



Bridges to the Future

MENDOCINO COUNTY CULTURAL PLAN

MARCH 2004

SUPPORTING THE ARTS—STRENGTHENING OUR COMMUNITIES

Six Regions of Mendocino County



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Introductory Letters

LETTER FROM LINDA PRIAL, CHAIR OF CULTURAL PLAN STEERING COMMITTEE, PRESIDENT OF ARTS COUNCIL OF MENDOCINO COUNTY

It has been a great privilege serving as chair of this cultural planning process. Working with so many dedicated individuals from all over Mendocino County has affirmed my strong belief that we live in an extraordinary place with exceptional people.

I would like to thank everyone who worked so diligently to put forth the recommendations in this plan. Your insights, optimism and commitment to community are invaluable to the future of our county.

Without the vision of the Community Foundation of Mendocino County and their assistance in securing financing from the James Irvine Foundation, this planning process could not have taken place. I commend both foundations for their belief in the importance of the role of the arts in the greater community. Thanks also to Bill Moskin for providing the roadmap for the planning process and for wise guidance along the way.

As a board member of the Arts Council of Mendocino County, I have been continually amazed by the quality and diversity of the arts in our communities. The arts are an integral part of our everyday lives. They are an important reason for why we choose to reside here. In addition to bringing greater meaning to our lives, the arts also have a significant impact on the health of our communities: they contribute to the economy; they create jobs; they help further educational goals; they help make communities safer; and they promote cross-cultural understanding.

We are confident that this cultural plan provides meaningful direction to local government, the business community, education and the artistic community to help integrate and encourage increased support for the arts in our county's future. The hard work of further development and implementation of these proposals lies ahead of us. Continued countywide participation is necessary to its success. I urge you to join the Arts Council and the extraordinary group of your friends and neighbors who volunteered to create this plan as we work together toward the future of Mendocino County.

INTRODUCTORY LETTERS

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LETTER FROM SUSANNE NORGDARD, EXECUTIVE DIRECTOR, COMMUNITY FOUNDATION OF MENDOCINO COUNTY

On behalf of the Community Foundation of Mendocino County, it has been a privilege to work on this Cultural Plan with people from throughout Mendocino County. The planning process has exhibited, once again, that our county is rich in human resources and creativity.

The Community Foundation has a vision of the role the arts can play in the future of Mendocino County and in the health and vibrancy of our local communities. The arts connect us to our past, to our future, and to each other. They help define who we are as a community of people living in this beautiful “empire.”

The Community Foundation’s vision, however, would mean very little without a working cultural plan to support that vision and make it a reality. In this context, we want to especially recognize the James Irvine Foundation for understanding the importance of cultural planning, the Arts Council of Mendocino County for persevering in its vision of creating a countywide voice for the arts, and consultant Bill Moskin for his flexibility in accommodating the planning process to the special geography and circumstances of Mendocino County.

I also want to express deep appreciation for the people who volunteered on the task forces. Our volunteers were all very busy people – teachers, health care professionals, artists, restaurateurs, administrators and others – who took the time to share their ideas and expertise.

This Cultural Plan is our road map for incorporating the arts more fully into many aspects of our community life. Thanks to the planning process, we are prepared to succeed in this task. Volunteer leadership has emerged and people from different geographical regions and walks of life are working together to lay a foundation for the work ahead. As we move into the future, we look forward to strengthening the connections that have developed and realizing the arts enormous potential to influence the quality of life in Mendocino County.

INTRODUCTORY LETTERS

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I. Introduction and Overview

MENDOCINO COUNTY IS located in the north coastal region of California, approximately one hundred miles north of the San Francisco Bay Area. The county comprises 3,510 square miles of land area making it the fifteenth largest county out of fifty-eight in California. Due largely to its geography, the county can be divided into seven distinct service areas as is well illustrated in The Rural Challenge Assessment 2002, prepared by the Mendocino County Department of Public Health. The coastal communities attract the bulk of the county's visitors and have eighty percent of the county's overnight lodging capacity. This is in contrast with the distribution of the residential population of the county, sixty-six percent of which lives in the central interior region along the Highway 101 corridor.

To different degrees around the county, there is a transition occurring from a natural resource-based economy to one that is visitor, government, trade and service-based. There are significant demographic changes occurring within the county brought on by the changing economy, as well as by population growth from the south along the Highway 101 corridor. Even with population growth coming from the south, there are communities in the northern part of the county that are losing population and that remain quite isolated. There is also a certain degree of isolation that occurs throughout the county that hampers cultural development beyond the confines of individual communities. This isolation is certainly related to the geography of the county, but also is caused by a variety of other concerns such as a lack of transportation infrastructure, the impact of weather on travel and the lack of economic opportunity.

In 1982, citizens of Mendocino County created a cultural plan with the financial support of the California Arts Council. The county undertook this initiative in concert with many other counties throughout California, funded in large part by a new California Arts Council program called the State/Local Partnership Program. One of the primary results of this program over time, was the creation and growth of local arts councils and arts commissions across the state. Starting with the Mendocino Arts Coalition in 1982, there have been five distinct attempts to create a sustainable organization to serve as a focus for arts development in the county.

The current arts agency, The Arts Council of Mendocino County, began in 2000 with the support of the Community Foundation of Mendocino County and the California Arts Council. With the addition of a National Endowment for the Arts grant and numerous community planning partners, the Arts Council worked diligently to survey the needs of the county's individual artists and broader arts community, as well as to document the county's cultural resources. This resulted in the Mendocino County Arts Assessment and Cultural Plan 2002.

