

City of Pleasanton
2014 Cultural Plan



October 2014

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Executive Summary

Pleasanton is a City that values and supports arts and culture. Over a sustained period, the City has played a leading role in cultural development, developing programs, facilities and a mindset for creative endeavors. The purpose of this planning effort was to update the City's 1998 Cultural Plan and to guide development of facilities, programs, and amenities into the future. This updated cultural plan is intended as a 10-year master plan for the City as well as community partners.

Community Arts and Cultural Needs

Pleasanton's residents, workers and visitors are highly culturally active. Nearly everyone participates through attendance and/or personal creative activities (e.g., reading books, taking photographs, playing a musical instrument). Families with children are highly engaged in the arts as well; 72%¹ of children regularly participate in the arts after school and more than half of all arts attendance involves children.

Despite local arts opportunities, Pleasanton's residents often leave the City for other arts and cultural activities, indicating the need for additional programming in the local community. Community members desire more arts and cultural programs in Pleasanton with a communal aspect: live music and theater, festivals (wine and food, cultural, neighborhood), and films. They would like Pleasanton to develop a variety of cultural elements in the future, including: more variety of activities and more of an arts scene; more arts activities for youth; enhanced quality and sophistication of available arts and cultural programming; more galleries, arts events, live music events; and improved downtown activities.

The community also supports a continuing leadership role for City government. The City's priorities should be to: provide more performances and events at venues such as the Firehouse Arts Center and Amador Theater; help ensure arts education for all students; help ensure arts learning opportunities for citizens of all ages; support amateur arts and cultural activities by all residents; celebrate cultural diversity of the community; and provide more art in public places throughout the community.

The City has an extensive and valuable collection of cultural facilities, including the Firehouse Arts Center, Amador Theater, Alviso Adobe, Veterans Memorial Building, Cultural Arts Building and Century House. These facilities have supported the development of local arts programming and engagement. However, at this point, the City's cultural facilities could be better utilized to meet current and future community needs.

Comparison Study

To provide an additional perspective for Pleasanton's cultural development, the City was compared to a cohort of five (5) regional cities. The comparison shows that cities making a sustained, long-term investment in arts and culture reap the greatest benefits, in terms of the strength and breadth of community involvement and support, the vitality of arts programming, and the potential for cost recovery. Pleasanton has a long record of municipal arts support and has taken the lead in many elements of cultural development. This investment is the road to

¹ Online resident survey.

both meeting community cultural needs and to a more robust arts community with stronger community partners. Pleasanton is at a mid-point in its arts development. Continuing the policy of a leading city role is the most likely path to meeting the evolving community cultural needs of the community.

Goals and Strategies

The plan includes eight recommended goals intended to address the community needs identified above, building on the City's current capacities, opportunities and partnerships. Each goal is accompanied by specific strategies.

1. Enhance arts and cultural programming available to Pleasanton's residents, workers and visitors.
2. Expand arts learning opportunities to match needs of residents of all ages.
3. Celebrate cultural diversity and enhance connections among disparate populations in Pleasanton, including diverse racial/ethnic groups, national origin/heritage, and age/generation.
4. Evolve the public art program to better serve the needs of the entire community, match the aesthetic standard of the City, and enhance its artistic reach and scope.
5. Improve marketing and visibility of the arts and make information about arts offerings more readily available to residents, workers and visitors.
6. Develop the capacity of local arts and cultural organizations and artists in the community.
7. Address cultural facilities needs of existing facilities and provide for future needs.
8. Leverage the economic impact of the arts to increase downtown vitality, reinforce tourism promotion and promote development of small creative businesses.
9. Consider reconstituting the Civic Arts Commission as the Arts and Cultural Commission to reflect the enhanced duties embodied in this plan and make appropriate revisions to the Municipal Code.

Implementation and Costs

As with any long-range plan, it is expected that all or portions of this plan may be phased in over a period of several years depending on funding, community interests and City Council priorities. Due to the cost and broad nature of the recommendations, it is anticipated that funding requirements for both programming and capital investments will come from a variety of sources, including the City's General fund and capital budgets, earned income through rentals and ticket sales from the City's cultural facilities, the City's Capital Improvement Program, fundraising, public/private partnerships, grants, and sponsorships for festivals and special events as determined consistent with priorities, implementation scheduling and availability.

Pleasanton Planning Context

The Community

Pleasanton is a city in Alameda County, incorporated in 1894. It is located about 25 miles east of Oakland, and 6 miles west of Livermore. The population was 70,285 according to the 2010 census. In 2005 and 2007, Pleasanton was ranked among the wealthiest middle-sized cities in the United States by the Census Bureau. Pleasanton is home to the headquarters of Safeway, Blackhawk Network, and Workday.

Although Oakland is the Alameda County seat, a few county offices and a courthouse are located in Pleasanton. The Alameda County Fairgrounds are located in Pleasanton and the County Fair is held during the last week of June and the first week of July. Pleasanton Ridge Regional Park is located on the west side of town. Pleasanton was number # 63 in *Money* magazines list of "The Best Places to Live" in 2010, and was also named one of "Americans' Top Hometown Spots" in the United States in 2009 by *Forbes* magazine.

Implications for cultural planning: Pleasanton is a wealthy suburb located some 40 miles east of San Francisco. Its affluence and high demographic citizenry suggest that local arts patrons have high expectations with respect to the quality of artistic products they consume. In the shadow of San Francisco, they have relatively easy access to world-class opera, dance, theatre and visual arts. At the same time, Pleasanton attracts young professionals and their families, so access to locally produced and family-oriented programs are also of interest.

History

The Ohlone

The Valley was also part of a permanent settlement of Indians who came to the area approximately 4,000 years ago. The Indians, now called the Ohlone, called themselves the People. Their settlements along Pleasanton Ridge and the lagoon were part of the largest concentration of Native Americans in North America.

Spanish Settlements

The advent of the Spanish in 1772 brought enormous changes to the People and the Valley. Mission San Jose, the fourteenth California mission, was founded on June 11, 1797, by Father Lausen. In 1821, Mexico won its independence from Spain. The new "Secularization Law" intended for mission lands to be shared between Mexican citizens and the Indians, but it was not followed. By the late 1830's the vast majority of lands had been granted by the Governor to loyal Mexican politicians, soldiers, and supporters.

Alisal

Before the establishment of Pleasanton, in the 1850s, an earlier settlement, called Alisal was there. It was located on the lands of the Rancho Santa Rita near the site of an Indian rancho, around the Francisco Solano Alviso Adobe, called *El Alisal* (The Sycamores), one of the earliest houses built in the valley in 1844. It is still standing and serves as the centerpiece of the Alviso Adobe Community Park. Alisal, nicknamed "The Most Desperate Town in the West", was one of the settlements located along *La Verida del Monte* that was a haunt and refuge of bandits and desperados in the era following the beginning of the California Gold Rush. Main Street

shootouts were not uncommon. Banditos would ambush prospectors on their way back from the gold rush fields and then seek refuge in Alisal.

Agricultural History

Blessed with rich soil, Pleasanton soon became the agricultural center for the Amador Valley and home to the oldest horseracing track in the nation. Even today, famous horses from around the country continue to be sent here to showcase their speed because of the excellent soil and facilities. The hops grown here were sought by many of the largest beer producers in the United States and Europe, making Pleasanton internationally famous.

Formation of the City

Pleasanton is located on the Rancho Valle de San Jose Mexican land grant and was founded by John W. Kottinger, an Alameda County justice of the peace, and named after his friend, Union army officer Major General Alfred Pleasanton. A typographical error by the U.S. Postal Service apparently led to the current spelling.

The reputation it had gained from its days as Alisal passed and in 1917, Pleasanton became the backdrop for the film *Rebecca of Sunnybrook Farm*, which starred Mary Pickford. The town was once home to Phoebe Apperson Hearst, who lived in a 50-room mansion on a 2,000-acre estate, now the site of Castlewood Country Club.

Implications for cultural planning: Pleasanton has a rich and varied history that should be valued, preserved and celebrated in arts and cultural programming.

Culture

Events and Festivals

Pleasanton continues to maintain a small town flavor with regular events for the community. Every Saturday morning a farmers' market sets up on W. Angela Street, off of Main Street. There are several parades during the year, commemorating Christmas, Memorial Day, and Veterans Day, as well as kicking off the beginning of the Alameda County Fair and soccer season.

First Wednesday Street Party

The Pleasanton Downtown Association (PDA) organizes the popular *First Wednesday Street Party* celebrations from May through September. On every first Wednesday of those months, Main Street is blocked to traffic and adopts a street fair atmosphere. Each First Wednesday Street Party is given a different theme and planned with related activities. Typically the first theme is Cinco de Mayo since May is the first month for these street parties. At this local event, businesses and organizations from downtown and around the Tri-Valley set up booths in the center of the street.

