

# CREATIVE RIVERSIDE

*A MODEL CULTURAL PLAN FOR CALIFORNIA'S INLAND EMPIRE*

September 2008

## Cultural Plan Task Force: Riverside and San Bernardino Counties

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# INTRODUCTION

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Within the context of building regional economic development and community identity and pride in Southern California's Inland Empire, arts and culture are increasingly important quality-of-life factors that impact the current and future potential of the region and its cities. A creative economy uses arts and culture to revitalize a community or region's economic well-being. *Creative Riverside: A Model Cultural Plan for California's Inland Empire* encapsulates these ideals.

A primary question that guides the cultural plan is: "What policies, strategies and resources are in place, aligned and coordinated to maximize the impact of the arts on the local economy and improve the quality of life for a growing, diverse region—one that is able to respond to the current and future cultural needs of the community?"

The overarching, visionary purpose of the cultural plan is to bring focus to, and capitalize on, the existing and potential infrastructure and synergy needed to make the Inland Empire an important arts and cultural region in Southern California. Our general goal is to build greater recognition of and respect for the depth and breadth of quality arts and cultural organizations and talents in Riverside and San Bernardino counties. And our specific goal is to leverage Riverside's artistic and cultural leadership role by creating, piloting, and sharing a best practice cultural planning model for local and regional arts and cultural organizations and communities.

The cultural plan will be completed in three phases, each lasting approximately three months. Phase 1 (July - September) has been focused on Riverside. Phase 2 (October – December) will broaden the reach to stakeholders locally and regionally. Particular emphasis during this period will be on San Bernardino, so that we can conduct a comparative analysis. We will enlist the support of the Riverside Arts Council's InlandArts.com to provide a portal for wide community feedback and input so that the plan can be revised accordingly. Phase 3 (January – March) will broaden the reach further into the Inland Empire (possibly Palm Desert, Corona and Temecula), before the plan is finalized and presented to civic, business and arts leaders, as well as the broader community.

We aspire to develop a cultural plan that will be a living document that can serve as a model to be customized and adapted by other cities in the Inland Empire beyond Riverside, including those served by The Community Foundation. And we expect that the plan will allow for

increased leveraging of the economic impact of arts and culture in the region, while continuing to improve the quality of life in this important region of California.

The Cultural Plan Task Force, whose members are listed on page 1, has met diligently to guide the cultural planning process. For your service and dedication, I thank you.

This plan would not have been implemented with its quality and global perspective without the enlightened leadership and creative vision of Jonathan Yorba whom I asked to chair the committee of regional arts, corporate and professional leaders who created the plan.

Finally, I take great pride in acknowledging the tremendous support of the following, without whose belief in the importance of this project and its product—a regionally-serving cultural plan—would not be possible: The James Irvine Foundation, the City of Riverside, Bank of America, and the Marriott Riverside.

Thank you.

Jim Erickson  
President and Chief Executive Officer  
The Community Foundation  
Serving Riverside and San Bernardino Counties

# VISION

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Make it happen! With this expression, the community of Riverside demonstrates its commitment to action in forging its cultural future. In 2007, the City Council declared Riverside as the “City of Arts and Culture.” Reflecting its rich heritage and sustained development of local arts and culture, Riverside views itself as the cultural capital of the Inland Empire. The primary purpose of this plan is to provide a road map for fulfilling this bold vision.

Riverside envisions a community in which residents and visitors of all ages and backgrounds engage in cultural activities that reflect and advance their own lives. A community that provides cultural opportunities in a range of places, from the Fox Performing Arts Center to neighborhood festivals, and from classrooms to museums. And a community that celebrates its evolving cultural identity through inclusion of diverse values, perspectives and expressions.

Riverside envisions a cultural ecosystem that recognizes and sustains its core of cultural institutions, people and places, and that fosters the emergence of new creativity. This ecosystem embraces commercial and well as nonprofit activity, individual as well as organizational, and a spectrum of fine, popular and community arts. The contributions of Riverside’s creative economy to the well-being of the community are recognized and supported.

Riverside values working together with shared understanding towards common goals. It seeks to promote and further its practice of cooperation and collaboration in pursuit of its cultural vision.

Riverside also seeks to lead and support the regional cultural development of Riverside and San Bernardino Counties, among communities that comprise the Inland Empire and form a growing, interconnected cultural landscape.

# PRINCIPLES

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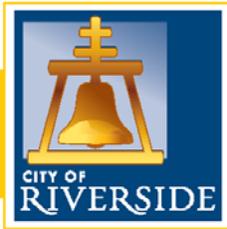
*Creative Riverside* is founded on two underlying principles: inclusion and cooperation. These are foundational ideas supporting all of the strategies and recommendations contained in the plan. They represent deeply-held values shared by cultural stakeholders and reflected in other aspects of Riverside’s civic culture. It is intended that inclusion and cooperation be incorporated into all elements of the implementation of *Creative Riverside*.

## Inclusion

The City of Riverside has made a commitment to inclusion through “Building a More Inclusive Riverside,” a statement crafted and adopted by the Mayor’s Multicultural Forum in 2001 and endorsed by the City Council (next page). The values and commitments reflected in this statement are wholly consonant with *Creative Riverside* and were voiced by numerous individuals and in various ways during development of the plan. In cultural terms, inclusion means recognizing and valuing the diverse cultural perspectives and expressions of all residents, and finding ways to support and promote them. Rather than a vertical hierarchy, arts and culture are viewed as a level playing field, broad and deep, encompassing fine as well as popular arts, professional as well as amateur, and traditional as well as contemporary.

## Cooperation

Riverside’s cultural community has an established practice of cooperation, one that has served it well and contributed to the substantial foundation on which *Creative Riverside* builds. Leaders of cultural institutions are in regular communication with one another, have joined together in a cultural consortium, and maintain open relationships with other community leaders from city government, business and educational institutions. There is also a track record of collaborations, formal and informal, in cultural programs and events, such as the regionally-serving website InlandArts.com and a monthly Arts Walk. During development of *Creative Riverside*, cultural stakeholders often suggested cooperative approaches and expressed interest in collaborations and partnerships as preferred solutions to shared problems. This value and commitment is recognized and embodied in this plan, and collaborative recommendations are found throughout.



## Building A More Inclusive Riverside Community

To help us build a truly inclusive city we have committed to principles of Individual Responsibility, Group Responsibility, and Institutional Responsibility. Such an inclusive community would be based on two fundamental premises. First, all Riversiders should be and should see themselves as respected, contributing members of the community. Second, all Riversiders should be bound by a common set of principles based on fairness of treatment, recognition of rights, acceptance of responsibilities, commitment to equality, and dedication to expanding opportunities for all.

A city of considerable racial, ethnic, religious, and other types of diversity, Riverside has etched a complex history. That history has included both significant efforts to achieve greater justice, equality, and understanding, as well as unfortunate periods and events that have demonstrated the need for increased commitment, ideas, and action to work toward these goals.

As we move into the demographically-challenging, globally-shrinking twenty-first century, Riversiders face opportunities and challenges related to diversity: race and religion, gender and ethnicity, language and sexual orientation, diverse abilities and disabilities. Intersecting with such dimensions of diversity are other critical underlying factors such as economic and educational disparities.

Therefore, it is increasingly imperative that Riversiders as individuals, as groups, and as institutions - assume the responsibility of facing the challenges and seizing the opportunities created by diversity. While recognizing that this will be a long, ongoing, and evolving process, as Riversiders we believe that these principles provide a basis for building that more inclusive community.

**With These Principles in mind, we as Riversiders accepting our responsibilities as individuals, as members of groups, and as participants in institutions- hereby commit ourselves to the goal of building a more inclusive community.**

# STRATEGIES

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*Creative Riverside* is organized into three strategies in fulfillment of the community's cultural vision:

- I. Arts Development: Becoming the City of Arts and Culture in California's Inland Empire
- II. Access: Increasing access to arts and culture for all residents and visitors
- III. Sustainability: Strengthening the regional infrastructure of support for arts and culture

Each strategy contains specific recommendations for implementation, which are described in narrative form and re-stated in a summary (page 35). Details on implementation are provided in a separate chapter (page 34).

# I. ARTS DEVELOPMENT

## *Becoming the City of Arts and Culture in California's Inland Empire*

### A. *Riverside Creates*

Riverside has declared itself to be “The City of Arts and Culture.” The challenge is to make that lofty goal manifest in the arts that are produced and presented in Riverside. One way of demonstrating this ambition is to focus on the creative act itself: the celebration of arts and culture begins with the creativity of the artist who generates the art.

#### **“Riverside Creates” Commissioning Program**

To make this aspiration a reality, the City could develop a program that, on an annual basis, commissions new works in all media and genres—new music, choreography, plays, literary works, painting and sculpture. Art can be commissioned from regional, national and international artists. Over time, the body of work created under this program would begin to brand Riverside as a community that values and supports creativity. As this program grows, art lovers will be drawn to Riverside to experience each year’s new offerings. This program also has the potential to transform Riverside into a destination for cultural tourists.