In order to further develop the arts community as a major stakeholder in the civic dialog, the Community Foundation of Mendocino County applied for and received funds for additional planning support from the James Irvine Foundation of San Francisco. In January of 2003, Bill Moskin & Associates was contracted to design and guide a comprehensive community cultural planning process that would take the work done by the Arts Council and apply it to the broader civic agenda. It was an important goal of this process to identify and move forward the role of local artists and arts

INTRODUCTION & OVERVIEW

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organizations of all cultures in the community's future. Unlike the cultural planning that had been done in past years, this initiative was geared toward integrating the region's extensive cultural assets into the county's future by creating a greater understanding of the role of the arts in the county's evolution. Moving from that understanding to a practical plan integrates the arts as an important participant in the county's transition toward a sustainable future. It is the intent of the plan that follows to address a variety of civic endeavors to develop new collaborations, leadership, and financing to advance the county and its cultural assets.

II. The Cultural Planning Process

STEERING COMMITTEE

The cultural planning process took place over a fourteen-month period from January of 2003 through February of 2004 and was coordinated by the consultant and the Arts Council board and staff. The planning process was advised by a broad based steering committee of Mendocino County community leaders. Committee membership consisted of representatives of the Arts Council of Mendocino County board of directors and selected leaders in the county's business, education, healthcare and arts communities. This volunteer steering committee provided guidance throughout, identifying planning participants, chairing task forces and prioritizing key issues brought forward in the planning process.

INITIAL FACTFINDING AND ANALYSIS

Factfinding began with an initial meeting/workshop with community, business, government and cultural leadership hosted by the Community Foundation of Mendocino County. The purpose of this meeting was to acquaint community leadership with the planning process and discuss any particular concerns regarding a countywide initiative. This meeting was followed by the consultant's review of written planning, promotional and historical materials provided by the Arts Council of Mendocino County. These included materials generated by the cultural community as well as by other sectors in the county. Based upon findings from the initial meeting as well as from the background materials described above, Bill Moskin conducted a series of individual interviews and group meetings with approximately seventy community, business, government, education, social service and cultural leaders in February/March, 2003. These meetings and interviews were held in a variety of different locations throughout the county.

Mr. Moskin reviewed findings from the interviews and small group meetings, as well as from the initial collection of background materials. A report was presented to and discussed with the steering committee and served as the basis for the development of a countywide gathering as well as the task forces to follow.

CULTURAL PLANNING PROCESS

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COUNTYWIDE GATHERING

Initial findings were presented at a daylong countywide gathering, Bridges to the Future: The Arts and Community Building, in October 2003. The purpose of this gathering was to share initial findings; to present and discuss the role of the arts in a community's civic agenda; and perhaps most importantly, to create the working groups that would take the planning process forward. The keynote address was presented by Jimmy Neil Smith, founder and Executive Director of the International Storytelling Center in Jonesborough, Tennessee.

The daylong event was attended by a diverse group of invited representatives from a broad spectrum of arts and civic leadership. To anyone's recollection, a countywide meeting such as this had never been held. The day consisted of presentations and an afternoon working session where participants self-selected discussion groups and began investigating key issues and concerns. These breakout sessions also were charged with identifying other community stakeholders to participate in ongoing exploration of these topics. Four groups met, each led by representatives of the cultural planning steering committee. The group meetings were highly successful in identifying additional planning participants and in securing commitments to serve on individual task forces that would meet over a several month period.

TASK FORCES

A crucial element of this planning process was the topically oriented task forces, led by steering committee members. There were four task forces as follows:

- Strengthening and Creating an Infrastructure for Cultural Activity
- Utilization of the Arts in Economic Development Strategies
- Utilization of Artists/Arts Organizations in Educational and Social Service Settings
- Utilization of Artists/Arts Organizations in Marketing Initiatives

The task forces met at least four times each and utilized a variety of technologies to do so. Meetings were held face-to-face, by conference call and via the internet. Each group found the mechanism that worked best for its particular members. A total of forty-two individuals from all over the county regularly participated in the task force meetings, donating many hours of their time. It was the first time many of these individuals had worked with the arts community.

All task force meetings followed the same agendas and covered the following topics:

- What is the vision for the desired future? Where do we want to go?
- What are the primary steps that need to be taken in the next twelve months to address this issue?
- What steps should be taken over the coming three years?
- How much would it cost to implement these recommendations?
- What evidence would you look for in the future to determine whether these issues have been resolved?

Task force reports with specific implementation recommendations were submitted to the steering committee in January of 2004. Each report was presented by a task force chairperson and was discussed by the steering committee.

CULTURAL PLANNING PROCESS

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III. Findings

ONE OF THE goals of this cultural planning was to create and implement a process that acknowledged the difficulty of collaboration and cooperation in a large, complex geography with strong and often-differing political and social beliefs and practices. When asked about their desired future for the county however, interviewees from a variety of ethnic, social and economic backgrounds shared strikingly similar concerns and goals regarding the county's future. The primary goals and issues expressed include the following:

- Retain beautiful natural places
- Develop and retain authentic downtowns geared to local citizens
- Retain pride in our communities
- Use cultural diversity to build stronger communities
- Get the whole community involved in civic activities
- Encourage community service, particularly by young people
- Create employment and related training to retain our young people
- Encourage the development and retention of small, low impact businesses
- Address affordable housing
- Address those that are isolated in our communities
- Address our critical issues in concert, not in isolation from one another
- Create a central focus for the intersection of the arts and the community
- Address community building that will allow us to collaborate

Inherent in the comments of the interviewees was the need to integrate the arts in all aspects of community life, whether in the creation of a sustainable economy, in education and job development for young people, in addressing environmental concerns, and in creating bridges between diverse ethnic and political groups. The primary purpose of this planning venture was to identify and address ways that the county's cultural resources can be utilized in an authentic, positive way to add value to the above, while at the same time strengthening and advocating for the specific needs of artists and arts organizations.

