

San Pedro Arts, Culture & Entertainment District Plan

FINAL REPORT
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San Pedro Arts, Culture & Entertainment District Plan

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PREFACE

Throughout the following Plan many organizations are referred to. The following abbreviations and acronyms are used.

- SPACE District, ACE District or “the District” - San Pedro Arts Culture and Entertainment District
- ACE Committee – San Pedro Arts Culture and Entertainment District Committee
- CRA/LA or “the Agency” – Los Angeles Community Redevelopment Agency
- CAC – Community Advisory Committee of the San Pedro Pacific Corridor Redevelopment Area
- PBID – San Pedro Property Owner’s Business Improvement District
- Chamber of Commerce or “the Chamber” – San Pedro Chamber of Commerce
- DCA – Los Angeles Department of Cultural Affairs
- ULI – Urban Land Institute

This Plan is directed to and is intended to serve San Pedro’s ACE District constituents which include:

- Visual and performing artists, restaurant operators, nightclub and theater operators and advocates for these groups.
- Arts donors and patrons
- Theatre, nightclub and restaurant patrons
- Gallery operators
- Individuals wishing to start up arts, cultural and entertainment businesses, including nightclubs, restaurants and other food service operations.
- Existing businesses who need permit assistance
- Existing businesses who wish to cater to an arts and culturally-interested audience

Secondary services to will also be provided to:

- Property owners and developers who provide space for visual and performing artists
- City of Los Angeles on topics such as cultural tourism, 1% for the arts programming, outdoor street furniture in downtown San Pedro, etc.

The ACE Formation Committee would like to thank and acknowledge the support of the San Pedro Chamber of Commerce, the CRA/LA and San Pedro’s artists and downtown businesses.

Summary

San Pedro's skyline is changing. Residential lofts and high rises are new beacons for as many as 1,000 new San Pedro home owners expected in the next few years. This growth in real estate and population is an exciting turn for the Los Angeles harbor area, where artists have quietly lived and worked for decades. There is concern that this new growth may push out the artists. At the same time, there is also a desire to attract more performing arts and cultural venues and simplify the planning and permitting process. In response to the situation, a coalition of property owners, merchants, visual and performing artists, residents and community leaders have come together to research and explore alternatives for creating an arts district for San Pedro.

San Pedro Arts Culture and Entertainment Formation Committee (ACE Formation Committee) is an advisory committee of the Los Angeles Community Redevelopment Agency (CRA/LA). It was established in association with the San Pedro Chamber of Commerce, (Chamber) with support from the Office of Councilwoman Janice Hahn. The ACE Formation Committee aims to create a downtown arts district that will sustain and promote the cultural and economic vitality of the community. The ACE Formation Committee with the assistance of AMS Planning & Research has developed this blueprint for the creative future of downtown San Pedro. This study outlines a plan to¹:

- Halt the loss of artists and art galleries brought about by rising rents
- Explore affordable artist housing options
- Establish ways to make the area more business and permit-friendly to working artists, performing arts venues, art galleries, restaurants and merchants
- Preserve our historic infrastructure and pedestrian friendly town
- Promote our current arts district and build on what we have now.

The mission and vision of the District are:

Mission:

The San Pedro Arts, Culture & Entertainment (SPACE) District is a designated area in Downtown San Pedro dedicated to sustain and promote the cultural and economic vitality of the community.

The SPACE Collaborative is organized to build partnerships and create activities, access and infrastructure designed to stimulate commerce and sustainability in all sectors of the arts, culture and entertainment in the District.

¹ Source: SPACE Website

Vision:

The SPACE District is a place where the arts and enterprise come together to create a unique, thriving, diverse and nurturing cultural environment. SPACE is a choice destination and enjoys significant and ongoing investment from business, residential and institutional communities.

Through a year-long planning process with extensive community input, the ACE Formation Committee has created a plan that addresses four Goal areas. Specific strategies and activities are laid within each category and a timeline for implementation.

- I. **Organization & Planning** – The ACE Committee will be formalized as a Standing Committee under the fiscal sponsorship of the San Pedro Chamber of Commerce. Membership in the Committee will be drawn from some of the founding ACE Formation Committee, the Chamber, the CRA/LA and its Community Advisory Committee (CAC), the PBID and the Central San Pedro Neighborhood Council and representatives of the San Pedro arts community. The Committee will oversee the implementation of the SPACE plan and supervise a contract Project Manager, who will develop and manage the Plan’s activities and programs. A Resource Center will be established, providing a physical presence for SPACE in downtown San Pedro. The Resource Center will incorporate offices for the Manager, an information center, an exhibition gallery, classroom facilities and meeting rental space.

- II. **Artist & Arts-related Business Support** – One of the primary goals of the District is to secure support for artists and creation of affordable live/work space. The ACE Committee will work with developers (non-profit and commercial) to facilitate creation of artist live/work space in the District. The Committee will also work to create programs supporting artists, landlords/owners and developers to improve existing arts spaces and address code and zoning compliance. SPACE will create an online knowledge database of downtown San Pedro properties suitable for artist live/work for lease and purchase. Online resources and a guidebook to navigating the City’s building approval process will be produced and published. Working in collaboration with other existing and proposed programs the Committee will encourage community engagement between artists and the public.

- III. **Promotions & Marketing** – Marketing and promotion strategies will be created to support the activities, programming, artists and arts-related business in the District. The ACE Committee will create a brand for the District and develop advertising and promotional programs for the District and San Pedro’s artists and arts-related businesses. An interactive website will be created, which will include an events calendar, a directory of San Pedro artists, links to artists’ websites, educational resources and information on property development codes and regulations.

- IV. Public Policy** – The ACE Committee will work with a consultant to develop a District Ordinance for the downtown arts district that will ensure fulfillment of the plan’s goals for assisting artists and businesses and developing arts and entertainment spaces within the District. To this end the ACE Committee will solidify relationships between the downtown San Pedro community, local businesses, the Los Angeles City government and regional institutions (e.g., universities and colleges). The ACE Committee will build awareness and understanding of the zoning and building codes and regulations that affect San Pedro’s artists and arts-related businesses, particularly those that relate to artist live/work space, outdoor entertainment, signage, building improvements and parking requirements. The ACE Committee will work with community groups, such as the Neighborhood Councils and the PBID, to encourage collaboration with local artists in the planning and development of District improvements, signage, economic development programs and so forth. The ACE Committee will create a “SPACE Advocate” subcommittee with a goal to engage with and educate City representatives, planning officials and regional institutions.

The ACE Formation Committee has prepared a plan for the first five years of implementation detailed in a separate document. The ACE Committee will, within this period, establish an operating structure and agreement with the Chamber of Commerce and secure previously identified funding from the CRA/LA to support operations (additional funds will be raised as the plan is implemented). A Project Manager will be contracted with and an interim Resource Center opened. Sub-committees will work to develop a Brand for the District along with promotional activities, advertising and completion of a website. The ACE Committee will work with a consultant to review current code and zoning requirements in preparation for an Ordinance for the District. Members of the ACE Committee, with the support of the Project Manager, will engage with City agencies and officials, seeking their guidance and backing. Regarding artist live/work initiatives, the ACE Committee will begin research into the market and needs, contracting with a specialist in this area, create a database of prospective sites and negotiate rights for development. Continuing feedback from the community will be invited through meetings, forums and the website.

Additional implementation activities include the establishment of a Resource Center incorporating meeting spaces, an exhibition gallery and a small theater. Artist support programs, including, perhaps, rental assistance will be available. Leveraging the commitments from the CRA/LA, the ACE Committee will identify and seek funding from foundations, governments and private donors. Revenue generating activities will include space rental, website advertising and fees for events or activities (e.g., workshops, classes).

INTRODUCTION

In March 2007, the Los Angeles Community Redevelopment Agency (CRA/LA) and San Pedro Chamber of Commerce (Chamber) formed an advisory board of San Pedro artists, restaurateurs, property owners, gallery owners and community leaders to plan for the creation of an Art, Culture & Entertainment (ACE) District in downtown San Pedro. The goal of the Chamber and purpose of the plan is to sustain and promote the cultural and economic vitality of the community and support the arts, artists and the cultural and entertainment businesses in downtown San Pedro.

Working with AMS Planning & Research, a national arts management and cultural planning consulting firm, the ACE Formation Committee set out to develop a vision, mission, goals, strategies and structures for implementing a plan for the District. Throughout the planning process the ACE Formation Committee engaged San Pedro's artists, downtown businesses, nonprofit organizations, neighborhood councils and the community at large to participate, conducting surveys, interviews and meetings to solicit input and obtain guidance and feedback.

Methodology

The eight month planning process followed a comprehensive and participative path, ensuring a complete plan and engaging the community at all stages.

