

# Fresno Cultural Plan: Blueprint for Cultural Vitality

## Mission

The mission of the cultural plan is to establish Fresno as the cultural center for the Central San Joaquin Valley, known and respected statewide and nationally for the artistic and creative vitality of its cultural sector.

## Agency Plan in Detail

### Goal 1: Strengthen Cultural Sector

Objective A: Establish and strengthen lines of communication between the cultural sector, the media, and potential program partners.			
Strategy	Desired Outcomes	Timeframe	Staff/Board/Partners
1. Offer information services: <ul style="list-style-type: none"> <li>• Centralized Event Calendar               <ul style="list-style-type: none"> <li>a. Through web connection fresnoarts.net</li> <li>b. Community Calendar</li> <li>c. Radio and TV announcements</li> </ul> </li> <li>• Listserve               <ul style="list-style-type: none"> <li>a. email lists</li> <li>b. Mailers – organizations using our nonprofit status and our mailing labels for upcoming events</li> </ul> </li> <li>• Quarterly Newsletter               <ul style="list-style-type: none"> <li>a. Make part of website</li> <li>b. Feature local artists on County website</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient use of technology-based communications systems</li> <li>• Updated information about programs, services, venues, and cultural development issues</li> <li>• Increased publicity about FAC</li> <li>• Greater community awareness of arts/cultural events</li> <li>• Increased attendance at cultural events</li> <li>• <a href="http://www.fresnoartscouncil.org">www.fresnoartscouncil.org</a></li> <li>• <a href="http://www.fresnoarts.net">www.fresnoarts.net</a></li> <li>• FCASH Community Calendar</li> </ul>	2010 and ongoing	Webmaster; Administrative Assistant; FAC Executive Director FCASH

<b>Objective A: Establish and strengthen lines of communication between the cultural sector, the media, and potential program partners.</b>			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
2. Organize and present forums <ul style="list-style-type: none"> <li>• Build Partnerships</li> <li>• Effective Media Collaboration</li> <li>• Effective Outreach</li> <li>• Collaboration with visitor industry</li> </ul>	<ul style="list-style-type: none"> <li>• Regular, timely series of professional exchanges</li> <li>• Variety of topics</li> <li>• Participation of guest speakers and outside professionals</li> <li>• Annual series</li> <li>• Partnerships built</li> </ul>	2010 and ongoing	Board; FAC Executive Director; KVPT; CEP recipients; FCASH; Fresno Famous; Creative Fresno; Community Schools; Convention and Visitors Bureau; Chambers of Commerce; Visitor Board

<b>Objective B: Establish effective, inclusive advocacy network</b>			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Collaboratively, with FCASH, formalize operation of advocacy organization. Among issues to be addressed: <ol style="list-style-type: none"> <li>a. Dedicated funding sources</li> <li>b. Public Art Ordinance</li> <li>c. Creative community districts</li> <li>d. Incentives for creative industry development.</li> <li>e. Public policy development</li> <li>f. Workforce development.</li> </ol>	<ul style="list-style-type: none"> <li>• Dedicated public funding source</li> <li>• Public Art program in place</li> <li>• Physical/Capital Development impacted by cultural organizations and artists</li> <li>• Improved arts/cultural education and cultural workforce development</li> </ul>	2010 and ongoing	FAC Ex. Dir and selected board members; FCASH

Objective C: Establish Technical Assistance program			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Offer professional development program for administrators (workshops, seminars, and consultancies on fiscal management; fundraising and grant writing; volunteer management; communications; marketing; cultural diversity; etc.)	<ul style="list-style-type: none"> <li>Improved organizational development and operation of cultural organizations</li> <li>Improved leadership development</li> <li>Increased success by FAC in attaining grants and funds.</li> <li>List of local and non-local resources for speakers and trainers featuring</li> </ul>	<p>2010 and ongoing</p> <p>Hold annual Cultural Arts Conference in October, keynote speakers;</p> <p>Hold annual FAC CEP bid conference grant writing workshops</p>	FAC Executive Director; Doctored Designs; SBA; Central Valley Business Incubator; (CVBI); FCASH; Nonprofit Council; Fresno Regional Foundation; business associations; Fresno County Office of Education
2. Seek professional development program for artists, (offering workshops and forums on selected topics and direct services such as grant writing assistance, information on artist opportunities, development of live-work spaces, marketing, etc.	<ul style="list-style-type: none"> <li>Enhanced professional development</li> <li>Increased public exposure for local artists</li> </ul>	<p>2010 and ongoing</p> <p>Offer workshops on marketing and setting prices for artwork.</p>	Ex. Dir.; Doctored Designs; SBA; CVBI;
3. Offer board development program featuring forums and seminars on principles of nonprofit management, fiduciary responsibility, fundraising, policy making, ethics, government relations, advocacy, etc.	<ul style="list-style-type: none"> <li>Improved development and operation of cultural organizations</li> <li>Improved leadership development</li> </ul>	2010 and ongoing	Nonprofit Council; Fresno Regional Foundation; CAC; state and national arts organizations; FCASH

