

*DRAFT*

# Creative Edge Summary

*Sacramento's arts, cultural and creative economy plan*

April 2018

Commissioned by:

Mayor Darrell Steinberg  
City of Sacramento  
Sacramento Region Community Foundation

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# Overview

Welcome to Creative Edge! It is an initiative to gather priorities, expectations, and needs regarding the arts, culture, and creative economy in the Sacramento area. The overarching goal is to strengthen cultural vitality through excellent, equitable, and sustainable results that can be implemented over the next five to seven years. The planning process has engaged the community of the City and County of Sacramento to create a comprehensive vision of arts and culture for our city. We welcome your comments and suggestions on this draft of the plan. The full draft of the plan is available: [link].

## Planning Team

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# What Did We Learn?

## The Planning Process

Guided by a Steering Committee of Sacramento leadership from the arts and beyond, the planning process launched with The Creative Edge Town Hall on September 18<sup>th</sup> at the CLARA (E. Claire Raley Studios for the Performing Arts). Over 250 people attended the event, a clear indication of the importance of this plan to community artists, arts organizations, creative sector businesses, and residents.

The central questions framing the planning process were: What is the current state of arts, culture and creativity in Sacramento? What is Sacramento’s vision for the future? How do we get there?

From September through February, more than 2,000 people participated in Creative Edge, through the Town Hall, discussion groups, community forums (in each city council district), interviews, and two countywide surveys. In addition, the planning team prepared an inventory of Sacramento’s cultural assets, compiled a portrait of its creative economy, and did other research.

## What We Heard

Throughout the Creative Edge planning process, residents described their perspectives on Sacramento’s current cultural life as well as their aspirations for the city’s future creative life and identity.

## Sacramento’s Cultural Life: Now



*“On the rise.” “On the upswing.” “Thriving, changing, expanding.” “A city of creative people, to a large extent underappreciated.”* These are only a glimpse of the ways residents describe Sacramento today.

Throughout the discussion, Sacramentans agreed the city is on the creative edge of becoming a uniquely vibrant and recognized arts city. Sacramentans consider arts and creativity as essential, with more than 90% of residents citing arts and culture as important for the Sacramento community and for themselves personally. Seventy-three percent in the city of Sacramento support an annual citywide tax to

support the arts. These attitudes are not yet reflected in the support systems for arts and creativity, despite recent new City investments in cultural facilities and creative economy projects.

## Sacramento Cultural Life: Future Vision



“Dynamic, equitable, youth-driven.” “Part of all Sacramentans' lives.” “Attractive to international collectors, patrons and artists.” “Engaging, inclusive, profitable, affordable.” Residents’ vision for arts, culture and creativity is a Sacramento recognized locally, regionally, and internationally for its vibrant arts and creative community, with the City supporting that recognition through policy, investments and partnerships. People want to see better connections between businesses and artists and creatives, more visible art in the city showcasing Sacramento’s talent, and more support systems for artists to live and work

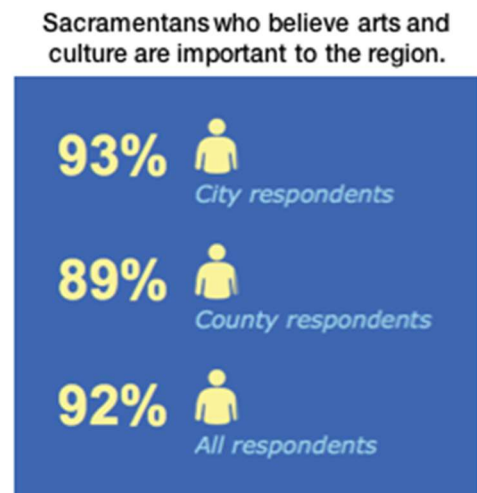
here. Sacramento identifies with creativity as an integral part of its fabric and residents want to see “art everywhere,” visible throughout the city. They also desire bolder events distinguishing Sacramento as an arts destination, and art integrated into the infrastructure of and planning for the city. They envision a community made vibrant through equitable access to creative opportunities and expression for all residents and in all neighborhoods.

### Themes of Community Engagement

Four themes emerged from the community engagement process, a combination of results of the interviews, discussion groups, City Council District forums, surveys and other data.

