Visual Arts facilities.² Key findings of their study include:

² AMS Planning and Research analyzed visual arts programs in Rancho Cordova and the region and evaluated specific needs for the Rancho Cordova arts community. The resulting report, Visual Arts Needs & Opportunities Assessment, September 6, 2019, is attached as **Appendix B** of this Arts Strategic Plan.



- » The region is generally underserved, lacking adequate spaces for art classes, studios, exhibits and events.
- » Access to specialized equipment (photography, printmaking, ceramics, glasswork, etc.) is limited or non-existent. It is anticipated such specialized spaces for teaching and professional use would be in high demand.
- » As of 2019, studio rents of \$1.00 to \$1.50 per square foot would be considered a good deal; studio sizes could range from 100 to 400 sq. ft.
- » It is estimated Rancho Cordova could support 6 to 12 individual studios; a building of 3,000 to 6,000 sq. ft. could accommodate studios and shared classroom space.

Display Space. Sharing artwork with members of the community is a primary goal of this Strategic Plan. The potential for places to display artwork in Rancho Cordova are many and varied. Art displays can generally be classified as:

- » **Art Shows.** Displays in galleries, restaurants, public office spaces and similar settings. Show may be a single artist or multiple artists and art is often available for purchase.
- » **Exhibitions.** Displays in larger venues often featuring a subject or theme. Art at exhibitions is generally not available for purchase.

- » **Permanent Installations.** Examples can include sculpture, features incorporated in public projects (sidewalk tile mosaics) and other permanent works.

Relatively inexpensive improvements to Rancho Cordova's City Hall transformed bare walls into rotating shows that display the work of local artists. These shows are made possible through the efforts of Cordova Community Council staff that manage the logistics of the shows. Expanding such shows will require identifying display sites in the city and ongoing efforts to manage shows (recruit artists, select works, install art, etc.).

Strategic Approaches

Appropriate spaces of varied size and character will be required to support performing and visual arts in Rancho Cordova. However, such facilities can





require substantial investment to construct, maintain, and operate. The City will consider how existing facilities can be leveraged to maximum benefit and how shared facilities can serve to meet the needs of the art community.

Improve Existing Facilities

The most immediate facility projects will focus on improving existing facilities in the community, such as The MACC, City Hall facilities, and the stage of Village Green Park. Identifying cost-effective improvements to existing facilities could provide additional functional capacity for performing arts in a relatively short time frame.

Shared Use Facilities

While it might be optimal from an artist's perspective to have facilities dedicated to a single type of use or even a single organization, such a focused approach is costly to construct, operate, and maintain.

The City, FCUSD and CRPD have the opportunity to coordinate programs to assist each other in meeting facility needs. While balancing competing priorities or arts groups and agencies can be challenging, benefits can include a greater range of facilities for all, reduced duplication of facilities and overall cost savings.

Visual Arts Displays

Displaying artwork in the community has the dual benefits of enriching the lives of our residents and providing public

exposure for our artists. A small gallery or cooperative space for the ongoing sale of local artists that is staffed by those artists who have space in the gallery/retail space would highlight local artists and provide a bridge from aspiring artist to professional artist. Similarly, arranging for artwork to be displayed in rotating shows in public settings grants our artists important public exposure.

Civic Center Project

The City is currently exploring plans for the Civic Center Project directly adjacent to the Rancho Cordova Center of Folsom Lake College. This project offers numerous opportunities to support and/or incorporate the arts, including performance spaces, artist work spaces, gallery/display spaces, and artwork integrated into the overall project design.

Workshop/Class Space

There is a general need for spaces in which classes and workshops can be held in the community. A relatively modest room size with a flexible layout could serve the needs of many groups within the community, including both performing arts and visual arts. One key feature of such meeting/workshop space would be low cost or no cost use, as arts groups often operate on modest budgets and such classes/workshops could be important sources of revenue to support the activities of our local arts organizations.



CULTIVATING OUR ARTISTS



A vibrant art scene in Rancho Cordova will be supported by artists living, working and earning a living in the community. Accomplished artists can add much to the community, including regional recognition of our artists and our programs, mentorship through leading classes and workshops and the installation of artwork or performances in the community. Two challenges limit many artists' ability to pursue their love of art – unique needs related to housing/work space and the ability to earn a living from their passion for art.

Artist Housing

Artists have somewhat unique needs with respect to living and working space. Unless well-established and successful, artists typically generate rather low incomes and therefore may not be well served by the traditional housing market. This is particularly true for artists that might be highly talented, but are not yet well established. Many artists have a desire to live and work in a single location, both for cost savings and for personal convenience. An artist may wish to sell directly from the home/studio, something that may not be allowed in all residential settings.