<b>Objective C: Establish Technical Assistance Program</b>			
<b>Strategy</b>	<b>Desired Outcome</b>	<b>Timeframe</b>	<b>Staff/Board/Partners</b>
4. Establish a co-op program based on arts incubator model (shared space, computer access, bookkeeping and other services, and infrastructure). Contingent upon funding, extend to satellite offices serving other communities and counties in region.	<ul style="list-style-type: none"> <li>• Improved organizational development of small and new cultural entities</li> <li>• Enabled professional development for artists</li> <li>• Infrastructure provided for development and production of new work</li> </ul>	2010 and ongoing	FAC Ex. Dir and selected Board Members, Fresno City Council, Fresno County Board of Supervisors, Non Profit Council; Fresno Regional Foundation; business associations

## Goal 2: Build Awareness and Increase Audiences

Objective A: Target cultural marketing to selected regional segments.			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Offer overall technical assistance to arts organizations to increase audience reach. 2. Offer marketing technical assistance to arts organizations culture. <ul style="list-style-type: none"> <li>• access to marketing expertise</li> <li>• data collection and management</li> <li>• customer service</li> <li>• research</li> <li>• types of marketing – demographic, psycho graphic. Social, relationship</li> <li>• marketing resources and methods</li> <li>• methods to reach each specific underdeveloped market target segment</li> </ul> 3. Evaluate research on underserved populations of the arts.	<ul style="list-style-type: none"> <li>• Reach more diverse audiences.</li> <li>• Increase audience size.</li> <li>• Increased revenues for arts organization venues from attendance.</li> <li>• Merchandise sales and facility rentals.</li> <li>• Engage underserved populations in the arts.</li> </ul>	2010 and ongoing	FAC Ex. Dir and selected board members; Societ; contracted or pro bono marketing expertise.

Objective B: Promote effective public relations and outreach.			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Offer marketing education forums to arts organizations and arts venues(countywide) <ul style="list-style-type: none"> <li>• effective media collaboration</li> <li>• building partnerships</li> <li>• effective outreach campaigns to reach diverse audiences</li> <li>• relationship marketing to various cultures, age groups and families with children</li> </ul> 2. Promote ethnic specific events throughout county that are also arts/cultural events 3. Hold forums at community based venues 4. Develop stronger ties with media	1. Relationships with new partners for outreach. <ul style="list-style-type: none"> <li>• Enhanced consumer awareness, particularly among non-traditional arts audiences</li> <li>• Improved publicity for the FAC, providing greater opportunity to promote arts and culture sector and events countywide</li> </ul> 2. Greater awareness that ethnic based	2010 and ongoing	FAC Exec. Dir., Pres., and selected board members; media outlets; community-based organizations

<p>5. Recognize and promote all forms of visual and performing arts as identified in the California Education Standards for visual and performing arts.</p>	<p>cultural events are also arts and culture events</p> <ul style="list-style-type: none"> <li>• increased support of ethnic culture/arts culture events by other cultures</li> </ul> <p>3. Create an awareness of the broadness of the arts</p>		
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Objective C: Produce regional public awareness campaign.			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
<p>1. Create new brand for Fresno’s cultural sector</p> <p>2. Execute publicity campaign</p> <ul style="list-style-type: none"> <li>• carried by all media outlets</li> <li>• via internet</li> <li>• through outdoor venues</li> </ul> <p>3. Work regionally with CVB to promote arts and cultural sector</p>	<ul style="list-style-type: none"> <li>• Develop brand identity for, and improved image of, Fresno’s cultural sector</li> <li>• Enhanced public awareness and create value among consumers</li> </ul>	<p>2010 and update as needed</p>	<p>FAC Ex. Dir., and selected board members; contracted or pro bono marketing expertise; Creative Fresno; FCASH; Cultural Arts District Assn; Downtown Assn; arts sector</p>