Concerts in the Park

Another Pleasanton Downtown Association tradition is the *Concerts in the Park* series. Every Friday night from June until September the PDA schedules different local bands to perform in the evenings at the Lions Wayside Park off of First Street. The events are free of charge and draw a crowd.

Alameda County Fairgrounds

The Alameda County Fair is held annually at the Fairgrounds in Pleasanton, which includes many rides, as well as horse races and concerts. Many other large scale shows, fairs and exhibits are held at the Fairgrounds during the Fair's off-season. They include the Goodguys' auto shows, the annual Harvest Festival Original Art & Craft Show, the Hawaii May Day Festival and California's largest Scottish Highland Gathering & Games. The Fairgrounds also feature a 2,700 seat amphitheater which is available for rent and hosts a multitude of live performances during the run of the Fair.

Firehouse Arts Center

The Firehouse Arts Center, opened in 2010, is a center of culture and art for Pleasanton. It incorporates portions of the City's first fire station, built in 1929. It features a 227-seat theater, the 2,000 square-foot Harrington art gallery, and classrooms for art and drama. As a multiple-use facility, the Firehouse Arts Center provides a broad range of arts programming opportunities. From musical and theater performances to lectures, films, comedy, youth performances, workshops and demonstrations, the facility serves as a vibrant center for the arts. The theater has a unique capacity to convert from a "black box" to a cabaret-type venue, but this feature is seldom used due to the time and amount of staff needed to accomplish the conversion.

The Firehouse Theater is the primary venue for the City's performing arts and exhibition programs. The 2013-2014 season is anchored by three distinct theater company series and a slate of concert and show offerings. Rock, country, jazz, bluegrass, classical, folk, cabaret, blues, magic, and retro are all represented. It is also home to the critically acclaimed teen improv comedy troupe, Creatures of Impulse. Other resident theatre companies include, Pacific Coast Repertory Theatre and Bay Area Children's Theatre.

Amador Theater

The Amador Theater served as the City's principal performing arts facility for over 60 years, until the Firehouse Arts Center opened in 2010. It seats 591, with a proscenium-type stage. It was built in the late 1930's as part of the Amador Valley High School Campus and served as a primary venue for school productions and various presenters and community theatrical groups. These included the Institute for Theatrical Studies, the Children's Theater Workshop, the Pleasanton Community Concert Band, the Livermore-Amador Symphony and the Pleasanton Valley Choral Society.

By the early 1980s, the Theater was in need of significant repairs and renovations. Following a community-based fund-raising campaign, raising \$800,000, the needed renovations were completed, with an additional \$4,400,000 in City funding. The City then entered into an agreement with the school district to own and operate the Amador, with the school district retaining 60 days of free use each year. Until 2010, it was the primary venue for the City's performing arts presenting program.

Other Cultural Facilities

Other Pleasanton cultural facilities include the Museum on Main, the Cultural Arts Building, the Alviso Adobe, the Century House and the Veterans Memorial Building. These venues are described in detail in the Assessment of City-owned Cultural Facilities, page 25.

Implications for cultural planning: Pleasanton has much upon which to build culturally. The City has been actively involved in the arts for several decades, making significant investments in both programs and capital construction. This demonstrates

an ongoing commitment by the City to ensure that there are arts, cultural and heritage services available to its residents and visitors.

Economy

Pleasanton experienced a major economic boom starting in the early 1980s, largely associated with the development of a number of business parks, the largest of which is the Hacienda Business Park. These host a number of campus-like clusters of low-rise and medium-rise office buildings. Pleasanton has been successful in attracting a number of corporate headquarters, such as those of Safeway, Thoratec, Simpson Manufacturing, The Cooper Companies, Shaklee and Workday. Despite an increase in office space vacancy rates in 2000–2004, economic development has remained strong through the middle of the decade.

Pleasanton was also the headquarters of the former PeopleSoft, Inc., (which was acquired by Oracle Corporation), Documentum (which was acquired by EMC Corporation), E-Loan (which was acquired by Popular), Spreckels Sugar Company (which was acquired by Imperial Holly) and the home loan operation of Provident (which was acquired by Washington Mutual, itself later acquired by JPMorgan Chase). Oracle maintains the former PeopleSoft campus as a major division and is the third-largest employer in Pleasanton, behind Safeway and Kaiser Permanente. In addition, Pleasanton is the site of a large AT&T campus.

Other companies with major operations in Pleasanton include Hitachi High Technologies America, Inc., Cisco Systems, Sage Software, CooperVision, Clorox, Roche, BMC Software, Thermo Fisher Scientific, EMC Corporation, Portrait Displays, Inc. and Symantec.

In the retailing field, Pleasanton has one major regional mall, Stoneridge Shopping Center, and a number of other shopping centers. Most national and regional retailers have a Pleasanton location; besides the anchor tenants Nordstrom, Macy's, Sears and JC Penny at Stoneridge, notable large stores elsewhere in the city include Home Depot, Wal-Mart and Kohl's.

In addition to the business parks and retail centers, Pleasanton is known for its lively downtown, which is home to a number of fine-dining, casual, and ethnic restaurants, specialty retailers, and service businesses. A redesign of Main Street in the 1990s emphasized pedestrian traffic and outdoor dining.

According to the latest U.S. Census information, Pleasanton is the wealthiest midsize city in the nation. In 2005, the median household income in Pleasanton was \$101,022, the highest income for any city with a population between 65,000 and 249,999 people. Similarly, for 2007, the median household income rose to \$113,345, also the highest in the category. According to the real estate analytics firm, Trulia, the median price of a detached single family home was \$838,800 in 2013.

Implications for cultural planning: Unlike many suburban cities, Pleasanton is home to the headquarters of several major corporations and has a significant presence of many others. This has several important implications. This corporate base is potentially the source of business philanthropy, sponsorships and leadership. At the same time, this strong business base helps stabilize the revenue streams of local government, which along with prudent City fiscal management, has left Pleasanton in better financial condition than many California cities. This may suggest that the City may be able to enhance its commitment to arts and cultural development.

Demographics

According to the 2010 United States Census, Pleasanton had a population of 70,285 persons. The population density was 2,896.5 people per square mile. The racial makeup of Pleasanton was 47,058 (67.0%) White, 1,190 (1.7%) African American, 226 (0.3%) Native American, 16,322 (23.2%) Asian, 134 (0.2%) Pacific Islander, 2,002 (2.8%) from other races, and 3,353 (4.8%) from two or more races. Hispanic or Latino of any race was 7,264 persons (10.3%).

There were 25,245 households, out of which 10,785 (42.7%) had children under the age of 18 living in them. 4,860 households (19.3%) were made up of individuals and 1,853 (7.3%) had someone living alone who was 65 years of age or older. The average household size was 2.77. There were 19,178 families (76.0% of all households); the average family size was 3.20.

The population was spread out with 19,024 people (27.1%) under the age of 18, 4,378 people (6.2%) aged 18 to 24, 17,257 people (24.6%) aged 25 to 44, 21,965 people (31.3%) aged 45 to 64, and 7,661 people (10.9%) who were 65 years of age or older. The median age was 40.5 years. For every 100 females there were 96.1 males. For every 100 females age 18 and over, there were 93.0 males.

There were 26,053 housing units at an average density of 1,073.7 per square mile (414.5/km²), of which 17,891 (70.9%) were owner-occupied, and 7,354 (29.1%) were occupied by renters. The homeowner vacancy rate was 0.9%; the rental vacancy rate was 4.1%. 51,839 people (73.8% of the population) lived in owner-occupied housing units and 17,990 people (25.6%) lived in rental housing units.

Other Demographics

Foreign born	22.7%
Language other than English at home	29.8%
High school graduates	94.9%
Bachelor's degree or higher	55.2%
Mean travel time to work (minutes)	29.0
Persons below poverty level	3.5%
Number of business firms	8,309
White-owned firms	80.3%
Non-white-owned firms	19.7%
Women-owned firms	30.7%
Retail sales	\$3,957,498,000
Land area (square miles)	24.11

Implications for cultural planning: The population of the United States is changing. For the first time since the great wave of European immigration of the 1880 – 1920 period, the majority of U.S. population growth is attributable to immigration, rather than an increase in natural born citizens. Like America as a whole, the demographic profile of Pleasanton is changing. Twenty-three percent of local residents are foreign born and nearly 30% speak a language other than English in the home. Numerous

studies have shown that the patterns of arts involvement and cultural participation differ with immigrant groups, who bring the traditions and customs of their homeland. This suggests the City may need to adapt its panoply of cultural programs to fully serve all of its residents. Of particular importance are the growing Asian and Latino segments.

Equally important demographics are the age and educational attainment of Pleasanton residents. Nearly 43% of Pleasanton households include children under the age of 18, a very high proportion. The average number of children per family is 2.77, significantly higher than the national average of 2.09. These numbers imply that family oriented programs will be in demand, which is certainly suggested by the community's interest in sports and recreation.