In speaking with over seventy community leaders it became clear that the arts are seen as a positive and potentially powerful organizing force in the county. At the same time, however, the arts community is perceived as not being well organized and not having a sufficiently powerful central focus to have a seat at the "civic table." From a marketing perspective, the cultural community is seen as a series of isolated events, some of which are well promoted, many of

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which are known only by those most intimately involved with each organization or event.

It is both timely and crucial for the arts community to participate and also collaborate with other governmental, business and civic organizations in taking a leadership role to move the county's civic agenda forward. Arts events are seen as neutral gathering places for a broad spectrum of community residents. It was often noted that these gatherings contained a cross section of residents that typically would not be found at the same event together. Given the county's diversity it is imperative to seize the arts as a means to identify and address areas of shared concern. There were five principal areas of concentration that came forward during the various factfinding activities. They are described below.

STRENGTHENING AND CREATING THE INFRASTRUCTURE FOR CULTURAL ACTIVITY

A strong infrastructure must be in place in order to act on the variety of marketing, advocacy and programmatic initiatives identified in this plan. Such an infrastructure should represent the needs of the arts community and work in concert with business, government and civic leadership to build a collaborative, forward looking vision for the county's cultural life. Strengthening current efforts and creating new structures that address existing gaps can position the arts community to effect agendas countywide. The arts community needs to think of itself as a community and take actions that reinforce that perception. Additionally, it is crucial that respected leadership and authentic, effective structures within each of the county's communities inform this infrastructure.

One of the primary infrastructure concerns expressed related to communication. Creating effective communication tools was identified as an issue on several levels, within each community; between the communities in different parts of the county; and within the arts community itself. There was an expressed need for additional mechanisms to deliver marketing messages and also need to promote awareness and pride around the county's arts assets to important decision makers. There was also a great need to share and exchange information about advocacy, fundraising and other issues of concern to the cultural community at large. A desire has also been expressed to utilize additional mediums for the presentation of artistic product and arts assets. Expansion of community radio and television, local use of arts oriented websites, and similar cost effective, user-friendly approaches are key components of developing the communications infrastructure.

There are certainly financial issues as well. Many of the cultural activities in the county are supported from state or federal funds or from foundation dollars from outside of the county. Individual artists often sell their works outside of the county. It is particularly evident in economic times such as these that without strong local support cultural services suffer enormously. Linking cultural activity to the broader civic agenda, as suggested earlier in this report, creates greater justification to generate funds in support of these activities. When one looks to other counties within California that have such a focus on cultural activity, one sees either a larger tax base or a base of businesses and individuals that have stepped forward to provide a greater level of local support for the arts. Additionally, efforts need to be made in Mendocino County to raise funds for the arts more collaboratively, such as through the establishment of an arts endowment at the Community Foundation of Mendocino County. Such initiatives present a unified front for the arts community as well as

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Bridges to the Future

such a focus on cultural activity, one sees either a larger tax base or a base of businesses and individuals that have stepped forward to provide a greater level of local support for the arts. Additionally, efforts need to be made in Mendocino County to raise funds for the arts more collaboratively, such as through the establishment of an arts endowment at the Community Foundation of Mendocino County. Such initiatives present a unified front for the arts community as well as creating ease for donors.

UTILIZATION OF THE ARTS IN ECONOMIC DEVELOPMENT STRATEGIES

There are significant opportunities in Mendocino County to utilize the arts in the county's economic future. Artists, arts organizations and arts related businesses can help attract and retain an educated workforce; can provide a low impact sustainable industry for the county; and can serve to bring further uniqueness and authenticity to the area's tourism marketing efforts.

There are a number of difficulties in pursuing arts and economic development. Historically, there has been a lack of a common agenda within the arts community and a need for the arts community to work in a collaborative fashion with business and government initiatives. Education and training are needed for the business, government and arts sectors to better understand one another, including such things as their business cycles, their opportunities and limitations and the benefits that each bring to Mendocino County. Increased understanding will allow and encourage collaborations designed to address a positive economic future for the county.

There is, and has been for many years, a strong presence of the arts in Mendocino County, however, retaining and attracting arts related businesses is an ongoing issue to be addressed.

The arts community is not well represented in how the county tells its story locally or to those that may visit or relocate to the area. In addition, the arts community has difficulty obtaining affordable housing and has other difficult property/zoning related issues.

Throughout the factfinding portion of this planning process, great concern was also expressed about the need to provide skilled employment opportunities for the county's young people. There were many arts oriented opportunities for vocational training brought forward that could either be created or further developed to more fully serve the county's young people. Task force participants noted that there are successful existing programs that should be better promoted, as well as the need for additional exploration in this area.

Increasing and extending visitation to the area, particularly during shoulder and off-season times is another area that was identified where artists, arts organizations and arts oriented businesses can be better utilized. The arts community can effectively participate in cultural tourism activities, particularly in the areas of product development and marketing. These activities, coupled with their ability to gather authentic community stories, can assist the tourism industry in developing a compelling brand for the county.

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UTILIZATION OF ARTISTS/ARTS ORGANIZATIONS IN EDUCATIONAL AND SOCIAL SERVICE SETTINGS

One primary concern voiced over and over again from all sectors was the need for assistance to and concentration on the county's young people and families. This concern came from teachers and school administrators. It came from social services providers and public safety personnel. The concern for youth also was brought forward as an economic development issue with the need for both training and the development of jobs to retain young people in the county. There was a very clear need expressed to better understand how to engage artists in community settings such as schools, social service and health care agencies. To accomplish this, providers of cultural services need to better understand the everyday workings of the various community institutions, and community institutions better understand the variety and depth of services that could be provided by artists and arts organizations. Also highlighted was the need to celebrate cultural diversity and promote the value of multiculturalism.