Background Research: Previous and current planning documents and studies were reviewed and analyzed to provide a context and a solid base for the planning process. The many studies of downtown San Pedro and its environs were reviewed, including the ULI Study for San Pedro, CRA/LA Project Area studies, Community Plan updates, the Downtown San Pedro Community Design Overlay District and City ordinances and regulations.

Situation Analysis: The ACE Formation Committee and consultants visited the downtown neighborhoods with representatives from the Chamber, CRA/LA and local businesses and artists to study the existing assets and gaps in downtown facilities such as the Warner Grand and events such as First Thursday and downtown concerts.

Leadership Input: Over thirty San Pedro arts, business, government and community leaders were interviewed to obtain their advice, input and opinions on the creation of an Arts and Entertainment District.

Case Studies: Research and analysis of four arts districts was conducted to provide guidance and foundation of knowledge of national practices in the creation, programming and management of these specialized areas. The districts studied offered many similarities to San Pedro's urban setting, artist-driven development and business characteristics. Several arts districts in the regions were also studied in order to understand local context and alternatives for San Pedro.

Defining Vision/Mission: The ACE Formation Committee developed a cohesive and succinct mission and vision for the district to guide the strategies for the plan and facilitate communication with the public.

Initial Public Engagement: Engaging the community throughout the planning process has been a primary goal. As the Vision and Mission were developed, public meetings were held to communicate initial ideas for the District and solicit community input. The ACE Formation Committee created its website (www.spacedistrict.org) to supplement the meetings and educate the community about the planning process.

Defining Model & Implementation Strategies: Based on the mission and vision for the District and incorporating the research and public input, a general structure for the Plan was developed, defining four specific areas of focus. Goals and strategies within each area were defined and organized with timelines and responsibilities.

Final Plan Development: The draft Plan and implementation strategies are presented to the public and guidance solicited as the ACE Formation Committee develops a final Plan.

Vision & Mission

The vision and mission for the ACE District reflect what San Pedro's artists and entrepreneurs have already created as— a vibrant, unique, local downtown — and project what the District will be in the future — a regional destination for the arts, sustainable with ongoing investment and support from the City and local and regional business.

The Vision

The ACE District is a place where the arts and enterprise come together to create a unique, thriving, diverse and nurturing cultural environment. SPACE is a choice destination and enjoys significant and ongoing investment from business, residential and institutional communities.

A vibrant, sustainable ACE District is defined by:

- An Organization that is well-funded and thoughtfully staffed in order to fulfill the work of the mission
- A defined District that offers a tangible experience for the resident and visitor, consistent with its Brand/Image/Presence
- Arts, Culture, and Entertainment are present and come together to contribute the experience

The Mission

The mission of the ACE District is to create and sustain a designated area in downtown San Pedro dedicated to promoting the cultural and economic vitality of the community.

The ACE District is supported by a collaborative initiative to build partnerships and create activities, access and infrastructure designed to stimulate commerce and sustainability in all sectors of the arts, culture and entertainment in the District.

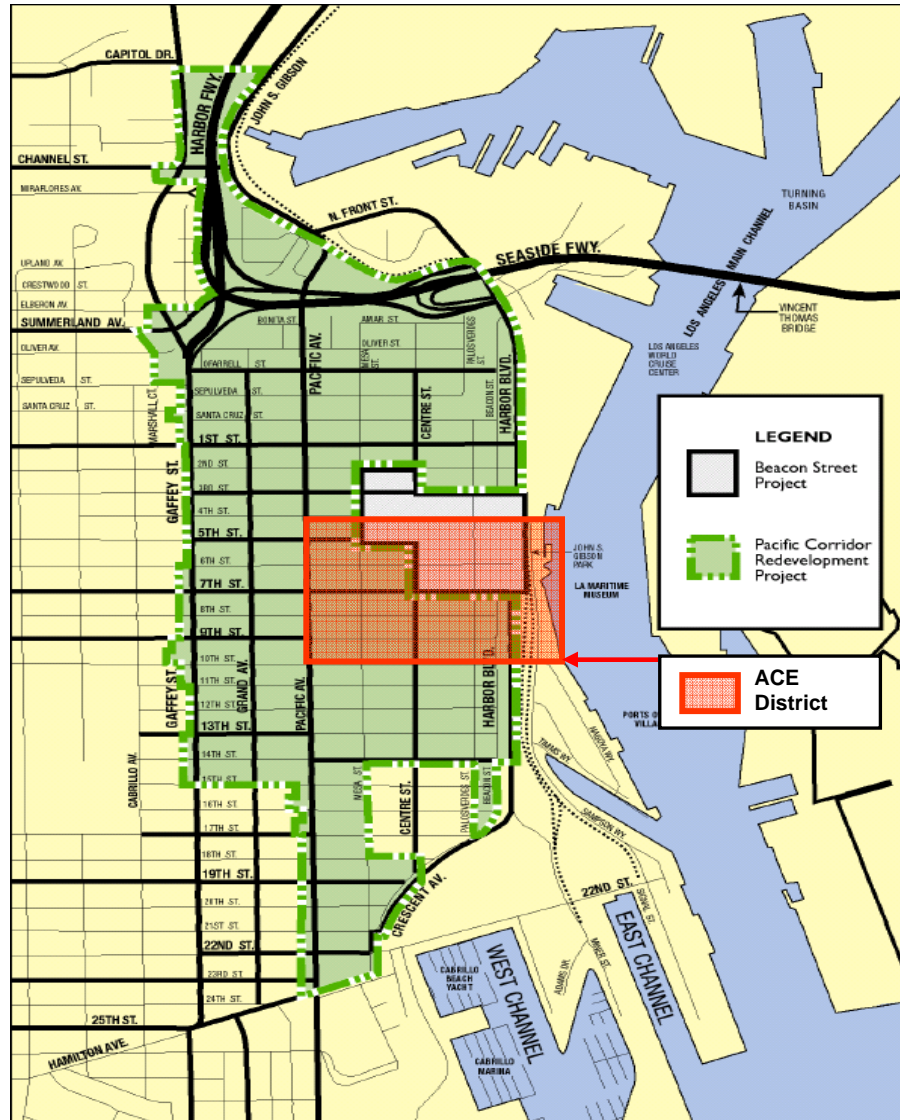
Within the District, the community will:

- **Build partnerships/Foster coalitions** – with artists and restaurateurs, with institutions, with government, with community, with organizations, with small business owners, with media and with funding sources
- **Create a presence to propagate a brand/message** – marketing and promotion, a website and advertising
- **Create access** – advocates and facilitates appropriate zoning, regulations and codes that support artists and arts-related businesses through education, information collection and dissemination
- **Promote/support development of infrastructure** - advocates and facilitates development of gallery spaces and the enhancement of public spaces, parking, streetscapes, way-finding and spaces through strategic initiatives and partnerships for artist housing, performance spaces, exhibition galleries, etc.
- **Create/support activities to create and sustain our brand** – advocate, create, sponsor and oversee events and programs that ensure the goals and objectives of the District are met
- **Promote commerce and economic activity** through all of the above

Boundaries & Map

The ACE District of downtown San Pedro is bounded by Pacific Avenue, to the west, from 4th to 10th Streets, 4th Street to the north, from Pacific Avenue to the Los Angeles Main Channel, 8th Street to the south, from the Main Channel to Pacific Avenue and the Main Channel to the east from 4th to 8th Streets. (See Figure 1)

Figure 1: ACE District Map



The ACE District's boundaries are intended as an area where arts, culture and entertainment activities will be concentrated and actively promoted. However, it is envisioned that technical and supportive services, as they are put in place, will be open to all. It is the Formation Committee's intention to be inclusive and to partner with entities that advance the vision and mission of the District.

Elements of the Plan

The ACE District Plan is based upon extensive research conducted throughout the community, input from public meetings, analysis of existing community assets, such as Angels Gate and the Warner Grand Theatre, review of plans conducted by City agencies such as the Downtown San Pedro Community Design Overlay District Plan, the Community Plan Update, all of which has been informed and guided by the Advisory Committee. The Plan is organized into four goal areas, reflecting all elements of the District Vision and Mission. Within each area, tasks and activities are outlined with suggested timelines and responsibilities. Key goals and accomplishments are provided at the end of each section.

I. ORGANIZATION

Responsibility for the implementation and realization of this Plan will be assumed by an organization, called the ACE Committee, operating as a standing sub-committee of the San Pedro Chamber of Commerce and will hold open meetings that conform to the open meeting law of the Brown Act. The ACE Committee is charged with and dedicated to, overseeing the programs and activities of the Plan. The Committee will operate under the fiscal sponsorship of the Chamber. An agreement will specify the terms of the relationship and specific roles and responsibilities. The ACE Committee will develop bylaws to formalize the appointment process and address other structural issues.

While staff or contractors will be formally employed by the Chamber, the ACE Committee will be responsible for oversight and management as defined in the agreement. The Committee will create and oversee its own budget and finances and assume responsibility for income generation to ensure a sustainable operation.