The City can demonstrate leadership and commitment to this program with funding, and develop additional support through partnerships and sponsorships. Local arts institutions should be eligible to apply for the City funding, perhaps with a matching requirement. The Riverside County Philharmonic may wish to commission a new orchestral work. The Riverside Art Museum might commission a new sculpture or curate a major retrospective exhibition by an artist of national or international stature. Corporate sponsorships should also be encouraged. As the program gains regional and national attention, so will the visibility of the program’s corporate supporters.

*Recommendation 1. “Riverside Creates” Commissioning Program*

*The City, in collaboration with regional arts institutions and with sponsorships from private funders, can initiate a program to commission major new works of performing, visual and literary arts—“Riverside Creates.”*

#### **Signature Festival**

Many persons have suggested that the Inland Empire needs a signature festival that focuses on arts and culture. Such festivals can be a powerful tool for branding a city with an arts identity. Ashland, Oregon has done this with its Shakespeare Festival. The Brooklyn Academy of Music’s Next Wave Festival draws thousands of visitors from around the globe. Santa Monica’s Glow Festival, presented for the first time in July 2008, drew 250,000 people. New

works created under “Riverside Creates” could be premiered at the annual regional festival that is also used to market and promote Riverside as a destination for cultural tourists.

*Recommendation 2. Signature Festival of New Works*

*The City can develop a signature arts and culture festival featuring new works commissioned through “Riverside Creates,” serving residents as well as being a draw for cultural tourism.*

**Artist Residency Program**

By developing an Artist Residency Program, the City could bring regional, national and international artists to Riverside for periods ranging from three to six months. Whenever possible, artists being commissioned under the “Riverside Creates” program should be encouraged to participate in the Artist Residency. This would allow the residents of Riverside opportunities to more actively experience the creative process and could foster linkages with local schools and universities.

*Recommendation 3. Artist Residency Program*

*The City can develop an Artist Residency Program that would permit some of the artworks commissioned within “Riverside Creates” to be created on-site in Riverside and extend the influence of the program throughout the year.*

**B. Festivals**

Festivals are a tradition in Riverside, one that continues with the annual Festival of Lights and other smaller festivals and events throughout the year. In addition to “Riverside Creates,” an effective method of fulfilling the goal of becoming “The City of Arts and Culture” is to leverage arts and cultural programming within festivals. Festivals are by far the most efficient way of providing cultural programming to large numbers of residents and visitors, while promoting the social cohesion that develops around these celebrations.

**Signature Festival**

As discussed above, new works commissioned through “Riverside Creates” can serve as the basis for a signature festival (page 9).

**Community Festival Support**

The City has often taken the lead in producing or facilitating community festivals and currently oversees the permitting process for such events. There is an advantage to changing this posture to one of supporting and facilitating arts and cultural festivals that arise from the community. As in the Neighborhood Cultural Projects (page 16), festivals produced by

community organizations can provide substantial community service and, if properly developed, can generate their own support and momentum. The City can allocate a portion and/or expand its existing events budget to create a competitive, application-based program that supports festivals with a strong arts and cultural focus, and provide in-kind and technical assistance to festival producers. The goal is to eventually spin off successful events to the community organization serving as festival producer. An example of this is *Festa Italiana*.

*Recommendation 4. Community Festival Support*

*The City can facilitate the development of community-sponsored festivals with a combination of financial and in-kind support and technical assistance.*

### C. Public Art Program

More than 500 American cities have passed percent for art ordinances that set aside a small portion of Capital Improvement Program budgets for the purpose of integrating art into new public facilities. They do so for a variety of reasons. At the most basic level, public art makes new facilities more aesthetically pleasing. But, equally importantly, experience has shown that public facilities that are well designed get greater public use and participation. It is for this reason that nearly every major transit system in the country has adopted a percent for art guideline.

#### **Public Art Master Plan**

It is proposed that Riverside undertake a Public Art master Plan to guide these efforts. Typically, the planning process would, with the guidance of a broad-based stakeholder committee, develop proposed ordinances, policies, guidelines and procedures. It would identify sites for public art through an analysis of the City's long-term capital improvement program. Often, the planning effort will include training opportunities for local and regional artists to ensure that they are able to participate successfully in the public art program. Sometimes, the master plan process will include one or more pilot projects to give City staff hands-on experience in managing public art projects, and to introduce the community to the program.

*Recommendation 5. Public Art Master Plan*

*Riverside can create a public art program through development of a Public Art Master Plan, and consider allocation of two percent of new City capital improvement project budgets for the integration of art into new public facilities.*

### **Neighborhood Identity Program**

Riverside has numerous interesting and distinctive neighborhoods and active neighborhood associations. The public art program can be a powerful tool for creating neighborhood identity and pride. When the public art program is implemented, the program should pay special attention to using public art to mark the entryways and the districts that comprise the special features of a given neighborhood.

*Recommendation 6. Neighborhood Identity Program*

*The City can utilize public art as a means of creating neighborhood identity and pride, as one focus of the public art program.*

### **Public Art in Private Development**

One of the more recent developments in the public art arena has been the extension of the percent for art requirement beyond City projects to new private development. The reality is that private sector development has a much greater impact on the built environment of the city than public development. In addition, large planned developments often include the construction of public spaces such as streets, parks and even public buildings. Without extending the percent for art provisions to private development, many public spaces might be developed without any public art amenities.

*Recommendation 7. Public Art in Private Development*

*As part of the master planning process, the City can also consider extending the percent for art requirement to all new private development in Riverside.*

### *D. Individual Artists Program*

All art begins with the individual artist, working alone or in collaboration with others. This work by the generative artists is at the core of artistic creativity. But as central as the work of the individual artist is to the creative core of a city, there are few support systems to nurture the artists' work. Most artists are unable to make a living through their art-making. Most hold down outside jobs and can only devote limited time to their artistic pursuits. Many artists and their families comprise the lowest paid households in the country.

### **Artists Live/Work Spaces**

To help assure a supportive creative environment, the City can explore strategies to provide meaningful support for local and regional artists. One of the most pressing needs of individual artists is live-work and studio space. The City can consider developing an artist live-work/studio complex in downtown as part of its affordable housing strategy. Not only will this

serve the needs of artists, but injecting a large number of artists will dramatically animate the downtown Riverside during the evening hours.

This effort need not require significant financial resources from the City. The City of Ventura is currently building WAV (Working Artists Ventura), a 59-unit, mixed-use artist live-work facility. Of the total cost of \$57 million, only \$2.5 million has been contributed by the City, mostly in the form of land and planning costs. Ventura has worked with PLACE, a St. Paul-based nonprofit developer of artist studio and living spaces.

*Recommendation 8. Artists Live/Work Spaces*

*The City can lead or facilitate the development of one or more artist live-work complexes in downtown and surrounding areas as part of its strategy for meeting the City's affordable housing targets.*

**Artists' Fellowships**

The individual, generative artist—painters, playwrights, choreographers, composers—are generally left out of grant funding processes by both public and private agencies. The interpretive artist—dancers, actors, musicians—have, on the other hand, institutions and organizations such as dance and theater companies or symphonies through which they receive support. The City, perhaps working with The Community Foundation, can consider creating a program of individual artist fellowships that recognize mid-career artists and provide support for promising young artists. Such support can buy artists time to practice their craft and the recognition can raise the community's awareness of its artists.

*Recommendation 9. Artists' Fellowships*

*The City can take the lead in developing a funding program that provides individual artist grants or fellowships for development of new work and to recognize the achievements of local artists.*

**Artists' Professional Development**

Individual artists are, in reality, small businesses. To be successful, they need to be more than artistically excellent and skilled at their particular craft. They need as well to be successful business people, with skills in marketing, contracting, budgeting and accounting, record-keeping and materials management. They may need skills in engineering and design collaboration. They need to know how to constructively work with community groups or to collaborate with other designers such as architects. Unfortunately, few academic institutions—colleges and universities—address these needs within their curricula. Most artists learn these

skills “on the job,” often by trial and error. The Riverside Arts Council can consider providing a program of ongoing workshops focusing on small business development for artists.

*Recommendation 10. Artists’ Professional Development*

*The Riverside Arts Council can consider taking the lead in development of an ongoing program of professional development for artists, including small business training.*

**Collectors’ Forum**

Ultimately, the success of many individual visual artists depends upon their ability to develop a following for their work, a group of collectors who are willing to purchase paintings and sculptures from the artists. Ironically, many artists have greater success in selling their artwork outside their home communities. Lacking a strong gallery system, local patrons and collectors have little opportunity to become acquainted with the many excellent visual artists and craftsmen living in the Inland Empire region. The Riverside Art Museum is well positioned to organize a collector’s forum that introduces prospective collectors to Riverside artists, in collaboration with the Riverside Arts Council and local galleries. This program would be most effective if developed in conjunction with the creation of a Municipal Art Gallery that would give exposure to local artists (page 32).

*Recommendation 11. Collectors’ Forum*

*The Riverside Art Museum, in collaboration with the Riverside Arts Council and local galleries, can organize a Collectors’ Forum, to introduce prospective collectors to the work of local and regional artists.*

*E. Heritage Preservation*

**Riverside’s Historical Collections**

Preservation of local history and heritage is important in any community. In our highly mobile and transitory society, our understanding of our communities and our places in them depend upon the preservation, display and interpretation of historical artifacts and documents. Riverside is fortunate to have several important archives that document and reflect its history. The Library holds a collection of rare books and historical documents. These are rarely, if ever, accessible to the residents of Riverside. At the same time, the Metropolitan Museum possesses collections of artifacts and other materials that remain in storage, unavailable to the public. The Mission Inn Foundation also oversees an historic collection. As the plans are developed for the Library and Museum expansion, special consideration should be given to a potential collaboration that would increase the accessibility of these collections and bring integrated

curatorial value to them. When more available to the public, they become a more influential part of the living heritage of Riverside.

