

CITY OF RICHMOND

CULTURAL MASTER PLAN

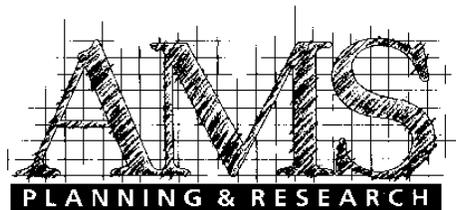
DECEMBER 1994

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Prepared By



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*Funding for the City of Richmond Community Cultural Master Plan has been provided by
the City of Richmond through the Arts & Culture Commission.*

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I. INTRODUCTION

The City of Richmond Cultural Master Plan is the result of input received from a volunteer Steering Committee and participants in a series of community focus groups. The Plan has greatly benefited from the involvement of individuals representing the city's schools, Contra Costa College, small and large businesses, the Public Library, city government, the Arts & Culture Commission, individual artists, and arts and cultural organizations.

Background

In 1988, the Richmond City Council appointed a municipal Arts Commission whose name was subsequently changed to the Richmond Arts & Culture Commission. Its mission, as determined by municipal ordinance, is to:

1. Advise the City on public policy relating to the arts
2. Develop arts and cultural programs
3. Serve as liaison between residents, artists, arts organizations, and City government.

In 1989, the Commission sponsored a comprehensive cultural needs assessment to lay the groundwork for the development of a Cultural Master Plan. Barbara Kibbe (Harder + Kibbe Consulting) and Robert Bailey (AMS Planning & Research) were retained as consultants. Two areas of work were undertaken: data collection including key leader interviews and written surveys, and a day-long workshop with Commission members. A summary of the 1989 Phases I and II planning documents follows later in this document.

In 1993, the Richmond Arts & Culture Commission committed funding to complete the Cultural Master Planning process, and selected AMS Planning & Research in conjunction with Barbara Kibbe to coordinate the process.

The Process

A volunteer Steering Committee was selected by a subcommittee of the Arts & Culture Commission with the participation of City and AMS staff. The second phase of the planning process commenced in November 1993 with an initial meeting of the Steering Committee, with representation from the community's arts and cultural organizations, businesses, public schools and community college, city government, Arts & Culture Commission, and individual artists. AMS staff prepared a summary of research conducted in 1989 to provide an overview of input received from key leader interviews

Based on the research and preliminary meetings, the Steering Committee determined topics and geographic areas for further research in the community covering the topics of Arts & Young People, Individual Artists, Contra Costa College, Arts & Business, and Arts & Cultural Organizations, as well as specific locations within the city including Hilltop/El Sobrante, Central Richmond/Civic Center, and Point Richmond/Marina Bay.

Community members with interests and concerns in these areas were recruited by Steering Committee members and through public notices. In February of 1994, AMS staff and Barbara Kibbe conducted focused group interviews at sites throughout the city, with participation from more than 50 citizens. The Steering Committee held four subsequent meetings to synthesize proposed solutions that were recommended in the focus groups, and to formulate goals and objectives into a unified Cultural Master Plan for the city. This final document was adopted by the Steering Committee in June 1994.

It is important to note that the Plan's goals and objectives have been extracted directly from the minutes of Focus Group and Steering Committee meetings. The consultants have attempted to preserve the collective direction of the Plan's participants and cultural community of Richmond through minimal editing and addition.

Priorities

The Steering Committee, at its final two meetings, underwent a process of determining priorities for implementation by measuring objectives across five "implementation criteria," which are:

1. ***Committed Leadership*** - Is there a person or organization who will "champion" and spearhead implementation of this objective?
2. ***Multiple Goals/Constituencies*** - Does the objective touch on multiple goals or constituents? (For example, one objective calls for a "Design-A-Sign" program that would involve the city's business community, young people, arts organizations, the public, and generate positive press.) Do other objectives have the potential to impact multiple interest groups?
3. ***Existing Institutions*** - Does the objective utilize the resources of and strengthen existing institutions within the city such as non-profit community-based arts groups, city departments, social service agencies, schools, etc.
4. ***Broad and Far-Reaching*** - Does the objective have the potential to reach a diverse cross-section of the city's residents across geographic, ethnic, racial, and socio-economic lines? (For example, would the program involve outreach, help "build bridges" between the city's various ethnic populations?)
5. ***Frugal, Rational, and Defensible*** - Does the objective make economic sense, and does it use limited resources sparingly? (For example, meeting participants suggested that choosing to build a new performing arts center would likely

consume all available resources over the next several years, as opposed to programs and objectives which are “do-able,” “frugal and cost-effective.”

The Plan

This Plan represents a coming together of arts, cultural, and other organizations who are concerned with the future “quality of life” in Richmond. Interested citizens and supporters of the city’s economic and cultural development have all contributed to the writing of this document. The Plan itself is grounded in a belief that the forging of partnerships is the key to successful long-term development of the arts and culture in Richmond.

As such, the document is intended to provide a unifying focus for existing cultural and community organizations as opposed to developing new programs and activities. Richmond’s Cultural Master Plan lays a structural groundwork by which arts, social, neighborhood and community organizations can respond, cooperatively, to issues and concerns of the city’s neighborhoods and citizens. It is hoped that this Plan will assist the city in fulfilling its vision as a community that values quality of life and provides for the cultural enrichment of its residents and visitors.

The following sections of this document provide highlights of the research conducted for Phase I of the planning process (Needs Assessment) in 1989. Following the research highlights is a summary of the Plan’s central principles and Goals & Objectives (Section III), a section covering implementation of the Plan (funding and structure), and finally, the text of the Plan itself.

II. NEEDS ASSESSMENT SUMMARY

(The appendix contains a complete version of the 1988-89 and 1994 needs assessments).

Research conducted in 1998-89 for the first phase of the cultural master plan yielded three major themes for cultural planning in Richmond:

- **Economic Development** - opportunities for linkage between arts and culture and economic development including city beautification and the ability of cultural amenities to help draw businesses and a skilled work force to Richmond.
- **Education** - seen as directly linked to economic development, the creation of a work force, and to decreased crime, increased self-esteem, and appreciation of arts and culture.
- **Diversity** - the City's ethnic and cultural diversity is seen as a major strength and challenge: to stimulate better race relations between the City's diverse socio-economic neighborhoods.

Input was also received from Richmond-based arts and cultural organizations who noted their needs in the areas of funding, marketing, networking, expansion of programs, and facilities. An update of the 1989 needs assessment conducted in 1994 revealed that many of the issues identified in 1989 remain concerns of arts groups today, including funding, fundraising, facilities, boards, volunteers, marketing, awareness, networking, collaboration, expansion/integration of programs, and better working relations with the Arts & Culture Commission.

At its first meeting in 1993, the Steering Committee identified expectations for the cultural planning process. The Arts & Culture Commission also identified issues/concerns for consideration in the Cultural Master Plan. The following points summarize the community cultural issues identified through both meetings:

<ul style="list-style-type: none">• Upgrade cultural facilities• Spur economic development• Create arts & social service linkages• Plan should be implementable• Program special events• Create marketing programs• Improve public awareness	<ul style="list-style-type: none">• Support networking/coordination among organizations• Improve and support cultural diversity• Improve financial stability of org's• Develop a Percent-for-Art program• Serve needs of individual artists• Develop/recruit new leadership
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III. CENTRAL THEMES/PRINCIPLES

During the course of developing this Cultural Master Plan, the volunteer Steering Committee discussed a series of organizing principles for the document, ranging from “thematic” to “task-oriented” methods of grouping goals and objectives. The final version of the Cultural Master Plan has been organized around four “theme areas” of *Visibility, Collaborations & Partnerships, The Built Environment, and Organizations & Artists*. This document is intended to be understood and embraced by the general public, not merely arts administrators and city staff. It will be implemented by drawing on the resources of citizens, volunteers, neighborhood groups, social clubs, small and large businesses, and a diverse cross-section of the city’s residents and workers.