Education, too, is an important factor, with nearly all adults having graduated from high school and more than 55% having attained an undergraduate college degree or higher. This coupled with the relative affluence of Pleasanton, means that there will be a high demand for quality arts and cultural offerings. Pleasanton residents fit the classic profile of the arts patron and consumer.

Education

The Pleasanton Unified School District is highly regarded and cited by many as the reason families live in Pleasanton. Pleasanton's two high schools, Amador Valley and Foothill, are ranked by *Newsweek* among the top 400 high schools in the nation, and have relatively strong arts education programs. While there are some arts education programs on the elementary level, the school district cites the need to improve the comprehensiveness and continuity of these programs. There are a number of private schools in Pleasanton, including Stratford School and Hacienda School.

Implications for cultural planning: Pleasanton's public schools are described as excellent by the planning participants and many cite the schools as a major reason why families choose to live in Pleasanton. At the same time, local schools have reduced arts classes, particularly in the elementary level, responding to state cutbacks in K-12 school funding. In the resident survey fully half of respondents said that ensuring arts education in the schools should be one of the highest priorities for the city.

City Planning and Policy

Pleasanton is a particularly well-planned City. It has a comprehensive General Plan, an Economic Development Plan, Downtown Specific Plan, Youth Master Plan, and additional specific plans and studies. The City adopted a Cultural Plan in 1998, which serves as the basis for this cultural plan update, as well as a Downtown Public Art Master Plan in 2007. These documents make numerous references to the role that arts and culture play in the development of the City and form a policy framework for this current planning effort. They indicate a sophisticated understanding of, and policy and plans for, the use of arts and culture as a partner in achieving civic goals.

1998 Cultural Plan

In 1998, the City developed a comprehensive community cultural plan. That plan recommended seven major goals, with numerous strategies, many of which were implemented or are in progress (green), others that have not but are still worthy of consideration (blue) and some that are now less relevant. These include:

- a. *To provide quality facilities to accommodate arts and cultural activities.*
 - Cultural use of the historic Firehouse building
 - Community gallery space
 - Cultural uses in Alviso Adobe building and property
 - Potential cultural uses & improvements to Veterans Memorial Building
 - Outdoor band shell in downtown
 - Cooperative efforts to create valley-wide facilities
 - “Festival Plaza” space in downtown
 - Cultural facilities in any development of the “San Francisco property.” (Now referred to as the Bernal Property)
 - Improvements for a wider range of programs in Cultural Arts Center
 - Improvements to the Amador Theater
- b. *To establish and support cultural enrichment activities and programs for the young people of Pleasanton.*
 - Develop theater performance/training program for children & teens
 - Enhance arts education opportunities, with PUSD & other partners
 - Develop a Teen Program to include cultural activities (in progress)
 - Develop exhibit spaces for youth artwork
 - Enhance recreation classes to serve broader cross-section of youth (film & video, rock band performance, etc.) (in progress)
 - Work with local arts groups to develop age appropriate programs and exhibitions
 - Enhance the City’s and PUSD’s multicultural programs
 - Develop a Spring Festival featuring PUSD bands & music ensembles
- c. *To promote and market Pleasanton’s cultural activities and encourage participation.*
 - Work with regional newspapers to increase local/regional arts coverage
 - Improve coverage/design/distribution of Tri-Valley Arts Calendar
 - Work with CTV (Ch. 30) to expand arts/cultural coverage
 - Promotional opportunities thru civic & business associations
 - Promotion thru special events, Fairgrounds, Farmers Market, etc.
 - Arts activities on business websites (Chamber, CVB, etc.)
 - Resource listing (exhibits, performances)
 - Develop comprehensive Strategic Marketing Plan
- d. *To develop programs and partnerships to support a broad spectrum of cultural and arts interests within the community.*
 - Enhance the public art program by identifying the location of public art pieces throughout the City, raising community awareness and understanding, and linking to public transit agencies
 - Expand programs in the literary arts

- Encourage public lectures that relate to the arts
 - Use local talent at the Concert Series
 - Provide more opportunities for High School bands and music ensembles
 - Work with Sister Cities to develop new cultural programs and expand cultural exchange
- e. *To provide technical assistance, expertise and funding to cultural organizations and individual artists.*
- Comprehensive technical assistance program, including nonprofit incorporation, marketing, fundraising, grant-writing, audience development, finances, membership development, developing collaborations
 - Focus cultural funding under the Civic Arts Commission, including peer panels and benchmark standards
- f. *To elevate the artistic, cultural and historic aspects of Downtown.*
- Develop opportunities for public art in downtown
 - Develop and operate a central ticketing service/outlet in downtown
 - New/renovated cultural facilities to incorporate physical and conceptual linkages to downtown
 - Install additional informational kiosks in downtown
 - Expand evening-hours arts programming in downtown.(in progress)
- g. *To provide funding and resources necessary to implement the Cultural Plan.*
- Civic Arts Commission to have responsibility for:
 - Monitoring Cultural Plan implementation
 - Overseeing a City-sponsored cultural grants program
 - Overseeing the public art program
 - Prioritizing arts activities with the City's economic and community development, tourism and related activities
 - Working with private sector partners to develop new and renovated cultural facilities (partnered with PCAC to form a foundation to raise funding for the Firehouse Arts Center)
 - Cultural Arts Council to partner by:
 - Supporting cultural facility development advocacy, public awareness, funding and grant writing
 - Supporting arts education enhancement thru PUSD
 - Continuing active programming through presenting & exhibiting
 - Facilitating artist residency programs in the community

Economic Development Plan (October 2013, adopted 2014)

Pleasanton's demographic trends indicate a stable, affluent residential community characterized by high household incomes, low unemployment, strong educational attainment, and a concentration of middle-aged residents. These characteristics mirror the demographic profile of the frequent arts attendee.

The plan acknowledges the developmental potential of the City's event programming, cultural and arts assets, such as downtown, live theaters, and the Alameda County Fairgrounds. It recommends: "integrating the Cultural Arts Master Plan's components relevant to downtown." Specifically, the Economic Development Plan states that the City should:

"Work with Community Services Department to implement Cultural Arts Master Plan components.

The Community Services Department is developing a Cultural Arts Master Plan for the City. The Economic Development Department will assist in implementation of the relevant portions of the final plan, including promotion of arts in marketing efforts and development of a program targeted to growing creative industries in Pleasanton."

Pleasanton General Plan 2005-2025 (Adopted in 2009)

I. Community Character Element

"Public Art Plans, Programs, and Procedures: The City has adopted a Downtown Public Art Master Plan. The Plan will identify opportunities for temporary and permanent public art, preferred themes, and preferred media. The City also has a memorial public arts program in which monetary contributions for public art are accepted in memory of others. In addition, the current procedure of encouraging developers to install public art is achieving success. Several office and commercial developments, such as Bernal Corporate Park and the new development at 5050 Hopyard Road, include distinctive public art. There are opportunities for public art throughout the city, including entryway art, such as at the BART stations, and especially in/near public rights-of-way."

Goal 8: Encourage the installation of art to enhance Pleasanton's character.

Policy 21: Promote the installation of public art and its enjoyment by the public.

Program 21.1: Implement a Downtown Arts Master Plan to enhance downtown character and to encourage the public to visit the Downtown.

Program 21.3: Institute an Arts Master Plan for the entire City, which identifies where opportunities for temporary and permanent public art exist, preferred themes, and preferred media.

Program 21.4: Showcase the City's public art collection on an occasional basis.

Program 21.5: Map the location of public art in the City and make this information widely available.

Policy 22: Encourage the installation of public art in residential and commercial developments.

Program 22.1: In new developments, encourage project applicants to work with the City's Planning Department and Civic Arts Commission on the installation of art visible

from public rights-of-way.

Goal 9: Encourage and support community and family activities.

Policy 23: Promote facilities and activities that accommodate community and family use and accommodate persons of all physical abilities.

Program 23.2: Encourage commercial, recreational, social and cultural events and uses, which are enriching to family and community life.

II. Public Facilities and Community Programs Element

Community Facilities and Cultural Arts: In recognition of the importance of shared community space, the City has continued to aggressively expand its inventory of community-owned buildings and facilities since the 1996 General Plan. As Pleasanton continues its efforts to expand public facilities, this General Plan will see the completion of the following projects:

- Renovation of the Veterans Memorial Building in downtown. (301 Main)
- Construction of the Firehouse Arts Center on the site of the former Fire Station #1 on Railroad Avenue and consisting of gallery, classroom and theater space.
- Planning and development of several community facilities in the Grand Park on the Bernal Property, including a cultural arts center, environmental education center, amphitheater, and a youth/community center.
- Other relevant community facilities:
 - Amador Theater, Amador Valley High School, 1155 Santa Rita Road
 - Pleasanton Library, 400 Old Bernal Avenue
 - Cultural Arts Building, 4477 Black Avenue
 - Museum on Main, 603 Main Street
 - Nature House, 519 Kottinger Drive

Goal 7: Promote the enhancement of the arts within the City.