#### 1. Sacramento’s story is rich with history, innovation, and creativity.

As mentioned, Sacramento city and county residents consider arts and culture to be important to their own lives and to the community. They are also seeing new possibilities for the city’s future through this planning process. They practice, attend, and support arts and creative activities in their communities and the Sacramento region as a whole. In a statistically valid community survey, 70% of Sacramentans personally participated in arts and cultural activities in the last six months. Fifty-one percent consider themselves an artist, craftsperson, or creative worker regardless of whether they earn money through their craft, with 75% of those practicing their art or creativity as a hobby or a leisure activity.



Sacramento’s rich and complex history creates a natural partnership with art to tell the story of its people, its agricultural roots through the farm-to-fork brand, and its unique and varied neighborhoods.

It must be noted that Sacramento's diverse, varied culture and neighborhoods were often displaced by urban renewal, beginning in the 1950s, a story which is not well known. Sacramento's present is refocusing on innovation and creativity, inclusive of a strong community of creatives, artists, and arts and cultural organizations. This all presents an extraordinary opportunity for a formal alignment of the creative sector, economic development, and other city departments and initiatives. One of the calls from stakeholders is to commission a creative economy study that can generate a shared understanding of the scope and possibilities of Sacramento's entire creative sector.

Funding is inevitably a large part of any planning conversation and Sacramentans indicate a readiness to support the arts. Through the survey, Sacramento residents show significant support for arts programming, support for artists, and other initiatives. As mentioned above, about three-quarters of likely voters in the City of Sacramento support an annual citywide arts tax, including in each of the council districts.

Residents at the District forums noted they want to see more art integrated into their neighborhoods – especially those outside of the downtown grid – through programming and infrastructure. They also want to see themselves and their communities engaged in defining, planning and developing arts opportunities. The arts should tell the stories and reinforce the district character of Sacramento's diverse neighborhoods, places, and people.

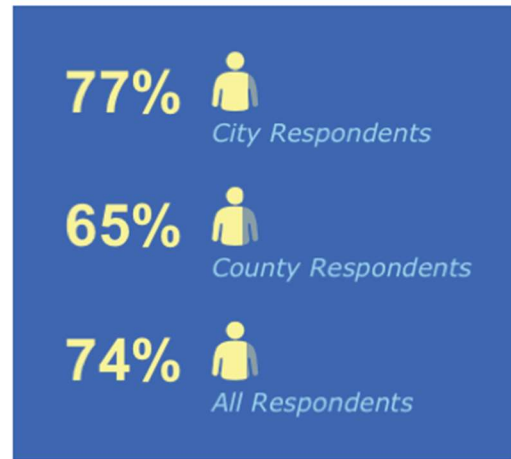
*Implications for the plan recommendations:*

- An inordinately high number of Sacramento citizens regard themselves as an artist or creative individual. This suggests that the plan should support and encourage personal participation in the arts.
- Sacramento's rich history, including its multicultural population, agricultural roots, its role as a major west coast transportation hub, and its status as the state capital implies that recognition and preservation of these histories should be promoted through the cultural plan.
- Despite historically low public funding of the arts in Sacramento, the surveys demonstrate that Sacramentans are willing to support greater funding for arts and culture by the City. The plan should directly address strategies to enhance City engagement and funding for the arts.
- Most Sacramento cultural assets are concentrated in downtown and the Broadway corridor. This is not an unusual pattern. However, participants in the District meetings expressed a strong desire for greater access to cultural activities and programs in the neighborhoods where they live. The plan should address this geographic imbalance in arts program availability.

**2. Cultural equity is a priority for the community and residents want to celebrate and infuse their diverse cultures in all neighborhoods.**

Cultural equity is a priority of the Sacramento community. Three-quarters of City and County residents rate as important “the celebration and recognition of diverse communities.” “More diversity among those involved in arts and cultural organizations and institutions” is one of the top five initiatives selected by respondents in the online survey. Equity and access to the arts was the most prominent and robust topic of inaugural Town Hall conversations and it continued in the community discussions, District forums, and community leader interviews. The cultural diversity of Sacramento is a defining characteristic of its residents, artists, creative workers, and arts and cultural organizations. Respect and recognition by City leadership, in relation to equity, was often mentioned as essential. It is important to residents the City acknowledge histories of marginalization, recognize the contributions of diverse communities to the success of the city, and work to provide equitable access to funding, spaces and arts opportunities. It is also important for the City to acknowledge those who have laid the groundwork for the arts in Sacramento. Promoting access for all groups, regardless of race, ethnicity, gender, disabilities, and other identities is critical. Providing safe spaces for youth in neighborhood settings for their artistic learning and expression is a shared goal.