Finally, artists can benefit from proximity to other artists – a cluster of homes can create a micro community of people dedicated to the arts.

Artist housing solutions can take various forms based on current opportunities and the goals of the City. Options that could be pursued include:

- » *Multi-Family Housing Cluster.* This would likely occur in a proposed multi-family project and would be a component of affordable housing. A cluster of up to five units could be built around a shared courtyard space. Location would ideally have good visibility for public access to studio spaces. Dwellings would likely be designed in vertically-integrated mixed use units with studio space at ground level.
- » *Industrial Conversion.* This approach would involve converting an existing building to a combination of residential units and production studios. Such a use would likely be on Light Industrial zoned land, raising issues of zoning consistency and compatibility with neighboring uses.
- » *Existing Single-Family Homes.* There are artists already in Rancho Cordova who are working in their homes. The City's Zoning Code is generally accommodating of such uses, with certain limitations. Unfortunately, artist homes are dispersed in the community, offering little synergy among artists and the



community. Also, there is currently no provisions for affordability to attract artists to the community.

There are significant benefits that would result from attracting artists to live and work in Rancho Cordova and there are also operational challenges to implementing such a program. Details that would require attention and resolution include:

- » *Duration.* How long would an artist reside in an artist-dedicated dwelling? The City could establish an Artist-in-Residency program that rotates artists on a regular basis, possibly every two years.
- » *Funding.* Funding strategies would vary based upon the housing type. A cluster of multi-family or high-density homes in a new development project might be constructed by a developer to meet affordable housing requirements. Conversion of an existing building or establishing artist affordability in existing single-family homes would likely require up-front investment by the City or some type of foundation.
- » *Ownership/Management.* Ownership of units must be determined. Similar to funding, ownership approaches vary based on dwelling type. Unless owned and managed by an affordable housing provider, such projects would require an entity to own and manage the artist dwellings.

Providing artist housing in Rancho Cordova will be a complex program that may require initial financial contributions by the City. While the challenges of such a program may be significant, the long-term benefits to a Rancho Cordova art scene could be substantial.

Earning a Living from Art

Developing an income from producing artwork is a key transition from enthusiast to fine artist. The transactional side of art has little to do with the passion of an artist for his or her craft, but the inability to generate a living wage income can greatly hamper the pursuit of art. Rancho Cordova will work to create opportunities for artists to offer their work for sale to their patrons through the following strategies.

- » *Small Gallery.* Permanent galleries allow artists to place their work for display and viewing by the public. A small City sponsored gallery could be a good initial step as the commercial art scene in Rancho Cordova develops. Such a facility could be located in the Civic Center project or, possibly, in The MACC.



- » *Public Art Displays.* This Strategic Plan assumes outreach to local businesses will occur to identify semi-public locations for the display of art. Such displays can provide artist contact information or offer displayed work for sale.
- » *Teaching Classes.* Sharing knowledge gained through personal experience enriches the art community. Providing a space for classes and allowing the instructor to charge an attendance fee can benefit both community and artist.
- » *Artwork Grants.* The Community Enhancement Fund is one funding opportunity for artists. There are many other funding announcements that solicit proposals from artists. Increasing awareness of funding opportunities and supporting artists in their applications could bring additional revenue/income to Rancho Cordova artists.
- » *Studios with Sales Area.* Artists may wish to invite the public to their studio space to view work and possibly purchase artwork. A review of City codes can determine whether there are restrictions against such activities.
- » *Art Fairs and Events.* Art Fairs provide short, high visibility opportunities to offer artwork for sale to the public. Such events could be conducted within a larger community event or sponsored by local entities and organizations.



PARTNERSHIP FOR THE ARTS



The goal of infusing art throughout Rancho Cordova will require the support of many individuals and organizations within the community. Each group noted below brings unique resources and strengths that will contribute to a successful, diverse, and dynamic Rancho Cordova art scene. Over time, the roles and contributions of these organizations are expected to evolve and grow.

City of Rancho Cordova

- » Facilities – The MACC and City Hall
- » Sponsor/guide programs
- » Install art in public facilities and improvements
- » Organization support – funding for staff

The City of Rancho Cordova is uniquely situated to support the arts in Rancho Cordova. The City has made a commitment to create a great community, has a role in providing/operating public facilities and has the ability to fund art projects and programs.

Cordova Community Council

- » The MACC – plan and execute events, day-to-day operations
- » Promote and support the Rancho Cordova Arts Council
- » Organize volunteers to support community events
- » An organization that connects artists with businesses and patrons of the arts

The Cordova Community Council has strong organizational skills and resources, relationships with community volunteers, and a mission to bring great events to Rancho Cordova.

