



CITY OF GILROY ARTS AND CULTURE COMMISSION

Strategic Plan

OCTOBER 18, 2010

**City of Gilroy
Arts and Culture Commission**

Strategic Plan

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Acknowledgements

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Mission and Vision Statements of the Arts and Culture Commission:

To be an advocate for cultural and artistic activities in the Gilroy community; to build bridges and promote communication through cultural and artistic opportunities for all individuals, thereby improving the quality of life in our city.

In partnership with the City Council, the Arts and Culture Commission promotes the arts in the Gilroy community

Arts and Culture Commission

Strategic Plan

Introduction

In order to further art and culture in Gilroy and to promote unification of the arts groups, the Arts and Culture Commission (Commission) determined that it was essential to create a new strategic plan that articulated its vision for the future. Since the 1997 Cultural Plan had been written, there had been several significant developments in the arts community. The Commission recognized that new community realities demanded a more organic-like document. The development of arts and culture is a community effort, needing community support, cooperation, and guidance. The Commission desires that the Plan be flexible enough to incorporate opportunities and challenges.

The Strategic Plan

In 2009 the Arts and Culture Commission began the revision of the 1997 City of Gilroy Cultural Plan, under the leadership of Chair Karen LaCorte. The new Strategic Plan (Plan) would involve identifying short and long term goals, objectives and outcomes, timeline, potential resources, collaborators, and funding. The Plan is meant to promote City and civic ownership and build relationships between businesses and artistic genres. It will enhance the cultural art experience, nurture artistic talents and collaborations - thus benefiting the entire community. The Plan is a flexible document which is subject to review at the Commission Retreat during the first quarter of each year, and it will form the basis for the Commission's annual goals and objectives.

Per the City of Gilroy Charter, the Arts and Culture Commission is a citizen's advisory body and policy advocate for the Gilroy City Council and city staff. The Commission's charge is arts and culture, but must consider the interests of the entire community and its needs. In its advisory role, the Commission is empowered to suggest, but it also needs to adhere to Council directives. In its capacity as an advisory body, the Commission may encourage and coordinate a fund-raising committee of Gilroy residents to support the arts in our community, much as it did in encouraging the formation of the Gilroy Arts Alliance (GAA) (see page 9).

Arts activities are an expression of community, a coming together of diverse groups of people for participation in an open creative atmosphere, and are a vehicle for artistic expression. The arts speak to the human condition and provoke thought and passion. Whether you are the artist or the audience, the arts provide a social meeting place in which you can participate and enjoy a unique

experience. The Commission realizes that in order to enlarge the audience for the arts in Gilroy, they must support a broad-based spectrum of the arts, which addresses all interests, age groups and genres. Given current economic realities and the City priorities, the Commission must focus on uniting the arts groups and enlarging its base of support by partnering with various community entities and residents.

Implementation Section

The Tables listed within the Implementation Section address the goals by which the Commission will accomplish its mission. The Tables are organized by short and long term goals with specific objectives and outcomes. A suggested timeline will direct the implementation of the Plan.

Short Term Goals

Table 1

Goals	Objectives	Proposed Outcomes	Timelines
2010 Strategic Plan presented to community	<ul style="list-style-type: none"> • 2010 Strategic Plan presented to Gilroy City Council • Coordinate a Roundtable Forum 	<ul style="list-style-type: none"> • 2010 Strategic Plan reviewed by Gilroy City Council • Annual Roundtable Forum accomplished • Commission's review of Strategic Plan at annual retreat 	2010
Promote collaboration of Arts groups	<ul style="list-style-type: none"> • Collaboration of Arts groups, businesses, City and community in a united vision for the Arts in Gilroy 	<ul style="list-style-type: none"> • Annual Roundtable Forum • Arts Passport 	2011
Widen public awareness of the Arts	<ul style="list-style-type: none"> • Increase cultural participation and grow audiences • Update and maintain Arts database (shared by the City of Gilroy and GAA) • Support local Arts groups and events 	<ul style="list-style-type: none"> • Greater use of news and social media • Database • Branding campaign for the Arts: banners, slogans, buttons 	2011
Building Community Partnerships	<ul style="list-style-type: none"> • Outreach to the business/Arts community • Assist GAA with an Arts/Business Marketing Plan 	<ul style="list-style-type: none"> • Criteria development for Arts and Business Award • Annual Roundtable Forum 	2011
Public Art and Community Beautification	<ul style="list-style-type: none"> • Collaboration with PAC on development of public art • Collaborate with PAC to identify sites and establish timeline 	<ul style="list-style-type: none"> • Public art at Civic buildings • Civic Art Tour brochures • Project sites and timeline established 	2013
Assist Public Art Committee with implementation of General Plan amendment	<ul style="list-style-type: none"> • Commission approval for PAC implementation • Advocate for public art component • Build community support 	<ul style="list-style-type: none"> • General Plan amendment for public art approved 	2014