**Sacramentans who believe it is important to celebrate and recognize diverse communities.**



To Sacramentans, everyone deserves an opportunity to participate in arts, cultural, and creative activities, on their own terms, and all communities can contribute to creating equal access and opportunity. Specific recommended changes included focusing on support for diverse individual artists and creatives, supporting small creative businesses and youth/arts-focused organizations, supporting more arts in the neighborhoods and community settings, further diversifying the boards and staff of arts organizations, and continuing to diversify the Arts Commission. The community believes artists and creatives can begin to build bridges across racial and cultural boundaries and create cross-pollination of Sacramento experiences and places.

In Sacramento, equity is strongly related to neighborhoods, which embody the culture, histories and heritage of the city’s people. In fact, the city’s neighborhoods are full of arts and cultural expressions, large and small, that enliven and distinguish each place. Residents hold great pride in their neighborhoods, and want safe, beautiful, community gathering places rich in offerings for youth and residents throughout all areas and populations in the city. Investment in more arts and cultural programming on a community level is the #2 priority of the online survey respondents. The statistically valid survey results show Sacramentans (57%) love to attend arts events and activities at community centers, libraries, and other small venues. Parks stakeholders speak of opportunities to encourage the use of existing parks and community centers as arts programming centers. At the youth forum, participants discussed revitalizing vacant spaces in their local communities and celebrating

neighborhood diversity through art projects and interactive “museums” focusing on the cultural histories of the population. With 35% of respondents citing family and work commitments, and over 25% citing cost, as barriers to arts participation, community-focused projects are opportunities to address these barriers.

The Arts Commission has addressed cultural equity through its Race and Cultural Equity Task Force, which conducted a community engagement process and developed a Cultural Equity Statement that was adopted by the Commission in 2017. Referenced in discussion groups and meetings, it clearly holds the respect and endorsement of the community.

### ***Cultural Equity Statement (Excerpt)***

The Sacramento Metropolitan Arts Commission believes that all people in Sacramento County have the right to celebrate and engage in meaningful and relevant arts and cultural experiences. Each member of the community should experience arts which reflect and nourish their identity and self-esteem. The Arts Commission is committed to ensuring racial and cultural equity in its outreach, funding, leadership, resource allocation, partnerships, and programs. The Arts Commission believes that equity moves past inclusion and representation, accepting that power has created uneven starting points for some communities and individuals.

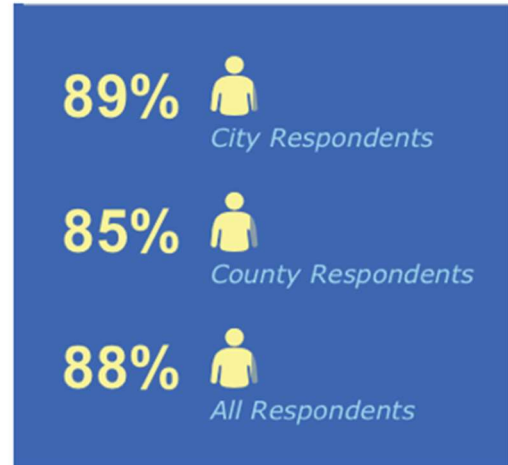
### ***Implications for the plan recommendations:***

- Sacramento has always been one of the most diverse cities in California, However, this diversity has not been recognized in terms of support for diverse artists and diverse cultural organizations. The plan should introduce strategies to provide funding and capacity-building for these artists and organizations.
- Much of the activity by culturally diverse individuals and organizations takes place in the outlying districts of the city. The plan should bolster this culturally diverse programming in the neighborhoods, by supporting activities such as festivals, educational programming, and small-scale events.