Rancho Cordova Arts Council

- » A coalition of art organizations – Symphony d'Oro Rancho Cordova, Rancho Cordova River City Concert Band, RC Swing Band, Rancho Cordova Arts, and Hummingbird Theater Company
- » A resource to provide guidance and direction to art programs

The Rancho Cordova Arts Council now represents five established community organizations that are dedicated to the arts and artists within the community. This role will grow as new organizations and programs develop within the community.

Cordova Recreation & Park District

- » Programs and classes
- » Public facilities
- » Art installations in parks

The Cordova Recreation and Park District touches residents throughout Rancho Cordova with its parks and programs. The District's parks offer the opportunity to install artwork in highly visible and well-visited parks. The parks provide key gathering locations for residents and can be the stages for wonderful events.

Educational Institutions

- » Folsom Cordova Unified School District, Elk Grove Unified School District and Sacramento City Unified School District
- » Los Rios Community College District
- » Youth programs in the classrooms
- » Adult programs – workshops, informal groups, classes
- » Performance spaces

Schools provide opportunities to touch young minds, spark a love for the arts, and offer the first steps toward a lifetime of participation in the arts. Our public education partners also have facilities that can provide rehearsal, production, and performance spaces for the art community.

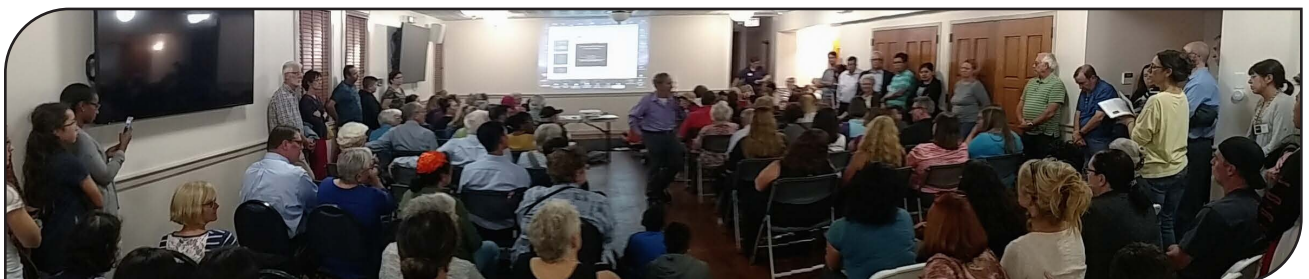
Rancho Cordova Chamber of Commerce

- » Connection to business community
- » Events

The Rancho Cordova Chamber of Commerce has contacts and relationships with local businesses that can be partners in a vibrant local art scene. Whether supporting through contributions, providing spaces to display art, or opening production space to community members, the local business community can be an important partner in promoting the arts.

Regional Partnerships

Rancho Cordova's local partnerships will be strengthened with partnerships with programs, organizations and companies from the region. Such opportunities include but are not limited to engaging community theatre groups, visual artists and youth-oriented programs.



LEADERSHIP



Leadership and Implementation

The creation and enjoyment of art are inherently creative activities that can be inspiring and emotional, and that create common shared experiences and build relationships. The implementation of a successful arts program relies on less creative activities of administration, volunteer organization, and event promotion. Leadership and a sustainable organizational structure will promote successful and long-term art programs in Rancho Cordova.

Program Direction

The City of Rancho Cordova, and more specifically the City Council, have placed a high priority on integrating art within the community. The City's support for the arts has resulted in many wonderful programs and outcomes, including: educational programs in our schools; improvement of facilities such as The MACC; support for community organizations that champion the arts in Rancho Cordova; art showings at City Hall and in the community; and amazing community events throughout the year.

It is anticipated that the City Council will continue to provide high-level guidance and direction for art programs in the community. For the foreseeable future, efforts identified in this Strategic Plan will be guided at the administrative and organizational level by staff/consultant of the City of Rancho Cordova, with direction provided by the Rancho Cordova City Council.

Program Implementation

Currently, the Cordova Community Council manages and supports various art programs in the community. Funding of programs and administrative support for the Rancho Cordova River City Concert Band, Symphony d'Oro and Rancho Cordova Swing Band are provided through the Cordova Community Council. The Cordova Community Council staff also manage The MACC, support the City Hall art exhibitions and coordinate art programs throughout the community. The roles and responsibilities undertaken by the Cordova Community Council result in a robust program of free concerts, art exhibitions and interface at community events.