*Recommendation 12. Riverside's Historical Collections*

*The City can take the lead in exploring the potential collaboration or consolidation of existing historical collections, to increase their public accessibility.*

## II. ACCESS

### *Increasing access to arts and culture for all residents and visitors*

Riverside's cultural vision includes increased access to arts and culture for residents of all ages and backgrounds throughout the community. This is consistent with national trends to value amateur or informal arts participation on a par with professional arts activity. Having both in a community is mutually reinforcing, and builds social capital that many now believe to be important to a healthy civic culture.

Riverside's definition of access also encompasses cultural activities that reflect diverse values, perspectives and expressions. This suggests that arts and culture take place in traditional venues, such as the Fox Performing Arts Center and Municipal Auditorium, as well as the César Chávez Community Center and other neighborhood venues. Riverside is continually evolving and its cultural policies can play a role in promoting social cohesion, cooperation and understanding among its residents.

Access also means education in the arts. While federal and state legislation mandate the teaching of the arts for all students from elementary through high school, it remains an unfunded mandate. Arts instruction is unequally and inadequately available in schools throughout California. However, Riverside has many artistic and educational resources and *Creative Riverside* can help address the deficits in arts education.

### *A. Neighborhood Arts Program*

#### **Neighborhood Cultural Projects**

It is important to provide arts and cultural opportunities for families in their own neighborhoods. Arts participation takes many forms. Some want to go to a theater for a performance or to a museum for an exhibition. Others prefer smaller scale, more participatory arts activities closer to home. The City has a well-developed network of neighborhood associations and an infrastructure supporting neighborhood self-development. The City can build on this network to encourage and train neighborhood associations to develop cultural activities that reflect and serve their residents. A program of funding and in-kind support for neighborhood-based arts activities that are initiated locally would substantially increase the accessibility and amount of cultural participation throughout Riverside. This support can be directed toward activities such as small-scale festivals and celebrations, performances in parks, classes, readings, book clubs, arts competitions, or public art.

*Recommendation 13. Neighborhood Cultural Projects*

*The City can develop a program to provide funding and in-kind support for neighborhood associations and organizations to undertake locally-generated arts and cultural projects.*

**Downtown Activation Program**

Considerable attention has been given to downtown Riverside as the focus of arts development. The Fox Theater is under renovation and will become an important destination for the performing arts. Public art graces the Main Street Pedestrian Mall. The Sweeney Art Gallery presents significant contemporary art exhibitions. The Festival of Lights draws thousands for an annual holiday celebration. However, often the downtown streets are empty, devoid of much activity, especially at night. A program of ongoing, small-scale arts activities would address this. Street musicians, jugglers, mimes and other performers can give the public spaces a sense of life and vitality. Small parades and celebrations should be considered. Demonstrations of culinary arts could take place. Free dance lessons could attract Riverside's residents downtown in the evenings. Book fairs could take place on weekends, inviting people to bring used books for exchange. These activities can reinforce the downtown as the artistic heart of the city.

*Recommendation 14. Downtown Activation Program*

*Riverside can create a program of arts activation to enliven the downtown area with ongoing, small-scale arts and cultural activities.*

**Neighborhood Arts Catalogue**

To ensure that neighborhood groups are aware of local arts groups and artists, the City can create a "Neighborhood Arts Catalogue" of those that are pre-qualified to provide programs and events that are appropriate for neighborhoods. Periodically, the City would call for entries by performing, literary and visual artists and arts groups who would be juried into this catalogue, to ensure high artistic quality. When a neighborhood group, park, library or other organization plans to host an arts event in their neighborhood, they can select from the catalogue. The City could provide matching funds to support these events.

*Recommendation 15. Neighborhood Arts Catalogue*

*Riverside should create a catalogue of performing, literary and visual artists. These artists could be requested by neighborhood groups to perform and exhibit their work in neighborhood settings, such as schools, senior centers, churches, and parks.*

## *B. Audience Development*

Serving and building the audience for arts and culture is a priority for Riverside. Expanding the audience serves multiple goals. It increases public participation and serves a broader cross-section of the community. It reinforces economic development objectives and supports the organizations and venues providing cultural programming. It builds audiences for the future. And with the reopening of the Fox Theater, there will be new capacity to be filled. The creation of InlandArts.com provides an excellent new platform for audience development; it is one of a national network of 18 affiliates of Artsopolis, an online promotional resource for arts and culture founded in San Jose. Audience development across a community requires a comprehensive effort and Riverside has many potential partners, including The Press Enterprise, the Arts and Cultural Affairs Division, Riverside Downtown Partnership, the City's marketing staff, Riverside Convention and Visitors Bureau, Greater Riverside Chambers of Commerce, colleges and universities, local arts organizations, and others. Convening these partners and developing a collaborative audience development program would provide the greatest leverage of these resources. An effective program would address potential tools such as online ticketing; cross promotions of arts events; coordination of promotions with festivals and other curated programs; involvement of restaurants and other local businesses; use of printed marketing materials; print and other advertising; and street banners and bus signage. Also, a robust community audience development program must incorporate ongoing market research. A comprehensive program involving partnerships will clearly pose management challenges and require careful attention to organization, roles and accountability.

*Recommendation 16. Collaborative Audience Development Program*

*Creating a collaborative, communitywide audience development program, based on the platform of InlandArts.com and involving the community's other marketing resources, will expand arts attendance and participation.*

## *C. Arts Education*

Riverside considers arts education a priority and has many artistic and educational resources available for this challenge. Arts education includes two overall focuses: 1) arts education for K – 12 students during the school day and 2) lifelong learning for residents of all ages in the community.

### **Arts Education Resource Center**

Providing arts education during the school day is primarily the responsibility of school districts. The official educational goal is to implement the State of California's Visual and Performing Arts (VAPA) standards, which define what and how arts instruction is provided. The arts

education field has focused its attention on ways to support districts in their efforts to implement the “unfunded mandate” of VAPA. Fortunately, communities throughout California have developed effective approaches to this challenge. The City can best assist by developing, or partnering the development of, an arts education resource center that connects schools with arts resources in the community, drawing on its knowledge of and relationships in the arts and cultural community. The resource center could include an online resource directory; artists training in VAPA standards and other professional development for teaching artists; and convening and facilitating collaborations between schools and arts resources in the community. A key element of an arts education resource is staff qualified to fulfill the information and referral role, and facilitate partnerships. There are many arts education resources available regionally and nationally which can be utilized to provide access to high-quality services and to avoid duplication.

*Recommendation 17. Arts Education Resource Center*

*The City can lead in the development of an arts education resource center to connect local schools with arts resources in the community.*

### **Lifelong Learning**

Arts education is for all ages and levels of interest. Riverside already has an abundance of arts classes, workshops, and performing groups that offer residents an array of opportunities to participate in arts activities at levels from beginning to advanced. One challenge is that few of these resources have the capacity to market themselves sufficiently and residents do not have a ready “point of entry” to discover the opportunities available to them. A low-cost solution is to include lifelong learning resources and opportunities in the collaborative audience development program recommended above (page 18). Also, convening providers of lifelong learning programs on a regular basis can promote information sharing and identify potential collaborations

*Recommendation 18. Lifelong Learning*

*Including lifelong learning resources and opportunities in a collaborative audience development program and convening lifelong learning providers will provide better marketing and identify potential collaborations.*

### **D. Next Shift: Current Generation Artists**

The current generation of artists and audiences relates to the creativity differently from older generations. This is immediately apparent in trends such as the iPod, YouTube, and the video game. Younger generation artists—Next Shift is a good moniker—also tend to be self-

motivated and less dependent on the nonprofit arts world to fulfill their creative impulses. Technology has made notebook computers and digital cameras into inexpensive and widely available artistic tools, placing the artists studio in the hands of nearly anyone that cares to express themselves. This suggests that enabling their creativity and developing younger audiences will require new approaches. Riverside has an opportunity to capitalize on the talents, energy and leadership of its younger generation artists by recognizing and promoting their efforts. In doing so, the community can also expand its arts attendance and participation, integrate and strengthen its cultural fabric.

### **Next Shift Facilitation**

Because younger artists and audience members are more self-directed and less dependent on traditional structures, *Creative Riverside* can effectively involve this generation by acknowledging and including them in cultural leadership. Younger artists are adept at doing more with less, so facilitating their ideas and projects, even in simple ways, can produce substantial community benefits. Also, providing programming that reflects the interests of younger audiences can greatly expand attendance at events and venues, such as the Municipal Auditorium and the Art Walk. In addition, inexpensive programming can be provided or facilitated at informal venues such as coffee houses, the Main Street Pedestrian Mall, vacant storefronts, sidewalks and other outdoor locations.