### 3. Common ground is found in prioritizing arts education.

Across all engagement, arts education and arts programming for youth emerged as priorities for the community. Eighty-eight percent of Sacramentans agree on the importance of arts education, and it is the #1 priority for online survey participants. More than 60% of Sacramentans with children (under the age of 18) desire more arts activities in school and out of school for their youth. Formal arts education is not institutionalized across the school districts, and each district views it differently, resulting in a range of approaches and varying amounts of arts instruction and arts exposure. To many stakeholders and parents, this is an access and equity issue, and an opportunity for the investiture of arts coordinators for each district, along with significant collaboration with institutes of higher learning and teacher training.

#### Sacramentans who believe arts education is important for every child in Sacramento.



Higher education leaders are ready and willing to participate in more arts initiatives for students in the community, through cross-disciplinary student community projects, continuing education, and “service-learning” curriculums. They also want to see students’ work performed and exhibited on- and off-campus, celebrating their achievements and providing positive examples to youth in the community, and their families, of the potential for learning and careers in the arts.

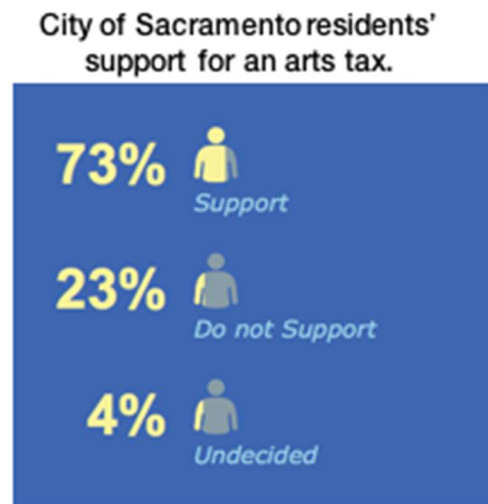
#### *Implications for the plan recommendations:*

- Arts education emerged as the highest priority for the residents of the city. Given the lack of consistent, standards-based arts education in the schools, the plan should develop a comprehensive approach to addressing this issue.
- Providing arts education is a complex challenge that will require the participation of many groups and individuals. The plan should promote the idea of an arts education consortium of organizations, such as the school districts, colleges and universities, arts organizations, teaching artists, foundations and private donors, and the City.



#### 4. Sacramento wants to see investment in the arts, artists, and creatives.

Artists and creatives love Sacramento. Yet many cannot sell and/or make a living through their art work in Sacramento. Only 46% of artists and 48% of creative sector workers are satisfied with the Sacramento environment. Twenty-eight percent of those who identify as professional artists make a living through their craft. The Creative Vitality Index (CVI) data for Sacramento indicates that only 7% of total creative industry sales in the county are attributed to independent artists. There is ample opportunity to improve these statistics when it comes to artist support. Sacramento's robust community of artists is unique, community-focused, and a somewhat hidden contributor to the region's economy. Improved infrastructure and supports can amplify their economic and community benefits. CVI data shows that artists account for 29% of all creative jobs in the county, illustrating the strong presence of individual artists in the community. Overall, there is a call for efforts to strengthen markets for artistic and creative work of all types, so that artists, creatives, and their businesses can remain and flourish in Sacramento. The fact that 77% of Sacramentans want to see a business-friendly environment for artists and creatives, coupled with public support for an arts tax, provides a glimpse of the opportunity to improve systemic support for Sacramento's the arts and creative sectors.



Artists and creatives articulate the need for specific support systems to advance their careers. These include professional development opportunities, collaborative marketing opportunities, work spaces, exhibition and performance spaces, and affordable housing. Affordability of housing and gentrification are major issues and are contributing to some artists leaving the city. Live and work space for artists, and arts spaces and facilities that are flexible and offer opportunities for collaboration, will help to retain artists. All would benefit greatly from more regular convenings, networking and other communications within the creative community. Building a multifaceted resource directory to help artists find one another and relevant career/community information would fill a resource gap.

Arts marketing to the community is problematic. Different calendars exist, with activity listings in the city, although there is no comprehensive, go-to information resource. Many commented on the desire to consolidate and improve marketing, going beyond online efforts to reflect the different and multiple ways people access information.