Eventually, the ACE Committee and Chamber may determine that creating an independent non-profit organization may be appropriate. However, creating such an organization at the outset would distract from the focus of accomplishing the critical initial tasks as outlined in the Plan.

ORGANIZATION

Task	Start Date	Activity	Responsible Party(ies)
Formalize ACE Formation Committee	2008	<p>Form organization as ACE Committee under fiscal sponsorship of Chamber of Commerce. Existing ACE Formation Committee will elect the founding ACE Committee; subsequent members will be nominated by the ACE Committee.</p> <p>Membership: 1 Chamber of Commerce appointee 1 CRA/LA CAC appointee 1 PBID appointee 1 Central Neighborhood Council appointee 1 Angels Gate appointee 6 members nominated by the ACE Formation Committee (minimum of three working artists and two restaurateurs. If more than 7 are nominated, the Ace Formation Committee will vote on 7.)</p> <p>ACE Committee oversees the management of ACE programs and budget, reporting quarterly to Chamber. Annual budget is approved by Chamber. Agreement with Chamber specifies annual evaluation of fiscal sponsorship.</p>	ACE Formation Committee Chamber of Commerce CRA/LA
Retain Project Manager	2008	Recruit and hire contract Project Manager (title to be determined). Initial Committee tasks include finalization and approval of job description (see Appendix for preliminary description), notification, evaluation and contracting.	ACE Committee
Fund Development	2008 - ongoing	Secure identified start up funding of 5-year \$500,000 CRA/LA grant (\$100,000 annually). Develop funding plan/strategy for potential Community Development Block Grants, other City, CRA/LA funding, LA City Council Office funds.	ACE Committee/ Project Mgr.
		Research and apply for foundation and local government grants (e.g., LA County Arts Commission, City Dept. of Cultural Affairs and private foundations). Employ contract grant writer.	Grant Writer/ Project Mgr.
	2009	Develop and implement membership program for local artists and businesses. Benefits include listings on website, collaborative marketing programs, office services, etc.	Project Mgr.

Task	Start Date	Activity	Responsible Party(ies)
		Develop revenue-generating activities and services (e.g., web advertising/services, space rental)	
Resource Center	2008-ongoing	Advocate for establishment of satellite offices for LA Dept. of Cultural Affairs, LA Inc., Los Angeles City Planning Department in Resource Center	ACE Committee/ Project Mgr.
		Initially locate Resource Center at Chamber of Commerce offices. Research and evaluate potential permanent locations (e.g., Croatian Cultural Center, Liberty Auditorium, City-owned property adjacent to Warner Grand.	
	2009 – ongoing	Work with CRA/LA, Chamber and other partners to develop permanent home for Resource Center, including offices and exhibition and performance space.	

Five Year Objectives (2008-2013):

- Formalize organization, ACE Committee structure and Chamber of Commerce relationship.
- Review working agreement with Chamber annually.
- Project Manager contract.
- Establish Resource Center with offices and information services, to ultimately include exhibition, rental, and event spaces to generate revenue.
- Achieve sustainable annual revenue of \$200,000 beyond CRA/LA funding and increase as possible [See also Public Policy Objectives].

II. ARTIST & RELATED BUSINESS SUPPORT

With new development transforming the downtown landscape, and increasing pressure for artists and local businesses to pay ever-rising market rent, the need for support has become critical. Indeed, one of the main incentives to establish the ACE District is to sustain artists and arts, culture and entertainment businesses in San Pedro. Advocacy and programs to accomplish this is a priority of the ACE District Plan.

The Resource Center, described in the Organization section of the plan, will serve as offices for the ACE District, provide a location for arts programming (e.g., exhibitions, performances and classes) and a resource library. ACE will advocate for and/or develop programs to support the following: artist live/work spaces, studio, galleries, a 99-seat performance space, and other enterprises that enliven the district.

ACE will support the creation or conversion of space for use by artists, educating and assisting to artists and businesses during the planning, development and construction process.

ARTIST & RELATED BUSINESS SUPPORT

Task	Start Date	Activity	Responsible Party(ies)
Artist Housing Development	2008	Meet w/ CRA/LA Cultural Planner to plan CRA/LA strategy for artist housing, including needs survey, market potential, space requirements, economics and location issues. Identify target sites for development. Identify and meet with prospective non profit housing developers, with expertise in artist housing, including Artspace, PLACE, and L Design Center.	Project Mgr.
	2008	Research options for a rental assistance program for artists. Investigate existing buildings/projects to participate in pilot program. Potential sites include new artist live/work space on 5 th Street and 7 th street artist live/work properties Explore possible incentive program to encourage artists and gallery operators to participate in First Thursday through rental subsidy program.	Project Mgr./ ACE Committee

Task	Start Date	Activity	Responsible Party(ies)
Artist Housing Development <i>(cont'd)</i>	2008	Investigate and negotiate “first right of refusal” agreement through CRA/LA with key properties in the District. Targeted properties include 7 th street artist studios, Liberty Auditorium, Croatian Community Center, Plaza Storage at 7 th Street and Pacific and other properties. Agreement will allow CRA/LA to review options. Activation of these sites for artist housing, arts, culture and entertainment utilization and promotions would provide the desired physical anchors for the District	CRA/LA/ACE Committee/ Project Mgr.
	2008-2009	Create database inventory of available space for rent, purchase, or development and publish as part of resource pages on ACE website. Coordinate and compare to needs assessment survey results to define existing opportunities and future development.	Project Mgr.
	2008/2009	Initiate “Friend of the Arts” award for developers/property owners and others presently supporting and/or offering artist spaces. Award may include permanent physical acknowledgement of “Friends” contributions in the form of wall plaques, inscriptions in stone, or other permanent fixture visible to the public. Part of appeal and acknowledgement should include creating a lasting legacy within the community.	Project Mgr.

Task	Start Date	Activity	Responsible Party(ies)
Artist Housing Development <i>(cont'd)</i>	2008/2009	<p>Work with CRA/LA to establish assistance program for tenants, landlords and developers, including subsidies/credits for arts-related development, negotiation of entitlement process (e.g., achieving Artist In Residence status) and assistance in meeting existing codes and requirements for all arts-related spaces.</p> <p>Assistance will include:</p> <ul style="list-style-type: none"> • Financial investment for construction of required improvements to come up to code. • Online resource database as educational tool for tenants, landlords and developers of arts-related spaces with information about zoning requirements and procedures, how-to's of achieving AIR status and external links to other information. 	Project Mgr. CRA/LA
	2009/2010	Engage with CRA/LA to solicit RFP's for development of multiple use artist housing project	ACE Committee/ Project Mgr.
	2010	Engage nonprofit developer to construct artist housing project (number of units to be determined based upon needs assessment and available funds). This task will be informed by the outcome of the needs assessment survey.	ACE Committee/ Project Mgr.
	2010	Develop an Equity Waiver signature artist performance space (maximum of 99 seats) within District. Potential sites for development should be explored throughout the available space inventory project listed above.	ACE Committee/ Project Mgr.
	2010	Initiate Artist-in-Residency Program to be housed at signature performance space.	Project Mgr.
Business Development	2008	Create educational pamphlets and resource pages on ACE website regarding starting and building an arts/entertainment-related business in San Pedro. Project Manager will be responsible for research and creation.	Project Mgr.

Task	Start Date	Activity	Responsible Party(ies)
Business Development <i>(Cont'd)</i>	2008	Establish policy for ACE Committee members to attend various community meetings (e.g., Committee members who are also part of the PBID will report on PBID business). Project Manager will be assigned to attend meetings of community organizations and institutions to report on ACE activities as needed.	ACE Committee/ Project Mgr.
	2009 – ongoing	Identify available business development loans for arts and entertainment related businesses (e.g., galleries, nightclub/concert venues, etc.)	Project Mgr.
	2009	Coordinate with local organizations and institutions (e.g., Angels Gate, Los Angeles Harbor College, Cabrillo Museum, LA Maritime Museum, etc.) to bring artistic programming (exhibitions, performances, etc.) and classes to District. Utilize Resource Center as location for activities.	

Five Year Objectives

- Select experienced artist housing developer(s) to construct one affordable artist live/work project.
- Seek artist support grants totaling \$200,000.
- Seek ACE-related business support grants totaling \$150,000.
- Expanded information and educational resources for local artists and businesses via website, workshops, etc.
- Complete development of signature performance space (99 seats).
- Stabilize and increase local artist population.
- Artist space resource handbook and website.

III. **MARKETING & PROMOTION**

The goal of the ACE Committee is to establish and communicate a strong and consistent identity for San Pedro as a destination for arts, culture and entertainment. Marketing strategies and ongoing promotional programs will establish a cohesive image for the community, which can then be promoted throughout regional Los Angeles and beyond.