Future Leaders

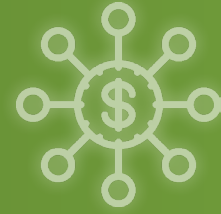
The Summer@City Hall program³ and the Arts Club of Mitchell Middle School are two examples of Rancho Cordova youth demonstrating their commitment to arts in the community. A concerted effort should be made to engage Rancho Cordova's youth in implementing arts programs. Many opportunities exist, including:

- » Creating youth positions on key boards such as the Arts Stakeholder Group
- » Creating dedicated funding under the CEF program or the CEF visual arts grants for youth art projects and/or programs
- » Coordinating City efforts with local schools/school districts to engage students



³ The student participants of the 2019 Summer@CityHall program focused on Art in Public Places. The group's presentation, provided as **Attachment C**, includes results of a community survey of students, proposed criteria for City-funded artwork and suggestions for a Rancho Cordova Arts Commission.

CITY FUNDING FOR ART AND ARTISTS



Through its generous support, the City of Rancho Cordova is a patron and sponsor of the arts within the community. Much of the City's ongoing funding for the arts has been directed to the Cordova Community Council to implement programs on behalf of the City.

This Strategic Plan anticipates the City will continue to provide funding for art projects and programs through the Cordova Community Council as well as select projects for funding under the Community Enhancement Fund program.

Funding for the Arts

Substantial City funding for the arts occurs through the annual Community Enhancement Fund (CEF) process. Annual support for performing arts companies, educational programs, capital projects such as The MACC and similar programs and projects has been provided through the CEF. It is anticipated that support for the arts will continue in the future with funding requests to be approved by the City Council.

Some art programs and events in Rancho Cordova generate revenue to support and promote programs. Ultimately, providing access to the arts, offering classes, engaging the community and creating art in Rancho Cordova are the primary goals. Generating revenue from such programs is considered a secondary goal and cost of attendance or participation should be a barrier to community members.

A long-term and comprehensive plan for funding art programs in Rancho Cordova should be developed. To the extent the City will continue to provide financial support,



predictable funding allows for planning events and programs on a longer horizon.

Community Enhancement Fund (CEF) Visual Arts Grants

One source of City funding of artists is the annual CEF visual arts grant process. Historically, the City has allocated a set funding amount and accepted proposals as generated by community artists. While this has resulted in great proposals and projects in the community, this approach does not guide artists in any given direction. It is proposed that CEF funding for visual arts be a more directed process.

Such guidance should not be highly specific or restrictive. Rather, the guidance can assist artists with understanding the City's desires and expectations for City funded art projects and programs.

Arts Stakeholder Group

It is recommended that the City establish an informal Arts Stakeholder Group to assist with CEF arts grants process. The Arts

Stakeholder Group could assist with the CEF visual arts grants process as follows:

- » **Annual Guidance to Artists.** Develop guidance for the upcoming year's CEF visual art grants for City Council approval. Such guidance could stipulate a medium (murals, utility box wraps, tile mosaics, etc.), approved locations for proposed projects and possibly general themes for artwork
- » **Call for Proposals.** The Arts Stakeholder Group could assist with generating a call for proposals. A more robust "call for artist proposals" could reach further into the local arts community and generate proposals that are diverse and inclusive of the local arts community.
- » **Selection Criteria.** The Arts Stakeholder Group should prepare evaluation criteria to assist with its recommendations for funding projects under through CEF visual arts grants.
- » **Recommendations to City Council.** The Arts Stakeholder Group would provide recommendations to the City Council on the award of CEF visual arts grants. The City Council, supported by these recommendations, would make final CEF awards.

Art/Artist Selection Criteria

The following is a preliminary outline of guidance for selecting artists and artwork to receive City funding. This guidance is preliminary and will be refined by the Arts Stakeholder Group prior to use for evaluating funding requests.

- » **Local Artist Preference.** Any artist is eligible to apply for City sponsorship of art projects. In general, a preference is given first to artists residing in Rancho Cordova, second to artists residing in the region, and third to artists from outside the region.
- » **Visibility/Impact.** A general preference is given to artwork that will be highly visible and have a significant impact on the community due to location, activity levels, placement, scale, character or other factors that may apply.
- » **Relevant to All Groups.** In total, projects selected for funding should include works relevant for various age groups, ethnic groups and socio-economic groups. Collectively, projects selected for CEF visual arts funding should be reflective of the diversity of the Rancho Cordova community and should be relevant to current social issues of the community.