### Goal 3: Promote Economic Development

Objective A: Establish cultural sector as an industry and part of regional economic infrastructure.			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Complete, promote, and distribute Economic Impact Analysis of regional cultural sector. Primary, secondary, consumer—related spending, visitor—related spending and standard multiplier should be factored.	<ul style="list-style-type: none"> <li>Cultural sector repositioned as component (Creative Economy) of industrial sector and regional economy</li> <li>Reps of Trade associations and cultural sector involved in developing and implementing regional economic development strategies</li> </ul>	FCASH completed Economic Impact Study 2010 and ongoing	FCASH; arts sector
2. Promote cultural development (Creative Economy) considerations in devising public policy which impacts economic development strategies	<ul style="list-style-type: none"> <li>Cultural development language is reflected in initiatives and incentive programs by City, County, Economic Dev. Corp, Redevelopment Agency, and others</li> <li>Strategies and benchmarks for Creative Economy development are developed</li> </ul>	Fresno Arts Council proposed and County adopted Percent for the Arts Examples in action: County Coroners Office; Fresh and Easy grocery store; pharmacy at Blackstone/Clinton	FAC Ex. Dir., and selected board members; Joyce Aiken, Public Arts Consultant; FSU grad students; FCASH; business community; City and County of Fresno
3. Promote cultural development (Creative Economy) considerations in private sector practice	Cultural development considerations are reflected in project development	Granville Homes/Assemi Housing Projects, in Downtown Fresno	FAC Ex. Dir., and selected board members

Objective B: Revisit and implement existing and proposed plans			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Revisit and implement Central Area Community Plan (City of Fresno) 2. Participate in Fulton Corridor Specific Plan and Downtown Plan	<ul style="list-style-type: none"> <li>Downtown established and promoted as urban-oriented cultural and entertainment center for region</li> <li>Increased retail and cultural activity</li> <li>Development of live-work spaces for artists and creative workers</li> <li>Increased pedestrian flow</li> <li>Enhanced security</li> </ul>	2010 and ongoing	FAC Ex. Dir.; and selected board members; City of Fresno; Econ. Dev. Corp; Redevelopment Agency; private sector;
3. Revisit, revise and implement Tourism Master Plan and CVB's Marketing/ Business Plan	<ul style="list-style-type: none"> <li>(see below under Cultural and Heritage Tourism)</li> <li>Downtown Art Tour created</li> </ul>	2010 and ongoing:	FAC Ex. Dir., and selected board members; CVB; FCASH, City, County representatives of visiting industries

Objective C: Enhance business recruitment and retention efforts			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Include information and about local cultural organizations, artists, and cultural scene in "pitch" to identified businesses	<ul style="list-style-type: none"> <li>Cultural Sector perceived as key amenity</li> <li>Enhanced quality of life for employees of newly relocated enterprises</li> </ul>	2010 and ongoing	FAC Executive Director, Webmaster; Economic Development Corp.
2. During visits by prospective businesses to Fresno County, use cultural facilities for presentations and social functions	<ul style="list-style-type: none"> <li>Established name recognition of key cultural venues</li> <li>Collaborations between news enterprises and cultural organizations</li> </ul>	2010 and ongoing	FAC Executive Director, Webmaster; Economic Development Corp.

Objective D: Promote Cultural and Heritage Tourism			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Provide input into reorganization of Convention and Visitors Bureau	<ul style="list-style-type: none"> <li>Cultural sector positioned as a resource in reorganization process</li> <li>Groundwork laid for development of Cultural and Heritage Tourism programs</li> </ul>	2010 and ongoing	FAC Executive Director and selected board members; Webmaster
2. Revisit, revise, and implement Tourism Master Plan and CVB's Marketing/Business Plan; and insert Cultural and Heritage Tourism Component into same	<ul style="list-style-type: none"> <li>Cultural and Heritage Tourism established as a specific component of all program development and marketing strategies within the CVB.</li> <li>Cultural and Heritage Tourism programs developed within the visitor industry</li> </ul>	2010 and ongoing	FAC Executive Director and selected board members; CVB; visitor industry representatives