Policy 13: Continue to support the work of the Civic Arts Commission in reviewing public art, overseeing implementation of a City cultural plan, guiding future cultural enhancement, and identifying cultural facility needs.

Policy 14: Maintain, improve and expand existing facilities and develop new facilities to accommodate existing and future art and cultural programs.

Program 14.1: renovate and improve the Cultural Arts Building in Amador Valley Community Park and the Amador Theater at Amador High School.

Program 14.2: Encourage development of a cultural/performing arts center on the Bernal Property that can accommodate large and small theater spaces, rehearsal space, an outdoor amphitheater, a community art gallery and classroom.

Program 14.3: Periodically update the Arts Facilities Study and include more detailed information on potential sites and locations for facilities.

Program 14.4: Explore expanding the sharing of civic arts facilities with the Pleasanton Unified School District.

Program 14.5: Implement the Master Plan for Recreational Arts Facilities, including the addition of a ceramic arts studio at the Cultural Arts Building in Amador Valley

Community Park or another appropriate location.

Program 14.6: Complete the development of the Firehouse Arts Center.

Program 14.7: Allow City facilities to be used as arts venues where and when appropriate and feasible to bring new arts experiences to Pleasanton (e.g., Shakespeare in the Park and Women’s Will performances in City parks).

Policy 15: Use public art to enliven and beautify the public realm.

Program 15.1: review and update as appropriate the Arts in Public Places ordinance.

Program 15.2: Encourage commercial, office and residential projects to incorporate art within the project design.

Program 15.3: Enhance Main Street and its environs as a “cultural concourse” using the Downtown Public Art Master Plan to create a coherent vision for sites and themes for public art.

Policy 16: Develop programs and partnerships to support a broad spectrum of cultural and arts interests within the community and the Tri-Valley area.

Program 16.1: Continue to work with the Pleasanton Cultural Arts Council and the Pleasanton Cultural Arts Foundation to enhance the cultural life of the community.

Program 16.2: Design and implement programs for the Firehouse Arts Center Theater, art gallery and workshops.

Program 16.3: Work with local non-profit organizations to further develop and implement the Pleasanton Arts Marketing Plan.

Program 16.4: Develop a marketing, programming and business plan for the Cultural/Performing Arts Center on the Bernal property.

Program 16.5: Look for opportunities to collaborate with other Tri-Valley cities on arts and cultural programs where the Pleasanton community would benefit.

Program 16.6: Explore with other jurisdictions the potential for a regional performing visual arts center.

Goal 9: Promote a healthy community and a strong community support system.

Policy 19: Promote diversity through City programs for people of all ages, socioeconomic groups, religions, creed, racial and ethnic groups, and sexual orientation and identity.

Program 19.1: Continue to facilitate public facility rental for cultural activities.

Program 19.2: Incorporate cultural elements and educational opportunities in City programs, events and activities.

Program 19.3: Collaborate with local organizations/businesses representing the diverse populations within the community to promote education programs, awareness, and cultural events.

Downtown Specific Plan (2002)

Objective 3. Design and Beautification: To modify the sign ordinance to encourage signs which are creative, artistically designed, and pedestrian in orientation. To improve the major gateways into the Downtown to create a sense of arrival and to enhance the aesthetics along these roadways. To enrich the artistic, cultural and historic aspects of Downtown Pleasanton.

Public Art:

It is recognized by many visitors that Downtown Pleasanton is unique among the historic central business districts located throughout the Bay Area. Further expanding the cultural identity of Downtown Pleasanton provides the opportunity to capitalize on its district's shopping, dining, historic flavor, and pedestrian-friendly ambiance. Whether it involves after-hours programming, public art installations, or special events, continued efforts should be made to enhance Main Street and its environs as a "cultural district". The result will foster an expanded sense of community among residents as well as visitors and will connect with the City's rich heritage, cultural, and art resources.

Downtown Public Art Master Plan (2007)

Mission Statement: Develop an exceptional public art program that celebrates artistic excellence for its own sake and that works to inspire our community, creating greater cohesiveness, igniting one's imagination and contributing toward Pleasanton's civic life.

- Goal 1. Create a Public Art Program that enhances downtown Pleasanton.
- Goal 2. Create a Public Art Program that involves and serves diverse residents and visitors.
- Goal 3. Create a Public Art Program that values the thinking and broad perspectives of artists, sponsors and audiences.
- Goal 4. Create a Public Art Program that honors the past and celebrates the future.
- Goal 5. Create a Public Art Program that builds upon other civic initiatives.

Bernal Property Phase II Specific Plan (2006)

The Bernal Property Phase II Specific Plan provides planning direction for the 318-acre public land portion of the greater 516-acre Bernal Property located within the City of Pleasanton.

Potential Uses:

- 5. Cultural arts facilities
 - Art classrooms
 - Art gallery

- Rehearsal space
- Theater (800-seat indoor facility for the performing arts)²

“One of the primary desired facilities for the Phase II Plan area is a cultural arts center (CAC). The CAC is envisioned as a major community gathering area, as well as the visual focal point of the Bernal Property, with various cultural and educational facilities for people of all ages. The architecture should be inspiring, creating a visually stimulating landmark. The CAC could consist of multi-functional art classrooms, workroom and demonstration studios that might be shared with the Pleasanton Unified School District. In addition, other art studios, a public art gallery with gift shop and café, administrative office space, and related facilities might be provided. The desired focus of the CAC is an 800-seat sub-regional theatre with rehearsal area, offices and support space. In addition to the indoor facilities, there might be outdoor plazas, courtyards, and sculpture gardens.”

6. Educational facilities

“Art-related classrooms and other facilities within the potential Cultural Art Center may be appropriate for shared used between the City and PUSD.”

11. Park and recreation uses (including an amphitheater)

15. Youth/community center

Harrington Public Art Acquisition Plan – Phase I (Dec 2010)

Pleasanton residents, Nancy and Gary Harrington, have proposed a 10-year public art acquisition plan to assist the City with acquiring public art. Phase I was comprised of three (3) sculptures:

- “Dancers” (Greg Hawthorne) – Firehouse Arts Center (Parkside)
- “Spiral Motion III” (Jon Seeman) – Firehouse Arts Center (Parkside)
- “Joyful Play” (Dominic Benhura) – 561 Main Street

Funding for the acquisition of the 3 sculptures has been provided by the Harrington’s. City costs for site preparation, installation and signage was estimated at \$7,500 each.

Harrington Public Art Acquisition Plan – Phase II (Apr 2011)

Working with the Civic Arts Commission, the Harrington’s (along with other funders) have donated 11 additional artworks, including 10 sculptures, and one mural. City costs for site prep and installation will come from the available public art funds.

Alviso Adobe Community Park Cultural Resources (2000)

This study investigated the cultural resources (historical and architectural) associated with Alviso Adobe Community Park, located at 3461 Old Foothill Road.

² Bernal Property, Phase II Specific Plan (May 2006), page 16.

Alviso Adobe Community Park Master Plan (2000)

This plan laid out the proposed development of this historic site. It recommended that the restored Adobe be the physical and interpretive centerpiece of the park. The new Milking Barn/Interpretive Center and Bunk House/Interpretive and Activity Space were to accommodate new uses and indoor interpretive displays. Sized for up to 40 people.

Proposed Physical Development:

2. *Gathering Space/Amphitheater*: The amphitheater is to be used by docents to gather groups and give introductory remarks, for storytelling and possibly as an informal lunching area for school groups.
7. *Milking Barn and Bunk House*: The proposed new uses included:
 - Visitors Center/Interpretive Gallery
 - Flexible space for temporary exhibits
 - Offices
 - Gift shop
 - Storage areas
 - Bunk house divided into 3 room for multiple uses

Youth Master Plan (2010)

This study addresses the challenges and issues faced by children and youth in Pleasanton and identifies strategies to address these issues.

Goal 2: *Healthy and Safe Youth*. Children and youth live balanced lives and their physical and mental well-being is supported. Children are free to express themselves and protected from bullying, emotional and physical harm and drug and alcohol abuse.

Strategy: Support programmed and informal recreation programs and activities for children and youth of all ages and abilities enabling constructive use of time.

Strategy: Establish and support cultural enrichment activities and programs for children and youth of all ages.

Goal 3: *Contributing Youth*. Children and youth are connected to community and school life, as well as their peers and family, and they have opportunities to make meaningful contributions.

Strategy: Expand and promote existing volunteer and community service opportunities to provide children and youth with empowering opportunities to contribute to the community and learn from their experiences.

Strategy: Increase opportunities for children and youth representation and involvement on City commissions and business and non-profit organization committees.

Goal 4: *Youth-friendly Environments*. Children and youth have safe access and benefit from a variety of youth-oriented activities and spaces, where they can recreate, gather and learn.