Long Term Goals

Table 2

Goals	Objectives	Proposed Outcomes	Timelines
Art and Cultural Education	<ul style="list-style-type: none"> • Foster art and cultural education in the schools and the community • Increase the community's awareness of the many different Art forms/genres • Greater media exposure 	<ul style="list-style-type: none"> • Help promote Gilroy Museum and its programs, City of Gilroy Special Events and classes • Advocate for return of Arts Alive program in school classrooms • Collaborate with GAA in support of arts workshops representing all genres • Support and attend local Arts events • Cultivate relationships with all local media 	Ongoing
Signature Event	<ul style="list-style-type: none"> • Develop an event which incorporates different art genres, community cultures, and involves partnership with community leaders, business and service organizations 	<ul style="list-style-type: none"> • Increase revenues through Arts Showcase or Gala • Arts and Business Partnership Award 	2013 and ongoing
Gilroy Center for the Arts	<ul style="list-style-type: none"> • Support GAA as it develops the Interim Gilroy Center for the Arts • Review the current Arts Center design • Develop community outreach and survey community needs • Further develop Business Plan 	<ul style="list-style-type: none"> • Foster organizational outreach with GAA • Make recommendations for design adaptation • Community Survey • Identification of anchor tenants (businesses and artists) 	Ongoing - 2020

Community Resources

Potential resources, collaborators and funding sources are essential to the continued development of arts and culture in the community. Without these partners, many of these goals will not come to fruition. The arts cannot stand alone and need support from local and surrounding organizations. The Commission has identified possible partners and potential funding sources which are identified in Tables 3 and 4.

Potential Partners and Collaborators

Table 3

Public Sector Partners	Potential Private Sector Partners
<ul style="list-style-type: none"> • City of Gilroy Commissions • Educators • Gilroy Center for the Arts Task Force • Gilroy City Council • Gilroy Unified School District • Gilroy Visitors Bureau • Public Art Committee 	<ul style="list-style-type: none"> • Artists • Art Supporters • Arts Council Silicon Valley • Arts groups/genres • Arts Organizations • Businesses • Chamber of Commerce • Cultural, Arts and/or Business organizations • Gilroy Arts Alliance • Gilroy Downtown Business Association • Gilroy Foundation • Media (all)

Funding Sources

Table 4

Funding Sources
<ul style="list-style-type: none"> • Arts Council Silicon Valley • Donations • Fundraising events • Gilroy Foundation • Grants • Private sector funding • Sponsors

Summary

Building the Arts in Gilroy means developing a dedicated arts audience, introducing and educating future generations to the arts, developing facilities for art activities, and growing community relationships and infrastructure necessary for political, economic and community arts support. As the Arts and Culture Commission looks towards the future it seeks to address the cultural needs of the community with the creation of this Strategic Plan.

The Commission's Strategic Plan is meant to be implemented over the next ten (10) years. It is the Commission's desire to respond to the ever-changing needs of the community through yearly outreach and citizen input at an annual Roundtable Forum. The Roundtable Forum provides for community engagement which will inform the Commission's planning for the coming year, while ensuring a mechanism for participation. The Commission's vision is that by 2020 there will be strong collaborative relationships between all arts genres. The synergy from these relationships will extend into the community and embrace businesses and service organizations, as well as other significant groups, providing the basis for improved arts awareness and audience growth. The arts provide the bridge that connects all of Gilroy's diverse residents through a common experience, and with planning and broad-based support, the Arts help to make Gilroy a more thriving and vibrant city.

Arts and Culture Commission Milestones

Formation of the Arts and Culture Commission

On November 7, 1995, the citizens of the City of Gilroy voted to separate the Library and Culture Commission, and to form two separate Commissions: the Library Commission and the Arts and Culture Commission. In January 1996, the Arts and Culture Commission was formally organized in a City Charter amendment. The Charter stated that “qualified registered electors of the City” may apply to serve as Commissioners (City Charter, p. 16). Members serve for a term of four (4) years or as appointed, and may reapply for an additional term. After members have served two (2) full four (4) year terms, they may not seek reappointment until four (4) years after the expiration of their last term. The Charter stipulated the powers and duties of the Arts and Culture Commission, which are listed below.