*Recommendation 19. Next Shift Facilitation*

*Including younger artists in positions of cultural leadership, such as committees and boards, facilitating their projects, and incorporating their interests into programming choices will enhance their contribution to the cultural life of the community and expand audiences.*

### **Next Shift Funding Initiative**

Younger generation artists often seek ways to produce arts and cultural projects without the responsibility of a nonprofit organization. Often their ideas are not intended to be permanent or institutional, so temporary, project-based support is more appropriate. However, nearly all sources of arts support require nonprofit status as a threshold requirement. Providing a new funding category that makes individual artists and unincorporated groups eligible for modest grants would facilitate this form of creativity. It would also provide a source of innovative, community-based programming for the public. It could also be linked to larger events, such as the Art Walk or a signature festival, to magnify its public impact.

*Recommendation 20. Next Shift Funding Initiative*

*Providing a new funding category that makes individual artists and unincorporated groups eligible for project-based grants will advance the community contributions of younger generation artists.*

### III. SUSTAINABILITY

#### *Strengthening the regional infrastructure of support for arts and culture*

Fulfilling Riverside’s vision as “The City of Arts and Culture” requires attention to sustainability—the infrastructure supporting the people, programs and institutions that contribute to the community’s arts and cultural identity. Sustainability means support that can be maintained over time, adapting to changed circumstances. Financial and human resources, facilities and equipment, public participation and leadership: these generate a combined capacity that will enable successful implementation of *Creative Riverside*.

#### *A. Resource Development*

Implementation of *Creative Riverside* will require a variety of new and increased resources. In fact, the City of Riverside has recently increased its support for arts and culture. In the past two years it has declared and registered its moniker as “The City of Arts and Culture,” created the Arts and Cultural Affairs Division, added new staff positions, and doubled its grants budget. The following methods will help create and organize additional resources: public and private, financial and human, individual and organizational.

#### Public Sector Support

##### **Transient Occupancy Tax (TOT)**

Many cities create one or more revenue sources dedicated to arts and culture. These revenues, while not immune to economic changes, are generally more stable and predictable. This means that they contribute to the sustainability of an arts and culture community by providing a “floor” of financial support that facilitates more effective management and grows over time in relation to the overall economy. The most common approach is to dedicate a portion of the “hotel tax” to arts and culture. This is viewed as appropriate because of the relationship between arts and culture and tourism, and because the tax is not paid by residents. The City of Riverside currently imposes an 11% Transient Occupancy Tax on most hotel stays. This tax generates approximately \$3.8 million annually for the General Fund. By adopting a policy of dedicating a portion of these revenues to arts and culture, the City could accomplish an increase in support, as well as greater stability, for the long-term sustainability of the sector. Note that dedicating revenues through legislation requires the approval of two-thirds of the city’s voters; this recommendation is instead for adoption of a revocable city policy, which does not require that higher “Prop 13” threshold. Also, increasing the rate from 11% to 13%, would raise approximately \$690,000 more per year.

*Recommendation 21. Transient Occupancy Tax (TOT)*

*The City can provide additional revenues for arts and culture by dedicating a portion of current TOT revenues and/or raising the TOT rate.*

**Countywide “Quality of Life” Ballot Initiative**

A second approach to dedicated revenues is to pursue an increase in countywide sales tax. This approach has been successful in cities and counties throughout the US, including Denver, Salt Lake, St. Paul, Allegheny County (Pittsburgh), Broward County (Ft. Lauderdale, Florida), and Montgomery County (Dayton, Ohio). Generally, they involve a collaborative effort among “quality of life” interests such as arts, libraries, parks and sports. Because such an effort involves complex coordination and a voter education campaign, it represents a larger and longer-term goal. It also represents substantial potential revenues for arts and culture. A quarter-cent sales tax increase could generate an annual total of approximately \$70 million, an amount projected to increase over time. In addition, they spread the fiscal responsibility for providing public amenities to residents and visitors over a larger area and outside of cities where cultural assets are concentrated. This recommendation would require approval of the county supervisors to place an initiative on the ballot. It would also require substantial leadership, preparation and advocacy to garner countywide resident and political support.

*Recommendation 22. Countywide “Quality of Life” Ballot Initiative*

*A coalition of public and private leadership in Riverside County can explore a countywide ballot initiative to increase the sales tax and dedicate the resulting revenues to quality of life issues, such as arts and culture, libraries, parks, recreation and the environment.*

**General Fund**

In the past two decades, American cities have begun to recognize that arts and cultural activities are essential city services, ensuring a range of programs that support the quality of life for their residents. These programs differ little from public safety, parks and recreation, sanitation or libraries in that they all are a part of providing a well-balanced array of municipal services. Essential public services are typically supported through a city’s General Fund, with annual appropriations from a city council. Riverside, in particular, has identified the arts as an essential service by declaring itself to be “The City of Arts and Culture.” The General Fund will continue to be an important source of revenues to implement this plan.

*Recommendation 23. General Fund*

*The City can continue to provide a base of support for arts and cultural programs through its General Fund, in addition to other sources of public funds.*

**Special Public Sector Revenues**

Additional public revenues can become available to implement *Creative Riverside* through such sources as Community Development Block Grants, federal and state housing funds, transportation funding, and federal historic preservation tax credits. While these sources are not arts-specific funding, they can be used for arts purposes with an eligible project. For example, the City of Ventura, California, has utilized a combination of such sources to help fund WAV (Working Artists Ventura), a \$57 million project located in the downtown redevelopment area, with affordable living and working space for more than a hundred artists, plus market rate condos, transitional housing for the formerly homeless, and retail businesses (WAV is also discussed in *Artists' Live/Work Spaces*, page 12). The great majority of funding for this project is provided by tax credits; the City's share has been limited to \$2.5 million in land and planning costs.

*Recommendation 24. Special Public Sector Revenues*

*The City and its Creative Riverside implementing partners can provide funding and other resources by researching, identifying and pursuing special public funding sources for specific project opportunities.*

Private Sector Support

While public sector support is essential, Riverside's cultural stakeholders consider increased private sector support a high priority. They also value collaboration in the provision of resources and seek to develop relationships that will bring new, private support to fulfilling the community's arts and cultural vision. While Riverside's downtown community actively supports arts and culture, The Community Foundation has documented that private sector giving is substantially lower than the California average. Therefore, one challenge of *Creative Riverside* is to address ways to increase private support. This plan recommends a variety of cultural strategies that serve important community needs and provide donors with demonstrable benefits. There are several private sector funding initiatives that would leverage greater support in fulfillment of the community's vision and goals.

**Workplace Giving Program**

A workplace giving program in many communities is a vital source of giving by private individuals. Each year presentations are made to businesses and corporations urging that they

offer their employees the option to make a small weekly or monthly contribution to the arts through payroll deductions. In some cases, the businesses match the contributions made by their employees. Securing the initial participation of large employers, including the City and County of Riverside, and major private employers, would better ensure the credibility and revenues of a new program. Also, it is important to build in success measures to demonstrate meaningful results to donors and assure accountability. In Santa Clara County, ArtsChoice™, a workplace giving program for the arts established as a result of its 1999 cultural plan, generates approximately \$250,000 annually from a combination of public and private employers.

*Recommendation 25. Workplace Giving Program*

*New private sector revenues dedicated to arts and culture can be generated through development of a workplace giving program.*

**United Arts Fund**

United arts funds raise money collectively from private businesses and corporations to support arts and cultural programs in the local community. They are led by leadership committees that include influential members of the business community, whose companies are arts donors and can solicit contributions to the campaign on a peer-to-peer basis. Generally, the fund enlists support from local private business sources during an annual four-to-six week campaign. Then the pooled funding is divided equitably among participating arts and cultural organizations, often in proportion to their budget size. In some communities, a portion is reserved for special initiatives. This approach is well suited to Riverside, where nonprofit arts and cultural organizations have relatively low financial support from businesses. Also, leaders in the business community understand the value of arts support and express a willingness to expand their role. There are more than 60 united arts funds operating in the US, connected by a network administered by Americans for the Arts.

*Recommendation 26. United Arts Fund*

*New private sector revenues dedicated to arts and culture can be generated through development of a united arts fund, a collective fundraising campaign directed primarily to businesses and corporations.*

**Donor Engagement**

Engaging private donors in arts and culture is a growing trend among community foundations throughout the US. In California, The James Irvine Foundation funds an initiative for community foundations, Communities Advancing the Arts, whose goals include increasing private arts giving through donor engagement. The Community Foundation in Riverside

participated in this initiative and pursued new opportunities for donors in the Temecula and Coachella Valleys to learn about community cultural priorities and support worthwhile projects. *Creative Riverside* provides donors in the Inland Empire with new information and opportunities to meet community needs through arts philanthropy. Beyond making a financial contribution, the plan also provides ways to become further involved in arts leadership. Donor engagement often involves such activities as convening interested donors; providing information, education and networking; identifying funding opportunities that meet demonstrated community needs; and cultivating and soliciting donors. Because donor engagement is a multi-year process, it requires a sustained and thoughtful effort.

*Recommendation 27. Donor Engagement*

*New private sector revenues and leadership can be developed through a comprehensive and sustained program that engages private donors in arts philanthropy.*

## *B. Leadership Development*

Human capital is as essential as funding to the success of an arts and cultural community. Riverside is fortunate to have a vital community of public and private arts leadership, which has participated in the development of *Creative Riverside*. Additional efforts to develop and support arts leadership will help ensure that the community continues to have effective management and stewardship.

