

## Arts, Culture and Entertainment (ACE) District Planning

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December 20, 2007

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### Presentation Agenda

- Case Studies
  - ▶ Portland – Collaborative Marketing
  - ▶ Ventura – Affordable Housing
  - ▶ Paducah – Artist Relocation Program
  - ▶ Santa Ana – Artists Village
- Recommended Model/Plan
- Public Meetings
  - ▶ Analysis
  - ▶ Future meetings

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## CASE STUDY – Methodology

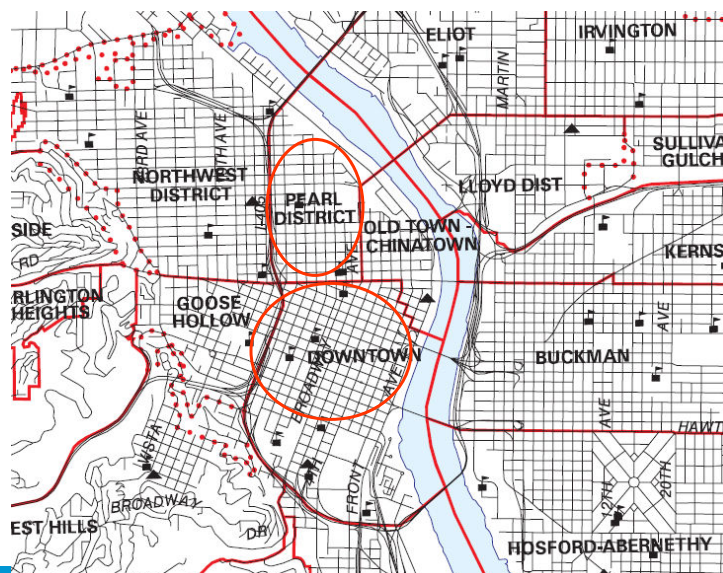
- Development of criteria
  - Urban setting
  - Artist-driven development
  - Business interest
- Selection
  - Input from Committee, Interviewees, internal references, Americans for the Arts database
  - Evaluation of criteria
- Secondary data collection
  - Internal database
  - Web data
- Phone interviews

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## CASE STUDY – Portland: Collaborative Marketing

- Population ~530,000



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## CASE STUDY – Portland: Collaborative Marketing

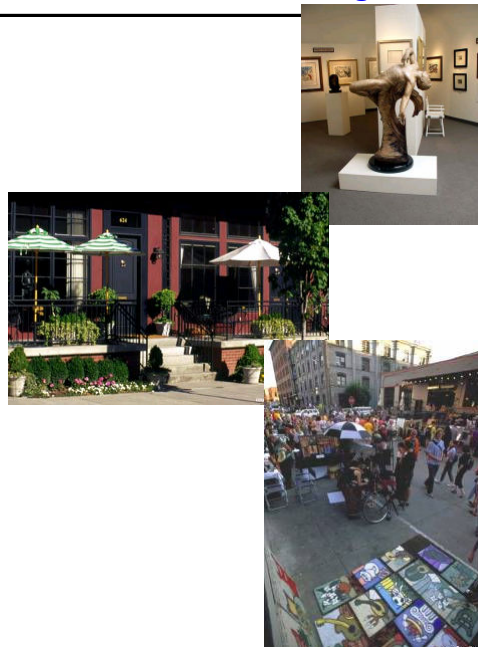
- Downtown Marketing Initiative
  - ▶ Initiated by and operated under authority of the Mayor
  - ▶ City dedicated \$1.3 million over 3 years (\$400K in first year)
  - ▶ Public/private partnership
    - City
    - TriMet (public transportation authority)
    - Portland Business Alliance (PBA)
    - Downtown Retail Council
    - Various downtown coordinating and advisory committees
  - ▶ 1 employee – marketing & communications manager
    - Uses office space in Chamber of Commerce (PBA)
  - ▶ Programming includes
    - Marketing outreach campaign on Portland Mall Light Rail Project
    - TriMet donating \$1 million of transit advertising to DMI
    - PBA continued downtown marketing includes promotions, Sidewalk Ambassadors, newsletters; total efforts ~ \$1.1 million
    - “Win A Window” – entrants vote on favorite holiday window display with possibility of winning contents of window
    - “Give More. Get More” – downtown retail discount card (15% on select items)
    - Retail “happy hours”
  - ▶ Advertising tagline is “We’re Live Downtown. Why Aren’t You?”