Providing access for all K-12 public school students to music, dance, theatre and arts education conducted by artists, credentialed arts specialists and classroom teachers, was an important issue of concern. A need was also expressed to acknowledge and reward students for their participation in arts activities. The desire was expressed to convene interested parties countywide to discuss coordination, program sharing, resources, database generation and professional development. There was a call to foster exemplary models that position visual and performing arts education as a core subject in the curriculum and provide a high profile for arts education programs countywide. Securing ongoing funding and creating revenue-generating activities are seen as integral to achieving these goals.

The arts are perceived to be an important tool to address complicated issues in the social service sector, particularly youth development. Current and future collaborations between social service organizations, artists and arts organizations are thought of as vital to the county, particularly because a message conveyed through the arts may resonate more deeply than the same message transmitted by more traditional methods of communication. Arts programming can explore a variety of social service concerns including, but not limited to, substance abuse, violence and crime, teen pregnancy, STDs, homelessness, civic involvement of youth, and tensions arising from cultural differences.

For a variety of reasons, and despite the best efforts of all concerned, the social service sector was not fully investigated in the task force process. This was recognized early on and was addressed by conducting additional one-on-one interviews in this sector. Additionally, there is a commitment to conducting a specific task force process on this topic that will do its work further into this calendar year.

UTILIZATION OF ARTISTS/ARTS ORGANIZATIONS IN MARKETING INITIATIVES

Mendocino County is a very distinct and special place, both for residents and visitors. In addition to the striking natural beauty, noted wine industry, and important agricultural assets, the active arts community is an essential element of making this place extraordinary. Throughout the planning process, a strong desire was expressed to insure the arts are

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represented in the county's major marketing initiatives and to create mutually beneficial relationships with other entities promoting the county's assets. In this way, visitors can learn more about the unique arts experiences Mendocino County has to offer. Developing regional tours that showcase both year round and seasonal arts activities and creating weekend packages that promote interchange with county artists and arts organizations are two of many possible packaging ideas.

The findings strongly suggested that in addition to visitors, many of the county's residents are not aware of the broad spectrum of arts assets available to them. Geographic boundaries, coupled with a strong identification and sometimes self-imposed isolation within individual communities, makes countywide communication difficult. Current arts marketing efforts are primarily episodic in nature, promoting mostly individual or isolated cultural activities. There is a significant need to broaden this project-oriented marketing in order to attract uninitiated residents as well as attract or retain culturally oriented visitors and businesses.

A strong need was identified to create a unified face for the arts through a branding process designed to celebrate the county's arts assets along with other assets more typically marketed. A desire for, and commitment to, maintaining authenticity in such a marketing campaign was articulated through all phases and all sectors of the planning process. A need was also expressed for promotional materials that showcase the complete picture of the region's arts assets and for materials that target specific audiences. A strategic print, web, radio and television distribution plan for those materials is necessary in order to build awareness in the county and beyond.

There is a high per capita ratio of artists in Mendocino County and yet concern was expressed that the high cost of housing and other living expenses in the county make it a challenging place for artists to survive. In addition, the rural nature of the region makes it difficult to access foundation and governmental support for arts programming. Marketing arts assets as a critical element of the region's image is an important means of increasing the ability of artists and arts organizations in the county to earn revenue from their work. In addition to broad, destination marketing, a countywide need was identified to provide training and assistance to artists and arts organizations in marketing their products and services more effectively.

STRENGTHENING THE ARTS COUNCIL TO SERVE AS A CENTRAL FOCUS

Throughout the planning process there has been a strong expression of need for a central "choreographer" of arts related activities in Mendocino County. Such a coordinating body would not necessarily present arts programming, but would focus on informing and providing assistance around localized arts related activities, as well as providing leadership around arts issues that are better addressed in countywide initiatives. The expansion or development of structures within each community to address arts issues locally as well as connect to this central, countywide structure is seen as a vital component of making the central voice effective. The task forces in this cultural planning process represented a variety of county communities and points of view and strong desire was expressed to utilize these structures in the implementation process.

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The predominant point of view in the planning process was that the best way to create a central voice for the arts would be through strengthening, reorienting and equipping the Arts Council of Mendocino County to fill this role effectively. This will require the arts council to transition structurally and strengthen its finances and programs to be reflective of the community participation and the related initiatives put forward in this plan. Use of a transition committee will be an important element in successfully defining and creating appropriate change. There was a strong need expressed that the arts council advise, facilitate and provide professional staff support to insure the successful implementation of the cultural plan. There was also recognition that the arts council needs an effective volunteer base, which can provide issue oriented expertise and ongoing support.

There are capable artists, arts organizations, businesses and government agencies well positioned and perhaps best suited to implement many of the initiatives put forward in this cultural plan. To be effective, the arts council needs to work actively with a variety of other institutions for successful implementation of this plan. The arts council needs to be a central information source, a convener and facilitator, and a developer of new arts funding. It needs to serve, perhaps most importantly, as a beacon for the county's artists and arts organizations, providing leadership and advocacy to benefit the arts community and the county at large.

IV. Recommendations for Action

EACH OF THE task forces came forward with recommendations for implementation activities relating to their interest area and, in some cases, to issues deemed pivotal to the overall success of the cultural plan. These recommendations were reviewed and discussed by the steering committee and further recommendations were developed where there was a perceived need. Several task forces made similar or overlapping recommendations. Those items have been combined or streamlined. Full and complete task force findings are available from the Arts Council of Mendocino County on their website.