### **Arts Board Leadership Development**

A leadership development program for board members of arts and cultural organizations would provide training for individuals and, over time, produce a network of people with a shared understanding and commitment to achieving the community's cultural priorities. Programs such as Business on Board, developed by the Arts & Business Council of Americans for the Arts, is an example of an effective leadership program. Customized to meet the individual needs of participants, Business on Board provides business leaders with the tools to be successful in their stewardship role. Sessions develop a greater understanding of the context of arts communities, the distinct challenges of arts management, and the roles and responsibilities of board leadership.

*Recommendation 28. Arts Board Leadership Development*

*Creation of a leadership development program for board members of arts and cultural organizations will enhance the community's leadership capacity and strengthen implementation of Creative Riverside.*

### **Arts Leadership Awards Program**

Providing recognition to individuals for achievement in arts leadership is a valuable component of communitywide leadership development. Awards allow for celebration, provide public visibility and offer well-earned rewards. They also underscore the value of leadership effort and encourage high standards in its execution. In addition to honoring individual leadership, awards can also be combined with the united arts fund to recognize donors for their financial support.

*Recommendation 29. Arts Leadership Awards Program*

*Creation of an annual arts awards program will foster leadership achievement, contributions, and public visibility for arts and culture.*

### **Emerging Leaders Network**

The importance of developing younger leadership in the arts has become clear in recent years as the arts and cultural community faces a large demographic shift in leadership. Americans for the Arts coordinates a national network of Emerging Leaders, loosely defined as “under 35”, with programs in 20 communities. An Emerging Leaders network for Riverside would connect and support younger leaders in the arts and cultural community, and would provide access to a national network of young leaders. These networks are low-cost programs, primarily self-administered by the young leaders themselves, who define their own priorities and activities. Emerging Leaders offer professional networking and access to leadership development training; they also often undertake projects to address some aspect of arts community-building, such as seminars, mentoring and advocacy.

*Recommendation 30. Emerging Leaders Network*

*Creation of an Emerging Leaders Network for Riverside will strengthen leadership capacity among younger leaders and connect them to a national network of professional resources.*

### **Board Diversity Program**

Encouraging diversity in the boards of directors governing arts and cultural organizations is an important tool in assuring inclusion in an institution. Organizations led by diverse groups are more likely to successfully respond to the needs of stakeholders and better ensure organizational sustainability. Diversity here is broadly defined to include representation from the diverse demographic composition of the community. Because most boards face challenges in becoming more diverse, a program that trains and assists boards in this effort is an effective approach.

*Recommendation 31. Board Diversity Program*

*A board diversity program will foster inclusion and support the efforts of arts and cultural organizations to achieve more diverse governance.*

### *C. Audience Development*

Audience development is clearly an important aspect of fostering greater access to arts and culture throughout the community. The audience development recommendation in the Sustainability section (page 27) is incorporated by reference here. Creating a collaborative, communitywide audience development program, based on the platform of InlandArts.com and involving the community's other marketing resources, will expand Riverside's arts attendance and participation.

### *D. Organizational Capacity Building*

Organizational capacity building is defined as any form of strengthening a nonprofit organization that better equips it to fulfill its mission. It is based on the premise that strengthening the systems for delivering community programs is at times a more strategic investment than investing directly in the programs themselves. The value of capacity building has been demonstrated in national studies, such as "Sustaining Nonprofit Performance: The Case for Capacity Building and the Evidence to Support It" (Paul C. Light, Brookings Institution Press 2004). This study concludes that nonprofits that invest in technology, training, and strategic planning successfully advance their goals. They also strengthen their public value, accountability and trust. Arts and cultural organizations in the Inland Empire, like those in almost all communities, would benefit from increased access to capacity building opportunities.

#### **Technical Assistance Program**

Technical assistance includes management training and consultations for arts managers and board members in areas such as marketing, fundraising, board development, diversity, human resources and finance. Riverside has limited access to technical assistance that fills the specific needs of arts management. Providing a greater amount and variety of such assistance, on a regular basis, would help build organizational capacity among Riverside's arts and cultural organizations. Seminars and workshops designed to meet shared needs can be supplemented by individual consultations. Technical assistance for nonprofit organizations is currently available through the Riverside's Resource Center for Nonprofit Management, and there are many regional and national programs available. Therefore, Riverside can focus on coordinating information and referrals to existing services, as well as providing services that meet specific local needs.

*Recommendation 32. Technical Assistance Program*

*Providing management training and consultations that meet the specific needs of arts managers and board members will help build capacity among arts and cultural organizations in Riverside and the Inland Empire.*

**Organizational Advancement Program**

Organizations sometimes face a juncture where technical assistance alone is insufficient to address their needs. Capacity building at such times is best accomplished through a flexible, customized approach. An organizational advancement program could support efforts such as strategic planning, research, staff expansion, and other initiatives to enhance organizational sustainability. Support could include matching funds for implementation of capacity building strategies.

*Recommendation 33. Organizational Advancement Program*

*Creating an organization advancement program to meet special capacity building challenges of arts and cultural organizations will help increase their effectiveness.*

*E. Economic Development*

Much has been written in recent years about the creative economy and its importance to American competitiveness. The impact of this economic sector has been thoroughly documented nationally and regionally, and highly visible proponents, such as Dr. Richard Florida, have elevated public awareness of the possibilities of promoting innovation. The creative economy generally focuses on the contributions of creative professionals, those with arts-based training, and their businesses. While this includes some larger businesses, recent research shows the importance of small creative businesses, including most nonprofit arts organizations, and individual “creatives,” often working informally in a variety of jobs as sole proprietors. This suggests that economic development for the sector can focus on support for small creative businesses, including sole proprietors, to promote the development of higher-wage employment. Riverside participated in a 2007 national study that included measurement of the economic impact of just the nonprofit portion of the creative economy in Riverside County (Arts and Economic Prosperity III: The Economic Impact of Nonprofit Arts Organizations and Their Audiences in Riverside County, California). The study found that Riverside County is consistently above the national median but below comparable regions. This suggests the potential to expand Riverside’s creative economy as “The City of Arts and Culture.”

### **Creative Economy Initiative**

Riverside can pursue economic development targeted at its creative economy as part of an integrated effort to fulfill the community's cultural vision. This would require research to document the size and character of its creative businesses and employment, followed by strategic planning for development of the sector. It is likely that economic development of Riverside's creative sector would include such efforts as small business assistance targeted to the specific needs of "creatives," an incubator for start-ups, workforce development initiatives for creative workers, and special initiatives for Riverside's downtown. An initial step has been taken during the development of this plan, with the establishment of an online database of creative people, businesses and nonprofits, "Creative Riverside Directory."

*Recommendation 34. Creative Economy Initiative*

*Riverside can enhance economic development through research, planning and initiatives targeted to specific opportunities in its creative sector.*

## *F. Cultural Facilities Development*

### **Cultural Facilities Master Plan**

Cultural facilities perform more than one purpose. At the most basic level, they are places where people go to see a performance or an exhibition. At least as importantly, arts venues are tools, used by arts organizations to present and exhibit their art to the public. Like any tool, cultural facilities need to be the right tool for the job, appropriately sized, technically capable. Riverside's arts tool chest is limited. It is renovating the 1600-seat Fox Theater, which will provide an extraordinary new performing arts resource to the community. However, there are few small and mid-sized venues for organizations which are unable to utilize the Municipal Auditorium or the Fox, when it becomes available. If Riverside's arts organizations are to grow and develop artistically, they must have a developmental path that will allow such growth and development. Similarly, exhibition spaces are limited and consequently, local and regional artists have few opportunities to show their work to the public in Riverside. Closing the gaps in Riverside's array of arts and cultural facilities will take some years. These venues are expensive and take years to plan and design. Riverside can address this by developing a cultural facilities master plan that identifies the community's needs for performing and exhibition spaces and presents a vision for meeting those needs.

*Recommendation 35. Cultural Facilities Master Plan*

*The City can develop a long-term program for meeting the community's needs for cultural facilities, including both performance and exhibition venues.*

### **Mid-sized Theater**

There appears to be a specific need for a downtown performing arts center, consisting of a mid-sized (500-700 seats) theater and a smaller (150 -250 seats) black box theater. Such a center would allow an entry point for emerging arts groups and allow maturing groups to grow and develop as their artistic product improves and as their audiences grow.

*Recommendation 36. Mid-sized Theater*

*As part of the cultural facilities master plan, the City can evaluate the feasibility of constructing a mid-sized theater (500-700 seats) with a second flexible black box performance space.*

### **Outdoor Amphitheater**

Popular music events, including those appealing to teenagers and young adults, require larger venues. In many cases, outdoor amphitheaters are the most appropriate type of facility. Riverside can consider the possibility of developing an amphitheater that would accommodate 8,000 or more patrons. One option is for the City to work with the State of California to explore a site at the California Citrus State Historic Park located in the southern part of Riverside.