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## CASE STUDY – Portland: Collaborative Marketing

- Pearl District Business Association
  - ▶ District population ~1,113 residents
  - ▶ Vision is “to continue to be a model of an ideal urban neighborhood with a great combination of art, culture, residential, families, affordable housing, parks, public transportation system, and thriving business environment.”
  - ▶ ~300 members
  - ▶ ~\$300,000 annual budget
    - Revenues include membership fees, sponsorships, and grants
  - ▶ Marketing includes
    - Brand for district – logo
    - Website
    - District map
    - Bi-Monthly magazine in Oregonian Newspaper
    - Annual events such as sidewalk sale, holiday event
    - First Thursdays organized by Portland Art Dealer’s Association
    - Partnership with downtown marketing initiative

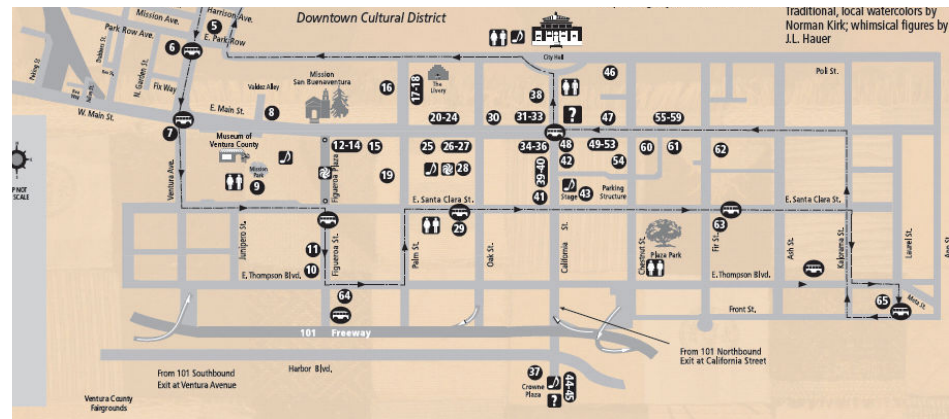


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## CASE STUDY – Ventura: District & Affordable Housing

- Population ~105,000



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## CASE STUDY – Ventura: District & Affordable Housing

- Cultural District
  - ▶ Administered by City Cultural Affairs Department
  - ▶ District has no financial or other incentives
  - ▶ City develops and funds programs
    - 3 annual art walks
      - 150 artists
      - ~20,000 visitors per event
      - Effort to decrease to 2 art walks and pool marketing to reach regional market
      - Budget is \$20,000/year
    - 2 street fairs
      - 20,000 to 30,000 visitors per event
      - More regional market – 50% from outside Ventura County
  - ▶ Plans to develop incentives
    - Fee waivers for developers who include cultural/art elements
    - Low interest business loans to arts businesses
    - Promote/assist in the opening of new galleries
    - Strategies and funding to be determined

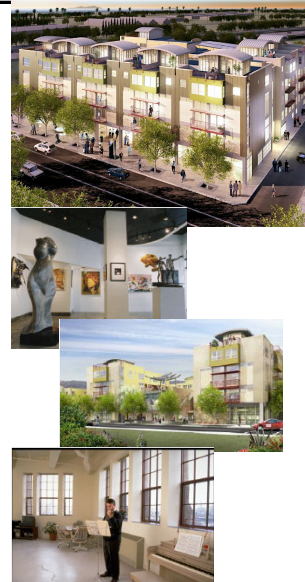


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## CASE STUDY – Ventura: District & Affordable Housing