Strategy: Support the planning and development of a community facility or existing dedicated space that welcomes children and youth and meets their needs, interests and abilities.

Strategy: Explore the youth/community center opportunity on the Bernal property.

Strategy: Explore opportunities to provide flexible indoor and outdoor space to give children and youth opportunities to gather, recreate and be creative.

Goal 5: *Supportive Families and Community*. Children, youth and adults respect each other, communicate honestly, and interact in a manner that supports their individual needs, their families, and the community.

Strategy: Establish and support cultural enrichment events that reflect and celebrate Pleasanton's diversity for children, youth and adults.

Strategy: Support opportunities for children and youth to develop a positive self-image.

Implications for cultural planning: Pleasanton is a well-planned City. Throughout the years it has used community-based planning to assess the needs of its residents to establish policies and programs to meet those needs. Virtually all of those established plans have emphasized the important role that arts, culture and heritage can play in the development of the City and in securing the well-being and quality of life of Pleasanton's citizens.

Community Arts and Cultural Needs

Planning Purpose and Process

The purpose of this planning effort was to update the City's 1998 Cultural Plan and to guide development of facilities, programs, and amenities into the future. This updated cultural plan is intended as a 10-year master plan for the City as well as community partners. It includes the Community Services Department and its Civic Arts Division, and other elements of the City. It also includes community partners for implementation, such as private arts providers, businesses, the School District, developers, and individual artists and other "creatives."

The planning process for this update involved three phases, beginning in January 2013:

Phase I: Project Initiation (January – February 2013)

Preparatory activities include an extensive review of relevant background information (City plans and studies, and other relevant documentation) and an initial meeting with staff and the Cultural Plan Steering Committee to clarify a mutual understanding of the project.

Phase II: Community Engagement and Assessment (February – May 2013)

Research and community process was designed to identify the community's vision and priorities, assess needs and resources, and engage a broad cross-section of the community in the planning process. In addition, it generated an understanding of what the community values about the arts and how it participates. Activities included two Town Hall meetings, stakeholder discussion groups, interviews with community leaders and city officials, planning workshops with the Steering Committee, a "slide lecture" (open to the public, at the Firehouse Arts Center) on the potential of public art in the community, a communitywide online survey, participation in meetings of the Parks and Recreation Master Plan process, and an onsite assessment of Pleasanton's cultural facilities.

Phase III: Recommendations and Plan Development (June – September 2013)

Assessment and analysis of all issues that emerged during the planning process led to development of preliminary recommendations and then this draft plan for review by the City, Steering Committee, stakeholders and the community. After this plan has been vetted and refined, a final draft will be prepared for presentation to the City Council in 2014.

Vision for Pleasanton's Cultural Development

Vision Statement

A vision statement was developed during this planning process, based on the community's input, the community survey and the Steering Committee. This statement is a draft representation of the community's definition of success for arts and cultural development in Pleasanton.

Pleasanton is known and appreciated throughout the Bay Area as a city that welcomes artists and arts lovers of all kinds to live, work, and play. We are home to a diverse, thriving, and innovative cultural life that reflects the values and visions of its residents, workers, and visitors. Embracing our city's heritage and cultural facilities, we attend the performances, exhibits, and workshops of our creative artists and actively participate in and support the arts. We recognize and support the vital contribution of our arts organizations to our schools, to our local economy, and to the well-being of all who encounter the arts in the City of Pleasanton.

Current Role of the Civic Arts Commission

The 1998 Cultural Plan did not define a vision for the plan or for the Civic Arts Commission. The City's website does not articulate a vision, but it does describe the Commission's role:

The Civic Arts Commission promotes the acquisition, construction, and installation of public art in Pleasanton and advises the City Council on matters related to City-sponsored arts and cultural programs.

The Commission has in recent years broadened the scope of its activities, moving beyond its focus on public art to encompass more of the programs and activities of the Civic Arts Division. This plan also proposes further broadening of the scope of the City's arts programs. In light of this change, the Commission needs to revisit its mission statement and authorizing ordinance.

Summary of the Community's Arts and Cultural Needs

An assessment of Pleasanton's arts and cultural needs was informed primarily by a review of relevant city plans and studies, community process (interviews, focus groups, Steering Committee meetings and a Community Workshop), an online community survey, and an assessment of the City's cultural facilities.

Audience Demand: Community members often leave Pleasanton for surrounding cities to experience arts and cultural activities, indicating the need for additional programming in the local community (whether provided by the City or another organization):

- Movie theaters
- Museums
- Historic sites
- Art gallery or art museum
- Live music, theater and dance performances
- Live music at club or restaurant
- Food and wine festival

Overall Cultural Life: what residents and workers want to see the City of Pleasanton develop in the future.

- More variety of activities and more of an arts scene
- More galleries, arts events, live music events
- Focus and improve on downtown activities
- More activities for youth
- Enhanced quality and sophistication of available arts and cultural programming
- Enhancement of community facilities—the library, museum and Amador Theater
- Celebration of cultural diversity
- A larger venue to enliven downtown and accommodate larger, better quality events

Arts and Cultural Programming: what residents and workers want to see more of in Pleasanton.

- Live music
- Live theater
- Wine or food festivals

- Movies/film events
- Cultural or neighborhood festivals

City's Role: 65% of survey respondents believe the City should fully support and expand, or play a major role in developing, arts, and culture and entertainment programs in Pleasanton. The City's priorities should be:

- Provide more performances and events at venues such as the Firehouse Arts Center and Amador Theater (this opinion suggests that the community is unaware that the Firehouse is currently booked to capacity)
- Help ensure arts education for all students
- Help ensure arts learning opportunities for citizens of all ages
- Support amateur arts and cultural activities by all residents
- Celebrate cultural diversity of the community
- Provide more art in public places throughout the community

Cultural Facilities: the City has an extensive and valuable collection of cultural facilities, including the Firehouse Arts Center, Amador Theater, Alviso Adobe, Veterans Memorial Building, Cultural Arts Building and Century House. These facilities have supported the development of local arts programming and engagement. However, at this point, the City's cultural facilities could be better utilized to meet current and future community needs. A facility assessment conducted for this plan (page 25) also identified a range of facility needs that, once addressed, could improve the usage and capacities of these facilities.

- Community groups have limited access to the Firehouse Arts Center and Amador Theater and express the desire for greater access. Also, the community places a high priority for the City to provide or facilitate more events in these facilities, particularly the Firehouse and Amador Theaters.
- The Firehouse Arts Center's current use is limited in relation to its capabilities. Arts programming does not match the architectural program and the "cabaret configuration" is not used. The time and staff effort needed to make the conversion to cabaret-style seating is considerable, so this capability has not been utilized.
- Aside from school district use, the Amador Theater is used primarily for limited rentals, but is responsive rather than proactive. Yet it offers capabilities not available in the Firehouse or elsewhere in the community (larger seating capacity, fly space, acoustics). The Firehouse is not suitable for some community uses, such as the children's chorus, which needs a larger backstage capacity.
- The Firehouse Arts Center and Amador Theater were at one point in time intended to be programmed as a unit, to meet a greater spectrum of community needs with their complementary capacities. The fact that this is not the current practice has decreased rental and community use.

- Alviso Adobe visitation and usage is low and not fully capitalizing on the programmatic potential of the site. Repeat visitation may be hampered by static programming and the limitations of the facility and visitor amenities.
- Cultural Arts Building usage is low, but there are opportunities for increased programming in ceramics and activity in the dance studio.
- Century House usage days are low. In order to be more readily usable as a community facility, deferred maintenance issues should be addressed, as well as provision of handicapped accessibility.
- Veterans Memorial Building is a desirable space for some types of cultural activities and events, and could be better utilized for performances, events, classes, workshops and meetings that suit the location, large room, basic stage, kitchen and historic character of the place.
- The School District offers the opportunity for greater use of school facilities for cultural activities in summer, and would like to use the Amador more (issue is availability of City's technical staff). Internally, the District needs more elementary-level visual arts teachers to fill gaps in its arts education program.
- The City's General Plan calls for renovation and improvement of the Amador Theater³ and Cultural Arts Building, and development of a cultural/performing arts center on the Bernal property.

Public Art: there is widespread appreciation of the role of public art in Pleasanton, contributing to the sense of place downtown. However, there is consensus on the limitations of the current process and collection, and the need to enhance the program.

- Currently there is:
 - no system for identifying public art opportunities
 - a lack of stable funding
 - an inadequate process for developing projects
 - no private development fee or process
- 30% of survey respondents view having more public art as a City priority.
- The public's perception of public art is limited by the narrow focus of what currently exists. Compared to best practices in the field of public art, there is an opportunity to expand the diversity, scope and location of public art projects throughout the city.
- The Downtown Specific Plan calls for a greater variety of public art yet some believe that there is too much focus on downtown.