*Recommendation 37. Outdoor Amphitheater*

*As part of the cultural facilities master plan, the City can explore the development of an outdoor amphitheater that would accommodate large-scale concerts.*

### **Use Policy for City-Owned Theaters**

The Fox Performing Arts Center will open in fall 2009. This long-awaited theater will be well-equipped and capable of presenting a full range of music, dance and drama. Concern has been expressed about the extent to which local performing arts presenters and producers will have access to this new facility. The City has made a decision to engage a private sector operator for the Fox and no doubt hopes to limit any ongoing operating expense for the performing arts center. The concern is that local groups will not be able to afford to use the Fox. Market rate rentals are likely beyond the means of local and regional arts organizations. The City has begun to develop a use policy for the Fox that will determine the appropriate programming and local groups' access to the performing arts center. This use policy should establish a tiered rental structure that will differentiate between commercial, nonprofit and community uses. This rental schedule should be periodically reviewed by the City to make certain that local arts organizations will be able to use the Fox. In addition, the use policy can best be crafted in relation to use of the Municipal Auditorium, seeking ways to address the "developmental path" described in the long-term program for cultural facilities development (above).

*Recommendation 38. Use Policy for City-Owned Theaters*

*The City can continue its efforts to develop a clear set of policies and guidelines for the use of the Fox Performing Arts Center and the Municipal Auditorium.*

**Metropolitan Museum and Downtown Library Expansion**

Two important cultural facilities are currently in the planning stages: the downtown Public Library and the Metropolitan Museum. The Library is heavily used and in need of greater space and modernization of its information technology and systems. The Metropolitan Museum is an important asset that encompasses local history, art and natural history. It is very limited in its exhibition space and needs to be expanded. The City can continue its planning for expanding these two cultural resources and consider incorporating them into the recommended comprehensive, long-term program for cultural facilities development (above)

*Recommendation 39. Metropolitan Museum and Library Expansion*

*The City can continue its current planning for the building of a new Metropolitan Museum and a new library and consider incorporating them into a comprehensive long-term program for cultural facilities development.*

**Municipal Art Gallery**

Local and regional visual artists have few opportunities to display their work for the citizens of Riverside. There is only a handful of local commercial galleries. The Riverside Community Arts Association provides a space for member artists to exhibit one or two of their works. The local museums rarely exhibit local and regional artists. The City could address this problem by developing a Municipal Art Gallery. As the City plans new municipal facilities in the future, it should consider developing a 1,500-2,000 square foot gallery with adequate storage space and facilities for special events and receptions. Such a gallery would be a great boon to local visual artists in developing a local following for their artwork.

*Recommendation 40. Municipal Art Gallery*

*The City can showcase the work of local and regional artists by identifying and developing a space in the civic complex for a Municipal Art Gallery.*

**Downtown Collaborative Arts Facility**

Like most communities, funding to support the arts in riverside is limited. Cultural organizations must be careful in the management of their financial resources. At the same time, each of the groups must maintain staffing, offices and a public presence. Given the high level of cooperation and collaboration among Riverside's arts organizations, the City can

explore the option of developing a downtown collaborative arts office. Such a facility would provide considerable savings to arts groups by eliminating unnecessary duplication. A single receptionist could answer phone and greet the public. A shared ticket sales operation could be established. Basic office tools—copiers, telephone systems, etc.—could be shared. Bulk purchases of supplies could be made. Only one conference or meeting room would be needed. Establishment of a shared office space could also engender heightened communications among the various cultural organizations.

*Recommendation 41. Downtown Collaborative Arts Facility*

*The City can take the lead on exploring the potential of a collaborative arts facility in the downtown area.*

# IMPLEMENTATION

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Implementation of *Creative Riverside* is intended to take place over the next ten years, as resources become available. The strategies and many of the recommendations will either require ongoing action or take several years to accomplish. Nonetheless, many of the recommendations are intended to begin in some form within the first three years of implementation (2009/10 through 2011/12). That is, action can be taken to start implementation on these recommendations within three years.

Implementation is a joint responsibility of the City and a number of partner entities. While the City will play a major role, this plan is a “community cultural plan,” meaning that it is derived from the entire community and will be implemented in partnership with agencies and people throughout the Inland Empire.

It is important to note that the pace and sequence of implementation envisioned in this chapter are contingent upon the availability of sufficient staff, funding and other resources.

## TABLE OF RECOMMENDATIONS

<i>Title</i>	<i>Recommendation</i>	<i>Page</i>
1. "Riverside Creates" Commissioning Program	The City can take the lead on exploring the potential of a collaborative arts facility in the downtown area.	9
2. Signature Festival of New Works	The City can develop a signature arts and culture festival featuring new works commissioned through "Riverside Creates," serving residents as well as being a draw for cultural tourism.	9
3. Artist Residency Program	The City can develop an Artist Residency Program that would permit some of the artworks commissioned within "Riverside Creates" to be created on-site in Riverside and extend the influence of the program throughout the year.	10
4. Community Festival Support	The City can facilitate the development of community-sponsored festivals with a combination of financial and in-kind support and technical assistance.	10
5. Public Art Master Plan	Riverside can create a public art program through development of a Public Art Master Plan, and consider allocation of two percent of new City capital improvement project budgets for the integration of art into new public facilities.	11
6. Neighborhood Identity Program	The City can utilize public art as a means of creating neighborhood identity and pride, as one focus of the public art program.	12
7. Public Art in Private Development	As part of the master planning process, the City can also consider extending the percent for art requirement to all new private development in Riverside.	12
8. Artists Live/Work Spaces	The City can lead or facilitate the development of one or more artist live-work complexes in downtown and surrounding areas as part of its strategy for meeting the City's affordable housing targets.	12
9. Artists' Fellowships	The City can take the lead in developing a funding program that provides individual artist grants or fellowships for development of new work and to recognize the achievements of local artists.	13
10. Artists' Professional Development	The Riverside Arts Council can consider taking the lead in development of an ongoing program of professional development for artists, including small business training.	13
11. Collectors' Forum	The Riverside Art Museum, in collaboration with the Riverside Arts Council and local galleries, can organize a Collectors' Forum, to introduce prospective collectors to the work of local and regional artists.	14
12. Potential Collaboration of Historical Collections	The City can take the lead in exploring the potential collaboration or consolidation of existing historical collections, to increase their public accessibility.	14
13. Neighborhood Cultural Projects	The City can develop a program to provide funding and in-kind support for neighborhood associations and organizations to undertake locally-generated arts and cultural projects.	16
14. Downtown Activation Program	Riverside can create a program of arts activation to enliven the downtown area with ongoing, small-scale arts and cultural activities.	17
15. Neighborhood Arts Catalogue	Riverside should create a catalogue of performing, literary and visual artists. These artists could be requested by neighborhood groups to perform and exhibit their work in neighborhood settings, such as schools, senior centers, churches, and parks.	17

<b>Title</b>	<b>Recommendation</b>	<b>Page</b>
16. Collaborative Audience Development Program	Creating a collaborative, communitywide audience development program, based on the platform of InlandArts.com and involving the community's other marketing resources, will expand arts attendance and participation.	18
17. Arts Education Resource Center	The City can lead in the development of an arts education resource center to connect local schools with arts resources in the community.	18
18. Lifelong Learning	Including lifelong learning resources and opportunities in a collaborative audience development program and convening lifelong learning providers will provide better marketing and identify potential collaborations.	19
19. Next Shift Facilitation	Including younger artists in positions of cultural leadership, such as committees and boards, facilitating their projects, and incorporating their interests into programming choices will enhance their contribution to the cultural life of the community and expand audiences.	20
20. Next Shift Funding Initiative	Providing a new funding category that makes individual artists and unincorporated groups eligible for project-based grants will advance the community contributions of younger generation artists.	20
21. Transient Occupancy Tax (TOT)	The City can provide additional revenues for arts and culture by dedicating a portion of current TOT revenues and/or raising the TOT rate.	22
22. Countywide "Quality of Life" Ballot Initiative	A coalition of public and private leadership in Riverside County can explore a countywide ballot initiative to increase the sales tax and dedicate the resulting revenues to quality of life issues, such as arts and culture, libraries, parks, recreation and the environment.	23
23. General Fund	The City can continue to provide a base of support for arts and cultural programs through its General Fund, in addition to other sources of public funds.	23
24. Special Public Sector Revenues	The City and its Creative Riverside implementing partners can provide funding and other resources by researching, identifying and pursuing special public funding sources for specific project opportunities.	24
25. Workplace Giving Program	New private sector revenues dedicated to arts and culture can be generated through development of a workplace giving program.	24
26. United Arts Fund	New private sector revenues dedicated to arts and culture can be generated through development of a united arts fund, a collective fundraising campaign directed primarily to businesses and corporations.	25
27. Donor Engagement	New private sector revenues and leadership can be developed through a comprehensive and sustained program that engages private donors in arts philanthropy.	25
28. Arts Board Leadership Development	Creation of a leadership development program for board members of arts and cultural organizations will enhance the community's leadership capacity and strengthen implementation of <i>Creative Riverside</i> .	26
29. Arts Leadership Awards Program	Creation of an annual arts awards program will foster leadership achievement, contributions, and public visibility for arts and culture.	27
30. Emerging Leaders Network	Creation of an Emerging Leaders Network for Riverside will strengthen leadership capacity among younger leaders and connect them to a national network of professional resources.	27
31. Board Diversity Program	A board diversity program will foster inclusion and support the efforts of arts and cultural organizations to achieve more diverse governance.	27