Residents of and visitors to Richmond interact with the multiplicity of “structures,” governmental and community-based, through which programs and services are delivered. The following paragraphs seek to provide a framework and context that characterizes how specific goals and objectives in this Master Plan relate to one another, and to the ultimate “end-users” of the Plan: the city’s citizenry, elected officials, government staff, community-based organizations, schools, and so on.

Nodes & Corridors

It is the intent of this Cultural Master Plan to be cognizant and reflective of the way in which residents and visitors travel through the city. The City of Richmond is, for many, defined by how people pass through or by. A city with 23 miles of shoreline on the Bay and a myriad of neighborhoods is often understood by “users” in the context of its “nodes and corridors.” Key nodes of activity in the city include the Civic Center, Iron Triangle, Hilltop Mall, Santa Fe neighborhood, Point Richmond, Marina Bay, and the area surrounding the East Bay Center for the Performing Arts. Key corridors are the avenues and boulevards emanating from San Pablo (e.g., Macdonald, Cutting, and Barrett), as well as 23rd Street and I-580. Where the Plan calls for a “design-a-sign” contest, installation of decorative banners, and other programs relating to “The Built Environment,” (*see also Goal C*), attention should be given to circulation patterns amongst and between the city’s nodes and corridors. It is hoped that on-going collaboration between the city’s cultural community and Department of Public Works will assist in implementing urban design improvements as noted in this Plan.

Cultural Institutions/Businesses

Richmond’s four major cultural institutions (Richmond Art Center, East Bay Center for the Performing Arts, National Institute of Art & Disabilities, Richmond Museum of History) are located in and around the city’s central core. In sections of this Master Plan where visibility and arts/business partnership programs are recommended (and as the

city's nodes and corridors are described above), consideration should be given to how both physical and cooperative linkages can be developed between arts organizations and the city's business community.

Neighborhoods & Populations

As noted in the needs assessment section of this document, Richmond is a city of many diverse neighborhoods and populations. No fewer than 37 individual neighborhood councils form the backbone of information dissemination and community activism. Population composition ranges from pockets of poverty in the city's central areas to affluence along the water and in the hills. A priority for implementation among the Plan's objectives is to create "far-reaching" (e.g., in a geographic sense) programs which will cross neighborhood boundaries and reach beyond the city's subdivisions. It is hoped that implementation of this Master Plan will strengthen individual neighborhoods and further a sense of "community" within the entire city of Richmond.

Richmond & The Region

At the crossroads of I-80 and I-580 and only a bridge away from Marin County, the City of Richmond has a strategic Bay Area location which is inextricably tied to the Greater Bay Area, West Contra Costa County, and the I-80 corridor spanning from Crockett to Alameda, including the municipalities of Pinole, San Pablo, El Cerrito, Albany, Berkeley, Emeryville, and Oakland. The city's cultural ecology, its arts audiences and artists, are drawn from and to neighboring communities for arts activities, supplies, and networks. It is one intent of this document to take advantage of the city's proximity to its neighbors, and to position the city within the greater East Bay market area as a cultural destination and hub of unique businesses and services. It will be critical for the future cultural development of Richmond to explore linkage opportunities and develop relations with arts organizations, artists, and audiences throughout the region (*see also Goal B*).

Institution/Government Roles

Across the nation, the most successful Cultural Plans are those grounded in a philosophy that public/private partnerships are the key to successful cultural development. Moreover, implementation of plans which does not draw on a wide range of public, private, and volunteer resources, is almost always likely to fail. This Cultural Master Plan calls for the involvement of city government, private businesses, community groups, arts organizations, artists, and for exploring further linkages with the government and other arts groups in Contra Costa County and "kindred cities" such as Oakland, Emeryville, and Berkeley. The Plan is premised on an understanding that Richmond's arts organizations, its Arts & Culture Commission and its municipal government will jointly share responsibilities for implementation of the document.

Arts & Culture Commission

The city's volunteer mayoral-appointed Arts & Culture Commission has a vital role to play in overseeing implementation of this Plan and, ultimately, in furthering the city's cultural development. It should be clearly noted that the Commission envisions its role as being supportive of the city's non-profit arts and cultural groups, facilitating networking and collaborations, and promoting the city's cultural assets and activities. The Commission will establish a committee structure open to participation by non-commissioners to enable broad involvement by the city's various constituencies: residents, neighborhood groups, businesses, social clubs and organizations, and so forth.

The Future

The commencement of this planning process in 1989 and its completion in 1994 has spanned a dramatic five years of Bay Area life featuring natural (earthquake, drought, firestorm), economic (recession), and social (rising crime) "disasters." Through it all, arts organizations and members of the community have seen fit to envision a cultural future for young and old alike. As the Plan is completed, economic indicators are strong, there is new leadership in the city, and creative attempts to deal with social ills are being embraced. *The Cultural Master Plan itself has attempted to span the needs of pragmatism and vision:* to set forth short-term implementable actions steps and provide some dreams for the next 20 years. The reader should recognize that as the city changes, so will the cultural community's priorities and opportunities, and acknowledge that re-visiting this document regularly, and updating it comprehensively within the next 5-10 years is understood.

IV. SUMMARY OF GOALS & OBJECTIVES

GOAL A--VISIBILITY

Goal A contains objectives in the areas of Marketing & Public Relations, Working with Related Institutions, and Outreach. Specific programs are recommended to heighten awareness and visibility of the city's arts and cultural assets, including its resident arts and cultural organizations and individual artists. Objectives include developing an inventory of newsletters in the city to develop a wider distribution network for arts promotional materials, working with the local media, seeking professional marketing assistance, linking arts and culture promotions with other citywide efforts, and developing special outreach programs for employees of Richmond businesses and residents of the city's diverse neighborhoods.

GOAL B--COLLABORATIONS & PARTNERSHIPS

Goal B is grounded in the belief that arts and cultural organizations must link with other sectors in the city in order to be recognized as valuable community resources. Objectives include working with the city's business community through special promotional programs, seeking business volunteers, and exploring ways to display art in local businesses. Arts & Youth programs include strengthening relationships with the West Contra Costa Unified School District, Contra Costa College, and various youth-serving human service agencies in the city, and to provide arts job training opportunities. Neighborhood partnerships are recommended, including appointment of neighborhood "arts liaisons" and citywide art exhibits and contests. Finally, a series of objectives speak to developing a stronger relationship between the city's cultural groups and the weekly Farmer's Market in the Civic Center, including arts performances and displays at the afternoon events.

GOAL C--THE BUILT ENVIRONMENT

This goal calls for specific physical and signage improvements in the city's Civic Center and along its traffic corridors. Objectives include making the Civic Center more user friendly, upgrading existing cultural facilities and improving access by user groups and the public, and sponsoring mural and other public art programs throughout the city's neighborhoods.