Recommendations for action based on the work of the four topically oriented task forces and the steering committee fell under six distinct categories as follows:

- Sustainable Central Voice
- Research
- Advocacy
- Training and Technical Assistance
- Meetings, Conferences and Special Events
- Marketing and Communications

RECOMMENDATIONS FOR ACTION

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*The following pages list all recommendations under these primary categories.
An appendix charts the recommendations along with a time line for plan implementation.*

SUSTAINABLE CENTRAL VOICE

- Assemble an influential and informed transition committee of current ACMC board members and task force leadership
- Identify and assign the responsible parties for each task in the work plan
- Develop and implement a plan to transition ACMC governance, administration and financing to best implement the cultural plan
- Appoint regional representatives and task force leadership to the ACMC board, making certain that all regional areas of the county are represented
- Continue the Education, Economic Development and Marketing task forces as committees of the ACMC
- Develop the ACMC's program agenda based upon the committee work conducted during the planning process
- Form an ad hoc social services committee (structured like current task forces to recommend activities starting FY 2005)
- Distribute and promote the cultural plan as well as use the plan as a basis for fundraising
- Create and implement a revenue plan for the ACMC including strategies for both earned and contributed revenue to ensure successful implementation of cultural plan recommendations
- Create guidelines/guiding principles about achieving cultural equity in the arts community
- Develop regional associations/committees to provide ongoing assistance
- Assist in building an arts field of interest endowment at the Community Foundation of Mendocino County
- Develop a system to involve artists and audiences in an appreciation of the county's cultural diversity
- Develop the paid position of arts education coordinator at the ACMC

RESEARCH

- Review and update 2002 Mendocino County Arts Assessment surveys for information relevant to cultural plan agenda
- Collect arts economic impact studies from throughout the nation
- Develop and implement survey and document in a report the county's arts/economic assets and the impact of those assets on the county economy

RECOMMENDATIONS FOR ACTION

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- Design and post county art resources database
- Investigate current arts oriented youth classes that could develop or augment current vocational training programs
- Investigate the interest in and the feasibility of arts related live/work and retail facilities in Mendocino County
- Investigate feasibility of creating affordable artists housing including creating awareness of the county's First Time Home Buyers Assistance Program

ADVOCACY

- Develop relationships countywide with organizations and associations involved in economic development
- Increase specific advocacy efforts with the Mendocino County Alliance
- Send arts representation to meetings of other relevant planning initiatives happening around county
- Build the pool of artists, arts groups and arts advocates who are equipped and willing to have a seat at the table at all appropriate countywide economic development conversations
- Develop and implement an arts education advocacy/sustainability committee
- Utilize primary and secondary research to both educate the arts community and to influence the county's economic development agenda
- Educate downtown property owners about the benefit of live/work spaces in enlivening downtowns
- Advocate for increased arts oriented vocational training programs
- Advocate for placement of arts representative on Local Workforce Investment Board
- Represent the arts community at city council meetings and other appropriate gatherings
- Coordinate Arts Heroes Program with regional associations

TRAINING AND TECHNICAL ASSISTANCE

- Develop and offer training to artists, arts organizations and arts advocates about business planning, business practices and economic development opportunities
- Create a mentorship program in which successful and experienced artists mentor less experienced artists interested in developing their economic development and business skills
- Educate and inform artists about zoning ordinances
- Investigate and develop a vocational training program utilizing arts methods to be marketed within and outside of the county
- Plan for a peer mentoring program utilizing professionals from established organizations to mentor volunteers and staff members of emerging organizations

RECOMMENDATIONS FOR ACTION

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MEETINGS, CONFERENCES AND SPECIAL EVENTS

- Develop and present a countywide arts summit to introduce and gain support for the cultural plan
- Hold countywide arts meetings at least annually
- Create “Art Weekends” particularly marketing to visitors during off-season times
- Develop and implement countywide student arts recognition policy and system
- Plan and organize a Symposium for Educators and Artists to address needs for arts education in Mendocino County schools and to form an ongoing partnership among artists, educators, school boards, administrators and other stakeholders in Mendocino County; and between Mendocino County Office of Education and ACMC
- Develop annual Visual and Performing Arts and Wine Festival fundraiser to benefit arts education
- Plan and coordinate annual Youth In Arts Month, including traveling exhibit

MARKETING AND COMMUNICATIONS

- Coordinate with existing destination marketing organizations to include a more comprehensive view of the arts in the county in print and electronic marketing materials
- Create opportunities for the arts by piggybacking with established and future marketing events such as Crab & Wine days, Mushroom and Wine Fest, Harvest Festival and others
- Distribute a monthly calendar of cultural activities to lodging facilities around the county
- Keep arts community and other stakeholders informed about cultural plan and periodically report countywide on plan progress
- Expand and upgrade the ACMC website including creating a directory and related map of all cultural assets to be presented regionally
- Reframe current marketing of arts classes and training programs to attract increased numbers of visitors and residents
- Use storytelling and oral history process to identify and develop an authentic Mendocino County arts brand
- Create a marketing slogan that clearly identifies the arts with Mendocino County
- Design self-guided regional art tours by linking ACMC regional cultural asset lists and calendars to MCA’s suggested driving tours
- Create and promote a registry of artists seeking exhibit space, and businesses and government agencies interested in showing art
- Research and create a list of low cost or free marketing opportunities in the resource section of the ACMC website

RECOMMENDATIONS FOR ACTION

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- Promote ACMC website with chambers, alliance, radio, libraries, etc.
- Create annual “State of the Arts” message delivered to all government and media
- Encourage quarterly lunch meetings of regional associations
- Create an ongoing arts council column in local newspapers throughout the county
- Work with MCA to organize a tour for North Bay Travel Writers to showcase the arts in the county
- Produce a regular arts program on public radio station KZYX featuring artists and arts organizations in the county. Also pursue the above on community television

V. Implementation Budget

Ultimately, the budgeting for all of the activities expressed in this planning document will be a complex undertaking, with numerous funding sources and with different committees and organizations involved in implementation activities. The final budget for these activities will be developed by the Arts Council of Mendocino County and the transition committee described in this cultural plan. It is very important however to provide a base budget at this time to describe the requirements of the underpinnings necessary for the successful development and coordination of this effort.