<b><i>Title</i></b>	<b><i>Recommendation</i></b>	<b><i>Page</i></b>
32. Technical Assistance Program	Providing management training and consultations that meet the specific needs of arts managers and board members will help build capacity among arts and cultural organizations in Riverside and the Inland Empire.	28
33. Organizational Advancement Program	Creating an organization advancement program to meet special capacity building challenges of arts and cultural organizations will help increase their effectiveness.	29
34. Creative Economy Initiative	Riverside can enhance economic development through research, planning and initiatives targeted to specific opportunities in its creative sector.	30
35. Cultural Facilities Master Plan	The City can develop a long-term program for meeting the community's needs for cultural facilities, including both performance and exhibition venues.	30
36. Mid-sized Theater	As part of the cultural facilities master plan, the City can evaluate the feasibility of constructing a mid-sized theater (500-700 seats) with a second flexible black box performance space.	31
37. Outdoor Amphitheater	As part of the cultural facilities master plan, the City can explore the development of an outdoor amphitheater that would accommodate large-scale concerts.	31
38. Use Policy for City-Owned Theaters	The City can continue its efforts to develop a clear set of policies and guidelines for the use of the Fox Performing Arts Center and the Municipal Auditorium.	31
39. Metropolitan Museum and Library Expansion	The City can continue its current planning for the building of a new Metropolitan Museum and a new library and consider incorporating them into a comprehensive long-term program for cultural facilities development.	32
40. Municipal Art Gallery	The City can showcase the work of local and regional artists by identifying and developing a space in the civic complex for a Municipal Art Gallery.	32
41. Downtown Collaborative Arts Facility	The City, in collaboration with regional arts institutions and with sponsorships from private funders, can initiate a program to commission major new works of performing, visual and literary arts—"Riverside Creates."	32

# IMPLEMENTATION TABLE

## Implementing *Creative Riverside*

Recommendations	Lead Agency*	Partner Agencies*	Resources Needed	Staffing	Start Year	Initial Steps
<b>Strategy I. Arts Development</b>						
<i>Becoming the City of Arts and Culture in California's Inland Empire</i>						
<b>A. Riverside Creates</b>						
1	Riverside Creates Commissioning Program	ACAD	RAC, CC, CF	\$80,000 new staff and \$150,000 1st year commissioning costs	1 FT professional staff	Yr 1 Program planning in year one; first commissioning projects in year two
2	Signature Festival	ACAD	Arts orgs, funders, artists, RDP	\$200,000	Part of Riverside Creates staff position, above	Yr 1 Festival planning in year one; first festival in year two
3	Artist Residency Program	UCR	RAM, NHD	\$50,000 for 3 artists residencies	TBD	Yr 2 Program planning in year two; first commissioning projects in year three
<b>B. Festivals</b>						
--	Signature Festival (see #2, above)					
4	Community Festival Initiative	ACAD	CF, business sponsors	\$20,000	Current staffing	Yr 1 Program planning in year one; first festival grants in year two

*\*Key to Lead and Partner Agency Acronyms*

- ACAD Arts & Cultural Affairs Division
- BVA Business Volunteers for the Arts
- CAP Riverside Cultural Accountability Performance
- CC Riverside Cultural Consortium
- CF The Community Foundation Serving Riverside and San Bernardino Counties
- CVLA California Volunteer Lawyers for the Arts
- ED Economic Development
- GRCC Greater Riverside Chambers of Commerce
- HND Housing & Neighborhoods Division
- LINC Leveraging Investments in Creativity
- RAC Riverside Arts Council
- RAM Riverside Art Museum
- RDP Riverside Downtown Partnership
- UCR University of California, Riverside

## Implementing *Creative Riverside*

Recommendations	Lead Agency*	Partner Agencies*	Resources Needed	Staffing	Start Year	Initial Steps	
<b>C. Public Art</b>							
5	Public Art Master Plan	ACAD	PW, Finance, City Attorney, City Council	\$80,000 - \$120,000	1 FT professional staff	Yr 1	Public art master plan in year one; next steps as indicated by the plan
6	Neighborhood Identity Program	ACAD	NHDD, neighborhood groups	Funding from public art ordinance	Part of public art staff position, above	Yr 2	First neighborhood projects in year two, following completion of public art master plan
7	Public Art in Private Development	ACAD	Private developers, EDD, Planning Dept	Incorporate into public art ordinance (2% requirement with 1% in-lieu fee option)	Part of public art staff position, above	Yr 2	Develop program guidebook for developers, following completion of public art master plan
<b>D. Individual Artists Program</b>							
8	Artists Live/Work Spaces	HNDD, ACAD	Outside funding agencies, ArtSpace	TBD	Current staffing	Yr 2	Engage ArtSpace to assess opportunities
9	Artists' Fellowships	CF	ACAD, RAC	\$30,000 for 3 fellowships	Current staffing	Yr 2	Program planning in year two; first fellowships in year three
10	Artists' Professional Development	RAC	National organizations providing professional development for artists, e.g., LINC, Creative Capital, CVLA, BVA	\$20,000	Part of technical assistance staff position, below	Yr 2	Program planning and provision of initial artists training(s)
11	Collectors' Forum	RAM	Galleries, RAC	In-kind	Current staffing	Yr 1	Program planning in year one; initial forum activities in year two
<b>E. Heritage Preservation</b>							
12	Riverside's Historical Collections	Metro Museum	Library, ACAD & Mission Inn Foundation	Part of planning for Museum expansion	Current staffing	Yr 2	Assess existing collections/archives and convene task force to explore consolidation opportunities

## Implementing *Creative Riverside*

Recommendations	Lead Agency*	Partner Agencies*	Resources Needed	Staffing	Start Year	Initial Steps
<b>Strategy II. Access</b>						
<i>Increasing access to arts and culture for all residents and visitors</i>						
<b>A. Neighborhood Cultural Development</b>						
13	Neighborhood Cultural Projects	ACAD & HNDD	Neighborhood associations, arts organizations, artists	\$50,000	Current staffing	Yr 1 Program planning in year one; first neighborhood projects in year two
14	Downtown Activation Program	ACAD	Partners TBD		Current staffing	Yr 2
15	Neighborhood Arts Catalogue	ACAD	Arts organizations and artists	\$10,000 to produce online catalogue plus \$20,000 for matching grants	Current staffing	Yr 1 Catalogue development and program planning in year one; first grants in year two
<b>B. Audience Development</b>						
16	Collaborative Audience Development Program	RAC	ACAD, RDP, City marketing, CVB, Press Enterprise, GRCC, colleges and universities, arts organizations	TBD	Current staffing	Yr 1 Convene collaborative marketing task force; determine strategies, programs and roles
<b>C. Arts Education</b>						
17	Arts Education Resource Center	ACAD	RAC, RUSD VAPA Program, CC, arts organizations and artists	\$100,000 for staff and program costs	1 FT professional staff	Yr 1 Hire staff, convene stakeholders committee and conduct initial program planning
18	Lifelong Learning	ACAD	RAC, RUSD VAPA Program, CC, arts organizations and artists	Part of Arts Education Resource Center cost, above	Arts Education Resource Center staff, above	Yr 1 Program planning as part of Arts Education Resource Center
<b>D. Next Generation Programming</b>						
19	Next Shift Facilitation	RAC	ACAD	None	Current staffing	Yr 1 Convene Next Shift task force; identify project opportunities
20	Next Shift Funding Initiative	RAC	ACAD, CF	\$25,000	Current staffing	Yr 2 Program planning in year two; initial grants in year three

## Implementing *Creative Riverside*

Recommendations	Lead Agency*	Partner Agencies*	Resources Needed	Staffing	Start Year	Initial Steps
<b>Strategy III. Sustainability</b>						
<b><i>Strengthening the regional infrastructure of support for arts and culture</i></b>						
<b>A. Resource Development</b>						
City Support:						
21	Transient Occupancy Tax (TOT)	City Council	Hotel operators, GRCC, RDP, ACAD	TBD	Current staffing	Yr 1 Convene stakeholder committee to explore dedication and increase
22	Countywide "Quality of Life" Ballot Initiative	CAP	CF, RAC	\$500,000 to \$1 million for voter education campaign	TBD	Yr 2 Create countywide steering committee to develop initiative; conduct countywide opinion poll
23	General Fund	City Council				
24	Special Public Sector Revenues	CAP	TBD	TBD	Current staffing	Yr 1 Research financing opportunities
Private Sector Support:						
25	Workplace Giving Program	CF	RDP, ACAD, RAC, arts organizations, GRCC	\$100,000 initial year budget for staff, campaign and start-up costs	1 FT professional staff plus support staff	Yr 1 Create business leadership council and conduct program planning in year one; initial giving campaign in year two
26	United Arts Fund	CF	RDP, ACAD, RAC, arts organizations, GRCC	\$50,000 in addition to workplace giving program budget for campaign and start-up costs	Use workplace giving staff, above	Yr 3 Build on platform of workplace giving
27	Donor Engagement	CF	ACAD	TBD	Current staffing	Yr 1 Program planning