The branding of Sacramento as an arts city is an ongoing conversation. The recent movie, *Ladybird*, has advanced the story of Sacramento, locally and nationally. Several new and expanded cultural facilities will open in the coming few years. A coordinated, comprehensive branding initiative could build on this momentum and raise the awareness of the city as an arts hub. Promoting the city's real creative

character and value through tourism and other external marketing will contribute to shaping and elevating the perceptions of Sacramento.

*Implications for the plan recommendations:*

- While Sacramento has a high number of artists, creative individuals, and small businesses, few are able to generate a significant portion of their income through their creative efforts. The plan should address this by developing support systems and capacity-building programs to better equip them for career success and the resulting benefits of increased community vitality and service.
- Sacramento has gaps in the available facilities and spaces that enable artists and creatives to make, sell, exhibit or perform their work. These include live-work and studio spaces, creative maker and gathering spaces, exhibition and performance facilities. The plan should set mid- and long-term strategies for the provision of such spaces.
- Marketing, branding and communication of the arts in Sacramento is a perennial problem. The plan should advance strategies to provide information about arts resources, events, programs, and to foster ongoing communication and dialogue.

## Sacramento’s Cultural Landscape

What are Sacramento’s “arts and cultural assets”? They include public art, murals, art galleries, art studios, arts organizations, performing venues, community centers, museums and more. The map illustrates all the arts and cultural assets identified to date through this process in the City of Sacramento, and the table lists the type and number of assets in each Council District. This is far from an all-inclusive list. There are many other vibrant parts of the city’s arts ecosystem found throughout the city, such as garage bands, school performing groups, church choirs, writers’ groups, and music instructors teaching in their homes.

**Table 1: Sacramento’s Arts and Cultural Assets**

Type of Asset*	District								Citywide
	1	2	3	4	5	6	7	8	
Art in Public Places	28	31	25	104	36	20	12	46	302
Art Galleries & Collections	0	7	13	37	10	1	0	0	68
Arts and Cultural Organizations	9	17	25	79	22	14	10	5	181
Performing Arts & Venues	1	6	12	47	15	2	5	0	88
Community Centers	0	4	5	15	8	3	1	1	37
Museums	0	0	4	19	2	0	0	1	26
Studios & Classes	9	7	28	62	17	10	5	3	141
<b>Totals</b>	<b>47</b>	<b>72</b>	<b>112</b>	<b>363</b>	<b>110</b>	<b>50</b>	<b>33</b>	<b>56</b>	<b>843</b>