- Working Artists Ventura (WAV)
  - ▶ Affordable live/work project of Ventura Redevelopment Agency and PLACE, a national nonprofit artist housing organization
  - ▶ 1.7 acres, \$44 million project
  - ▶ Components
    - 13 market rate units ranging from \$600K to \$1 million
      - Will generate \$3 million to subsidize affordable units
    - 15 homeless transition units
    - 49 artist live/work units
    - 6,000 sq. ft. of commercial (arts-friendly business)
      - Theater, galleries, coffee house, sidewalk café, etc.
  - ▶ Artists will be selected by local panel
    - Income requirements will be 60% or less of local median household income
    - Goal to have least 25% local artists
  - ▶ Funded through federal and state tax credits, foundation grants, City assistance
  - ▶ Managed by private real estate organization

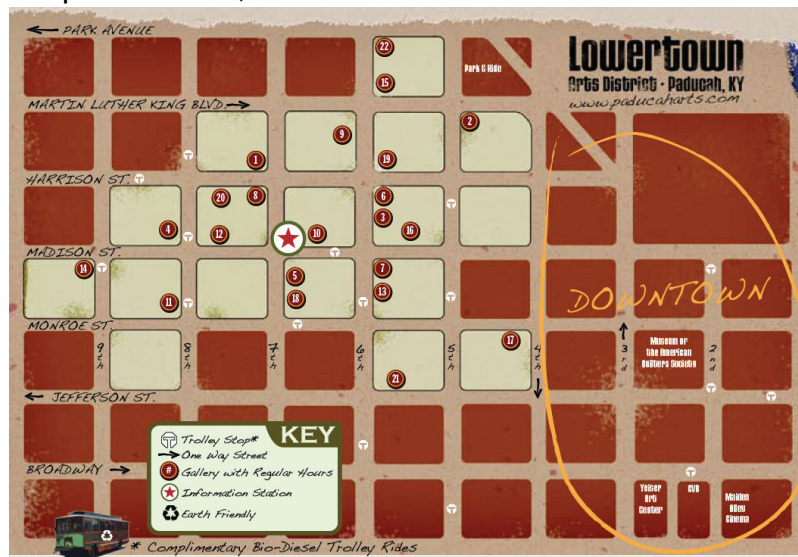


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## CASE STUDY – Paducah: Artist Relocation Program

- Population ~26,000



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## CASE STUDY – Paducah: Artist Relocation Program

- Artist Relocation Program
  - ▶ Public private partnership property acquisition program
    - City's initial investment of \$46,000
    - Private fundraising of \$100,000 to purchase homes
  - ▶ Property sold to artists below market
    - Lowertown dual zoned for commercial and residential
    - 100% financing to buy and renovate existing structure or build new on vacant lot
    - City grants of \$2,500 for architecture and other professional services
  - ▶ Other program elements
    - Shared marketing services including website, map, events
    - Events include art and music festival, annual quilt festival, art walks
    - Current budget \$300,000 from the City
  - ▶ Impact
    - 18 new galleries, 70 new artists
    - New \$44 million performing arts center
    - County tourism revenues increased by \$10 million



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## CASE STUDY - Santa Ana: Artists Village

- Population ~338,000

### ARTISTS VILLAGE / SANTA ANA



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## CASE STUDY - Santa Ana: Artists Village

- City participation

- ▶ Grand Central Arts Center
  - Mixed use arts development
    - Graduate student housing, ground floor studios, theater, gallery, restaurant, print workshop, basement classrooms
  - Partnership between City and CSU Fullerton
    - City owns property; university foundation leases for \$1/year and manages
      - » Foundation hires 1 site manager, 4 part time employees (often graduate students)
    - City provided \$9 million for renovations
    - Both City and foundation cover subsidy(~\$110,000/year)

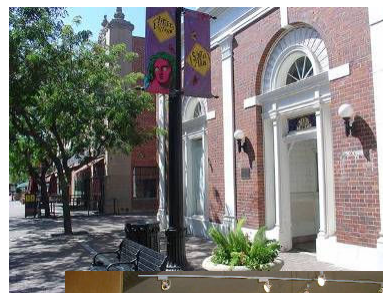


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## CASE STUDY - Santa Ana: Artists Village