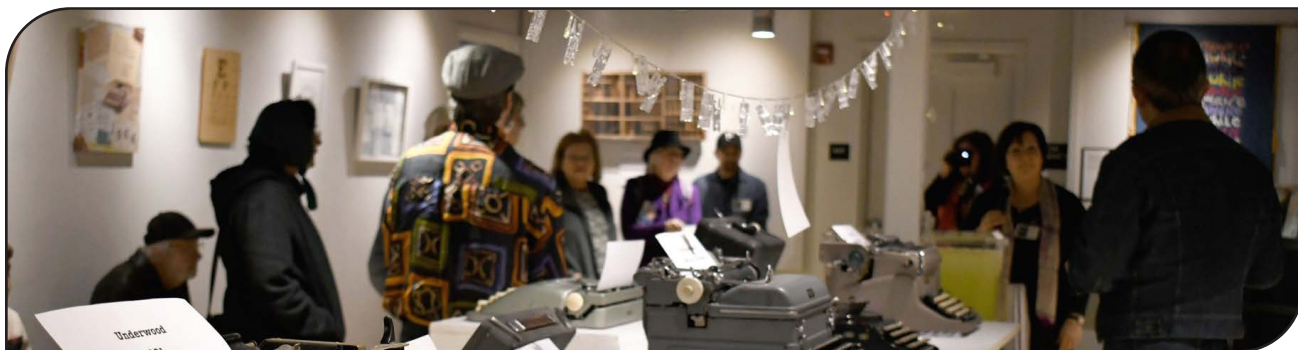
Public versus Private Art

CEF visual arts funding is primarily reserved for art that will benefit the community in general and is generally not intended for private projects. Appropriate locations include, but are not limited to, publicly owned facilities and properties (buildings and grounds, landscape areas, roads, utilities, etc.), private property that is highly visible to the public (walls for murals, landscape areas adjacent to public rights-of-ways, etc.). Projects in such locations must receive authorization from the affected public agency or property owner prior to consideration as a project for CEF visual arts funding.

By comparison, private art projects are any projects located on private property that are generally for the enjoyment of the property owner, employees and visitors to the property. Such projects typically would be funded by the property owner and would not be subject to City review and approval. Examples of private art include any installations inside a private building, sculptures in courtyards or internal open space areas, artist enhancements to building architecture and similar projects.



The distinctions between public and private art projects described above are guidelines and do not prohibit the City Council from funding arts projects on private property if such projects are determined to produce significant benefits to the Rancho Cordova community.



STAFF



The artists of Rancho Cordova are passionate about their work. They are less passionate about the administrative tasks required to plan, promote, and execute events within the community. Support functions and roles that promote a vibrant art scene include organized and up-to-date promotion (primarily through a web presence), organizing and delivering volunteers to support and conduct major events, programming of an events calendared many months in advance, and oversight of facilities during events.

These are tasks that will be best undertaken in part by paid staff. Assigning such duties to volunteers without the support of paid staff is not a long-term sustainable strategy.

To guide current and future efforts, the City will consider funding a Rancho Cordova Arts Coordinator position. There are various options for creating the Arts Coordinator position, including staffing the position through existing partners, consultants or City staff and the level of participation, full time or part time, remains to be determined. This position would be dedicated to the functions below and would draw on professional experience in the unique functions described in the Arts Strategic Plan. As a professional engaged in the greater arts community, the Coordinator would bring benefits of networking and audience building for the Rancho Cordova community and arts patrons, fully maximizing the community vitality benefits associated with the planned civic amenities.

The programs contemplated in this Strategic Plan – development of community resources, production of events, organizational support – may require additional staff members to support the Arts Coordinator. Ultimately,

it may be appropriate to establish a stand-alone organization or foundation to promote the arts in Rancho Cordova.

Key duties of Art Coordinator would include:

- » Preparing workplans (either annual or two-year plans) for City Council consideration that:
 - *Describe events to be produced and major efforts to be undertaken*
 - *Activities described under Near-Term Efforts comprise the first two-year workplan*
- » Programming events
 - *Regular events at The MACC*
 - *Annual calendar of events*
- » Support and build internal capacity of the Rancho Cordova Arts Council
- » Identify facility needs – performance, rehearsal, production spaces –and champion efforts to make facilities available
- » Coordinate with partner agencies/organizations
- » Provide guidance and recommendations on City-funded art projects
- » Guide and promote installation of art in the community
- » Near-term organizational focus:
 - *Build volunteer base*
 - *Align volunteers with community art events*
- » Create web-based presence that is supported by engaged partners and community relationships
- » Prepare guidelines for the selection of City-funded art programs, exhibitions and installations

TAKING ACTION



Below is the action plan to guide art programs and efforts for the near-term (1 to 2 years), mid-term (3 to 5 years), and long-term (5 years and beyond). Individuals and organizations promoting art in Rancho Cordova have two fundamental needs:

- 1) **Facilities** to produce, rehearse, perform, and display art; and
- 2) **Organizational support** to promote, facilitate, organize, and execute programs.