GOAL D--ORGANIZATIONS & ARTISTS

Goal D addresses the various needs of the city's arts and cultural groups and individual artists. Organizational objectives include recruitment of new board members and

volunteers, hiring of shared staff positions, regular networking opportunities, and collaborative mailing lists and marketing projects. Programs for individual artists include loans and rentals of art for local businesses, an annual citywide exhibit, and stronger linkages with artist service organizations throughout the Bay Area.

V. GOALS & OBJECTIVES

NOTE:

The following section consists of goal statements and accompanying objectives and strategies for implementation. Goals are intended to describe the long-term desired outcome, while objectives and strategies provide specific tactics toward meeting the goals.

- A. Visibility**
- B. Collaborations & Partnerships**
- C. The Built Environment**
- D. Organizations & Artists**

GOAL A. VISIBILITY

<p>GOAL</p> <p>To heighten public awareness and visibility of the city’s arts and cultural organizations, programs, and assets</p>	<p>Key Objective Areas</p> <ul style="list-style-type: none">• Strengthen marketing and public relations activities of the city’s arts and cultural organizations• Involve related institutions within Richmond (e.g., Chamber of Commerce, City Government, KCRT cable television, etc.) in promoting the city’s arts and cultural programs and activities• Expand scope of arts and cultural outreach programs (e.g., at weekly Farmer’s Market, etc.)
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RATIONALE:

*As non-profit cultural institutions face dwindling contributed income, they are intensifying their actions to increase earned income in order to survive and thrive. Ticket sales, memberships, and overall attendance follow from sound marketing and public relations strategies, which are grounded in obtaining and providing timely information to the press and public. A focus group meeting held with Richmond’s arts organizations and subsequent Steering Committee meetings determined, as a top priority, the need for **Visibility**, including outreach, marketing, and dissemination of information. Efforts to raise awareness of Richmond’s arts and cultural assets should target the larger East Bay market area (and the I-80 corridor from Oakland to Emeryville, to Berkeley, El Cerrito, and Richmond), as participants and recipients.*

SEE ALSO:

Goal B-Collaborations & Partnerships, Goal D-Organizations & Artists

OBJECTIVES:

Strengthen Marketing & Public Relations

- Host meeting with West County Times editor and “Time Out” Section editor to work toward better coverage of Richmond area and Contra Costa College cultural events

- Develop Richmond Arts Brochure as West County Times insert and/or with WCT sponsorship
- Develop funding proposal (to corporate and foundation funders) for shared staff person position to serve as spokesperson for Richmond-based arts organizations by conducting “oral outreach” to churches, neighborhood councils, service clubs, etc.
- Develop inventory of Richmond newsletters (e.g., service groups, Chamber, businesses, community groups, churches, etc.) for use in distribution of arts promotional materials, and provide list to Richmond artists for distribution of exhibit announcements and promotional materials
- Develop list of arts spaces (e.g., EBCPA, RAC, NIAD, Richmond Museum of History) for distribution to Chamber of Commerce members as possible meeting/special event spaces
- Work with *West County Times* and other Bay Area publications (e.g., *Express*, *Bay Guardian*, *SF Weekly*, *SF Chronicle*, *Examiner*, *Tribune*) to identify “non-elitist rotating” art writers and encourage “accessible” art columns
- Seek pro bono marketing/public relations assistance for Richmond artists and organizations from East Bay advertising/P.R. firms and associations (e.g., AdMark, PRSA, etc.)
- Develop annual calendar of events listing Richmond-based arts and cultural programs and activities (to serve also as simple directory of resident arts and cultural organizations)

Work with Related Institutions

- Work with Richmond Chamber of Commerce to expand membership of Media Liaison Committee to include representative of Richmond-based arts/cultural organizations and/or Richmond Arts & Culture Commission
- Meet with City of Richmond administration to incorporate arts and cultural assets into overall city promotional activities (e.g., through contract publicity firm)
- Develop a central location for Richmond-based artists to exhibit during Pro Arts’ annual East Bay Open Studios (potential use of Memorial Convention Center) (*see also Goal D-Organizations & Artists*)
- Support future hiring of City Public Information Officer

- Utilize expanded City Recreation brochure to feature profiles of Richmond-based arts organizations and artists, and seek additional distribution vehicles including newspaper and newsletter inserts
- Develop distribution system to include arts brochures and special promotions in regular neighborhood council mailings, to West Contra Costa School District personnel, and others
- Meet with owners of local billboards to request donated space for Richmond arts promotional campaign
- Develop art display/informational kiosks in Richmond City Hall, Civic Center, Point Richmond Area, and other locations around the city
- Explore opportunities for “mini-touring events” to Richmond community centers and facilities, featuring EBCPA, Masquers, and other Richmond-based performing arts
- Work with Festival by the Bay to include programs showcasing Richmond-based arts and cultural organizations and neighborhood arts program opportunities

Outreach Programs

- Support arts organizations in providing special outreach programming to serve employees of Richmond businesses (e.g., lunchtime concerts in Civic Center, “happy hour” lectures/receptions at cultural institutions, etc.)
- Provide funding and opportunities for Richmond’s arts and cultural institutions to bring classes and performances to various neighborhoods throughout the city (through churches, community-based organizations, etc.)
- Encourage existing organizations to sponsor “high-visibility” programs for young people, involving cultural components, including: Trash clean-ups/art contest, annual citywide exhibit of young people’s art, film/video festival of youth productions, etc.
- Program special cultural activities (e.g., concerts, readings, etc.) for Spanish-speaking and Asian residents/users of the city (and Civic Center neighborhood in particular)
- Program special lunchtime activities for users and residents in the Civic Center area, including Cookbook authors programs/cooking classes (at Library and/or Memorial Convention Center kitchen), Noon-time docent tours at Richmond Art Center, lunchtime concerts, film/video festival at the Auditorium.

- Identify funding sources for and conduct outreach to schools, people with disabilities, special children-serving programs, community centers, foster homes, churches, and other community-based settings
- City/Chamber brochures highlighting Richmond should identify art-making “view” spots (e.g., new park at Port and other waterfront sites)
- Establish annual “open house” and/or tour program for Richmond-based arts and cultural sites and programs
- Develop mural/”design-a-sign” painting program/contest (*See also Goal B*)

GOAL B. COLLABORATIONS & PARTNERSHIPS

<p>GOAL</p> <p>To establish on-going linkages between Richmond’s arts community and other sectors (e.g. business, social services, education, neighborhoods)</p>	<p>Key Objective Areas</p> <ul style="list-style-type: none"> • Establish arts and business linkages and programs • Establish/support arts and young people linkages and programs • Establish arts and neighborhood linkages and programs • Establish partnership between arts community and Farmer’s Market
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RATIONALE:

Arts & Business

The choice of the Richmond Chamber of Commerce as a meeting place for an Arts & Business Focus Group session led to an unanticipated synergy: meeting participants recognized Chamber goals, posted on butcher paper in the conference room, as nearly identical to the expressed concerns and needs of arts and cultural organizations. Improving Richmond’s image and streetscapes, attracting customers and audiences, generating citizen pride, combating the reality and perception of crime and public safety are but a few of the mutual aims of the city’s arts and business communities.

Meeting participants undertook an assessment of possible collaborations and partnerships based on a “two-way street” model: what can arts organizations and artists do to help Richmond’s businesses, and what can the city’s business community do to further cultural development? A number of creative program ideas and networking structures have been proposed; the Arts & Business objectives under this goal seek to strengthen the relationship between cultural groups and the private sector, and to develop programs and services which serve both communities.