The ACE Committee will build upon past efforts (e.g., Chamber of Commerce) to establish an image and brand, concentrating on creating a brand for the District that focuses on local artists, cultural facilities and activities and entertainment opportunities.

Advertising and promotional programs will address both traditional (e.g., newspaper) and innovative (interactive “Social Network” internet sites) practices. The ACE website will connect all activities, promoting individual artists and District and community events.

PROMOTION & MARKETING

Task	Start Date	Activity	Responsible Party(ies)
Branding	2008	Evaluate current downtown San Pedro marketing and branding activities and promotions and determine areas that need to be restructured or refocused. An ACE District Subcommittee will research and develop signature identity, typeface, logo, etc. for the Arts District.	ACE Committee
	2008/2009	Initiate, develop and review PBID and Chamber image, branding and marketing messages within the ACE District before these are implemented to ensure a cohesive message. Establish procedure to require SPACE brand and logo utilization by PBID and Chamber as appropriate.	ACE Committee/ Project Mgr.
Website	2008	Establish website and web presence with calendar listing, advertising for ACE businesses and artists, and information about ACE district promoting brand. Establish links with SanPedro.com and 1 st Thursday.com and Experience LA websites. Create collateral material including map of district, Myspace and Facebook accounts, YouTube promotional videos.	Project Mgr./ Webmaster

Task	Start Date	Activity	Responsible Party(ies)
Collaborative Marketing	2008	Create collaborative advertising program with local businesses, including group purchase of electronic and print media.	Project Mgr.
	2009	Establish self-funded juried exhibition program that will generate revenue through entrance fees.	
	2009	Produce monthly insert for local newsletters and media (e.g., Chamber newsletter, Random Lengths) regarding events, activities, etc. in District	Project Mgr.

Five Year Objectives (2008-2013):

- Establish district brand identity.
- Complete a District marketing plan and implement it.
- Establish protocol requiring other civic entities such as the PBID and Chamber to use approved ACE District imagery and branding.
- Maintain and develop website.
- Create collaborative marketing program and achieve wide participation by local businesses and organizations.
- Cooperative exhibition program with regional participation in juried exhibitions.
- Expand collaborative marketing participants to include organizations and businesses in South Bay.

IV. PUBLIC POLICY

The ACE District initiative was instigated, in part, as a result of frustration with the complex and convoluted development permit process and a perceived sense of over-regulation by artists seeking live/work spaces and entrepreneurs seeking to open new restaurants, nightclubs, theaters or other cultural spaces. These types of businesses, though highly desired by the local community, are sometimes negatively viewed by the Planning Department. The lengthy process and difficult procedures have engendered complaints and resulted in project developers withdrawing their plans, according to reports. The ACE Committee will begin efforts to improve the permit process by working with a consultant to review and document LA City ordinances, zoning, codes and regulations that impact development of arts and entertainment projects.

To achieve the ACE District's goals, the ACE Committee will engage in partnerships with departments and agencies of the City of Los Angeles who impact the creation, maintenance and sustainability of the District. The Los Angeles Department of City Planning has created a Downtown San Pedro Community Design Overlay Zone and is updating the San Pedro Community Plan. Both these initiatives provide an opportunity to improve the downtown streetscape, and establish artists and the arts as a development priority. The Department of Cultural Affairs has begun a Cultural Plan update, which will offer many opportunities for advocating San Pedro's position as an important resource for Los Angeles and a destination for the arts. The CRA/LA's continued commitment and participation is instrumental to the District's formation and stability. Other City offices to be engaged include the local City Council Office and the Mayor's Office of Economic Development. Strong collaboration between the Planning Department and the ACE District will be essential to achieve the ACE District's goal of expediting the planning and permitting process for ACE-oriented existing and start-up businesses.

The ACE Committee will forge partnerships with community organizations whose mission and activities parallel its own. These include the San Pedro PBID (Property Business Improvement District), the Pacific Corridor Community Advisory Committee (CAC) and the CRA/LA and its Design Advisory Panel (DAP), the Harbor Area Planning Commission and non profit organizations such as Angels Gate, Grand Vision Foundation and Clean San Pedro.

One of the ACE Committee's responsibilities will be to collaborate with departments, task forces and City-wide committees, in order to bring San Pedro's and the District's issues to the policy table, establishing SPACE as a City priority. Specific policy goals include recognition of the District through a City Ordinance that would support artist-centered development, encourage District improvements and assist local businesses within the District.

PUBLIC POLICY

Task	Start Date	Activity	99999
District Improvements	2008	Work with City Planning on Community Plan update to advocate for needs of artists, arts organizations and arts-related businesses.	ACE Committee/ Project Mgr.
	2008	Work with the CRA Pacific Corridor CAC to appoint two additional arts professionals to its Design Advisory Panel, thereby creating Art Advisory Panel which will review arts-related projects and act as public art review panel.	ACE Committee
	2008	Advocate with Mayor’s Office of Economic Development and Council Offices seeking political and financial support for public policy changes in relation to ACE District goals. This may include assistance to create educational resources for local artists and businesses regarding City funding opportunities and programs.	ACE Committee/ Project Mgr.
	2008	Maintain focus of CRA/LA and CAC on street improvements and signage for District.	ACE Committee/ Project Mgr.
	2008	Support PBID in efforts to clean streets, provide security and wayfinding. Work with PBID and others to address graphic standards for signage and street element design.	ACE Committee/ Project Mgr.
Ordinance Development	2008	Work with CRA/LA public affairs consultant to define desired outcomes, policies and regulations related to arts, culture and entertainment projects	ACE Committee/ Project Mgr

Task	Start Date	Activity	99999
Ordinance Development <i>(cont'd)</i>	2008/2009	Review and document LA City ordinances, zoning, codes and regulations that impact development of arts and entertainment projects, including: <ol style="list-style-type: none"> 1. Outdoor Dining restrictions 2. Advertising and promotion (e.g., Sandwich Boards, Signage) 3. Entertainment permits 4. ABC and City noise regulations 5. Artist workplace regulations (e.g., kilns, chemicals) 6. Public access requirements for artist live-work space (e.g., ground floor retail) 7. State “Caldera” alcoholic beverage regulations 8. Parking requirements for historic buildings and arts-related developments (e.g., shared parking allowance) 9. “Q” condition requirements - Advocate for simplified project approval process for development of arts and entertainment-related businesses (e.g., “one stop permit approval”) 	ACE Committee/ Project Mgr/ Consultant
	2008/2009	Meet with Council Office, Planning, CRA/LA and Building and Safety representatives to educate and enlist support	ACE Committee/ Project Mgr/ Consultant
	2008/2009	Engage consultant to complete writing of Ordinance	Consultant/ Project Mgr
	2009 - 2011	Engage in approval process, working with Council Office, City Planning and CRA/LA representatives	ACE Committee/ Project Mgr/ Consultant
Advocacy and Education (Extension of Business Development)	2008 - ongoing	Engage “SPACE Advocate” with public affairs expertise to monitor and participate in LA City Hall activities and work with Building & Safety representatives to ensure consistent application of City codes and regulations regarding artist live/work and arts-related business development.	ACE Committee/ Project Mgr

Task	Start Date	Activity	99999
Advocacy and Education <i>(cont'd)</i>		Collaborate with Chamber on proposed guidebook for starting an arts and entertainment related business in San Pedro. Examine possibility of “going through the motions” of creating an artist space/business through walk-through of planning and approval process.	
		Create web-based “Knowledge-base” project approval and construction process. (e.g., code, parking requirements) for artists and arts businesses. Incorporate in ACE web site.	

Five Year Objectives (2008-2013):

- Perform review and analysis of existing ordinances that impact ACE District.
- Develop and pass ACE District Ordinance which encourages pedestrian-friendly, entertainment-related activities by-right if certain criteria are met.
- Collaborate with Chamber to create guidebook for starting art-related business and online “Knowledge-base” for City approval process [See also Artist & Related Business Support Objectives].
- Advocate and collaborate with other groups for improved streetscape, including clean sidewalks, lighting and security and signage.
- Advocate for public parking project with goal of initiating at least one parking project (e.g., re-orientation of street parking, parking structure).
- Advocate for improved local transportation within ACE District and with other destinations within San Pedro.
- Potential revenue-generating projects to support ACE activities (e.g., revenues from public parking) [See also Organization Objectives].

Appendix A. Case Studies

Los Angeles

Considering the motivations, organization and activities of existing arts districts in the Los Angeles area is an important learning in preparation for the establishment of the SPACE District. To follow is a brief overview of each district reviewed.

Downtown Artist District: In the 1970s, LA area artists moved into abandoned warehouses and office buildings in downtown, enjoying the affordable and large spaces to live and create their artwork. However, zoning regulations did not allow for residential use of these buildings, and often artists were evicted due to fire code violations. In the 1980s, the Artist-in-Residence Ordinance was passed by the City, allowing for buildings within the District to be zoned both for commercial and residential use, and officially sanctioning the existence of the artists in downtown. Rents immediately increased from \$.30/ square foot to \$1.00/square foot, and have continued to rise, eventually forcing artists to find another affordable neighborhood, such as downtown San Pedro, in which to live and work.