The programs noted below, particularly under Near-Term, are ambitious and exceed current staff capacity. Priorities among these efforts will be pursued based on available staff capacity. Additionally, priorities and opportunities may shift over time and designations and near, mid and long term will likely be adjusted through preparation of bi-annual action plans.

A. Near-Term Actions

1. **CEF Visual Arts Selections:** Establish the process for CEF visual arts recommendations and complete reviews in the 2020 funding cycle.
2. **Establish Art Selection Criteria:** Prepare and seek City Council approval of guidelines for the selection of City-funded art projects.
2. **Inventory of Facilities:** Key facilities needs include spaces for production, rehearsal, display, and performance. Conduct an inventory to determine what is available and what is lacking. Consider near-term solutions for additional facilities.
3. **Assist with Planning for a Civic Center project:** Current City plans for a community-oriented project offer opportunities that could include production, rehearsal, and event space, as well as integrating art within the overall design program.
4. **Local Art Display Opportunities:** Identify businesses willing to display works by local artists – restaurants, bars, brew pubs, coffee shops, etc. Facilitate connection of businesses to artists.
5. **Art in Neighborhood Greens:** Develop guidelines for art in City Neighborhood Greens that include level of funding and City expectations for art (general character, durability and other selection criteria).
6. **Promotion and Visibility:** Create and maintain a dedicated media presence — a centralized location for art news of all types to market art programs/events in Rancho Cordova that includes a website and social media.



7. **City Hall Improvements:** Consider enhancements to the City Hall's American River Rooms to better support performances — improvements such as theatrical stage lighting, sconce wall lighting, and improved sound system should be considered.
8. **Utility Box Art:** Consider implementation of a utility box art wrap program for SMUD utility boxes. If determined appropriate define procedures for approval of installations, artist selection process, and provisions to replace art wraps over time.
9. **Art Block.** Begin conceptualizing the Art Block and pursue opportunities for its implementation. Consider whether adjustments to City regulations are required.
10. **Community art events/activities, possibly including:**
 - » Expanded events at The MACC
 - » Pop-up concert venues
 - » Mobile art class on wheels that has a summer schedule visiting neighborhood parks to teach simple art projects
 - » Crocker Art Museum's Art Ark
11. **Continue to build relationships with local schools/school districts:**
 - » Expand programs for students in schools
 - » Streamline process for use of school performance facilities
 - » Explore partnerships for programming and use of space in the Civic Center project



12. **Art Implementation Handbook:** Prepare a handbook to inform artists of the opportunities and requirements to install artwork in Rancho Cordova.
 - » Guidelines for installing art in the community
 - » Prequalified locations for public art installations
 - » Process for artists to propose and install art in Rancho Cordova
 - » Artist requirements — insurance, documentation of costs, prevailing wage, etc.
13. **A Cadre of Volunteers:** Promote and expand opportunities for volunteers to assist with events. Identify interests and skills of volunteers and provide opportunities for groups of volunteers to work as teams.
14. **Mills Station/RT Contract:** Enter into a new contract with Regional Transit for the operation and use of the Mills Station transit station site that recognizes and allows events on the Mills Station site that are held in conjunction with The MACC.



B. Mid-Term Actions

1. **The MACC:** The MACC is the premier setting in Rancho Cordova to connect with artists and to conduct shows and small events. A key mid-term action is to more fully realize the potential of this venue as a center of Rancho Cordova arts.
2. **Interim Facilities:** While a new performing arts theater may be a long-term goal of the City, it is unlikely such a facility will be constructed in the mid-term horizon. Interim solutions may rely on increased access to existing major venues, upgrades to improve the performance value of existing facilities, and conversion of existing underutilized buildings to support performing arts.
3. **Signature Programs:** The City of Sacramento has championed murals as a form of art within the community. Rancho Cordova will develop its own signature art programs and events.

» Program examples:

- *Mosaics in walkways throughout the city*
- *A location or locations that is/are recreated annually*
- *All public facilities incorporate clear and obvious artistic features*
- *Install artistic "RC" markers (sculpture, paint, tile, etc.) throughout the community*

» Event examples:

- *Annual Art Festival, Art on the River in Hagan Park, or Art Farm at Soil Born Farms*
- *Community Concert Series at the Performing Arts Center at Cordova High School*



- *4th Saturday Art Walk*
- *Local program of Wide Open Walls/Murals*

4. **Artistic Community Gateways:** Entry points to the community should provide a sense of arrival. Artistic gateways can add beauty and community identity to Rancho Cordova.
5. **Art Block:** Formalize designs for public improvements in the Art Block, including but not limited to design of the Civic Center project, enhanced streetscape improvements and other opportunities to inject artistic character in the District.