³ 2005 Pleasanton Plan 2025, Section 6. Public Facilities and Community Programs Element, Goal 7, Policy 14, Program 14.1, p. 6-27.

Marketing and Communication: residents express the need for better information about what's available and the arts community seeks greater visibility. Arts professionals and community leaders also express the desire for greater connection and communication within the local and regional arts community, for the purpose of developing greater attendance/participation by both residents and visitors.

Capacity of the Local Arts Community: local arts organizations are primarily small-budget and volunteer-led, with corresponding limitations in their organizational capacity to serve the community. Yet the community has a high demographic profile and has relatively sophisticated interests, which require providers with higher capacity. There are few organizational development services available to local arts organizations and, for individual artists, opportunities to perform/exhibit/connect with the public.

Cultural Diversity and Community Connections: there is a strong community consensus on the value of cultural diversity and the need to foster greater connection among Pleasanton's disparate population groups, including through culturally diverse programming and events.

Arts and Sports: The community survey indicates that children participate in arts more than sports in school and somewhat less after school. This is true despite major differences in available facilities and programs for after school activities. 83% participate in arts frequently or occasionally in school, 72% after school. 70% participate in sports frequently or occasionally in school, 83% after school.

Assessment of City-owned Cultural Facilities

The City of Pleasanton hosts a wide variety of venues to support local cultural activities. These facilities range in age from the Alviso Adobe constructed in 1850 to the Firehouse Arts Center that opened in 2010. To support the updating of Pleasanton’s Cultural Plan, we reviewed the following facilities:

- Firehouse Arts Center
 - Firehouse Theater
 - Harrington Gallery
- Amador Theater
- Alviso Adobe

- Century House
- Cultural Arts Building
- Veterans Memorial Building
- Museum on Main

These facilities are the primary cultural venues in the City and host a wide variety of activities including performances, classes, workshops, exhibits, and art making. Though cultural activities take place in a variety of spaces throughout Pleasanton (parks, libraries, music studios, etc.) our facilities assessment focused on facilities referenced in the original cultural plan. The assessment is based on observation and walk-through of each facility and staff interviews. Our work did not include an architectural level or financial review of the facilities.

Summary of Pleasanton’s City-owned Cultural Facilities

Facility	Size	Annual Usage	Condition	Primary Uses
Firehouse Arts Center Firehouse Theater	227 seats	225 events	very good	City’s presentation of professional entertainment, meetings, rentals
Harrington Gallery	2,000 sq ft	6-7 shows	very good	gallery exhibitions
Art Classrooms (2)	800 sq ft	About 260 days	very good	meetings, classes, rehearsals
Amador Theater	625 seats	45 events	Poor	rentals, City classes, Civic Arts Stage productions, school events and activities
Alviso Adobe Community Park	7 acres	visitors	Good	living museum, historic park and interpretive center
Century House	50-100 ppl	events	Poor	classes, rental events, meetings, receptions, weddings
Cultural Arts Building	50 ppl	events	Poor	classes, art studio, dance rehearsals, meetings
Veterans Memorial Building	3,000 sq ft 220 ppl	events	very good	events, classes, meetings, informal performances
Museum on Main	4,500 sq ft	22,000 attendees	Good	museum exhibits, public programs, educational tours, archive of photos and manuscripts, object collection

Firehouse Arts Center

The premier facility in Pleasanton is the Firehouse Arts Center. A converted 1929 Volunteer Fire Department building, the 17,000 square foot center houses the Firehouse Theater, Harrington Gallery, classroom/ studio space and sits one block off of Main Street in downtown Pleasanton. Opened in 2010, the center has hosted a wide variety of performances and exhibits in its first three years of service to the community.

Firehouse Theater

Designed as a multiple configuration theater, the space is well suited for proscenium, cabaret, thrust stage and theater-in-the-round uses with a maximum capacity of 227 seats. Designed to be complementary to the Amador Theater in size and the types of uses it supports, the addition of the Firehouse provides tremendous potential to expand the variety and quantity of cultural activities in Pleasanton.

The center has not utilized the full capabilities of the venue. With limited storage on site for the flooring components required to convert the space into its other configurations and the labor-intensive nature of the conversion; the cabaret and theater-in-the-round configurations are yet to be utilized. While the theater is the site of many artists that could be presented in a cabaret setting, these performances were instead presented in a traditional, less intimate proscenium format.

In addition to these instances of programming not taking full advantage of the venue's flexibility, there are many instances of programming exceeding the venue's capabilities. The theater has been regularly programmed with "rock" shows that require sound reinforcement, instruments, electrical power, and in some cases a stage footprint exceeding the theater's abilities. These performances provide a very intimate setting to see these "rock" artists but many are better suited to the capacity, interior spatial volume, size and technical capabilities of the Amador Theater.

The condition of the facility is very good. The facility is relatively new and benefits from the pride and attention that staff pay to keeping the space in a "like new" state. The facility is well equipped for the intended types of shows. The fixtures, furnishings, and equipment that staff expressed a need for included equipment to support "rock" shows. This included the augmentation of the front-of-house audio system and additional audio equipment for an on-stage monitor system. The facility has very limited on-site storage, which staff is using very efficiently, along with non-storage space.

Operationally, the coordination of technical requirements for productions is unclear. The responsibility for this coordination is shared between the Theater Technician, Supervisor and Program Assistant roles; with non-technical roles managing the majority of the communication with the artists. This has led to a lack of communication or lack of coordination of technical needs for the artists or users. Additionally, there are no formal production standards ("house rules") existing for users of the facilities. These standards set expectations for how the technical facilities will be provided at the beginning of the run and restored at the end; eliminating the common disputes concerning labor costs.

Harrington Gallery

The Visual Arts Coordinator has created a flexible gallery program with limited staff and funding. The gallery provides activation of the Firehouse Arts Center during the day when the Theater is not in use and provides an amenity for theatergoers opening one hour before performances through intermission.

The gallery has straightforward movable wall, art hanging and lighting systems that allow for the flexible configuration of the space. With limited staffing (two part-time employees) and dedicated volunteers, the gallery manages to present frequently changing exhibitions over the year with minimal downtime between exhibits. This is done without any dedicated technical support for the gallery. In addition to programming installing and maintaining the gallery, the Gallery Manager serves also serves as coordinator for visual and literary arts for the City. All of this accomplished with part-time employees.

In addition to the 2,000-square footage of the Harrington Gallery, staff has been opportunistic in utilization of available wall space throughout the building including the main lobby, side lobby and office alcove. Exhibits in the office area suffer from the lack of proper lighting for the artwork.

Art Classrooms

The second floor of Firehouse Arts Center includes two (2) large classrooms. These flexible spaces support art making, meetings, and small rehearsal activities. Adjacent to one of the classrooms is a wet room, supporting a wider variety of media and activities. The use of portable seating and tables has allowed the Center to fully leverage the flexibility designed into these rooms.

Amador Theater

Built in the late 1930s for the school district, the Amador Theater's ownership was transferred to the city in 1988 in a 50-year agreement that provides City supported access to the school district for 60 days per year. In addition to providing the physical building the District shares in half of the utility costs. The City is responsible for the ongoing repair and maintenance of the building. Concurrent to the transfer of the facility to the city, \$1.2 million in capital improvements were made during the renovation of the space. The renovation included improvements to the HVAC system, backstage facilities and the reupholstering of audience seating.

Recent improvements to the theater include improvements to the sound system, replacement of the stage deck and refurbishment of the front entrance. The facility is in poor condition. In addition to some water damage, structurally, the building is settling on the house's left side and may require structural repairs. Foundation and structural elements deferred during the 1988 renovation remain. Capital needs include audio system upgrades; carpet replacement; and seating replacement/reconfiguration. The age of the facility will trigger architectural changes to make the facility more accessible and compliant with current accessibility standards.

Despite the aging infrastructure, the facility continues to be serviced by the Theater Technician along with the City's Support Services Division. The Support Services' Division was reported to be responsive to facility requests. Limited availability of the Theater Technician due to other job responsibilities at the Firehouse Theater and the Amador Theater leaves many of the theatrical systems in need of regular maintenance. This is especially true of maintenance of the lighting inventory.

The Amador Theater, with its 591 seats, is an underutilized cultural asset. The Firehouse opened in 2010 and has garnered much of the attention and resources of the City's two theaters. While the Firehouse Theater was intended to serve as a complement, most of the City's presenting program has been moved from the Amador Theater to the Firehouse Arts Center. School District use (60 performance days per year) along with a reduction in deferred facility maintenance, limit the amount of additional use (City programs and rentals) that can be accommodated at the Amador Theater.

The venues share support services (calendar booking, contracting, ticket selling, etc.). The infrastructure within the city has not kept pace with common practices in venue management. Tickets are available via an electronic ticket vendor but the master calendar is maintained in excel versus a robust venue management software system. The City does not provide shared marketing or advertising services for venue users. Implementing these changes would not only increase the City's capacity to host more activity within the Amador and Firehouse Theaters but it would also raise the profile of the venues and all of their events to a broader public, benefiting users and audience members alike.