IMPLEMENTATION BUDGET

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PROPOSED BUDGET 2004/2005

Salaries and Fees

Administration, marketing and development \$40,000
 Artistic and technical personnel 20,000

Operations

Special events, marketing and advertising,
 utilities, office rental, mileage, etc. 20,000

Total \$80,000



VI. Appendices

TIME LINE CHART AND RECOMMENDATIONS

SUSTAINABLE CENTRAL VOICE

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
X			Assemble an influential and informed transition committee of current ACMC board members and task force leadership
X			Identify and assign the responsible parties for each task in the work plan
X			Develop and implement a plan to transition ACMC governance, administration and financing to best implement the cultural plan
X	X		Appoint regional representatives and task force leadership to the ACMC Board, making certain that all regional areas of the county are represented
X			Continue the Education, Economic Development and Marketing task forces as committees of the ACMC
X			Develop the ACMC's program agenda based upon the committee work conducted during the planning process
X	X		Form an ad hoc social services committee (structured like current task forces to recommend activities starting FY 2005)
X	X	X	Distribute and promote the cultural plan as well as use the plan as a basis for fundraising
X	X		Create and implement a revenue plan for the ACMC including strategies for both earned and contributed revenue to ensure successful implementation of cultural plan recommendations
X	X	X	Create guidelines/guiding principles about achieving cultural equity in the arts community
X	X	X	Develop regional associations/committees to provide ongoing assistance
	X	X	Assist in building an arts field of interest endowment at the Community Foundation of Mendocino County
	X	X	Develop a system to involve artists and audiences in an appreciation of the county's cultural diversity
		X	Develop the paid position of arts education coordinator at the Arts Council of Mendocino County

APPENDICES

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Bridges to the Future

RESEARCH

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
X	X		Review and update 2002 Mendocino County Arts Assessment surveys for information relevant to cultural plan agenda
X			Collect arts economic impact studies from throughout the nation
X	X	X	Develop and implement survey and document in a report the county's arts/economic assets and the impact of those assets on the county economy
	X		Design and post county art resources database
	X	X	Investigate current arts oriented youth classes that could develop or augment current vocational training programs
	X	X	Investigate the interest in and the feasibility of arts related live/ work and retail facilities in Mendocino County
	X	X	Investigate feasibility of creating affordable artists housing including creating awareness of the county's First Time Home Buyers Assistance Program

ADVOCACY

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
X	X		Develop relationships countywide with organizations and associations involved in economic development
X			Increase specific advocacy efforts with the Mendocino County Alliance
X	X	X	Send arts representation to meetings of other relevant planning initiatives happening around county
	X	X	Build the pool of artists, arts groups and arts advocates who are equipped and willing to have a seat at the table at all appropriate countywide economic development conversations
	X	X	Develop and implement an arts education advocacy/sustainability committee
	X	X	Utilize primary and secondary research to both educate the arts community and to influence the county's economic development agenda
	X		Educate downtown property owners about the benefit of live/work spaces in enlivening downtowns

APPENDICES

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ADVOCACY –cont’d

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
		X	Advocate for increased arts oriented vocational training programs
	X		Advocate for placement of arts representative on Local Workforce Investment Board
	X	X	Represent the arts community at city council meetings and other appropriate gatherings
	X	X	Coordinate Arts Heroes Program with regional associations

TRAINING AND TECHNICAL ASSISTANCE

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
X	X	X	Develop and offer training to artists, arts organizations and arts advocates about business planning, business practices and economic development opportunities
	X	X	Create a mentorship program in which successful and experienced artists mentor less experienced artists interested in developing their economic development and business skills
	X		Educate and inform artists about zoning ordinances
	X	X	Investigate and develop a vocational training program utilizing arts methods to be marketed within and outside of the county
	X	X	Plan for a peer mentoring program utilizing professionals from established organizations to mentor volunteers and staff members of emerging organizations

APPENDICES

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MEETINGS, CONFERENCES AND SPECIAL EVENTS

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
X			Develop and present a countywide arts summit to introduce and gain support for the cultural plan
	X	X	Hold countywide arts meetings at least annually
	X	X	Create "Art Weekends" particularly marketing to visitors during off-season times
	X	X	Develop and implement countywide student arts recognition policy and system
	X		Plan and organize a Symposium for Educators and Artists to address needs for arts education in Mendocino County schools and to form an ongoing partnership among artists, educators, school boards, administrators and other stakeholders in Mendocino County; and between Mendocino County Office of Education and ACMC
		X	Develop annual Visual and Performing Arts and Wine Festival fundraiser to benefit arts education
		X	Plan and coordinate annual Youth In Arts Month, including traveling exhibit

APPENDICES

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MARKETING AND COMMUNICATIONS

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
X	X	X	Coordinate with existing destination marketing organizations to include a more comprehensive view of the arts in the county in print and electronic marketing materials
X	X	X	Create opportunities for the arts by piggybacking with established and future marketing events such as Crab & Wine days, Mushroom and Wine Fest, Harvest Festival and others
X	X	X	Distribute a monthly calendar of cultural activities to lodging facilities around the county
X	X	X	Keep arts community and other stakeholders informed about cultural plan and periodically report countywide on plan progress
	X	X	Expand and upgrade the ACMC website including creating a directory and related map of all cultural assets to be presented regionally