Arts & Young People

The research and community meetings conducted for the Cultural Master Plan elicited significant input from citizens and community leaders seeking innovative solutions to the needs of Richmond’s young people. With many pockets of poverty, high percentages of underprivileged youth, and a widespread perception of gang activity and youth crime,

multiple city departments and social service agencies are developing approaches to better the lives of children and teenagers in the city.

Personal interviews conducted with students at the East Bay Center for the Performing Arts yielded testimonials to the potential effects that arts and cultural activities can have on their lives. One young girl spoke of her shyness and disinterest in school until she became involved in dance, theater, and music classes; her demeanor is now out-going and vivacious which she credits to the self-esteem-building qualities of creative expression. She urged the Cultural Master Plan participants to find ways for more youth to get involved through better promotion, subsidized tuition, and other approaches. Arts & Young People objectives under this goal seek to address the needs of Richmond's young people by providing more creative outlets for their energetic spirits.

Arts & Neighborhoods

The City of Richmond is noted for its diverse neighborhoods which range from urban to suburban, housing young families to seniors, with many pockets of non-English-speaking recent immigrants. Neighborhood councils, thirty-seven in all, hold monthly community meetings and represent a cornerstone of life in the city in terms of input on city decision-making and flow of information between neighbors.

Throughout the cultural planning process, the subject of “outreach” and establishing better linkages among the city’s diverse populations and geographic areas was a commonly-voiced theme. As one participant voiced the sentiment, “We need to involve the whole community in activities throughout entire city; building community and meeting neighbors.” Arts and cultural groups recognize that many residents of the city, especially those in outlying areas, are not aware of arts and cultural opportunities in the city. It is the intent of these objectives to establish a framework for on-going communication throughout the city which will serve to heighten awareness of the city’s arts and cultural assets.

Farmer’s Market

Participants in the Cultural Master Planning process spoke often of the city’s weekly Farmer’s Market in the Civic Center area as an opportunity to generate greater visibility of Richmond’s arts and cultural assets. A series of objectives related to developing a partnership between the city’s arts community and Farmer’s Market are included under this Goal.

SEE ALSO:

Goal A-Visibility, Goal C-The Built Environment

OBJECTIVES:

Arts & Business Partnerships

- Work with Chamber of Commerce to expand Media Liaison Committee with representation from arts and cultural groups (*see also Goal A*)
- Work with Chamber of Commerce to develop Chamber Arts & Culture Committee to provide on-going linkage/forum for communication between city's arts and business communities
- Conduct research with Richmond-based businesses to better determine "how can arts/cultural programs/activities serve employees?" and develop a "Position Paper" for distribution to local businesses promoting ways that arts and culture can affect employees and customers
- Develop a listing of businesses who express interest in arts programs and partnerships
- Establish an Ad Hoc Small Business Committee to explore joint arts/small business promotions (e.g. create "Patronize our Businesses" promotional program in conjunction with arts organizations including discount coupons, brochure/maps listing unique Richmond-based small/ethnic businesses)
- Work with East Bay Business Volunteers for the Arts (BVA) and Richmond Chamber of Commerce to sponsor Forum to identify board of directors/volunteer opportunities for Richmond business-people employees with Richmond arts and cultural groups
- Promote methods for arts and cultural organizations and artists to "plug-in" to Chamber of Commerce, through:
 1. Monthly mixers
 2. Monthly networking breakfasts
 3. \$50 individual memberships (also barter)
 4. Committees: Economic Development, Education, Media Liaison
- Develop mural/"design-a-sign" painting program/contest to improve visibility of small businesses based on a partnership involving Chamber of Commerce, Richmond arts organizations, West Contra Costa Unified School District, and other youth-serving agencies (e.g., Boys & Girls Clubs, Girls Inc., YMCA, Police Activities League, etc.) (*see also Goals A and C*)
- Develop cooperative program to make art available for rental/loan for display in local businesses
- Develop and provide "welcome packet" for new Richmond-based businesses to showcase arts program and partnership opportunities

- Host a reception/luncheon to promote ways for Richmond-based businesses to support arts and cultural groups, through:
 1. Group sales
 2. Discount packages
 3. Board member and volunteer opportunities
 4. Promote arts/crafts classes for employees
 5. Sponsorships (including employee discounts)

Arts & Youth Partnerships

- Establish stronger linkages between Richmond’s arts community (through its Arts & Culture Community) and the West Contra Costa School District to identify opportunities and funding for artist-in-residence programs, volunteer artist/parent involvement
- Work with West Contra Costa School District PTAs to identify opportunities for arts and cultural programming in schools and after-school
- Identify city departments and social service agencies (e.g. Mayor’s summer jobs program, economic development, Police Activities League) who can integrate arts and cultural job training and class programs into existing service-delivery system
- Establish collaborative cable television production program for young people utilizing resources of City of Richmond, Contra Costa College, East Bay Center for the Performing Arts, West Contra Costa School District (Richmond High School and Adult School), and other community access stations (e.g. Pinole, El Cerrito, etc.)
- Explore opportunities for utilization of Contra Costa College Child Care Center, Early Childhood Education Department, and Library as resources to assist in providing arts programming for youth
- Conduct discussions with CCC administration to develop for-credit opportunities for students to participate in or spearhead cultural outreach programs aimed at Richmond’s youth

Neighborhood Partnerships

- Appoint representative from each of Richmond’s neighborhood councils to serve as “Arts Contact” for distribution of information to neighborhood council members

- Develop annual citywide art exhibit/contest featuring art/craft work by city residents, working through neighborhood councils to solicit involvement and entries
- Explore creation of “Neighborhood Mini-Grants” program (up to \$500) to provide funding for neighborhood councils and community-based groups to present block parties and utilize Richmond-based artists and performing arts groups as entertainment
- Strengthen linkages with artists from Richmond ethnic communities (e.g., Latino, Southeast Asian) through existing organizations
- Work with Department of Public Works, neighborhood councils and groups to identify potential sites for art in public places throughout the community

Farmer’s Market Partnership

- Work with Farmer’s Market Board of Directors to develop a series of arts and cultural programs and activities at the Market, including:
 - ⇒ Booth space for arts/cultural groups
 - ⇒ Concurrent mini-arts festivals
 - ⇒ Concerts (ethnic dance and music), storytelling, face-painting, etc.
 - ⇒ Visual pathway from Farmer’s Market to Richmond Art Center (e.g., painted footprints, coffee cups)
- Work with Nika’s Restaurant (in basement of City Hall) to develop box lunches for eating in Civic Center Plaza during concerts/Farmer’s Markets
- Explore possibility of holding occasional Saturday and Sunday Markets

GOAL C. THE BUILT ENVIRONMENT

GOAL	Key Objective Areas
<p>To develop programs and capital projects which improve the city's built environment</p>	<ul style="list-style-type: none"> • Support facility improvements and urban design components in the Civic Center • Support capital facility upgrades to existing cultural facilities • Support development of public art installations and urban design elements throughout the city

RATIONALE:

Civic Center

A community meeting held at the Richmond Public Library identified a number of “user groups” who are stakeholders in the Civic Center area, including seniors (who frequent the library and Senior Center), young people and students (library patrons), people with business at city hall, employees of businesses in the area, Farmer’s Market attenders, and residents. Meeting participants also identified service nodes in the immediate vicinity such as the Richmond Public Library, Senior Center, City Hall and Hall of Justice, Convention Center/Auditorium, Plaza, Richmond Art Center, and Chamber of Commerce offices. Regular special events taking place in the Civic Center include the weekly Farmer’s Market (May-October) and annual Cinco de Mayo, Martin Luther King Vigil, Veterans Day and Christmas Tree Lighting celebrations.