C. Long-Term Actions

1. **Performing Arts Center/Exhibition Space:** Ultimately, as Rancho Cordova continues to grow, an additional performing arts center will likely be needed to support Rancho Cordova performance companies. Whether music, dance, or theater, venues in Rancho Cordova are limited and our performing companies do not have priority. A performing arts center to showcase local artists and to provide a venue for visiting companies will be a key component of a vibrant Rancho Cordova arts scene.
2. **Monumental Art Installations:** In decades past, large art installations were included in private development projects. The City is not contemplating a developer obligation for such placemaking installations, but the impact of significant art installations remains a priority that will require creative solutions.
3. **Rancho Cordova Theatrical Company:** Currently, the community lacks a permanent theatrical performance troupe. Building relationships with local theater companies and identifying space for rehearsal and performance are priorities for establishing a local theatrical troupe. Identifying rehearsal space is a key priority in order to foster success in the emerging performing arts groups.
4. **Community Maker Space:** Maker spaces can take many different forms. For aspiring artists, one of the barriers to developing skills and pursuing a career in the arts is access to production space. This applies equally to music, photography, woodworking, pottery, and many other physical media. A multi-purpose maker space would provide a place for artists

of diverse media to come together and pursue their passions.

5. **Artist Housing:** Pursue housing opportunities and studio spaces for artists. Artists often are not seeking the traditional setting of a single-family home. Artist housing might be incorporated in a mixed-use setting such as the Civic Center project or in non-traditional settings such as Light Industrial zoned land. The goal is to create a setting supportive of artists' needs – both housing and production/studio space. While care and a thoughtful approach would be required to establish such housing, elements that might prove supportive to creating such housing include:
 - » Unique development standards – rough industrial might be just fine
 - » Dwellings that combine living and production spaces
 - » Mixed use district – housing, fabrication, performance, and retail all allowed
 - » Alternative housing form – size, design, density – that is affordable and conducive to artists.



Rancho Cordova A Place for Art and Artists

Draft Arts Strategic Plan

Meeting Purpose

- ❖ Brief Update – Recent Efforts and Status
- ❖ Review Two New Sections
 - ❖ The Art Block
 - ❖ Cultivating Our Artists
- ❖ Discuss Arts Stakeholder Group
- ❖ Council Input – Final Strategic Plan



Background

- ❖ Origin of effort – 2017 Arts Ordinance
- ❖ Mar. 2018 Council Study Session
- ❖ Sept. 2018 Rancho Cordova Arts Council
- ❖ Nov. 2018 Council Study Session
- ❖ Apr. – Sept. 2019 AMS Studies
- ❖ Jun. 2019 Ad Hoc Arts Comm. Request
- ❖ Jun. – Aug. 2019 Summer@CityHall
- ❖ Oct. 2019 Arts Council/Local Artists



Key Needs: Facilities

- ❖ Performing Arts and Visual Arts
- ❖ Rehearsal and Production spaces
- ❖ Performance and Exhibition spaces
- ❖ Build on what we have with vision for the future
 - ❖ Improve existing facilities
 - ❖ Partnerships for shared facilities
 - ❖ Near, Mid and Long-Term approaches
 - ❖ AMS Studies – Performing Arts Center and Visual Arts Assessment



Key Needs: Staff

- ❖ Staff support will be critical to implementing the Arts Strategic Plan
- ❖ Dedicated Rancho Cordova Arts Coordinator
- ❖ Central and Dedicated Online Presence
- ❖ Event Scheduling/Logistics
- ❖ Volunteer Management
- ❖ Technical Support to Artists
- ❖ Prepare two-year work plans for City Council review and approval