Powers and Duties of the Arts and Culture Commission per the Gilroy City Charter

Powers and Duties: There shall be an Arts and Culture Commission consisting of seven (7) members, which shall have the power and duty to:

- (a) Act in an advisory capacity to the Council and the City Administrator in all matters pertaining to art, literature, music, and other cultural activities;
- (b) Formulate and recommend to the Council and the City Administrator a program relating to art, literature, music, and other cultural activities for the inhabitants for the City of Gilroy which will contribute to the utilization and enjoyment of their leisure time and which will promote the public appreciation, education, and development of cultural activities in the community;
- (c) Encourage and coordinate a fund-raising committee of Gilroy residents duly appointed by the Council of Gilroy to develop and implement fund-raising activities to support the arts and culture in and for the City of Gilroy, and
- (d) Perform such other duties relating to the arts and cultural matters as may be prescribed by the Council not inconsistent with the provisions of the Charter. (City Charter, p.19)

Creation of the 1997 Gilroy Cultural Plan

As the City of Gilroy grew, the Commission recognized the need for a Cultural Plan. A cultural needs assessment for the Cultural Plan was then conducted. The Commission, led by Chair Arline Silva, completed the first phase of the assessment in March 1997, and the funds were raised to hire consultant Virginia Wright. The Commission formed a Steering Committee to guide the work, and to build consensus among a broad spectrum of people in the community.

A comprehensive Cultural Plan was created which included: planning background and history; planning structure; purpose of the plan; market research; City of Gilroy demographics and economy; arts and cultural resources; detailed findings and recommendations; budget for findings and recommendations. In November 1997, a draft Cultural Plan was completed and

then reviewed by the Gilroy City Council. Although it was not officially adopted by the Council, the Commission used the Cultural Plan as a working document and template for future arts development. One of the recommendations implemented was the July 1, 1998, hiring of a full-time Recreation Supervisor, specifically dedicated to developing cultural arts programming for the City of Gilroy.

Formation of the Public Art Policy/Mural Art Guidelines/Gilroy Public Art Committee

Per the 1997 Cultural Plan and the 1999 General Plan Update, the Gilroy City Administrator directed the Commission to create a Public Art Policy and Mural Art Guidelines. After extensive research as well as public forums, the Public Art Policy and Mural Guidelines were drafted and approved in 2000. The Policy established the Public Art Committee as an advisory committee to the Commission, to be responsible for developing the Public Art Plan, ensuring the quality of artworks created; and developing budgets and scope of individual public art projects on city-owned property. The Policy stipulated a five (5) member Committee, stating that the Chair must be a member of the Commission. Committee members are nominated by the Commission and appointed by City Council. The first meeting of the Public Art Committee (PAC) was held on January 17, 2001. In 2006, it was recommended and approved by City Council that the PAC membership be increased to seven (7) members, due to the increasing fundraising demands necessitated by public art projects (Public Art Policy, p 1-2).

Cultural Center Development

The 1997 Cultural Plan identified performance and gallery spaces within the community and listed their limitations. The City hired consultants (McDougall & Company of San Francisco) to carry out a facility feasibility study and directed that the Commission should act on outcomes of that detailed analysis (1997 Cultural Plan, p. 13-14). Individual members of the Commission (acting as private citizens and/or representing the Commission) participated in committees that identified the most beneficial option for a community arts space.

In 2002, the City Council designated \$50,000 and hired John Sergio Fischer & Associates to work with a 15 member Cultural Facility Task Force. The Task Force was charged with identifying the community's need for a cultural facility, establishing the facility's programming, operation and management structure, and financing. The Task Force and the consultants completed their assignment in 2004, and presented their recommendations to the Gilroy City Council. A site recommendation, conceptual design, and business plan were identified. The City Council approved the Task Force findings and began negotiations to purchase the site. Construction of the building was set to be completed in summer 2009. A community partnership between the Gilroy City Council and the Gilroy Foundation was also established, which allowed the Foundation to sell naming rights to the future Gilroy Center for the Arts. This was the beginning of an Endowment fund which would assist non-profits with the expense of using the

building. In the fall of 2006, due to escalating construction costs and staff concerns, the City of Gilroy hired consulting firm AMS of Petaluma, to revisit the business plan. In 2007, the site for the future Center, at the northwest corner of Monterey and Seventh Street, was purchased. It was determined that building costs for the future Center were now in excess of \$25 million, which was more than \$10 million over the originally projected budget. Then, in 2008, due to the economic recession and corresponding reduction in new construction impact fees, the Center was delayed indefinitely.