Alviso Adobe

Pleasanton's oldest residence, the property includes an original adobe structure, and a recreated milking barn and bunkhouse. The six-acre site and structures are used to interpret the use of the property over time by three user groups: Native Americans; Californios (1854-1910); and dairy farmers. Built in 1850, the Adobe property underwent a \$4.5 million renovation approximately five years ago. A State Historic Landmark, the nature of the property requires a wide variety of specialized services (adobe maintenance, native species grounds keeping, museum conservation). The City has managed to provide many of these services, and maintain the facility in good condition, through the City's Operations Services Department.

The property is not meeting its potential as an interpretive center for historical, environmental programs in large part due to a lack of clear programmatic vision and mission for the property. Many of the spaces sit waiting for activation; recently constructed bunkhouse space is largely used as storage space instead of interpretively. Much of the space is absent of artifacts or replicas to bring the rooms to life. The development of a clear vision and mission for the space will also drive a plan to outfit the buildings and grounds that is responsive to the overall program for the space. The development of a vibrant volunteer program would not only activate the space but could support the maintenance and upkeep of the property. Volunteers and a modest investment of equipment and supplies could bring the property to life through period demonstrations and reenactments. Further study should be conducted to determine how improvements in the facilities and public amenities could enhance programming.

Century House

This historic 1870's Victorian era farmhouse provides a great park setting for a variety of rental event uses including meetings, receptions and weddings. There are limits on the types of uses allowed at the facility, to reduce the impact of noise on neighboring residential properties. The age of the structure and deferred maintenance has left the facility in poor condition, worn and in need of repair and replacement of major systems (carpeting, woodwork, casework). Spaces downstairs have been made to work for a variety of event uses, classes and meetings. The upstairs rooms are unfinished and no public uses are allowed due to lack of disabled access. The bathrooms are also not ADA accessible. The facility leverages its well-maintained grounds and setting more than its historic assets. As such, it functions more like park space than a cultural facility. Though it has potential to function as a historic house, the city does not have

the expertise or appear to have the resources to operate it in that fashion. Additionally, it lacks period furniture and amenities appropriate to historic interpretation.

Cultural Arts Building

The multipurpose Cultural Arts Building is located in the Amador Valley Community Park and includes a Ceramics Studio and a classroom. Overall the space is heavily used and the condition of the facility is poor and in need of renovation.

The classroom is a small space that is regularly used for a variety of functions including dance rehearsals, dance classes, theater rehearsal, meetings, workshops and classes. The space is not fully a dance studio or meeting room, lacking elements that would make it effective as one or both. A portion of the space is covered with a flooring system that is better than the linoleum-on-concrete main floor. Though it is used for dance classes it lacks a proper dance floor and the nature of the existing flooring system breaks up the space. Mirrors and dance bars cover some of the walls while others have uncovered windows to the exterior. Meeting support systems are bare and minimal.

Improving the space with a continuous sprung dance floor over the entire room would increase its capacity to support dance classes as well as other activities (yoga, martial arts, etc.). This improvement would also support the use as a meeting space, eliminating changes in the flooring elevation making the space safer and more appealing.

The Ceramics Studio makes good use of the existing space but the current furnishings do not fully utilize the space. Additional storage; a variety of worktables and seating; and a mop sink could increase its usability. The reconfiguration or addition of dedicated space would allow for improved kiln safety. To become a full service art center, consideration should be given to expanding the facilities on site to allow for a wider range of uses – painting and printmaking, sculpture, even a digital design laboratory.

Veterans Memorial Building

The Veterans Memorial Building is an actively used space located downtown on Main Street. The 1933 Spanish Revival style building supports a variety of uses including: event rentals; City meetings; Community Services Department classes for the public (exercise and art); community meetings; club activities. It has also served as a home for performances of the local teen improvisation group Creatures of Impulse.

The space is in very good condition and is well maintained. It includes a catering kitchen, permanent stage with draperies and a motion picture screen. It has only minimal support for theatrical uses, outfitted with a minimal audio system and basic architectural lighting system.

Museum on Main

The Museum on Main resides in a City facility constructed in 1914. The building was previously used as the Town Hall, Police Station and Free Library. As part of its planning, the Museum conducted a conservation assessment in 2010. The facility is in good condition and is generally well maintained. The Museum has made efficient use of easily accessed public space. The Museum's use of the building's rooms as galleries and libraries takes advantage of the venue's architectural layout. The Museum has set as a priority to expand its facility to the adjoining parking lot (west) adding 12,000 square feet of space. The \$5 million project would be included in a \$10 million campaign that would increase support for exhibits and establish an endowment for the museum. Currently, the facility is very crowded, lacking adequate, storage and prep space, functional administrative space and classrooms.

Comparison Study of Regional Cities

Purpose and Process of the Study

To provide an additional perspective for Pleasanton's cultural development, the City was compared to a cohort of five regional cities. Relevant points of comparison were:

- City's role in arts and culture
- Per capita arts spending & total arts budget
- Staffing levels
- Arts and cultural programming
- Cultural facilities
- Other interesting points of comparison

Cities were selected for comparison on the basis of similar population sizes and upper-middle class incomes. They have a broad range of approaches to cultural arts in their communities.

- Walnut Creek
- Palo Alto
- Pleasanton
- Livermore
- San Ramon
- Mountain View

To conduct the comparison, a web search was supplemented by interviews with key staff in each comparison city.

Conclusions

1. Cities benefit from long-term investments in arts.

In this study, the arts ecologies in each city tend to reflect each city's long-term attitude toward the role of the city in the arts. Livermore has the smallest city arts program and relies heavily on a private organization, the Livermore Valley Performing Arts Center (LVPAC), to provide the great majority of arts programming and facilities for the community. Livermore has certainly benefited from this approach; however, further cultural development will likely require more public investment since LVPAC is focused on its current mission. The challenge of sustainability will likely take precedence over responsibility for new community roles, without a strong public partner. On the other extreme, the city governments of Palo Alto and Walnut Creek have taken a lead role in their communities in providing both facilities and programs, and they have the strongest arts communities as partners and facility users. Both represent multi-decade city investments in their arts ecologies, now reflected in both higher costs and robust arts programming. Palo Alto and Walnut Creek each have a well-established collection of arts organizations that use city facilities, provide extensive programming, serve large audiences and raise substantial amounts of money in the community.

2. Pleasanton has established a lead role for the City in arts development—continuing this approach is an effective path to meeting community cultural needs.

Pleasanton also has a long record of municipal arts support. It has taken the lead in many elements of cultural development. This comparison study suggests that this investment is the road to both meeting community cultural needs and to a more robust arts community with stronger community partners. Pleasanton is at a mid-point in its arts development. Continuing the policy of a leading city role is the most likely path to meeting the evolving community cultural needs of the community.

Comparison of City Role in Arts and Cultural Development
Cities in the region selected for similar size and household income

City	Overall City Role in the Arts	Arts Ecosystem
Walnut Creek	Leading role Multi-decade commitment	Robust local arts community Several well-established resident organizations in city facilities Large audience for performing and visual arts Large participation of residents in amateur arts activities Acknowledged economic impact of arts on downtown Well-established fundraising support organizations
Palo Alto	Leading role Multi-decade commitment	Robust local arts community Several well-established resident organizations in city facilities Large audience for performing and visual arts Large participation of residents in amateur arts activities Well-established fundraising support organizations
Pleasanton	Leading role Growing city commitment	Developing local arts community Several developing local and regional organizations in city facilities Developing performing and visual arts audience Developing participation of residents in amateur activities No fundraising support organization
San Ramon	Early stage Developing city commitment	Developing local arts community Several developing resident organizations in city facilities Developing audience for performing and visual arts No fundraising support organization
Livermore	Highly privatized Low city commitment	Active local arts community Several developing resident organizations in city facilities Developing audience for performing and visual arts Community arts fundraising concentrated in one organization
Mountain View	Highly privatized Low city commitment	High percentage of rental usage in cultural facility Limited participation of local arts community Developing audience for performing and visual arts No fundraising support organization

3. Pleasanton’s mix of City arts programs and facilities ranks in the middle.

Like the level of its arts spending, Pleasanton’s city arts programs and facilities fall in the middle of the cities compared. It has cultural facilities, a public art program, educational programs, and a robust presenting program—a broader range of programs and facilities than cities at the bottom of the table but less than Walnut Creek and Palo Alto.