Within the context of user groups, assets, and facilities a number of program and facility ideas were proposed to increase the presence of arts and cultural activities and assets in this vital node in the City. Objectives in this area are intended to establish a focus of cultural activity in the Civic Center and to improve the physical surroundings and ambiance of the Plaza.

Improvements to Existing Facilities

During the course of research for the Plan, the expanded use and physical improvement of existing cultural facilities were noted as critical to the city’s cultural development. Planning participants focused on the city’s under-utilized Memorial Convention Center and Civic Center Plaza areas as providing opportunities for cultural programs. They also noted the need for expansion/improvements at the East Bay Center for the Performing Arts, Richmond Art Center, and other cultural assets. Members of the city’s cultural community also discussed the problems associated with high rental costs at community buildings,

local schools and colleges. Objectives under this goal area are intended to address these issues.

Public Art/Urban Design

Many residents of and visitors to Richmond claim the city lacks an identifiable image and geography. Plan participants spoke of the need to “dress-up” the city’s well-traveled corridors (especially Macdonald, Cutting, and Barrett Avenues) with signs and banners highlighting cultural facility locations, and making the city more visually inviting and welcoming for potential small business customers. Public Art and better urban design elements were cited as ways to improve the city’s built environment. Working with developers and identifying opportunities for creating artists live/work space was also recommended as a way to provide residential units that serve artists’ needs. Objectives in this area are intended to recommend urban design improvements as integral components of the city’s Cultural Master Plan.

Civic Center

- Work with Civic Center Neighborhood Improvement Council to develop specific plan for expanded arts and cultural programs in the Civic Center
- Explore opportunities for including public art/physical “user-friendly” additions to Civic Center Plaza including benches, small gathering areas, stages, etc.
- Encourage Live/Work space creation as revitalization of Civic Center area (re: General Plan for City of Richmond)
- Support development of coffeehouse/cafe and/or mobile coffee carts in the Civic Center (e.g., in the Richmond Art Center courtyard)

Facilities

- Sponsor joint meeting of facility managers (i.e., Contra Costa College, West Contra Costa School District, EBCPA, RAC, Memorial Convention Center, community centers) to undertake development of cooperative pricing/rental rate strategy to enable trade/barter of spaces and reduced rental rates
- Consider development of “Access Grant” program to cover rental costs of Richmond cultural facilities for arts and cultural program use (modeled on City of Oakland Redevelopment Agency-funded program)
- Support proposed improvements to East Bay Center for the Performing Arts, Richmond Memorial Convention Center, and Richmond Art Center

- Work with City departments and Council to include arts and cultural uses in possible plans for renovation of Ford Plant and/or Supply Depot
- Develop plan for creation/sponsorship of arts & crafts storefront space for local artisans (work with Pt. Richmond Artists Association and Richmond arts organizations)
- Promote availability of Contra Costa College facility rental options (e.g., Performing Arts Center, Amphitheater, class/meeting rooms) for community functions and events

Public Art/Design

- City of Richmond should develop and promote “One-stop Contact” for small businesses interested in murals adorning their buildings in conjunction with Percent-for-Art Plan (to be developed)
- Support establishment of a City of Richmond Percent-for-Art Ordinance and Plan (to be developed as Phase II of this Cultural Master Plan)
- Identify funding and proceed with installation of decorative banners on overhead and light poles in selected nodes including Civic Center, NIAD, EBCPA, Library, Museum, Hilltop, Barrett Avenue, Cutting Boulevard, Macdonald Avenue, Marina Bay, 23rd Street, and along San Pablo Avenue
- Work with city departments and private sector (i.e., Economic Development Department, East Bay AIA, UC Berkeley College of Environmental Design, Contractors/Realtors Associations, Home Depot etc.) to develop “do-it-yourself” Remodeling Workshops/Seminars and/or pro bono/low cost architectural consulting services for home/store remodeling and landscaping
- Expand Richmond mural programs to provide more opportunities for artists to create murals in the city (through proposed Percent-for-Art ordinance)
- Develop “design-a-sign” program/contest (*see also Goal B*)
- Work with City departments (i.e., Department of Public Works) too identify appropriate sites for art in public places, both permanent and temporary “evolving” installations

GOAL D. ORGANIZATIONS & ARTISTS

<p>GOAL</p> <p>To stabilize and support Richmond-based arts and cultural organizations and artists</p>	<p>Key Objective Areas</p> <ul style="list-style-type: none"> • Stabilize and expand city and community support of Richmond arts and cultural organizations • Develop opportunities for showcasing work of Richmond-based artists
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RATIONALE:

Organizations

Richmond-based arts and cultural organizations participated in a workshop session in which their needs, concerns, and visions were discussed. Among the top needs noted by the organizations were stable funding sources, opportunities for collaborations, increased visibility and public support, better press coverage, expanded outreach programs, access to qualified board members and community volunteers, and better linkage with the city’s Arts & Culture Commission. While each of the city’s three major cultural institutions (East Bay Center for the Performing Arts, Richmond Art Center, National Institute of Art & Disabilities) have extensive national (and international) reputations, they are little known within the city, the west Contra Costa region, and the I-80 corridor. Chief among the group’s visions is generating regional recognition for the city’s arts assets and helping to spur a Richmond Renaissance modeled on Emeryville’s thriving arts and retail scene. Objectives under this goal related to funding and stabilization of the city’s arts and cultural groups.

Artists

The City of Richmond is home to hundreds of visual artists who are attracted to the city’s affordable studio and living spaces, convenient location, scenic surroundings, and historical importance to the Bay Area art world. Artists have traditionally found a home and support network through the Richmond Art Center, at the nation’s forefront in providing exhibit and class opportunities for the community.

Artists who participated in a community meeting expressed a range of needs from live/work/exhibit/storage space to more networking opportunities among artists. Technical assistance in the area of finding grant sources and developing marketing strategies was also identified. Opportunities for non-juried exhibitions, a community access gallery, and better flow of information to artists were also noted. Objectives under this goal are

intended to address issues and concerns of individual, independent, visual and performing artists in the City of Richmond.

OBJECTIVES:

Organizations

- Work with Richmond Chamber of Commerce to sponsor Board Development workshop, identify and recruit potential board members for Richmond cultural organizations
- Richmond-based arts groups should target Pt. Richmond and Marina Bay and Richmond Yacht Club members for special outreach programs aimed at recruiting volunteers and board members, leveraging sponsorships, and developing group sales opportunities
- Work with Contra Costa County volunteer bureau to identify and recruit volunteers for arts organizations
- Explore potential for shared Volunteer Management staff position among arts groups (with potential for funding from Vista and/or AmeriCorps)
- Establish “kindred city” linkages between arts communities in Richmond and Oakland, Berkeley, Emeryville, and western Contra Costa cities
- Sponsor monthly Richmond arts networking opportunity (luncheon, meeting, informal rotating get-together) and/or regular (bi-monthly or quarterly) West Contra Costa arts networking opportunity involving Richmond-based arts groups, Contra Costa College art departments, area Art Associations, and other regional groups
- Explore potential of donated or subsidized “storefront art shop” (or cooperative sales gallery) at Hilltop Mall to feature merchandise of Richmond-based arts groups and craft- and artwork by Richmond artists
- Undertake planning for possible shared/central staff position to meet arts group needs in the area of membership development and fund-raising
- Work with Richmond Public Library to develop resource section listing grant opportunities
- Create shared mailing list from arts group mailing lists and consider development of shared newsletter including master “needs/wish list” listings

- Develop plan for purchase of shared equipment (e.g., mobile stage) and/or lease of shared storage space
- Develop collaborative programming in existing venues such as EBCPA-sponsored musical events at Richmond Art Center, jazz series, poetry readings, etc.