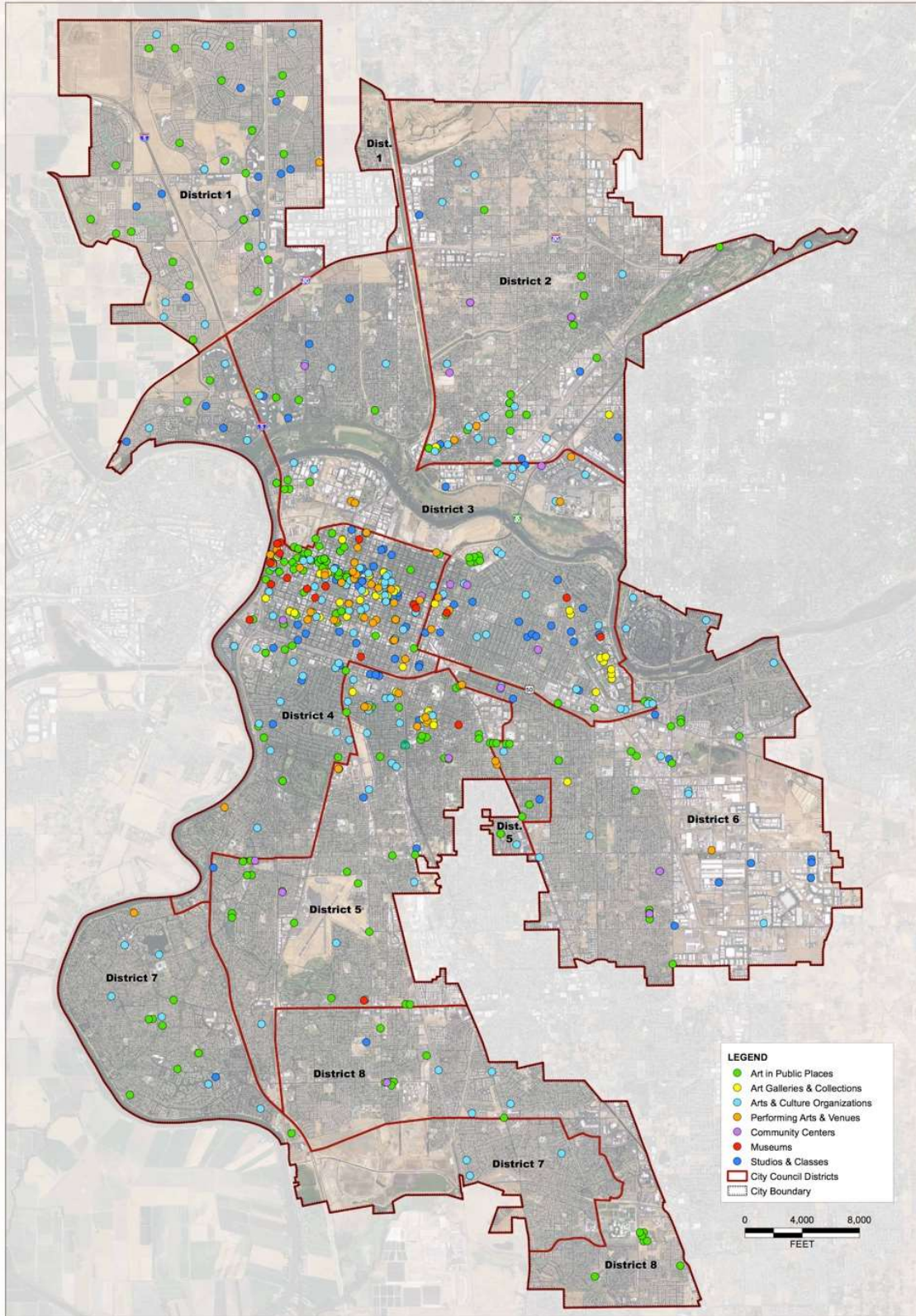
\*Note: Murals and street art list was not available by district.

### *Implications for the plan recommendations:*

- Many fields, other than the arts, have established standards for providing services to the community. Fire departments, for example, are expected to meet standards for response times. School districts strive to keep the number of students per classroom below certain limits. While there are no national standards for the number and type of cultural assets a city should have, it is clear that Sacramento enjoys a diverse and broadly-based collection of cultural assets. Despite gaps, mainly outside of the downtown grid, Sacramento has a robust ecosystem of art works, venues and organizations are located in neighborhoods throughout the city and in each council district.
- Many attendees at the District workshops were pleasantly surprised to learn about places and activities already present in their neighborhoods, while articulating their desires for more. This presents an opportunity to better promote current assets and encourage more neighborhood-level participation.
- Compared to all other categories of assets, public art reaches most areas of the city, reflecting the long history of the City’s Art in Public Places program and sustained efforts to locate public art works throughout the city. This can be encouraged and extended.
- The greatest concentration of arts and cultural places and venues is downtown and “in the grid.” There are many opportunities exist to augment the web of cultural assets throughout the city through cultural programs, venues and activities located closer to home for residents. Specific areas of the city with fewer assets include Districts 1, 2, 6, 7 & 8.

# Sacramento: Arts & Cultural Assets

CREATIVE EDGE  
SACRAMENTO ARTS, CULTURE, AND CREATIVE ECONOMY PLAN



## Sacramento's Creative Economy

The planning team used the Creative Vitality™ Index (CVI) to provide a portrait of Sacramento's creative economy and to compare it to the nation and to a cohort of aspirational creative cities: Austin, Columbus, Denver, Indianapolis, Portland and Nashville.

As a region, Sacramento currently lags behind the United States in creative vitality. The City of Sacramento indexes slightly higher than the United States although the index has declined since 2013.

While Sacramento indices are lower than the national averages and the comparison cities, it is noteworthy that Sacramento has a relatively comparable number of jobs in creative occupations – artists and other creative individuals - with the exception of Austin, Portland, and Nashville. Rather, the difference lies in other areas of the index. The Nashville area has grown its creative sector through its performing arts and music scene, and along with the Austin area, through art gallery and individual artists' sales. Columbus, Indianapolis, and Denver have significant cultural nonprofit revenues.