## Implementing *Creative Riverside*

Recommendations	Lead Agency*	Partner Agencies*	Resources Needed	Staffing	Start Year	Initial Steps
<b>B. Leadership Development</b>						
28	Arts Board Leadership Development	RAC	ACAD, CF, GRCC, other private funders	\$100,000 initial year budget for staff and program costs	1 FT professional staff plus support staff	Yr 2 Program planning in year two; pilot training program in year three
29	Arts Awards Program	RAC	ACAD, arts organizations, GRCC	\$50,000 for initial year; becomes self-sustaining in subsequent years	Part of leadership development staff, above, plus temporary part-time contract staff	Yr 3 Program planning in year three as part of United Arts Fund start-up
30	Emerging Leaders Network	RAC	ACAD, arts organizations, PIC	\$5,000	Current staffing	Yr 1 Convene ELN committee, conduct program planning, and hold initial ELN meetings in year one
31	Board Diversity Program	RAC	ACAD, arts organizations, GRCC	\$15,000	Current staffing	Yr 2 Program planning in year two; initial trainings in year two
<b>C. Audience Development</b>						
	Collaborative Audience Development Program (see #16, above)					
<b>D. Organizational Capacity Building</b>						
32	Technical Assistance Program	RAC	ACAD, arts organizations, Resource Center for Nonprofit Management, Volunteer Center of Riverside County	\$100,000 for staff and training costs	1 FT professional staff plus support staff	Yr 1 Program planning in year one, including needs assessment and identification of existing TA resources
33	Organizational Advancement Program	RAC	ACAD, arts organizations, Center for Nonprofit Management	\$100,000 in initial year for staff and consultants fees	Part-time professional staff, in addition to technical assistance staff position	Yr 3 Program planning, building on technical assistance program in year three; first projects in year four

## Implementing *Creative Riverside*

Recommendations	Lead Agency*	Partner Agencies*	Resources Needed	Staffing	Start Year	Initial Steps	
<b>E. Economic Development</b>							
34	Creative Economy Initiative	CAP	GRCC, RDP, ACAD, RAC	TBD	Current staffing	Yr 1	Create task force and conduct initial research and planning in year one
<b>F. Cultural Facilities Development</b>							
35	Cultural Facilities Master Plan	ACAD	CAP, arts organizations, other city departments	\$150,000 for consultant fees and research	Current staffing	Yr 3	Create task force to conduct an initial needs survey with local arts organizations, and then to oversee development of the plan
36	Mid-sized Theater	ACAD	Arts organizations, private donors	Part of cultural facilities master plan, above	Current staffing	Yr 3	Explore within cultural facilities master plan
37	Outdoor Amphitheater	ACAD	State of California Parks Department, CAP, arts organizations, other city departments	Part of cultural facilities master plan, above	Current staffing	Yr 3	Explore within cultural facilities master plan
38	Use Policy for City-owned Theaters	ACAD	Arts organizations	None	Current staffing	Yr 1	Create task force to develop, conduct survey and develop policy
39	Museum and Library Expansion	City Council	Other city departments	TBD	Current staffing	Yr 1	Already underway
40	Municipal Art Gallery	ACAD	RAM, RCAA, galleries	TBD	Current staffing	TBD	Convene task force and conduct initial planning
41	Downtown Collaborative Arts Facility	ACAD	Arts organizations	TBD	Current staffing	TBD	Convene task force and conduct initial planning

# APPENDICES

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## PLANNING PROCESS

The Cultural Accountability Performance (CAP) initiated this project when it called for a cultural plan that would encapsulate into a single document the tremendous work being done to develop arts and culture. Following this charge, The Community Foundation convened a cultural plan task force comprised of key leaders in Riverside and San Bernardino Counties. The Community Foundation issued a Request for Proposals for consultants with expertise in cultural planning, and the Task Force selected David Plettner and Jerry Allen of The Cultural+Planning Group. The consultants began their work in late July 2008. During August, they made a series of two-day site visits during which they conducted individual key person interviews with more than 60 stakeholders. These included the Mayor and City Council Members, key City staff, local arts leaders and other community leaders. They also met with a number of important organizations including:

- Cultural Planning Task Force: Riverside and San Bernardino Counties
- Cultural Accountability Performance (CAP)
- Riverside Arts Council Board of Directors
- Riverside Cultural Consortium
- Riverside Downtown Partnership Cultural Committee
- Riverside Community Arts Association
- Fox Performing Arts Center Use Policy meeting attendees

The consultant team was given a comprehensive tour of the city and its neighborhoods. They reviewed pertinent literature and documents supplied by City staff, including the City's 2025 General Plan, City budget, arts program policies and guidelines, among many others.

On September 19, 2008, the consultants submitted this draft cultural plan, which will be submitted to the Cultural Planning Task Force and to the Cultural Accountability Performance (CAP) on September 24, 2008. The plan will be circulated and presented for public comment and revised accordingly during the fall of 2008.

In addition, during the fall, the consultants and staff will begin a series of regional meetings to identify broad cultural issues and strategies for the Inland Empire, encompassing communities

in Riverside and San Bernardino Counties. This regional information, and additional recommendations, will be added to the plan. In this way, the Riverside Cultural Plan can serve as a model for cultural plans in these communities, and will provide guidance for focus and coordination in regional cultural development.

## PLANNING PARTICIPANTS

The following is a partial list of people who were interviewed or participated in group discussions during development of *Creative Riverside*. Additional people will be interviewed locally and regionally during Phases 2 and 3 of the planning process.

<b>Name</b>	<b>Title</b>	<b>Organization</b>
Greg Adamson		People's Gallery
Manuel Alberto Aybar	Artistic Director	Riverside Lyric Opera
Scott C. Barber	Community Development Director	City of Riverside
Gale Bjelland	Instructional Services Specialist (VAPA)	Riverside Unified School District
William Brakemeyer	Organist, Emeritus	Fox Performing Arts Center
Patrick Brien	Executive Director	Riverside Arts Council
Tiffany Brooks	Artist	
John E. Brown	President	Mission Inn Foundation & Museum
Raúl Bustillos	Vice President	Bank of America
Ken Clark	Board Member	Riverside Arts Council
Celia Cudiamat	Vice President, Grants Programs	The Community Foundation
Barbara Custen	Library Director	Riverside Public Library
Douglas A. Darnell	Senior Planner	City of Riverside Planning Division
Tom Donahue	General Manager	Marriott Riverside
April Durham	Director	Small Wonder Foundation
Jim Erickson	President/Chief Executive Officer	The Community Foundation
Natasha Ferguson	Marketing Manager	Riverside Downtown Partnership
John Field	Chief of Staff	Riverside County Supervisor John Tavaglione
Alfredo Figueroa, Ph.D.	Assistant Dean of Students	University of California Riverside and Latino Network
Irma Flores	Partner	Abundance Unlimited, Inc.
Daniel Foster	Executive Director	Riverside Art Museum
Kathryn Gage	Executive Director	Riverside Community Players
Mike Gardner	City Council Member	City of Riverside
Belinda Graham	Interim Assistant City Manager	City of Riverside
Nancy Hart	City Council Member	City of Riverside
Jim Henderson	Board President	Riverside County Philharmonic
Eileen Herbert	Staff Member	Riverside Arts Council
Rickerby Hinds	Assistant Professor, Department of Theatre	University of California, Riverside
Sarah Jacques	Associate Director	Riverside Arts Council
Diane L. Jenkins	Principal Planner	City of Riverside Planning Division
Bill Judge	Board Chair	Riverside Arts Council
Patricia Korzec	Executive Director	March Field Air Museum
Hon. Ronald O. Loveridge	Mayor	City of Riverside
Helene Luley	Assistant Director	Riverside Public Library
Mike Marlatt	Board Member	Riverside Arts Council
Sperry McNaughton	Board Member	Riverside Arts Council

<b><i>Name</i></b>	<b><i>Title</i></b>	<b><i>Organization</i></b>
Andy Melendrez	City Council Member	City of Riverside
Marion Mitchell-Wilson	Executive Director	Inlandia Institute
Kim Morgan	Board Member	Riverside Arts Council
Ennette Morton	Director	Riverside Metropolitan Museum
Patrick Brien	Executive Director	Riverside Arts Council
Rey O'Day	Producing Artistic Director	Performance Riverside
Janice Penner	Executive Director	Riverside Downtown Partnership
Carolyn L. Quin, Ph.D.	Dean	Riverside School for the Arts
Mark Schooley	Executive Director	Riverside Community Arts Association
Shane Shukis, Ph.D.	Assistant Director	Sweeney Art Gallery at University of California, Riverside
Jerilyn Simpson-Jordan	Vice President, Community Development	Arrowhead Credit Union, San Bernardino
Sarah Smith	Board Member	Riverside Arts Council
David St. Pierre	Owner	Delights & Invites
Kristin Tillquist	Mayor's Chief of Staff	City of Riverside
Lee Tusman	Adult Education Curator	Riverside Art Museum
Mark Wyatt, Ph.D.	Vice President, Marketing and Communications	California Baptist University
Eva Yakutis	Housing and Neighborhoods Manager	City of Riverside Development Department
Jonathan Yorba, Ph.D.	Arts & Cultural Affairs Manager	City of Riverside Development Department