MARKETING AND COMMUNICATIONS –cont’d

SIX MONTHS	YEAR ONE	YEAR TWO	IMPLEMENTATION STRATEGIES
	X		Reframe current marketing of arts classes and training programs to attract increased numbers of visitors and residents
	X	X	Use storytelling and oral history process to identify and develop an authentic Mendocino County arts brand
	X	X	Create a marketing slogan that clearly identifies the arts with Mendocino County
	X	X	Design self-guided regional art tours by linking ACMC regional cultural asset lists and calendars to MCA’s suggested driving tours
	X		Create and promote a registry of artists seeking exhibit space, and businesses and government agencies interested in showing art
	X	X	Research and create a list of low cost or free marketing opportunities in the resource section of the ACMC website
	X	X	Promote ACMC website with chambers, alliance, radio, libraries, etc.
	X	X	Create annual “State of the Arts” message delivered to all government and media
	X	X	Encourage quarterly lunch meetings of regional associations
	X		Create an ongoing arts council column in local newspapers throughout the county
		X	Work with MCA to organize a tour for North Bay Travel Writers to showcase the arts in the county
	X		Produce a regular arts program on public radio station KZYX featuring artists and arts organizations in the county. Also pursue the above on community television

APPENDICES



VII. Planning Participants

STEERING COMMITTEE

CHAIR: Linda Prial, *President, Arts Council of Mendocino County*

Michael Addison, *Board Member, Arts Council of Mendocino County*

Bryan Ballard, *CEO, Mendocino Coast Health Care District*

Dr. Marilyn Brock, *Superintendent/President-Mendocino College*

Lucy De Nickerson, *Professional Spanish Translations/Translator, Viva Mendocino & Handmade Mendocino/Owner*

Trudy McCreanor, *Artistic/Executive Director, Mendocino Ballet*

Susanne Norgard, *Executive Director, Community Foundation of Mendocino County*

Jan Stephens, *Artist, Educator, Owner of Mendocino Softworks*

Ron Verdier, *Board Member, Arts Council of Mendocino County*

CONFERENCE ATTENDEES

Paulette Arnold, *Co-Director of SPACE (School of Performing Arts & Cultural Education)*

Clare Barca, *Artistic/General Director, Opera Fresca*

Ross Beck, *Director of Public Information & Marketing, Mendocino College*

Jan Bennett, *Round Valley Community Theater*

Don Bovingloh, *Guest Stage Director*

Holly Brackmann, *Professor of Art History & Textiles, Mendocino College*

Gary Church, *Triangle Design*

Carol Ciraulo, *Mendocino County Office of Education*

Morgaine Colston, *Deputy Director, Mendocino County Department of Social Services*

Joe Curren, *Executive Director, Redwood Coast Senior Center*

Debra De Graw, *Arts Council Board Member & Executive Director, Mendocino Coast Chamber of Commerce/Mendocino County Film Office Liaison*

Denise Doering, *West Company*

Jay Gordon, *Jay Gordon Productions*

Paula Gray, *Artist, Art Instructor and Gallery Director, Mendocino College*

Pamela Hahn, *Artist*

David Hance, *Vice President, Arts Council of Mendocino County & Partner, Rainmaker Marketing LLC*

Jim Hay, *Sea Cottage Real Estate*

PLANNING PARTICIPANTS

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CONFERENCE ATTENDEES –cont’d

Kathy Hopper, *Hopper & Rodin Associates*

Gary Hudson, *Undersheriff, Mendocino County*

Tom Johnsen, *Teacher & Artist*

Heidi Knott, *Filmmaker*

LeeAnn Lambert, *Features Editor, Ukiah Daily Journal*

Jeff Leedy, *Art That Makes You Laugh -
The Leedy Humor Gallery*

Marty Lombardi, *Savings Bank of Mendocino County*

Kate MacIntyre, *Project Coordinator, Gualala Arts in
the Schools*

Kate Magruder, *Ukiah Players Theatre*

Linda Matz, *Business Owner*

Laurel Near, *Co-Director of SPACE (School of
Performing Arts & Cultural Education)*

Kristin Otwell, *Art Explorers*

Les Pfutzenreuter

Don Prial, *Principal, Don Prial Public Relations Counsel*

Zhao Qiu, *Pomo Heritage Institute*

Janet Rayner

E. John Robinson, *Artist*

Mari Rodin, *Councilmember, City of Ukiah*

Sheilah Rogers, *CEO, West Company*

John Schmitt, *Chef, Proprietor - Boonville Hotel*

Mary Sisson, *Willits Cultural Arts Commission*

Jean Slonecker, *Community Foundation of Mendocino
County*

Will Smith

Sherrie Smith-Ferri, *Director, Grace Hudson Museum
& Sun House*

Elizabeth Swenson, *Interim Executive Director
Mendocino Coast Community Educational Television
(MCCET)*

Kim Swenson, *North Coast Rural Challenge Network
Coordinator, Point Arena Schools*

Alan Thomas, *Thomas Woodworking*

Irene Thomas, *Symphony of the Redwoods Board
Member*

Larry Wagner, *Small Business Consultant*

Kris Wagner, *Program Coordinator, Boys and Girls
Club of Willits*

Deena Zarin, *North Coast Rural Challenge Network*

PLANNING PARTICIPANTS

22



Task Forces

INFRASTRUCTURE

Clare Barca, *Artistic/General Director, Opera Fresca*

Jan Bennett, *Round Valley Community Theater*

Christina Carpenter, *Mendocino County
Comprehensive Economic Development Strategy*

David Hance, *Vice President, Arts Council of
Mendocino County & Partner, Rainmaker Marketing LLC*

Madelin Holtkamp, *Economic Development &
Financing Corporation*

Sherry King, *Northern Circle Indian Housing Authority*

Mary Sisson, *Willits Cultural Arts Commission*

Jean Slonecker, *Community Foundation of Mendocino
County*

ECONOMIC DEVELOPMENT

Debra De Graw, *Arts Council Board Member &
Executive Director, Mendocino Coast Chamber of
Commerce/Mendocino County Film Office Liaison*