- Revenues \$350,000
  - Rent from restaurant, printmaking studio, gallery, student housing
- First Saturday Events bring 1,000 to 5,000 people
- Catalyst for developing district
  - 80 unit live/work space in development
  - OC High School for the Arts located in area
  - Creative businesses related to advertising and video moved in
- ▶ Assembled task force for strategic plan and district vision
- ▶ Zoning changes to allow mixed uses
- ▶ Responsible for marketing (inc. website)
- Private development
  - ▶ Santora Arts Complex
    - Artist-led studio development of historic building
    - Started open house in '95



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## CASE STUDIES – Key Observations/Learnings

- 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

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## PUBLIC MEETINGS - ANALYSIS

- We achieved our goals
  - Educate the public about the purpose, vision, and mission of the ACE District
  - Gather public input regarding the mission and vision components
  - Lay groundwork for future implementation/approval process
    - Engage stakeholder groups (Artists; Downtown merchants, residents, property owners; Community representatives [e.g., Neighborhood Associations]; Nonprofit organizations)
- Average attendance and good participation
  - ~75 overall attendance
  - Confirmation of existing ideas; additional and new thoughts/ideas
  - Lack of notice/outreach affected greater attendance (e.g., Nonprofit Stakeholder Group)

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## PUBLIC MEETINGS – ANALYSIS

- Almost unanimous support for artist-focused district
  - ▶ A question of priority for one participant seeking park on Pacific Ave.
    - May represent opportunity for collaboration (artist designed park)
    - Committee's response well received
- Artists want improved physical infrastructure
  - ▶ Sidewalk repairs
  - ▶ Lighting
- Support for increased programming and activities
  - ▶ Tall Ships Festival
  - ▶ 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

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## PUBLIC MEETINGS – Future Meetings

- Goal to seek feedback on draft plan
- Communicate 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., Angel's Gate)
- Intensive outreach effort
  - ▶ Website
  - ▶ Telephone tree
  - ▶ Mail
  - ▶ Posters
- Consider meeting schedule

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# RECOMMENDED MODEL

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## Vision/Mission

### **DISTRICT 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.

### **ORGANIZATIONAL MISSION:**

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.

### **DISTRICT 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.

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## FUNDAMENTALS I

### UTILIZE LEARNINGS FROM CASE STUDIES AND PUBLIC MEETING INPUT

#### Case Studies

- Leadership
  - Organization
  - Resource Center
- Partnership
- Signature project
- Collaborative marketing
- Well defined brand/image
- Affordable artist housing
- Major City role

#### Public Meetings

- Artist-focused district
- Improved physical infrastructure
- Increased programs and activities
- Internet marketing
- Ordinance

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## FUNDAMENTALS II

### BUILD ON EXISTING ASSETS AND TAKE ADVANTAGE OF UPCOMING OPPORTUNITIES

#### Assets

- Facilities (e.g., Angel's Gate, Little Fish Theater, Warner Grand, Croatian Cultural Center, etc.)
- Local nonprofits
- Artist community
- Invested/interested property owners

#### Opportunities

- Existing zoning codes and regulations
- PBID formation
- Downtown Design Overlay
- Community Plan
- City Planning Restructuring
- LA City Cultural Plan

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## I. ORGANIZATION

- Oversight/organizational structure
  - ▶ Initiate program under one existing organization
    - SP Chamber of Commerce
    - Dept. of Cultural Affairs (DCA)
    - Grand Vision Foundation
  - ▶ Full time manager
  - ▶ May transition into independent organization
- Resource Center
  - ▶ Consolidate office space for agencies such as DCA, LA Inc., City Planning, BID, and Chamber and Angel's Gate
  - ▶ Include arts facilities (e.g., exhibition, performance, meeting and classroom space) and information center for artists, residents, tourist, merchants, developers, etc.
  - ▶ Locate downtown
    - Warner Grand, Grand Vision Foundation, Croatian Cultural Center, Chamber of Commerce, Warschaw Gallery building, Liberty Auditorium, others?
- Initial funding opportunities
  - ▶ CRA, City of LA (e.g., Council Office), Grants (state, federal associations, etc.), PBID, corporate funding, membership

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## II. PROGRAMS - SUPPORT FOR ARTISTS