Artists

- Richmond Art Center and National Institute of Art & Disabilities should co-sponsor a “How to Buy Art” Seminar to highlight opportunities to get involved in collecting
- Develop art loan/rental program to provide work by Richmond artists to Richmond businesses with high traffic indoor exhibit space (e.g., banks, real estate businesses, etc.)
- Create annual citywide art exhibit (modeled on Emeryville Annual) with possibility of utilizing Memorial Convention Center as exhibit space
- Work with Richmond Art Center to expand space and institute community access gallery
- Develop one central exhibit location in conjunction with Pro Arts’ annual East Bay Open Studios (potential use of Memorial Convention Center) (*see also Goal A-Visibility*)
- Identify potential for recycled materials clearinghouse in Richmond (modeled on East Bay Depot)
- Create Film/Video festival in Memorial Convention Center to showcase “home” videos, art films, in conjunction with EBCPA film festival
- Explore potential of jointly funding and hiring “centralized artist representative” position to promote work by Richmond artists to galleries and exhibit spaces locally and nationally
- Explore potential of rental of workshop space at NIAD on regular or occasional basis for professional and “amateur” artists
- Work with High Schools in West Contra Costa school district to develop artist-in-residence programs
- Encourage Oakland- and San Francisco-based artist service organizations (e.g., Pro Arts, Center for the Visual Arts-CVA, Art House, Bay Area Lawyers for

the Arts, etc.) to expand services in the Richmond area through outreach programs, membership forums, branch offices, etc.

- Work with Richmond Art Center to expand and promote ways for artists to “plug in” to RAC through board membership, Curatorial Advisory Committee, potential for “Ad Hoc Voluntary Artists in Schools Committee” and “Ad Hoc Coffeehouse Committee”

VI. IMPLEMENTATION

To identify and secure a stable source of funding and establish organizational structures for implementation of the Cultural Master Plan	<ul style="list-style-type: none">• Research and identify options for stable and on-going public and private funding sources and establish such a source(s)• Provide structure for oversight of Cultural Master Plan implementation including promotion of completed Plan and revision of City of Richmond Arts & Culture Commission policies and procedures• Implement identified first-year priorities and re-visit the Plan after the first year to identify second year implementation goals
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RATIONALE:

Funding

Funding for arts and cultural organizations and programs continues to shrink as government budgets are cut and private sources face increasing demand for contributed dollars. Whether it be support for general operating costs, a new outreach/education program, or better marketing approaches, arts groups have continued needs to augment their earned dollars with contributions and grants. Richmond-based organizations are turning to more innovative approaches to earn revenues (see also Goal A-Visibility) while also seeking to identify and secure stable public and private grant sources. This goal's objectives address the funding needs of Richmond-based arts organizations, artist-service groups, and the Cultural Master Plan.

Implementation Structure

A broad-based community input process has resulted in this Cultural Master Plan, and a need to retain momentum and proceed with recommendations contained herein. At the foundation of Cultural Master Plan implementation is a structure, involving multiple city departments, community agencies, and volunteers, geared toward carrying out goals and objectives of the Plan. Objectives under this goal relate to oversight of the Plan's implementation, promotion of the completed Plan throughout the city, funding and resources for implementation, and strengthening the role of the city's Arts & Culture Commission in carrying out selected Plan objectives and monitoring oversight.

Funding

- In conjunction with other Contra Costa County-based arts organizations and local arts agencies, research and identify options for new tax-based cultural funding (e.g., “Arts to Zoo Initiative,” movie ticket/video rental surcharges, voluntary county property tax contributions, etc.)
- Work with City of Richmond Redevelopment Agency to establish cultural funding program for organizations and activities located in redevelopment areas (based on City of Oakland Redevelopment Agency Cultural Funding Program)
- Richmond-based arts and cultural organizations should hold in-depth discussions on feasibility/desirability of joint fund-raising events, shared fundraising position, United Arts Fund, Community Foundation, endowment fund, etc.
- Work with Richmond Chamber of Commerce to develop new approach for business community support (e.g., sponsorships, passports, etc.)
- Seek Foundation and corporate funding for implementation of Plan (e.g., staff person to coordinate implementation and raise/leverage additional funding)

Structures

- Establish an Ad Hoc Committee of the Arts & Culture Commission to monitor progress on the Cultural Master Plan. The Committee should be open to membership by Cultural Master Plan Steering Committee participants and other volunteers (neighborhood representatives, service clubs, businesses, city staff, etc.) with meetings held bi-monthly, quarterly, or on an as-needed basis.
- City staff, arts organization representatives, community volunteers, and Steering Committee members should collectively participate in a “speakers bureau” to introduce the completed Cultural Master Plan to the city’s 37 neighborhood councils as well as church groups, service clubs, community-based organizations, and other agencies (e.g., West Contra Costa Unified School District School Board, etc.)
- Strengthen the Arts & Culture Commission’s on-going communication with city staff, elected officials, other advisory Commissions, arts and cultural organizations, artists, and members of the public through regular reporting, joint meetings, dissemination of information, increased presence at City-sponsored special events and festivals.
- Develop methods for Arts & Culture Commission to evaluate, update, assess and monitor benefits and impact of Cultural Master Plan implementation

- Arts & Culture Commission’s Ad Hoc Cultural Master Plan should meet at the end of Year One to identify objectives for second year implementation (and/or re-convene the Cultural Master Plan Steering Committee for follow-up meeting)

(Please Note: A series of recommendations related to mission, structure, and procedures of the city’s mayoral-appointed Arts & Culture Commission has been prepared by the consultants under separate cover for distribution to city staff, elected officials and Commissioners. Recommendations contained in the Commission Assessment are intended to be addressed by city staff and elected officials. It is the intent of the Cultural Master Plan to support efforts to strengthen the Commission, as noted above, resulting in more public awareness of Commission activities, and a more effective advisory body).

VII. FIRST YEAR PRIORITIES

Year One Priorities	<ul style="list-style-type: none">• Begin implementation of the Cultural Master Plan with concentration on the objectives listed below
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RATIONALE:

The Cultural Master Plan Steering Committee deliberated on which of the Plan's objectives to prioritize during the first year by assessing each objective according to five "implementation criteria" (see Section I-Introduction):

1. *Committed Leadership*
2. *Multiple Goals/Constituencies*
3. *Existing Institutions*
4. *Broad and Far-Reaching*
5. *Frugal, Rational, and Defensible*

Six objectives received the most support for first year implementation, and are noted with a star (★). Others were deemed reasonable to accomplish in the first year because they do not require significant staff or financial resources, and have therefore been included among the first year priorities, (noted with a check-mark (✓)). Others, while they will require more funding and/or staff to implement, were considered critically important so that preliminary steps toward implementation should be taken as soon as possible (indicated by a bullet - ●).