Denise Doering, *West Company*

John Enquist, *Mendocino Winegrowers Association*

Madelin Holtkamp, *Economic Development &
Financing Corporation*

Marty Lombardi, *Savings Bank of Mendocino County*

Kate Magruder, *Ukiah Players Theatre*

Zhao Qiu, *Pomo Heritage Institute*

E. John Robinson, *Artist*

Mari Rodin, *Councilmember, City of Ukiah*

Sheilah Rogers, *CEO, West Company*

Tony Shaw, *Economic Development Coordinator,
County of Mendocino*

Will Smith

TASK FORCES

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EDUCATION

Ancha Baumann, *Artist & Owner of Joyful Alternative Arts & Global Awareness Studio*

Kathy Hopper, *Hopper & Rodin Associates*

Tom Johnsen, *Teacher & Artist*

Heidi Knott, *Filmmaker*

Colleen Schenck, *Arts Council Board Member & Prevention Coordinator with AODP*

Kim Swenson, *North Coast Rural Challenge Network Coordinator, Point Arena Schools*

Deena Zarin, *North Coast Rural Challenge Network*

SOCIAL SERVICE

Armand Brint, *Department of Public Health, AODP Prevention Services*

Gary Hudson, *Undersheriff, Mendocino County*

Jim Levine, *Assistant Director of the Mendocino County Youth Project, Co-Chair of Action Network*

Vicki Patterson, *Director, Nuestra Casa*

MARKETING

Ross Beck, *Director of Public Information & Marketing, Mendocino College*

Holly Brackmann, *Professor of Art History & Textiles, Mendocino College*

Gary Church, *Triangle Design*

Jay Gordon, *Jay Gordon Productions*

Jim Hay, *Sea Cottage Real Estate*

Jeff Leedy, *Art That Makes You Laugh - The Leedy Humor Gallery*

Don Prial, *Principal, Don Prial Public Relations Counsel*

John Schmitt, *Chef, Proprietor - Boonville Hotel*

Sherrie Smith-Ferri, *Director, Grace Hudson Museum & Sun House*

Alan Thomas, *Thomas Woodworking*

TASK FORCES

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Interviewees

Jim Alinder, *Alinder Gallery*

Nice Alterman, *Mendocino County Office of Education*

Paulette Arnold, *Co-Director of SPACE (School of Performing Arts & Cultural Education)*

Tina Ballagh

Bryan Ballard, *CEO, Mendocino Coast Health Care District*

Clare Barca, *Artistic/General Director, Opera Fresca*

Russ & Sylvia Bartley, *Noyo Hill House*

Robbin Beall, *Arena Renaissance Company*

Ross Beck, *Director of Public Information & Marketing, Mendocino College*

Jan Bennett, *Round Valley Community Theater*

Dick Bilas, *President, Board of Directors, Mendocino Art Center*

Gary Brawley

Armand Brint, *Department of Public Health, AODP Prevention Services*

Dr. Marilyn Brock, *Superintendent/President-- Mendocino College*

Carol Ciraulo, *Mendocino County Office of Education*

Leslie Dahlhoff, *Mayor, City of Point Arena*

Chris Dewey, *Ukiah Police Department*

Carlin Diamond, *Life Path Arts*

Tracey DuPont

John Enquist, *Mendocino Winegrowers Association*

Kathy Freeze, *Agate Cove Inn*

Kevin Gallager

Dan Gjerde, *Councilmember, City of Fort Bragg*

Jan Harris

Sue Haun, *Mendocino County Department of Public Health*

Margaret Holub, *Rabbi, Mendocino Coast Jewish Community*

Bruce Jones

Madeline Kibbe, *Point Arena CityArt*

Kathleen Kirkpatrick, *Chair, Visual & Performing Arts, Willits High School*

Diane Larson, *Performing Arts Alliance*

Eric Larson, *Mayor, City of Ukiah*

Jim Levine, *Assistant Director of the Mendocino County Youth Project, Co-Chair of Action Network*

Kate MacIntyre

Linda Matz, *Business Owner*

Keller McDonald, *Assistant Superintendent, Willits Unified School District*

Karel Metcalf, *Director, Gualala Art Center*

Brenda Orenstein, *Willits Cultural Arts Commission*

Kristin Otwell, *Art Explorers*

Vivian Power

Judy Pruden, *Chair, Mendocino County Museum Advisory Board*

Paul Reiber, *Mendocino Coast FurnitureMakers*

Yvonne Reynolds, *Round Valley Resource Center*

Mari Rodin, *Councilmember, City of Ukiah*

Beth Rosen, *Willits Community Theater*

TASK FORCES

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Bridges to the Future

INTERVIEWEES –cont’d

Sharon Ruddick, *Redwood Empire Packing Inc.*

Jim Shock, *Superintendent, Mendocino Unified School District*

Santiago Simental, *Fetzer Vineyards*

Will Smith

Sherrie Smith-Ferri, *Director, Grace Hudson Museum & Sun House*

Michael Spencer, *KWINE Radio*

Jan Stephens, *Artist, Educator, Owner of Mendocino Softworks*

Frank Tuttle, *Consolidated Tribal Health Project, Inc.*

Lillian Vogel

Hal Wagenet, *3rd District Supervisor*

Georgina Wright-Pete, *Round Valley Public Library*

FUNDERS

The James Irvine Foundation

The Community Foundation of Mendocino County

CONSULTING TEAM

Bill Moskin & Associates

- Bill Moskin
- Jill Jackson
- Heather Burger

International Storytelling Center

- Jimmy Neil Smith, Executive Director

STAFF SUPPORT

Arts Council of Mendocino County

- Anna Kvinsland, Executive Director
- Colleen Schenck, Executive Director (until 3/2003)

TASK FORCES

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