NoHo Arts District: Located in North Hollywood, the NoHo Arts District was established through the NoHo Commercial and Artcraft District Overlay Ordinance in 1995 in an effort to support existing arts activities and organizations (e.g., small theatres, galleries, artists, etc.) in the area. As stated in the ordinance, the purpose of the district is to “create enclaves whereby the artisan segments of the population may live, create, and market their artifacts. The plethora of theatres in the district has helped the neighborhood create a brand as a destination for theatre. The CRA/LA has funded studies for recommendations for the district, and marketing and promotions, but the district is still very much in need of an organization to implement these recommendations and strategies and the funding to support such an organization. Currently, a dedicated community member has devoted time and effort to maintain advertising, website and interest in the district alive, at a minimal cost. Although initially, interest, attention and efforts for NoHo appeared to create a solid foundation for further development, the district has stalled without an organization or community committee to lead.

Leimert Park Village: A comprehensively planned community originally designed by the Olmstead brothers as an ideal middle and low-income neighborhood, Leimert Park has become the hub of African American arts activities in Los Angeles, known for its theatre and jazz performances. It is located southwest of downtown, adjacent to the Crenshaw District. Its facilities include the World Stage, home to the Anansi Writers Workshop, and 5th Street Dick’s Coffee and Jazz Emporium.

National

Four communities were examined as a foundation for understanding cultural districts for creating this plan. Criteria used to select case study districts were urban setting, artist driven development,

Portland, Oregon



Portland is not only known for its green building and environmental policy, but also for its distinctive and vibrant neighborhoods. The Pearl District, the 100 block area neighboring downtown, has become “a model urban neighborhood with a great combination of art, culture, residential, families, affordable housing, parks, public transportation, and thriving business environment,” according to Sue Miller of the Pearl District Business Association. As has happened in other communities, artists moved into abandoned warehouses and rail yards, bringing with them new businesses and the promise of renovated and cleaner living for

middle class residents. Now, the District is a bustling economic and family community with over 115 retail stores, more than 50 restaurants, cafés, bars and brewpubs, over 25 galleries, and three public parks. The galleries, the Portland Institute of Contemporary Art, and Portland Center Stage anchor arts activities with First Thursday art walks and summer concerts in the park, while the Pearl District Business Association, a membership organization, coordinates marketing and advocacy for the district, including a website, a district walking map, and a bi-monthly magazine in the Oregonian newspaper.

As neighborhoods around downtown have developed, downtown has struggled economically. In an effort to bring attention and commerce back downtown, the City has dedicated \$1.3 million over three years (\$400,000 in the first year) to



a public private partnership called the Downtown Marketing Initiative. This is a partnership between the City, TriMet (the local public transportation authority), the Portland Business Alliance (PBA), the Downtown Retail Council, and private developers and property owners. They have hired staff and contracted an advertising firm to initiate branding and marketing strategies to increase the number of visitors and economic activity downtown. Programming includes advertising on the Portland Mall Light Rail Project, promotions, Sidewalk Ambassadors, PBA newsletter, “Win a Window” window display contest, downtown retail discount card, retail “happy hours”, and a website.

Ventura, California

The Downtown Cultural District in Ventura was initiated by a 1998 plan consisting of community input, case study research, facility inventory and recommendations. It is a designated area in downtown that contains the prominent arts and cultural



institutions of the City, including the Mission San Buena Ventura and the Museum of Ventura County. The City’s Cultural Affairs Division (CAD), an office in the Community Services Department, creates and supervises events in the district,

including three annual art walks and two street fairs, and establishes and recommends policy for promoting and supporting

the district. The art walks and street fairs are extremely popular, attracting 20,000 to 30,000

people per event, half coming from outside Ventura City. In the recent 2005 Cultural Plan Update, CAD laid out policy objectives for the Cultural District that included developing incentives for developers and business owners to promote arts and entertainment ventures.

In all of its plans, Ventura has established the goal of creating affordable live/work space for artists as a priority. This year, the construction for the \$57 million artist live/work development, WAV (Working Artists Ventura) begins. The project is a partnership between the City of Ventura and PLACE (Projects Linking Art, Community & Environment), a 501(c)3 nonprofit organization committed to creating



affordable mixed-use developments for artists and creative businesses. The WAV project will feature 49 live/work units for artists, 15 units of supportive housing for those transitioning from homelessness, and 13 market rate units. Sales of the market rate units (from \$600,000 to over \$1 million) are expected to generate \$3 million in profit to offset the lower rents of the affordable units. In addition to the residential space, there will be 6,000 square feet of ground floor commercial space set aside for related businesses (e.g. café, gallery, theater, etc.).

Santa Ana, California – Artist Village



With the consistent lobbying of one Santa Ana resident, the City embarked on a partnership the California State University Fullerton



to renovate the historic Grand Central Building, a city-owned property in downtown, for



artistic and cultural use. Originally considered solely for Fullerton

graduate student use, the final development created a combination of graduate student apartments and studios, a gallery, a theater, basement classrooms and retail space with tenants like a printing workshop and a restaurant. The University’s foundation manages the site with a staff of five, and both the City and the Foundation provide funding to cover shortfalls in revenues for the building. Artist Village has been instrumental in making the neighborhood attractive for new development and activity, including a new development for artist live/work space and the Orange County High School for the Arts. First Friday events bring 1,000 to 5,000 visitors. According to the one of Cal Fullerton’s arts faculty, the success of the project is due to the synergy of the different uses within the building,



Paducah, Kentucky – Artist Relocation Program

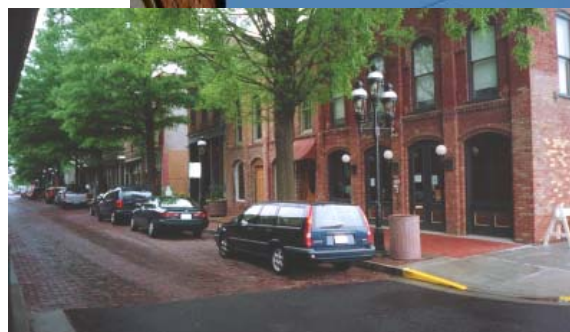


As in Santa Ana, Paducah’s focus on the arts was motivated by the efforts of one resident, a local artist, who persuaded the City to focus efforts of economic development for the depressed downtown area on artists and arts businesses. Paducah is a small town (pop.



26,000) in Kentucky with a familiar story – businesses left

and downtown buildings became vacant and run down. The City initially invested \$46,000 and privately raised \$100,000 to purchase properties to sell directly to artists. The Artist Relocation Program has combined planning, financial assistance and marketing to lure artists to buy vacant buildings in need of repair or even empty lots in order to renovate for an arts-related purpose. Incentives and benefits include 100% financing for the purchase and renovation of



existing or new structures, fixed rate loans at 7% (offered with the partnership of the local bank), and City grants of up to \$2,500 for architecture and other professional fees. A website serves as an information resource center listing all available properties, program benefits, links to artists’ and local creative and entertainment businesses’ website, and promotes activities, like an arts and music festival and art walks. Currently there are 18 galleries and 70 artists that have been part of the program. The present City budget for the program is \$300,000. Impacts of the Artist Relocation Program include a new \$44 million performing arts center (1,800 seats) in Paducah and County tourism revenue increase of \$10 million.

Key Learnings from Case Studies:

- Leadership can come from many sources
 - Mayor in Portland
 - Artist in Paducah
 - Local citizen in Santa Ana
- All case study districts involve partnerships
- Signature project can stimulate district formation
- Collaborative marketing is a common theme in all districts
 - Well-defined branding, image and identity important
- Challenge of affordable housing for artists
 - Many alternative models
 - Sympathetic landlords/developer
 - Direct capital investment by artists/collaboratives to acquire and develop
 - Rental subsidies (low income housing)
 - Nonprofit developer
 - Public private partnerships (e.g., Ventura, Santa Ana)
- All cases include major City role in development and ongoing management
 - Private independent organizations can play major role in programming

Appendix B. Community Meetings October 17-18, 2007 Notes

The ACE Advisory Committee held four public meetings October 17-18, 2007 at the Grand Vision Foundation. The purpose of these meetings was to share information about the SPACE District, the planning process, and the mission/vision for the district, receive input on specific key areas of the mission/vision, and lay the foundation for future approval process and implementation of the plan.