### *Implications for the plan recommendations:*

- Sacramento has an opportunity to benefit from focus and investment within its creative sector. During the Creative Edge process, there was anecdotal evidence of latent strength in Sacramento's creative economy and clear expressions of interest in growing it. The relatively strong presence of creative people and jobs illustrates the opportunity to build markets and leverage the talent present in the community. The comparison also suggests that adopting a strategic focus on specific areas of the creative economy yields growth. Each comparison county has benefitted from attention and investment in key areas of its creative sector, something which Sacramento has not yet done in a systemic manner. Nashville and Austin have staked their claim on being music cities and Denver and Portland have also focused more broadly on their live performing arts scenes. Denver and Indianapolis have prioritized support for their nonprofit arts communities. These strategies are reflected in their creative economy outputs.
- More detailed analysis of the Sacramento's creative industries is needed to identify specific sub-sectors with the greatest growth potential, and strategies for their development.

## Sacramento's Creative Economy Comparison

	Sacramento (County)	Columbus (Franklin County)	Indianapolis (Marion County)	Austin (Travis County)
2016 CVI Index	1.00*	1.43	1.95	2.55
Jobs in Creative Occupations	19,961	23,879	16,889	39,308
Cultural Nonprofit Revenues	\$85,105,001	\$160,786,556	\$204,103,617	\$147,425,479
Performing Arts Participation	\$58,328,511	\$44,719,714	\$97,886,974	\$161,129,196
Bookstore and Electronic Media Store Sales	\$115,237,319	\$120,822,823	\$92,287,520	\$250,538,545
Music Instrument Sales	\$18,724,156	\$16,003,724	\$19,767,402	\$25,545,923
Art Gallery and Individual Artists' Sales	\$183,102,735	\$96,777,423	\$111,881,678	\$477,410,432
Population	1,514,470	1,264,539	941,250	1,199,358
	Sacramento (County)	Portland (Multnomah County)	Denver (Denver County)	Nashville (Davidson County)
2016 CVI Index	1.00*	3.06	3.52	6.8
Jobs in Creative Occupations	19,961	30,489	21,880	28,333
Cultural Nonprofit Revenues	\$85,105,001	\$195,058,860	\$315,948,252	\$171,772,313
Performing Arts Participation	\$58,328,511	\$138,757,977	\$139,836,573	\$1,056,454,668
Bookstore and Electronic Media Store Sales	\$115,237,319	\$90,610,989	\$54,778,775	\$101,809,087
Music Instrument Sales	\$18,724,156	\$17,319,125	\$12,374,834	\$31,688,852
Art Gallery and Individual Artists' Sales	\$183,102,735	\$357,771,130	\$254,132,425	\$855,690,210
Population	1,514,470	799,788	693,103	684,400

\* Sacramento County's CVI is 1.00 for purposes of comparison to the other counties. Its CVI is 0.76 when compared to the entire US.

# The Plan

## Goals and Strategies

The Creative Edge goals and strategies are designed to fulfill the community's future vision. Derived from the community engagement and other research, each goal presents an overall, desired outcome for the community. Goals are accompanied by recommended strategies and actions which provide the "how to." Many ideas are based on suggestions from community members. Some are solutions proposed in the past but which have not yet found an effective platform for implementation.

### Summary of Goals and Strategies

*For additional detail on recommended actions, see the Implementation Matrix or the Full Plan*

- Goal 1: Provide arts education to all Sacramento's children and youth.
  - 1.1. Develop a citywide and countywide consortium to support K-12 arts education.
  - 1.2. Highlight and support youth arts in Sacramento through development of a youth arts and cultural center.
- Goal 2: Advance cultural equity for all Sacramento's diverse populations.
  - 2.1. Strengthen the policy framework and investments supporting cultural equity in Sacramento's arts and culture sector.
  - 2.2. Advance Sacramento's cultural equity through targeted programming.
- Goal 3: Build upon and expand Sacramento's unique creative economy.
  - 3.1. Develop and support strategic opportunities to grow Sacramento's creative sector.
  - 3.2. Increase sustainability of the nonprofit arts and cultural community through communitywide funding and other supports.
  - 3.3. Increase and enhance cultural tourism.
- Goal 4: Enable Sacramento artists and creatives to thrive in their work and to provide creative leadership in the community.
  - 4.1. Invest in funding and services for individual artists that improve their capacity for artistic and career success and their ability to remain in Sacramento.
  - 4.2. Increase opportunities for artists to serve the community and provide leadership.
- Goal 5: Celebrate and infuse all Sacramento neighborhoods and districts with arts and culture.
  - 5.1. Support and expand neighborhood-based programming and placemaking.
  - 5.2. Enhance the use of public art in creative placemaking.
  - 5.3. Identify and pursue opportunities to advance creative placemaking within identified districts in Sacramento. Actively engage City partners as well as private developers to assure timely action on opportunities.
- Goal 6: Expand and solidify Sacramento's investment in arts and culture.