Stakeholders Gatherings

The development and planning process for the Gilroy Center for the Arts spotlighted the need for increased citizen involvement and participation in the Arts, greater unification of the Arts community, arts and business partnerships and establishment of an independent citizens group that could aide in the development of a governing and funding board for the new Center. In keeping with the directives in the Gilroy City Charter and the Cultural Plan, the Commission directed its efforts toward organizing community meetings that engaged arts groups and individual artists, business members, and nonprofit service organizations. The immediate goal of these meetings was the encouragement, organization and creation of an independent alliance that was capable of promoting, marketing, and fundraising for arts and cultural activities and the future Gilroy Center for the Arts. While the Commission is arts focused, they operate within the constraints of city government. In creating the new organization, the Commission's intent was that with time and experience, the Alliance could engage the community in a broad sense, and be an independent voice for the Arts, eventually becoming the governing Board for the Gilroy Center for the Arts.

In 2005 a generous grant, given by the Gilroy Foundation, allowed the Commission to conduct a series of six (6) gatherings centered on the theme "Build Arts in our Community". The outcome was the creation of the Gilroy Arts Alliance. "The purpose of the Gilroy Arts Alliance, an independent non-profit organization of artists and arts supporters, is to build a collaborative arts community and to promote and support multi-cultural arts in and around Gilroy." (Gilroy Arts Alliance By-laws, p. 1)

Revision of the 1997 Cultural Plan

As a result of the Stakeholders Gatherings and the Gilroy Center for the Arts development process, the Commission realized that the 1997 Cultural Plan needed updating. An Action Report was submitted to City Council in 2007. The Council agreed that the Cultural Plan needed revision and suggested that a consultant be hired to assist with this process. At the 2008 Council Retreat, the Gilroy Center for the Arts and the Cultural Plan revision ranked in the top ten of the Council's priorities. By the end of that year, a major worldwide economic recession had affected local government with devastating results. New construction within the city virtually ceased and

revenue generated from impact fees was no longer available for support of new civic construction projects. Budget constraints forced the City Council to indefinitely postpone the Gilroy Center for the Arts. Funds were not available for professional consultant assistance, and the revision of the 1997 Cultural Plan then became the sole responsibility of the Commission.

Cultural and Community Changes

Another significant change in the cultural landscape occurred during 2008, when Connie Rogers, President of the Gilroy Historical Society, attended the Commission meeting in February of that year. The Commission is the citizen's oversight body for the Gilroy Museum, and the Society offered advisory assistance in regard to the Museum and historical matters. The Commission approved the offer at their February 12, 2008, regular meeting. Later that year, as a result of the economic downturn, and per City Council, the Gilroy Museum was marked for closure and Museum staff was laid-off. At that time the Gilroy Historical Society approached the City of Gilroy and offered to enter into a collaboration, which resulted in volunteer operation of the Gilroy Museum. This offer was approved by City Council and volunteer operations commenced on February 1, 2009.

Merging of Theater Angels Art League and Gilroy Arts Alliance

Due to the postponement of the construction of the Gilroy Center for the Arts and because the City had already purchased the Center property, the Theater Angels Art League approached the City and asked to use the one remaining building (old Salvation Army building) on the property for arts programming. The City agreed to rent the building and began drafting a lease agreement.

On November 30, 2009, Anna Jatzak, former Assistant City Administrator for the City of Gilroy, facilitated a meeting that resulted in the merger of the Theater Angels Art League and the Gilroy Arts Alliance into one organization, known as the Gilroy Arts Alliance. Definition of roles, development of vision and mission statements, Board composition and number of Board members were determined. The lease agreement for rental of the old Salvation Army building, known from this point forward as the Interim Gilroy Center for the Arts, was signed on December 29, 2009.

Historical Reference

As a supplementary reference, the Arts and Culture Commission mandated a Historical Reference Guide be available to ensure that future planning is consistent with past policy. This Guide is available and may be viewed during business hours at the City of Gilroy Community Services Department, located at 7351 Rosanna Street.