From Goal A-Visibility

- ★ Develop funding proposal (to corporate and foundation funders) for shared staff person position to serve as spokesperson for Richmond-based arts organizations by conducting "oral outreach" to churches, neighborhood councils, service clubs, etc.

(Utilize funder information collected by Arts & Culture Commission; explore potential use of city staff in grant-writing capacity; potential use of consultant and/or contractor)

- ★ Work with Richmond Chamber of Commerce to expand membership of Media Liaison Committee to include representative of Richmond-based arts/cultural organizations and/or Richmond Arts & Culture Commission

(Arts & Culture Commission Chair and/or city staff, elected officials, other commissioners, arts organization representatives initiate and participate in meeting with Chamber staff and board members)

- ★ Develop Richmond Arts brochure as West County Times insert and/or with WCT sponsorship and/or utilize expanded City Recreation brochure to feature profiles of Richmond-based arts organizations and artists, and seek additional distribution vehicles including newspaper and newsletter inserts.

(Utilize funder information collected by Arts & Culture Commission; develop funding proposal; explore potential use of city staff in grant-writing capacity; potential use of consultant and/or contractor)

- ✓ Host meeting with West County Times editor and “Time Out” Section editor to work toward better coverage of Richmond area and Contra Costa College cultural events.

(Arts & Culture Commission Chair and/or city staff, elected officials, other commissioners, arts organization representatives initiate and participate in meeting with WCT editor, editorial staff and board)

- ✓ Develop list of arts spaces (e.g., EBCPA, RAC, NIAD, Richmond Museum of History) for distribution to Chamber of Commerce members as possible meeting/special event spaces.

(Seek participation from Arts & Culture Commission members and arts organization representatives; explore potential use of city staff and/or interns in information collection capacity; potential use of consultant and/or contractor)

- ✓ Develop inventory of Richmond newsletters (e.g., as published by service clubs, Chamber, businesses, community groups, social and cultural associations, churches, etc.) for use in distribution of arts promotional materials, and provide list to Richmond artists for distribution of exhibit announcements and promotional materials.

(Seek participation from Arts & Culture Commission members, arts organization representatives, and service club volunteers; explore potential use of city staff and/or interns in information collection capacity; potential use of consultant and/or contractor)

- ✓ Develop annual calendar of events listing Richmond-based arts and cultural programs and activities (to serve also as simple directory of resident arts and cultural organizations)

(Seek participation from Arts & Culture Commission members, arts organization representatives, and service club volunteers; explore potential use of city staff and/or interns in information collection capacity; potential use of consultant and/or contractor)

- Develop art display/informational kiosks in Richmond City Hall, Civic Center, Point Richmond Area, and other locations around the city.

(Utilize funder information collected by Arts & Culture Commission; explore options with Department of Public Works; develop funding proposal if necessary; explore potential use of city staff in grant-writing capacity; seek participation from Arts & Culture Commission members, arts organization representatives, and service club volunteers; potential use of consultant and/or contractor)

- Seek pro bono marketing/public relations assistance for Richmond artists and organizations from East Bay advertising/P.R. firms and associations (e.g., AdMark, PRSA, etc.)

(Arts & Culture Commission Chair, members, and/or city staff, elected officials, arts organization representatives collect information, initiate and participate in meetings with firms and associations; potential use of consultant and/or contractor)

- Establish annual “open house” and/or tour program for Richmond-based arts and cultural sites and programs.

(Arts & Culture commissioners and arts organization representatives establish Ad Hoc Committee and/or utilize networking forum to design program; explore potential use of city staff and/or interns to develop program; potential use of consultant and/or contractor)

From Goal B-Collaborations & Partnerships

- ★ Develop mural/”design-a-sign” painting program/contest to improve visibility of small businesses based on a partnership involving Chamber of Commerce, Richmond arts organizations, West Contra Costa Unified School District, and other youth-serving agencies (e.g., Boys & Girls Clubs, Girls Inc., YMCA, Police Activities League, etc.) *(see also Goals A and C)*

(Utilize funder information collected by Arts & Culture Commission; explore options with Department of Public Works; develop funding proposal if necessary; explore potential use of city staff in grant-writing capacity; seek participation from Arts & Culture Commission members, arts organization representatives, and service club volunteers; establish working partnership with Chamber of Commerce; potential use of consultant and/or contractor)

- ★ Appoint representative from each of Richmond’s neighborhood councils to serve as “Arts Contact” for distribution of information to neighborhood

council members and develop distribution system to include arts brochures and special promotions in regular neighborhood council mailings.

(Arts & Culture Commission Chair, other commissioners, and arts organization representatives work with neighborhood council coordinator, neighborhood coordinating council and other city staff to develop and implement on-going networking and “arts contact” structure; potential use of consultant and/or contractor)

- ✓ Identify city departments and social service agencies (e.g. Mayor’s summer jobs program, economic development, Police Activities League) who can integrate arts and cultural job training and class programs into existing service-delivery system

(Utilize funder information collected by Arts & Culture Commission; explore options with city Departments and other agencies; develop funding proposal if necessary; explore potential use of city staff in grant-writing capacity; seek participation from Arts & Culture Commission members, arts organization representatives, and service club volunteers; potential use of consultant and/or contractor)

- Explore creation of “Neighborhood Mini-Grants” program (up to \$500) to provide funding for neighborhood councils and community-based groups to present block parties and utilize Richmond-based artists and performing arts groups as entertainment

(Utilize funder information collected by Arts & Culture Commission; explore options with Department of Culture & Recreational Services; develop funding proposal; explore potential use of city staff in grant-writing capacity; seek participation from Arts & Culture Commission members, arts organization representatives, neighborhood councils; potential use of consultant and/or contractor)

From Goal C-The Built Environment

- ★ Identify funding and proceed with installation of decorative banners on overhead and light poles in selected activity nodes including Civic Center, NIAD, EBCPA, Library, Museum, Hilltop, Barrett Avenue, Cutting Boulevard, Macdonald Avenue, Marina Bay, 23rd Street, and along San Pablo Avenue

(Utilize funder information collected by Arts & Culture Commission; explore options with Department of Public Works and Redevelopment Agency; develop funding proposal if necessary; explore potential use of city staff in grant-writing capacity; seek participation from Arts & Culture Commission members, arts organization representatives, and Chamber of Commerce; potential use of consultant and/or contractor)

From Goal D-Organizations & Artists

- ✓ Sponsor monthly Richmond arts networking opportunity (luncheon, meeting, informal rotating get-together) and/or regular (bi-monthly or quarterly) West Contra Costa arts networking opportunity involving Richmond-based arts groups, Contra Costa College art departments, area Art Associations, and other regional groups

(Establish program under auspices of Arts & Culture Commission with participation from arts organization representatives)

- ✓ Create shared mailing list from arts group mailing lists and consider development of shared newsletter including master “needs/wish list” listings

(Seek participation from Arts & Culture Commission members, arts organization representatives, and service club volunteers; explore potential use of city staff and/or interns in information collection capacity; potential use of consultant or contractor)

APPENDIX: NEEDS ASSESSMENT

A. PAST RESEARCH

The research conducted in 1998-89 consisted of individual interviews and focused group discussions with educators, church leaders, business community leaders, neighborhood organizers, and cultural institution representatives. Three major themes emerged from these key leaders:

- **Economic Development** - seen as the primary indicator of a community's economic health. Leaders cited opportunities for linkage between the arts and culture and economic development including city beautification and the ability of cultural amenities to help draw businesses and a skilled work force to Richmond.
- **Education** - seen as directly linked to economic development, the creation of a work force, and to decreased crime, increased self-esteem, and appreciation of arts and culture.
- **Diversity** - the City's ethnic and cultural diversity is seen as a major strength and challenge: to stimulate better race relations between the City's diverse socio-economic neighborhoods.