- Artist housing
  - ▶ Determine local artists space needs
    - Potential for incorporation into LA City Cultural Plan and Community Plan
  - ▶ Identify potential partner developers
    - Artspace, PLACE, LA Design Center, etc.
  - ▶ Assist property owners to achieve AIR status
    - Advise on and interpret regulations and codes
  - ▶ Acknowledge "sympathetic" landlords/property owners
    - Chamber to give annual award to a 'friend of artists'
  - ▶ Website information and resource center
    - List available properties, zoning/use regulations, resources, communication and networking
  - ▶ Financial assistance
    - Artist Loan Fund to purchase buildings (e.g., 7th Street Artists' live/work)
    - Property owner/landlord incentives

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## II. PROGRAMS (cont'd) - SUPPORT FOR ARTISTS

- Programs
  - ▶ Collaborative marketing via website and other materials
  - ▶ Research and provide information on funding opportunities
  - ▶ Technical assistance
    - Marketing, management, insurance, taxes, etc.
  - ▶ Networking

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## II. PROGRAMS (cont'd) - EVENTS & ACTIVITIES

- Initiate and organize
  - ▶ Assume responsibility for First Thursday
  - ▶ Possibilities include
    - Walking tours
    - Outdoor films
- Facilitate and support w/partner(s)
  - ▶ Reading series w/ local merchants and galleries
  - ▶ Studio tours w/Angel's Gate
  - ▶ Family film festival w/Warner Grand
  - ▶
- Evaluate feasibility of major festivals/events
  - ▶ Tall Ship Festival
  - ▶ National/international art exhibits
  - ▶

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### III. MARKETING

- Promotions and marketing
  - ▶ Create unique, recognizable, impactful brand for SPACE
    - Reinforce with comprehensive and consistent communications strategy
      - Banners, brochures, website, streetscape, advertising, etc.
  - ▶ Establish public website promoting events, brand, and calendar
    - Integrate with Experience LA website
  - ▶ Engage with partner organizations/agencies for shared marketing
    - LA Inc., Angel's Gate, Port of Los Angeles, MTA, Grand Vision, Chamber, etc.
    - Promote activities/events consistent with SPACE goals
  - ▶ Utilize new interactive media
    - Myspace, YouTube, Facebook, etc.

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### IV. PLANNING AND POLICY

- Advocate and support District improvements
  - ▶ CRA
    - E.g., street improvement design, wayfinding and signage
  - ▶ PBID
    - E.g., artist participation in policy, planning, and decision-making
  - ▶ City Planning
    - E.g., use of local artists in designing street elements
  - ▶ Clean San Pedro
    - E.g., create artworks out of collected trash(!)
  - ▶ Council Office
    - E.g., advocate for public parking

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## IV. PLANNING AND POLICY (cont'd)

- The ordinance...
  - ▶ Establish goals and objectives
    - Artist live/work
    - Incentives for targeted development
    - Infrastructure
    - Create resources
    -
  - ▶ Identify components
    - A-I-R zone
    - Parking requirements
    - Public space requirements
    - Zoning changes (density, parking, setbacks, height, etc.)
    -
  - ▶ Solicit Council support
    - Meet with Council office, Planning, CRA and Building & Safety reps

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## CONSIDERATIONS

- Leadership
  - ▶ What organization will provide it?
  - ▶ Who will participate?
  - ▶ What is role?
- Partners
  - ▶ Who are key partnerships?
  - ▶ What are roles and relationships of the partnership?
- Signature project
  - ▶ Artist housing development?
- City role
  - ▶ How do we engage City?
  - ▶ Who will oversee this partnership?
  - ▶ Is an ordinance the best way to meet goals?

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## NEXT STEPS & SCHEDULE

- Finalize draft model/plan (December 2007)
  - ▶ Incorporate Committee edits/comments
  - ▶ Present model/plan in report format for distribution and website
- Public meetings (January/February 2008)
  - ▶ Finalize meeting structure
  - ▶ Schedule
  - ▶ Coordinate outreach
- Incorporate public meeting input into final plan and present to Committee (February 2008)