Objective E: Promote Downtown and neighborhood revitalization			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Play active role between cultural sector and public and private development revitalization efforts in downtown and neighborhoods.	<ul style="list-style-type: none"> <li>Cultural sector is prominent in downtown development and revitalization efforts</li> <li>Integrated Public Art component</li> </ul>	2010 and ongoing	FAC Executive Director and selected board members; Public Art Consultant
2. Utilize public arts projects and programs as part of Downtown and Revitalization			

Objective F: Promote the development of "Creative Communities"

Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Lead community and professional sector dialogue on “Creative Community”	Enhanced public awareness and “Creative Community” development positioned as an economic development strategy	2007 - City Councilman Henry T. Perea established Creative Fresno in	FAC Ex. Dir., and selected board members; City officials; Redevelopment Agency
2. Participate in Creative Community pilot project	<ul style="list-style-type: none"> <li>• “Creative Community “ development established an economic development strategy</li> <li>• Special district designation (including Tax Increment Financing), inventorying of surplus public property; incentive and financing packages, and other strategies explored</li> </ul>	2009 - Developed informal alliance with Creative Fresno, FCASH, and Downtown Cultural Rotary Club 2010 - Creative Fresno began holding board meetings at FAC	FAC Ex. Dir., and selected board members; City officials; Redevelopment Agency; business associations and representatives

Objective G: Promote workforce development			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Lead dialogue with community and professional sector on creative worker component of workforce development programs.	Creative worker component established as part of workforce development programs	2008 - FCASH became part of the RJI representing Cultural Arts Sector, and holds RJI Arts and Culture task force meetings during regular FCASH meetings	FAC Ex. Dir., and selected board members; workforce development organizations and professionals

## Goal 4: Promote Public Art

Objective A: Seek Legislation for Public Art			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Define public art <ul style="list-style-type: none"> <li>Initiate public art procedures and regulations</li> <li>Expand definition to specifically include murals as public art</li> <li>Establish policies</li> <li>Consider graffiti or “lowbrow art”</li> <li>Expand criteria and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Arts integrated into process of designing and building public infrastructure, buildings, and open spaces</li> <li>Create model procedure and regulations</li> <li>Enhance quality of life and public participation</li> </ul>	2014	Public Arts managers, City Councils and staff, other non-profit arts groups
Objective B. Develop and Implement Public Art Programs			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Develop and maintain a public art inventory and documentation (public art as defined in Objective A) <ul style="list-style-type: none"> <li>Expand inventory to include all public art as Objective A</li> </ul>	Publish and preserve records in FAC archives	2011	FAC, P.A. Manager, owners of art
2. Develop and implement following program components: <ul style="list-style-type: none"> <li>Purchase and donation policy</li> <li>Maintenance</li> <li>Decision Procedures</li> </ul>	Formalized comprehensive program	2010	P.A. Manager, responsible bodies
3. Explore potential locations for public art on semi public and private property	Contact officials for such locations as airports, San Joaquin River parkway, convention center, FMFC Dist., hospitals, schools, shopping centers, etc.	2011	P.A. Managers, officials, other managers
4. Develop and maintain public art program in downtown Fresno	Partner with City of Fresno Fulton Corridor Specifics Plan program	2012	P.A. managers, Fresno City Officials, Fresno Downtown Assoc.
5. Promote Art Hop program <ul style="list-style-type: none"> <li>Maintain and expand existing program</li> </ul>	Increase participation and attendance	On going	P.A. managers, staff, location managers, artists

Objective C: Develop and implement community programs ties to public art programs			
Strategy	Desired Outcomes	Timeframe	Staff/Board/Partners
1. Develop and implement following program components <ul style="list-style-type: none"> <li>• Education (workshops for government staff and public; community forums)</li> <li>• Façade improvements</li> <li>• Artists in residence</li> <li>• Heritage arts</li> <li>• Temporary installations</li> <li>• Portable art collections</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory of existing programs, catalog and maintain</li> <li>• Promotion of enhanced access</li> <li>• Collaboration with responsible organizations (ie: Fresno Economic Development Corp, Downtown Association, Heritage Fresno)</li> </ul>	Ongoing	P.A. Managers, FAC board members, local officials, citizens
2. Organize event commemorating 50 <sup>th</sup> anniversary of Fulton Mall	<ul style="list-style-type: none"> <li>• Enhance civic pride through recognition of the Fulton Mall as a unique work of art</li> <li>• Expanding tourism on the Mall</li> <li>• Expanded public awareness of a major artistic achievement</li> <li>• Celebration in 2014</li> </ul>	2010-2014	P.A. managers, PTA, City officials, DFC, Fulton Businesses, Fresno City Council