Four key stakeholder groups were invited to participate:

- Artists - Important contributors to the activities and cultural influence in downtown, artists are a significant focus of the plan, their interests and needs considered as an incentive in commencing the planning process from the beginning.
- Downtown merchants, property owners, and residents - Like the artists stakeholder group, the downtown merchants, property owners and residents are major participants in the creation and activities of the district.
- Community stakeholders – Those that participate and contribute to the wider community, such as members of Neighborhood Councils, are an important partner in the process as the SPACE District is for the benefit of San Pedro as a whole community.
- Nonprofit organizations – an essential partner and resource for creating the district, nonprofit organizations are also a consideration for support in district plans.

Committee members and consultant introduced the project through a 20 minute PowerPoint presentation, focusing on the necessity to plan, the Committee's own experience and reasons for being a part of the process, and educating the public regarding case studies within other communities and cities. The presentation concluded with an introduction to the SPACE mission and vision. The remainder of the meetings was devoted to discussion on five key areas of the vision: building partnerships, activities, infrastructure/facilities, accessibility, and image/brand/marketing.

Overall attendance was average, with 75 people participating in all. The first meeting received the highest rate of attendance. This may be attributable to the artists interest in the district (the stakeholder group invited to the first meeting), and possibly to the notion that more people knew about and could attend the first meeting. A general lack of notice and outreach also affected greater attendance, particularly within the nonprofit group. However, it is important to note that there have been a number of public meetings and organizational meetings held throughout the community in the past six months, including those for the Downtown Design Overlay (part of the Community Plan update through City Planning).

This will continue throughout the planning process and should be considered in planning for future meetings.

Participation among attendees was good, with most contributed to discussion and confirming existing ideas and adding new thoughts, suggestions to the district vision. There was almost unanimous support for an arts-focused district. One participant seeking park development on Pacific Avenue questioned the priority of the arts as a concentration for the district, however, this may represent an opportunity for collaboration (e.g., artist designed park), and the Committee's overall presentation and response was well received. Other input and observations from the public meetings include:

- Artists want improved physical infrastructure
 - Sidewalk repairs
 - Lighting
- Support for increased programming and activities
 - How to run an arts business
 - Arts business retreat
 - Poetry and lecture series
- Interest in new approaches to internet marketing
 - Podcasts, YouTube videos, etc.
- Support for an ordinance
 - Received no specific direction

The following represents ideas/input from the participants at the meetings.

Key areas of the mission discussed were building partnerships, creating activities, access and infrastructure, and image/brand/marketing. Discussion focused on specific activities and programs for each of these key areas.

Building Partnerships

- With –
 - In the District
 - Strengthen connection between artists and businesses through events
 - Government
 - Port of LA, Neighborhood Councils, City of LA, City Planning
 - Department Mayor's Office of Economic Development
 - Run the plan by them in order to get their support and participation

- Community
 - Maritime Community – network of tall ships for potential events/cross
- Promotions
 - Cruise ship companies
 - Create a marketing tool to present to companies
 - Establish tours and other events linked to cruise activities
- Media
 - L.A. Weekly
 - District
 - Local cable Station
 - Film Companies doing business in SP
- Funding Sources
 - Corporate Sponsorships
 - Lending institutions (e.g., local banks)
 - Civic Arts Programs – get CRA/LA, Port and City % for Arts programs working together within district
- Organizations/Institutions
 - Angels Gate Cultural Center
 - San Pedro Arts Association
 - Regional, national, and international arts organizations for potential satellite operations (e.g., Grand Performances, museums, etc.)
 - Union – invite gospel choir to perform
- Education
 - High School
 - Harbor College
 - “Art to Grown On” – coordinate programming with 20 schools in the area
 - Dana Mills (band)
 - Performing Arts Magnet
 - Scope of partnerships could include teaching about art, using schools/students as source for volunteers
- Will need to give something to partners in order to receive (e.g., developer incentives)
- Would like to see every wall of every building in downtown display art, including the copy store, the shoe store, the hair salon, etc.

Activities

- Events
 - Contests for Kids
 - Targeted at residents and senior centers
 - Downtown window display contest
 - Book signings
 - Charles Bukowski Annual Pub Crawl
 - Movie Shot Spots Tour
 - Regular walking tour of district/San Pedro

- Block Party w/ dancing in the street
- Gallery Crawl
- Music/performance events
- Warner Grand Series
- Readings (e.g., plays, poems, short stories by actors)
- Speakers – invite special guest to speak (e.g., Jimmy Carter)
- Workshops
 - Salons for sharing best practices among artists and arts businesses
 - Workshops on arts business in general (e.g., how to run a successful gallery
 - How to market your artwork, etc.)
 - Partner with Los Angeles-based organization to provide classes
 - Classes/workshops on seaman’s skills
 - Lectures (e.g., on local neon lights, etc.)
 - Semi-annual retreat for artists designed by artists
- Festivals/Fairs
 - Artwalk on Harbor Blvd. Parkway (like that in Santa Barbara)
 - Tall Ships Festival
 - Film Festival of LA Harbor movies (or movies shot in SP area)
- First Thursday
 - High school choir to perform
 - Expand First Thursday, perhaps to a separate business oriented affair once a month
 - Invite artists to exhibit specifically for First Thursdays

Infrastructure/Facilities

- Street Improvements
 - Signs
 - For parking and wayfinding
 - Rotating banner program
 - Lighting
 - Increase pedestrian lighting
 - Refurbish lights for nighttime (e.g., neon tube lighting bordering windows)
 - Pathway lighting
 - Landscape
 - More greenery
 - Windbreaks from the water
 - ADA access everywhere, especially sidewalk
 - Utilize green technologies (e.g., solar powered lighting)
 - More & better public art
- Public parking
- Public plazas with movable seating and bandstand
- Un-gate businesses (banish metal gates from storefronts, or at least use during regular business hours)

- Benches and trashcans – utilize artists in design
- Arts Center
- Artist Housing
 - Rent control
 - Developer incentives to create artist live/work space
- Exhibition & Performance Space
 - Utilize waterfront, lobby and other spaces for art exhibition and performance (e.g., Warehouse 1 make into exhibition hall)
 - Have place for bands and dancing, like a club
 - Classroom/Studios
- Resource Center
 - w/ staff and board/committee to create brand/vision and marketing strategy will need and provide coordination for the district
 - Tourism Information & Visitor Center
 - Will have resources for writing grants
 - Media Center with production capabilities for video and spot ads
 - Angels Gate Satellite
- Transportation
 - Shuttle for district and other cultural facilities (e.g., Angels Gate)
 - Water Taxi
 - Extend Red Line – close 6th street to run the Red Line
- General
 - Outdoor dining
 - Preservation of historic structures/facades
 - Maintain bohemianism/edginess
 - Link to waterfront

Accessibility

- Information collection & dissemination
 - Newsletter
- Zoning & permits
 - Change noise ordinance in order to have shows/concerts later into night
 - Increase ease/efficiency of getting cabaret and liquor licenses
 - Utilize Resource Center/office as one stop shop for building business
 - Create new zoning for the district – ACE District Zone
- Affordability
 - Provide incentives for galleries and other arts businesses
 - Artist loan fund
- Parking
 - Diagonal parking on 7th and 8th streets
 - Take away parking meters altogether in district
 - Stipulate that merchants cannot park in spaces right outside their stores
- Security
 - Cops of bikes

- Police kiosk
- Transportation (see infrastructure/facilities)
 - Shuttle from district to Angels Gate, also from parking lots to district on event days (e.g., Link in Long Beach)
 - Expand Red Line to airport
 - Increase public transportation via rail line or bus down 7th and 8th
 - Encourage people to walk
- Overall make friendly for visitors and residents

Image/Brand/Marketing

- Unique & memorable brand
 - Many generations
 - The Port – we are on the water
 - “We are the center of the earth”
 - Historic
- Engaging Audiences
 - Podcasts – be consistent
 - Email blasts
 - Reach and bring in outsiders (go for the regional market)
 - “the world is our market”
 - Have Myspace site
 - Post videos on YouTube
 - Film all events and utilize cable channel
 - Work to change perception of downtown as unsafe, but keep the edge
 - Engage younger 20-something audiences through events, music, clubs, etc.
- Website
 - Link to all technology listed above
 - Live webcam looking up 6th street
- Promotions
 - Promote as a site where movies are made
 - Promote our architecture
 - Utilize our partnerships (e.g., sponsorships)
 - Promote local heroes (e.g., Charles Bukowski)
 - Start with grassroots efforts and build from there (e.g., phone calls, press releases, etc.)
- Other
 - Coordinate all marketing efforts (cross pollination)
 - Get locals, regional, national and international together

Public meetings focus on presenting an updates of the planning process, a draft model plan, and soliciting feedback from stakeholders and community members. The primary goal for the second set of meetings is to receive feedback on the draft plan. The SPACE Committee participated in the planning of these meetings. Several matters on which to focus discussion for planning the meetings included:

- Communicating draft plan prior to meetings
 - Post plan/model recommendations to website before meetings
 - Post comment boards in downtown shops/restaurants
 - Have copies available in particular galleries, shops and organizations (e.g., Angels Gate)
- Intensive outreach effort
 - Website
 - Telephone tree
 - Mail
 - Posters
- Consideration of meeting schedule

Further concerns not outlined above were communicated during facilitated discussion with the consultant.