Key leaders were also asked to comment on what arts and cultural organizations and the Richmond Arts & Culture Commission should be doing to strengthen their roles in the City:

Arts & Cultural Organizations	Arts & Culture Commission
School programs	Reflect cultural diversity
Special community programs	Image enhancement
Better focus and financial support	Resources for young people
Family and Children's Programs	Special events
Neighborhood Programs	Develop leadership
Seniors Programs	Focus for Civic Auditorium
More outreach/information	Linkages between diverse cultures, arts and business communities

Arts Organizations were asked to identify their primary needs:

Organization	Needs
Contra Costa College Performing Arts Center	Workshop/Rehearsal space Expand programs into community Teacher training, Increased student enrollment Inter-cultural dialogue in community
East Bay Center for the Performing Arts	Expansion/Long-term lease of facility Expanded visibility among middle income Funding stability Expansion of professional repertory series Develop school feeder programs
Masquers Playhouse	New storage/workshop facilities Promotion assistance
NIAD	Increased awareness Expanded class/exhibit programs
Richmond Ballet	Financial/Administrative Support New class facility, More volunteers Touring to local schools Increased networking among local orgs.
Richmond Art Center	Increased staffing and salary levels Funding stability - operating support Facility upgrading and repairs Expansion - public assembly, technical support, teaching classrooms Increased attendance
Richmond Memorial Auditorium	Program and administrative funding Long-range development plan (mgmt, mktg.) Facility/Equipment upgrade Computerized ticketing/acctg. system Expansion of convention exhibit space
Richmond Museum of History	Increase public programming Expand collections; More paid staff Better awareness of Commission
The Streicher Trio	Marketing/Touring assistance Quality performance facility
West Contra Costa Unified School District	Increased awareness of local programs Interactive school arts programs Assistance from artists with curriculum development Increased awareness among teachers

West Contra Costa Community Concerts	Increase audiences through marketing assistance Coordination with other cultural organizations
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From the input received from the arts and cultural organizations, it can be summarized that the needs in 1988-89 were expressed as:

- **Funding** - Stable source(s) of funding for operating support
- **Marketing/Awareness** - Better promotions, increased audiences
- **Networking** - More coordination and networking between/among the city's arts and cultural organizations
- **Expansion of Programs** - Education and public programs need to be expanded
- **Facilities** - Specific issues related to workshop, rehearsal, education spaces

B. 1989 RECOMMENDATIONS

The following recommendations were made in the 1989 Phase I report:

- **Facilities** - Develop Long-Range Plan for Memorial Auditorium, Explore needs for new cultural facilities (neighborhood arts centers, artists' live/work space), Undertake renovation of the Richmond Art Center
- **Public Awareness** - Develop Marketing Plan, create informational brochure and slide/video presentation, organize a speakers bureau, develop cooperative advertising and public relations
- **Support to Artists/Cultural Organizations** - Provide technical assistance and training opportunities, develop partnerships and sponsorships/co-sponsorships, work to assist individual artists
- **Advocacy** - Research models of advocacy, advocate for a stable funding base from city government, plan and conduct regular roundtable discussions of community leaders
- **Programs for Diverse Constituencies** - Address needs of youth, families, seniors, and disabled persons through planning, sponsorship of programs, artists-in-residence at community centers

C. NEEDS ASSESSMENT UPDATE

AMS conducted interviews with selected arts and cultural organizations to update the needs expressed in 1989. As is evident from the following needs/issues identified by the City's resident organizations, many of the needs identified in 1989 remain concerns of the groups in 1994:

- **Funding** - Stable source(s) of funding for operating support, to increase staff salaries, to leverage private funding, to renovate facilities, increase in city dollars available for grants to arts organizations
- **Fundraising** - Need for development staff people, possible interest in joint fundraising efforts, challenge of cultivating individual donors, better corporate funding
- **Facilities** - Need to renovate and/or expand education and performance facilities
- **Boards/Volunteers** - Needs for more active board members and volunteers
- **Marketing/Awareness** - Better promotions of Richmond "as a whole," increased audiences/visitors, city-wide informational brochures, cooperative programs, banners
- **Networking/Coordination** - Better coordination and networking between/among the city's arts and cultural organizations, businesses, city government, social service agencies
- **Expansion/Integration of Programs** - Education, outreach and public programs need to be expanded
- **Arts and Culture Commission** - Needs to be more in touch, aware, and responsive to issues among arts and cultural organizations

Some specific needs identified by individual organizations are as follows:

- **East Bay Center for the Performing Arts (EBCPA)** - Stable funding, being more responsive to community needs, development of the "community art center" field, facility renovation and securing new performing space, better public awareness and marketing, leveraging corporate and individual donations, formalizing integrated curriculum model, completing long-range plan goals, technical assistance and services from Commission, networking.

- **Richmond Art Center (RAC)** - Stable funding, more public relations, visibility vis-à-vis signage, being more “user-friendly,” networking, technical assistance and services from Commission.
- **National Institute of Art & Disabilities (NIAD)** - More national exposure, addition of staff, increase of staff salaries, develop endowment, build membership base, collaborations, technical assistance and services from Commission.
- **Richmond Museum of History** - Stable funding, more exposure, joint fundraising and education programs, increase from part-time to full-time staffing, outreach and other public programs.

D. STEERING COMMITTEE/ARTS & CULTURE COMMISSION INPUT

At its first meeting, the Cultural Master Plan Steering Committee identified expectations for the Cultural Master Planning process. Also, the City’s Arts & Culture Commission undertook to identify issues/concerns at its regular meeting of December 1993. The following points summarize the community cultural issues identified through both meetings:

- **Facilities** - Better use of Civic Auditorium, identify facilities needs and solutions, save/renovate Ford Plant
- **Economic Development** - Use arts assets to attract businesses, link with employment opportunities, work with Redevelopment and Planning departments
- **Arts & Social Services** - Use arts programs for special needs populations such as youth-at-risk, anti graffiti programs
- **“Implementable”** - Ensure that Plan is realistic
- **Networking/Coordination** - Want more cohesion among arts community, get service clubs and associations involved
- **Financial Stability** - Seek stable funding sources for arts and cultural organizations and programs
- **Cultural Diversity** - Enhance cross-cultural experiences
- **Percent-for-Art** - Establish percent-for-art ordinance
- **Special Events** - Create “signature” event, program crafts fairs in conjunction with Farmer’s Market,

- **Marketing/Awareness** - Link with KCRT, involve print media
- **Individual Artists** - Develop artists registry, apprenticeship opportunities, live/work space
- **Leadership** - Develop effective leadership structure, identify role for Arts & Culture Commission, get service clubs and associations involved
- **Inclusion** - Include literary arts, library, storytelling, history, archives, new art forms (Rap, airbrush, etc.)

E. SUMMARY/CONCLUSIONS

- Based on the research conducted in 1989 and updates in 1994, it can be summarized that there has not been significant changes in the community and arts organization needs and issues over the past 4-5 years. Top organizational needs remain in the areas of funding, marketing, and networking, while community needs were similarly identified in the areas of economic development, education, and diversity.