- 6.1. Create new and expanded public funding for Sacramento’s arts and cultural community, including its nonprofit arts and cultural organizations, individual artists and creative businesses.
- 6.2. Promote and expand private sector support for Sacramento’s arts and cultural community, including its nonprofit arts and cultural organizations and individual artists.

## Funding

Funding for the plan is addressed in Goal 6, which calls for a mixture of existing and new sources of public and private dollars:

- 6.1.1. **Dedicated Public Revenues:** Create a dedicated public revenue source for arts and culture. One specific opportunity is to share in the revenues of the proposed Measure U sales tax augmentation measure.
- 6.1.2. **Cultural Trust Fund:** Explore development of a cultural trust fund, treated as an endowment fund, to be funded with a portion of dedicated public revenues, private contributions and other sources. Interest from the endowment can be invested in arts and cultural priorities identified by the plan and other needs that arise.
- 6.1.3. **Transit Occupancy Tax (TOT) Funds for Metro Arts:** Restore the full amount – half of one percent – of TOT revenues to Metro Arts.
- 6.1.4. **One-time Funds:** Explore use of one-time public funds, such as leftover redevelopment funds and a portion of revenues from bonds against future TOT revenues.
- 6.2.1. **Funders’ Collaborative:** Explore development of a funders’ collaborative to support community priorities in arts and culture, such as arts education and/or cultural equity.
- 6.2.2. **Big Day of Giving:** Continue supporting the Sacramento Region Community Foundation’s Big Day of Giving for arts and culture to increase individual and small business giving, through coordinated promotion of the campaign to the community.
- 6.2.3. **Targeted Funding Proposals:** Explore targeted funding proposals to outside sources, especially the National Endowment for the Arts, California Arts Council, and regional and national foundations, for implementation of key communitywide initiatives in this plan. Prospects include the Bloomberg Philanthropies’ Public Art Challenge, the US Conference of Mayors’ CommunityWINS program, ArtPlace America, and the Kresge Foundation’s Creative Placemaking program.

## Implementation

Creative Edge is a plan for the City of Sacramento and partners. Its recommendations include numerous opportunities for the City to lead. It identifies ways to partner with its own departments,



other agencies, artists, nonprofit arts and cultural organizations, schools, higher education institutions, neighborhood associations, businesses, developers, and many others.

The draft Implementation Matrix lists all recommendations of the plan along with initial detail on lead and partner agencies, timing, costs, funding, etc.

The plan's timeframe is seven years. As the community reviews and vets the draft plan, priorities, starting points and roles will be refined. An initial implementation work plan will be developed providing the basis for accountability to the community. The City will make annual progress reports to the community to allow for celebration, feedback, trouble-shooting, and re-charting as needed to assure the plan remains relevant to current needs and opportunities.

Creative Edge will ultimately be effective with powerful and sustained advocacy to support the resources and decision-making needed. The community passion and involvement that has made the planning process a success must be continued in support of the plan's initiatives, for example, the Arts Education Consortium, new public revenue source, and cultural equity policy.

Along with advocacy, it is important to note the critical role that leadership plays in the successful implementation of a cultural plan. It is perhaps the most important element in moving a plan forward. The cultural programs of Sacramento already have the strong and committed leadership of the Mayor and other City leaders. It will be important to ensure that that top-level leadership and commitment is conveyed throughout the City, particularly to the City Department Directors. At the same time, it is equally important to cultivate leadership among the City's partners, the school boards, the marketing professionals, neighborhood association, arts and cultural institutions and business associations. These partners will be essential for the success of the plan.