Objective D: Public art program for cities outside Fresno			
Strategy	Desired Outcomes	Timeframe	Staff/Board/Partners
1. Expand public art programs into outlying cities and towns in Fresno County <ul style="list-style-type: none"> <li>• Prepare model policies and distribute. (see above obj. A)</li> <li>• Evaluate and pursue interests</li> </ul>	<ul style="list-style-type: none"> <li>• Groundwork laid for adoption of policies and implementation measures</li> <li>• Communities helped to administer programs</li> </ul>	2010-2015	P.A. managers, local officials, community leaders

## Goal 5: Promote Arts/Cultural Education

### Objective A: Establish information clearinghouse

Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
<ol style="list-style-type: none"> <li>Identify programs offered by cultural organizations and opportunities in school districts, community-based entities, universities, and colleges.</li> <li>Provide public access to this info of FAC's website, newsletter</li> </ol>	<ul style="list-style-type: none"> <li>Increased access to identified programs</li> <li>Increased awareness of public, private, and charter school arts and cultural</li> <li>Enhanced community impact of arts/cultural programs, including impact on lifelong learning.</li> <li>Increased opportunities for artists.</li> </ul>	Winter 2010 and ongoing	FAC; VAPA (Visual and Performing Arts) Coordinators: Fresno Unified School District and Fresno County Office of Education; FCASH; Creative Fresno; Cultural Arts Rotary; CFUC, FCC, Reedley, FPU

**Objective B: Support formation of "Arts in Education" Coalition**

Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
<ol style="list-style-type: none"> <li>Cooperate with educators, cultural sector representatives, parents, student leaders, cultural organizations, community-based organizations, and artists.</li> <li>Convene Arts in Education information forums for School Board Members, City Councilmen and County Supervisors, and the public at large.</li> </ol>	<ul style="list-style-type: none"> <li>Increased collaboration between Fresno Unified and Fresno County Office of Education, Charter and Private Schools, City and County governments, and cultural groups.</li> <li>Expand "Poetry Out Loud" events</li> <li>Formalized community effort.</li> </ul>	Fall 2010 and ongoing	FAC; FAN (Fresno Arts Network); VAPA Coordinators: Fresno Unified School District, and Fresno County Office of Education; FCASH; Creative Fresno; Cultural Arts Rotary; Fresno City Council and County Board of Supervisors; School Board Members; PTA's

**Objective C: Establish arts workshops**

Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
<ol style="list-style-type: none"> <li>Develop training for community artists to help them provide art workshops for children and</li> </ol>	<ul style="list-style-type: none"> <li>Increased public access to arts education.</li> </ul>	2011 and ongoing	FAC; FAM; Arte Americas, and

<p>adults.</p> <ol style="list-style-type: none"> <li>2. Develop list of potential art workshop providers</li> <li>3. Establish content and tentative schedule for arts workshops.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased impact on life-long learning and appreciation for the arts.</li> <li>• Increased opportunities for artists.</li> </ul>		<p>other cultural museums;  VAPA Coordinators:  Fresno Unified School District, and  Fresno County Office of Education</p>
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## Goal 6: Address Social Issues

Objective A: Establish Information Clearinghouse			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Identify health and human service-oriented programs offered by cultural organizations and opportunities as health care providers.	<ul style="list-style-type: none"> <li>Enhanced impact of arts-based programs on community members with special needs.</li> <li>Increased opportunities for artists.</li> <li>Increased access to identified programs.</li> </ul>	Winter 2010 and ongoing	FAC; WestCare; Arte Americas, and other cultural museums; Fresno Unified School District, and Fresno County Office of Education; HHS

Objective B: Support Underserved Communities ?			
Strategy	Desired Outcome	Timeframe	Staff/Board/Partners
1. Promote arts activities dealing with issues that impact underserved communities. 2. Provide education on specific issues using art and information	<ul style="list-style-type: none"> <li>Increased public access to arts education.</li> <li>Increased impact on life-long learning.</li> <li>Increased opportunities for people in need.</li> </ul>	Spring 2010 and ongoing	FAC WestCare Arte Americas, and other cultural museums, Fresno Unified School District, and Fresno County Office of Education; HHS