Appendix C. Project Manager Sample Position Descriptions

Main Street Cultural District Director 8/10

Ames, Iowa

Overview of position: Operating under the joint supervision of the Main Street Cultural District Central Committee and Chamber of Commerce President, the Director will oversee daily operations and facilitate and coordinate all efforts of the MSCD, its committees and volunteers. The Director is the primary public relations person for the MSCD and its offerings.

Job Responsibilities

General administrative duties:

- Manages all administrative aspects of the MSCD, including maintenance of an appropriate data system for record keeping, developing and monitoring budgets, accounting, purchasing, billing, preparing reports and other office activities.
- Manages part-time Event Planner and multiple ISU interns.
- Coordinates the activities of MSCD committees. Facilitates work plans and their development. Supports and carries out Central Committee decisions.
- Writes grants and assists in raising operational funding.
- Seeks out educational seminars, conferences and training experiences to build and enhance level of expertise.

Memberships:

- Manages an active member recruitment and retention program.
- Manages membership records.

Public Relations:

- Handles public awareness and public relations of the MSCD. Serves as primary spokesperson and public relations contact for MSCD including writing press releases, speaking at City Council meetings, and community groups.

Coalition Building:

- Works with private and public interests to advance MSCD interests such as property development, business recruitment, parking management and long-term planning. These efforts should be in accordance with such strategic plans as the Ames Downtown Charrette, the Catalyst Project, City of Ames Design Guidelines and the Façade Improvement program and other strategic plans as they are developed.
- Maintains working knowledge of city programs as they impact MSCD. Helps to build strong productive relationships with and between partners such as the City of Ames, Ames Chamber of Commerce, Ames Economic Development Commission, Ames Convention & Visitors Bureau, Ames Community Arts Council, Iowa State University and landowners, merchants, non-profit organizations and residents that can relate to MSCD.
- Encourages the downtown area to undertake joint activities such as special events, group tours to visit the area, sales/promo promotions, cooperatives and joint advertising, kiosks, maps, signage and sponsorships of the same.

Marketing:

- Develops and implements the annual marketing and advertising with Board committees;
- Coordinates joint marketing projects that build and enhance the MSCD image including advertising, monthly newsletters and website.

Role of the Ames Chamber of Commerce in Main Street Cultural District:

- Pays invoices from MSCD account, keeps financial accounts for MSCD; issues paychecks and provides employee benefits
- Provides tax status and event insurance for MSCD; Provides access to a benefits plan

Qualifications:

Required:

- Must display a courteous, friendly and helpful attitude toward the public.
- Graduation from an accredited four-year college or university with a BS or BA degree.
- Three to five years experience in community development, business economics, retailing, marketing and/or promotion or downtown development preferred. Any equivalent combination of education and experience may be substituted.
- Coursework or experience in marketing, public relations, community planning, event planning, retail/merchandising or similar areas that will support MSCD in meeting its goals.
- Ability to work under pressure, meet deadlines and work on multiple projects.
- Strong computer skills including word processing, database and spread sheet applications.
- Excellent oral and written communication skills. Must be well-organized, work well with others and be a self-starter.

Preferred:

- Grant writing experience
- Historic and/or cultural district or economic development experience
- Experience with Microsoft Office Suite; Graphic design and layout experience

This is a full-time, 12-month salaried position. Advancements are outcome driven and based on the achievement of short-term and long-term goals determined by the MSCD Board and director at the annual planning meeting. The Director is an at-will employee in accordance with the laws governing employment in the State of Iowa.

Position Profile
Executive Director
Station North Arts & Entertainment, Inc.
Baltimore, Maryland

Station North Arts & Entertainment, Inc., based in Baltimore, Maryland is seeking a skilled executive director to build on its exceptional work in establishing a vibrant district where artists, arts and entertainment venues flourish within strong diverse neighborhoods, and in engaging residents and non-residents in educational outreach programs focused on the arts.

The Organization

The Station North Arts & Entertainment District was established in January 2002, and was among the first of four districts to be so designated by the State of Maryland. In February 2005, Station North Arts & Entertainment, Inc. (Station North) became a 501(c) (3) nonprofit corporation. Station North works with neighborhood groups, property owners, and civic and community leaders in Baltimore's Station North District to create a vibrant, healthy, diverse, mixed-income neighborhood; build the area's commercial center and residential core; promote arts and entertainment activities in the District and the availability of District tax benefits; and strengthen the sense of community among the area's many artists, residents, businesses, and cultural groups through planning efforts, marketing initiatives and cultural events and programs.

Station North focuses on making concrete achievements out of the momentum that has been generated in the emerging arts district north of Penn Station. To achieve its mission, Station North implements the following goals:

- Promote the arts and entertainment activities of the Station North Arts & Entertainment District to the greater public, and the availability of the District's tax benefits to artists, arts or entertainment venues, and property owners;
- Create a vibrant neighborhood where artists and arts and entertainment venues flourish, in the midst of an abundance of healthy retail, residential, and commercial offerings;
- Preserve and strengthen the diversity of the community;
- Increase property ownership by artists and existing non-artist residents;
- Expose residents and non-residents to the arts and engage the community in educational outreach programs focused on the arts; and
- Help artists to establish arts-related businesses or acquire properties, through programs designed to educate artists on legal, accounting, and other aspects of such endeavors.

Examples of services and programs provided by Station North include:

- **Events** – Develop and promote of events, such as the annual “Gotta Have Art” event on Valentines Day.
- **Marketing** – Actions that promote the District and activities, and develop a brand identity.
- **Information and Communications** – Communications about new developments, activities, and resources, such as tax-related and other incentive programs available within the District.

- **Community-Building** – Events and actions to spotlight and enhance community resources, and further the identity and sense of place within the District.

The organization's budget for the coming fiscal year will be approximately \$120,000. There are seven volunteers and no paid staff. The organization is governed by two groups that volunteer time for Station North: (1) Station North Arts & Entertainment, Inc. which has 11 volunteers; and (2) the Mayor's Advisory Board for the Station North Arts & Entertainment District which consists of 47 volunteer members. For more information on Station North, visit: www.stationnorth.org.

The Position

This is a fascinating opportunity to help a dynamic community to marshal and expand its rich resources, and further its economic and cultural vitality.

The board is seeking a leader with a holistic sense of community, who will use his/her keen political skills to help stabilize housing and encourage arts-friendly development. He/she will use community-building skills to empower residents, artists, business owners and community leaders to further enhance the District as an exciting, enriching, vibrant place to visit, live, work, do business, and make art. The new executive director will also use his/her marketing skills to celebrate the richness of the community, build visibility for the District, attract new resources, and encourage new development such as arts-related venues and businesses.

Priorities for the new executives first 12 to 18 months include:

- Develop an understanding of and appreciation for the current resources of the community.
- Manage and enhance current programs and events.
- Work with the board to develop a strategic plan.
- Develop and implement a communications plan, particularly targeting residents, artists and business owners.
- Lay the groundwork for a marketing and branding process for the District.
- Work with the City and community leaders to help stabilize housing in the District and encourage arts-friendly development.

Key Responsibilities

The executive director's key responsibilities include:

- Provide visionary and strategic leadership to the organization and translate that vision and strategy into concrete actions that advance further mission accomplishments.
- Manage the day-to-day operations and programs to ensure that Station North maintains its status as a well-managed, highly-respected organization.
- Maintain a continuous understanding of the organization's financial position and outlook; ensure fiscal responsibility and security.
- Serve as the principal fundraiser for the organization; expand the donor base and foster positive relations with existing donors.

- Provide effective management and direction to existing and new volunteers to further develop and build their skills, experience, and expertise.
- Communicate the mission and programs of Station North to various audiences and develop and maintain sound relationships with individuals and organizations which share Station North's vision.
- Identify strategic opportunities to raise the visibility and reputation of Station North.
- Support the board of directors in its governance role and foster its ongoing development; keep it informed on internal conditions and important external developments.

Experience and Attributes

Ideal candidates for this position will share our commitment to our mission and will bring a variety of experiences and attributes to Station North, including:

- Five years experience in a related field such as community development, arts marketing, or neighborhood development.
- A demonstrated successful fundraising track record and/or record of developing new resources.
- A high degree of financial literacy and budgeting.
- Exceptional written and verbal communications skills.
- Demonstrated problem-solving abilities.
- Relationship-building skills and ability to work effectively with various constituencies.
- A Bachelors degree or equivalent experience.

Salary and benefits will be competitive and commensurate with experience.