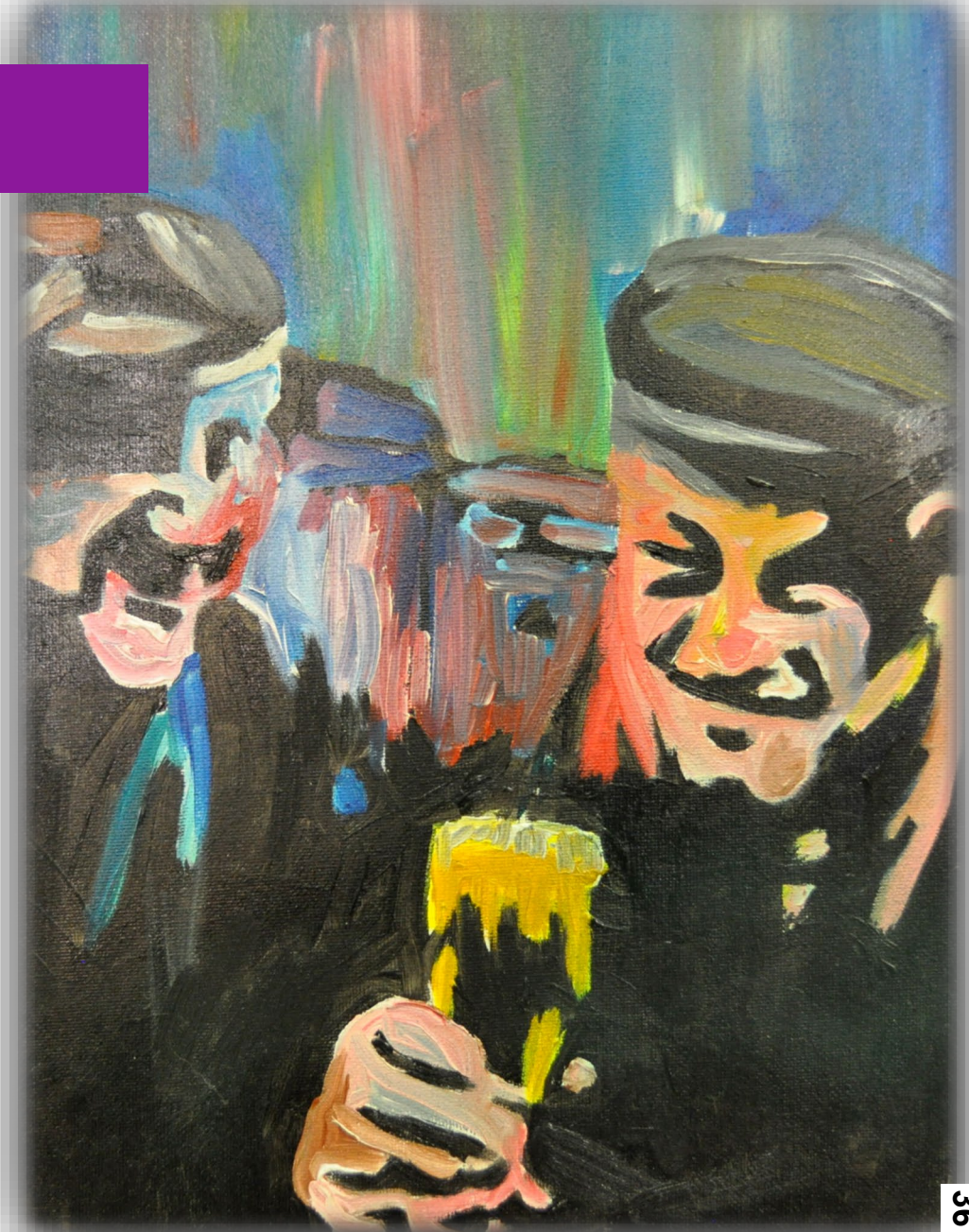
Strategic Plan Elements

- ❖ Nov. 2018 Draft
 - ❖ Vision
 - ❖ Facilities
 - ❖ Partnerships
 - ❖ Leadership
 - ❖ Staff
 - ❖ Taking Action
- ❖ Added Sections
 - ❖ Vision: The Art Block
 - ❖ Cultivating Our Artists
 - ❖ Arts Stakeholder Group



Council Direction

- ❖ Art should improve quality of life and drive economic activity
- ❖ Generally pleased with recent art programs
- ❖ Does not support establishment of a City Arts Commission
- ❖ Supports Cordova Community Council as one of the partners in implementing City arts programs
- ❖ No financial obligation on development projects
- ❖ Supports combination of flexible/opportunistic programs and long-term visionary programs
- ❖ Expects an action-oriented Strategic Plan
- ❖ Council wants a big idea/inspirational program





Folsom Lake College

Civic Center Project

The Art Block

The MACC

Cultivating Our Artists

- ❖ Create an environment where artists can grow and thrive
- ❖ Artist Housing
 - ❖ Address affordability
 - ❖ Artist In Residence
 - ❖ Live/Work/Sell for Artists
- ❖ Earning a Living
 - ❖ Venues for display of art for sale
 - ❖ Flexibility to sell from studios
 - ❖ Art Fairs and Events
 - ❖ Permanent Community Gallery



Arts Stakeholder Group

- ❖ Support to Council on the CEF Visual Arts grants
- ❖ Informal group of artists and affiliated experts
- ❖ Duties could include:
 - ❖ Provide guidance for each CEF Visual Arts grant cycle
 - ❖ Support outreach and call for artists
 - ❖ Review grant applications and provide recommendations to Council
- ❖ Support 2020 Visual Arts grant process



Council Direction

- ❖ Council Discussion and Direction
- ❖ Based on Council Direction staff will finalize the Strategic Plan