Application Process

To apply, e-mail resume, cover letter and salary requirements to:

SN@transitionguides.com (e-mail applications are preferred)
or
Station North Search Committee
c/o TransitionGuides
1751 Elton Rd, Suite 204
Silver Spring, MD 20903
Via Fax: (301) 439-6638

Appendix D. Summary of Public Meeting Notes 3/15/08

Public Policy Discussion Group

NOTE: Issues/Strategies that were included in the ACE District Draft Report are identified with a (I) and those that are new with a (II).

Leader - James P. Allen

Group members

Walter Beaumont, Judith Blahnik, Larry Lubow, Sue Castillo, Robin Hinchcliffe, Bob Barr, Robert Davies, Eugene Daub, Craig Antrim, Susan Joseph, Dorota Starr

Issues:

- Low income housing is not Section 8 Housing.
- Low- Moderate-Income Housing includes for sale housing.
- Can subsidized housing be set aside for artists?
- Overlay Zones = more hoops to jump through.
- Local Building and Safety inspectors aren't knowledgeable about Artists in Residence Projects.
- Advocates for AIR projects may be counter-productive.
- What can we do NOW as we are losing artists and galleries. (I)
- The proposed ACE Resource Center will foster connections between arts groups i.e., musicians and artists. (I)
- Informal structures as they exist can be exclusive rather than inclusive.
- Policies must support the sustainability of the ACE District. (I)
- ACE Board should be broad based and not have the same members as the CAC. (II)
- Amnesty for Illegal AIR units. (I)
- Use Court appointed community service individuals as a volunteer force for ACE activities. (II)
- The Resource Center must have legal help for artists. (II)
- Artist voices have not been heard or marginalized.
- Who defines what is an Artist?
- Keep in touch with Pedro Artists that have left to keep them in the loop.
- Use Percent for the Arts to create an arts space. (I)
- Create a San Pedro Arts Museum. (II)
- Create a large San Pedro Arts Walk as a fundraiser/event for ACE. (I)
- Museum should archive and preserve items related to the history of the SP Arts scene. (II)

Strategies:

- Create a database of architects/contractors that are experienced with AIR conversions. (I)
- Investigate the Artcraft Ordinance that will allow folks to sell directly from their studio. (I)
- Create an Arts to Arts business directory. (II)
- Create an Art Calendar for ACE District Fundraising. (II)
- ACE District should allow for members to vote on important issues and who is on the ACE governing board. (II)
- ACE must have a staff person hired and a phone number on 7/1/2008 to kick off the District. (I)
- Survey all ordinances before implementing program. (I)
- Complete artist housing needs survey before constructing artist housing. (I)

Artist and Related Business Support Group

We asked “What are the challenges you see the ACE plan facing, what issues or opportunities would you like to discuss, and what can ACE do for you? How can artists and art related businesses cooperate?”

- Assist in easing conversion of industrial and residential spaces into live/work artist spaces; make zoning requirements more transparent; simplify change of zoning where needed. (I)
- Create a social/professional resource bank. This might include an arts agent or advocate on site to help guide artists through the processes of addressing zoning issues; applying for grants, subsidies, and city programs; and other art/business related difficulties.(I)
- Expand work spaces and existing programs at Angels Gate.(I)
- Promote San Pedro's artistic characterization as a goal in itself.(I)
- Form a guild or membership to analyze and establish criterion for accessing grants, subsidies, housing, etc. (I)
- Enact an anti-chain ordinance; preserve the personality of San Pedro; find a way to protect artist and art businesses from eminent domain. (II)
- Expand the district to include Ports O' Call (II).
- Publish a long range community calendar so we can better cross-promote cultural events (II).
- Promote art education in the schools to foster local creativity (II).
- Use local artists to decorate public spaces (II).

Marketing and Promotions Group

Strategies and Issues

- Need a yearly arts event.
- Market San Pedro as an event.
- Parking has to change: Multi-story is essential.

- Support what we have to help it grow.
- Waterfront must evolve.
- Performing and visual arts space keeps getting cut from plans.
- All our recourses need to be used as a draw for downtown San Pedro.
- Market to potential tenants so vacancies are less prevalent
- Website and email lists
- Not till second half of ten year project are we planning to market the district
- How do we leverage the interested members of the community to promote the arts District?
- Attach to tall ships as a marketing tool. Use the opportunities we have as a marketing tool
- Cruise ship terminals red bus
- To whom are we marketing? What is marketable locally what is regionally?
- Need a Sat. or Sun. regular event, as San Pedro is too distant for workers to get to a weeknight.
- Ratification - bodies, how to be a member of space
- Membership org is needed for Advocacy
- Chamber might not be the right body for ratification
- Is the AMS presentation a template used in other communities?
- Signage to finding the arts district
- Challenge to regionally attractive arts events: decreasing artists' numbers
- The need is for a marketing group incorporating business and artists.
- Talk to Long Beach arts district.
- Celebrate the galleries that are here.
- How do we get San Pedrans to get back down here?

Notes for Artists and Related Business - Group One

We asked the group of mostly artists to discuss challenges and concerns about their live work space. We also asked them to discuss opportunities for collaboration.

- Artists need easy access to LA building code sections applicable to artists in residence as well as the artist live work ordinance.
- There ought to be a trained point person at the local Building & Safety office.
- She would like there to be a Complaints Department. She has experienced many devastating personal tragedies.
- (an artists' advocate): A resource bank where artists can exchange supplies and ideas would promote collaboration
- We should have a giant parking lot in downtown San Pedro, without that we're never going to make sense.

- 1% for the arts program should favor local artists. Can you use 1% for the arts funds to create artist live work space?
- The Port needs to inform local artists about 1% arts opportunities. Selection of large commissions (like the giant fish) should be done as a public competition, not behind the scenes. Encourage collaboration between artists and the Port.
- If funds are used to provide artist housing, there should be a rotating guest program, not permanent residence. Also, if you have artist housing, who decides who is an artist. There must be measurable criteria so you can kick people out if necessary.
- There should be an artwalk once a year.
- Someone: Artist live work space, if built, must be really designed for artists. It must have high ceilings and good light.
- Artists can find their own place to live, what they need is affordable work space, now.
- Don't reinvent or detract from Angel's Gate. Why can't Angel's Gate expand its function and intervene on behalf of artists? Why do we need a new organization?
- There's a disconnect between the Port, downtown & Angel's Gate. Shouldn't Ports o'Call be included in the SPACE District? It's full of underutilized space.
- If development forces are going to make real estate within the SPACE district boundaries to expensive, we should focus on live work space a few blocks away from the district. Or maybe the district's borders are too small.
- What about using all of the Port's unused/underused warehouses?

Group consensus:

- More serious galleries are needed.
- Hands-on help for artists trying to achieve artist in residence status is needed immediately
- When it comes to the need for artist live work space, the SPACE plan's timeline is way too long.

Notes for Artists and Related Business - Group Two

- Galleries aren't open daily. Create a collaboration to allow others to staff artist's galleries.
- There isn't a forum for community members to request art projects. For instance, someone suggested to her that the giant wall coming off the Harbor Freeway onto Harbor Blvd would be a great place for a mural.
- Suggested that there should be a non profit artist space that could incorporate and video and promulgate more cutting edge art.
- Said that we should not think of the SPACE facility as an "office" but as an exhibition space and resource center. He also suggested placing phantom galleries in un-leased commercial buildings, as has been done before by

- The Croatian Cultural Center would be an ideal location for the SPACE gallery and resource center.
- How about more collaboration with the PV Art Center.
- Equestrian art.
- Chains make the rents go up. We need to keep them out.
- There was a public policy overlay ordinance on Abbott Kinney to keep out chains. See Veniceunchained.org.
- There is a fear of takeovers, like what if a large operator took over the Warner Grand?
- Also, Linda suggested that both artists and arts based non profits both need help with grant writing, perhaps SPACE could provide grant writing and other technical support. This could help the non profits to work more collectively, if grant writing was done under a common umbrella.
- Why would an artist want to come to San Pedro?
- Artists and local business owners want to be better informed, farther in advance, of big events happening at the Warner Grand or in the area. This way they can plan to participate and incorporate these events into their marketing efforts.

Community Meeting Participants

Community Redevelopment Agency of the City Of Los Angeles, California
Pacific Corridor Community Advisory Committee

SIGN IN

Date: March 15, 2008

Croatian Cultural Center, San Pedro, CA
510 W. 7th Street

Time: 11:00 A.M.

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3 Barbara Love	br141@rr.ca.com		
4 Richard Stephens	WWW.RYBOWSTUDIO.COM	310 291 5316	SP ARTS
5 Bonnie Parker	338 W. 9th St San Pedro, CA 90731	424-477-960	Entrepreneurs
6 Raymond Parker			
7 David Buchanan	D&D Gallery 311 W 7th St 90731	808-3685 831-2940	dbuchanua@danddgallery.com
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