Comparison of City Arts Programs and Facilities

City	Programs	Facilities
Walnut Creek	Presenting Co-productions with resident organizations Visual arts exhibitions Extensive, nationally recognized educational programming Support programs for individual artists Public art program (public and private fee requirements)	Dean Leshner Regional Arts Center Hoffman Theater (800 seats) Margaret Leshner Theater (300 seats) Black box Bedford Art Gallery Educational facilities Shadelands Arts Center (studios and classrooms) Civic Park (studios and classrooms)
Palo Alto	Presenting Co-productions with resident organizations Visual arts exhibitions Two museums Extensive educational programming Support programs for individual artists Public art program (public and private fee requirements)	Three theaters: Children’s Theater Lucie Stern Community Theater (420 seats) Cubberly Community Theater (317 seats) Palo Alto Art Center Cubberly Visual Artist Studios Junior Museum and Zoo
Pleasanton	Presenting Co-productions with resident organizations Visual arts exhibitions Developing educational programming Support programs for individual artists Public art program (public and private fee requirements) Cultural & historical programs Poet Laureate	Firehouse Arts Center Firehouse Theater Harrington Gallery Amador Theater Cultural Arts Building Museum on Main Alviso Adobe Veteran’s Memorial Building Century House
Livermore	Small public art program Poet Laureate	None [Livermore Valley Performing Arts Center is private owned and run Bankhead Theater (500 seats)] [LVPAC also operates the city-owned Bothwell Arts Center]
San Ramon	Presenting Educational programs Poet Laureate	Two theaters: Dougherty Valley Performing Arts Center (600 seats) Front Row Theater in Dougherty Station Community Center (90 seats)
Mountain View	Theater Rentals Gallery art shows Small public art program	Mountain View Center for Performing Arts Main Stage (589 seats) Second Stage (flexible) Old Adobe Community Center

4. City investments can yield greater cost recovery and lower net costs.

Pleasanton’s current arts spending and programs fall in a middle range. However, more than the absolute amount of arts spending, the most interesting point of comparison is the community result of city spending—the outcome of city investment in the arts. Cities, like Walnut Creek and Palo Alto, that have a long-term city leadership role in arts development, spend more and have demonstrably greater community benefit. In addition, it is important to consider the net spending from the general fund—after cost-recovery. By this measure, Walnut Creek has the largest overall arts budget yet lower net cost to the General Fund than Pleasanton. This suggests the benefit of a financial strategy of developing program revenues. In Walnut Creek, cost recovery has been an imperative but there is a corresponding policy focus on developing community arts partners. This means partnering with and developing the capacity of local arts organizations that use city facilities. Stronger partners sell more tickets and raise more money, generating stronger overall community investment in the arts.

Comparison of City Arts Spending
Cities in the region selected for similar size and household income

City	Median Household Income (2007 – 2011)	Population (2012)	Total Arts Spending	Net Arts Spending	Gross Arts Spending Per Capita	Net Arts Spending Per Capita (net to GF)
Walnut Creek	\$84,722	65,695	\$8.5M	\$1.6M	\$129	\$24
Palo Alto	\$122,532	66,363	\$4.5M	\$3.375M	\$68	\$51
Pleasanton	\$118,713	72,338	\$2.2M	\$1.5M	\$31	\$21
San Ramon	\$124,014	73,927	\$1.7M	\$400K	\$17	\$5
Mountain View	\$91,466	76,621	\$1.3M	\$300K	\$17	\$4
Livermore*	\$96,322	83,547	\$165K	\$165K	\$2 ⁴	\$2
Averages	\$106,295	73,082	\$3.1M	\$1.2M	\$44	\$17

*These figures do not include arts classes offered through the Livermore Area Regional Parks District.

⁴ The City of Livermore is an outlier in this comparison study because, as noted above, the arts in Livermore are largely privatized. The Livermore Valley PAC is privately owned and financed, yet provides to some the impression of a large city investment. In fact, the City’s arts’ spending is limited primarily to a portion of one staff salary.

Recommended Goals and Strategies

Summary

Recommended goals and strategies are intended to address the community needs identified above, building on the City's current capacities, opportunities and partnerships. They are grouped into nine goals with accompanying strategies. As noted above, this community plan is not only a plan for the Civic Arts Division and the City of Pleasanton. Rather, it includes community partners for implementation, such as private arts providers, businesses, the School District, developers, individual artists and other "creatives."

The nine goals are to:

1. Enhance arts and cultural programming available to Pleasanton's residents, workers and visitors.
2. Expand arts learning opportunities to match needs of residents of all ages.
3. Celebrate cultural diversity and enhance connections among disparate populations in Pleasanton, including diverse racial/ethnic groups, national origin/heritage, and age/generation.
4. Evolve the public art program to better serve the needs of the entire community, match the aesthetic standard of the City, and enhance its artistic reach and scope.
5. Improve marketing and visibility of the arts and make information about arts offerings more readily available to residents, workers and visitors.
6. Develop the capacity of local arts and cultural organizations and artists in the community.
7. Address cultural facilities needs of current facilities and provide for future needs.
8. Leverage the economic impact of the arts to increase downtown vitality, reinforce tourism promotion and promote development of small creative businesses.
9. Reconstitute the Civic Arts Commission as the Arts and Cultural Commission to reflect the enhanced duties embodied in this plan and make appropriate revisions to the Municipal Code.

The following pages provide additional detail on the rationale and strategies for each goal.

Detail: Goals and Strategies

1. Enhance arts and cultural programming available to Pleasanton's residents, workers and visitors.

A consistent theme of community input for this plan was the desire to have a greater amount and variety of arts and cultural offerings available in Pleasanton, especially in the downtown area. This includes greater quality and sophistication in programming. The Pleasanton community is a well-educated population of arts consumers, who are accustomed to the level of arts found in San Francisco and the Bay Area. While this does not mean Pleasanton should try to duplicate the major institutions found there, it does suggest the opportunity to increase the quality of local arts offerings and expand Civic Arts' current practice of collaborating with regional arts organizations.

1.1. Operate the Amador and Firehouse as a unit, drawing on their complementary capacities to meet a broader spectrum of community needs.

These two facilities were intended to serve a complementary and mutually reinforcing role in fulfilling the community's desire for programming: the smaller, intimate size and flexibility of the Firehouse supplemented by the larger capacity and traditional proscenium configuration of the Amador. Since opening in 2010, the Firehouse has become the venue of choice, with the Amador available less often due to School District use. There is tremendous potential to expand the variety and quantity of cultural activities in Pleasanton by combining the potential resources of these two facilities. Civic Arts can best accomplish this by operating the two facilities as alternative venues for a coordinated schedule of programming and rentals.

1.2. Improve the Amador's technical capacity and amenities to fulfill its programmatic potential (see also capital maintenance needs, listed under Goal #7).

The cultural facilities assessment conducted for this plan identified a range of needs for the Amador that will help fulfill its potential for greater community use. These needs include audio system upgrades; carpet replacement; and seating replacement/reconfiguration. In addition, there are structural issues that must be assessed by an architect and engineer before the specific needs and costs can be enumerated.

1.3. Evaluate the human resources needed to facilitate expanded use and explore opportunities including City staffing, volunteers, arts groups, business community, PUSD, etc., for their provision.

Operating the Firehouse and Amador as a unit, and increasing the total amount of programming, will require additional human resources. One way to fulfill this need is to add part-time, production/tech staff to the Civic Arts Division to handle additional rentals and co-productions, especially in the Amador. These costs can be offset by additional revenues. Other human resources may be available from other sources, including development of a volunteer group to handle some front of house responsibilities, the transfer of some crew responsibilities to renters, and use of school district personnel.

1.4. Enhance programming in both facilities.

As discussed in the narrative for Goal 1, above, the community has expressed a desire for both more programming and enhanced quality and sophistication of programming. There are a variety of ways to accomplish both objectives:

- 1.4.1. Increase availability and community use of the Amador Theater through rentals and co-productions; increase revenues generated from use of this facility.

One of the most direct ways to increase the amount and variety of downtown arts programming is to increase rentals and co-productions in the Amador.

- 1.4.2. Re-focus Firehouse Arts Center programming on its original brand: “sophistication, passion, intimacy.”

This brand was developed through community research that appears to be validated by this planning process. Focusing on more complete expression of this brand in programming, marketing and customer experience will help develop and retain audiences.

- 1.4.3. Increase programming partnerships with local and regional arts organizations, such as culturally diverse organizations, regional theaters, comedy promoters, and others that provide programming less available locally.

The Civic Arts Division currently has partnerships with several local and regional arts organizations to provide programming. There are additional organizations that have expressed interest in rentals and/or co-productions and could add to the range of offerings. In addition, ongoing partnerships can allow access to higher quality performances and events.

- 1.4.4. Enhance curatorial process for presentations and co-productions.

Selection of the current presentations and co-productions has been constrained by competing interests. Staff has been focused on building an audience and selling tickets within the small capacity, and very specific capacities, of the Firehouse Theater. Staff has experimented with different approaches to presentations but has made cost recovery (and “filling the house”) a priority. This is difficult, if not impossible, in a theater with only 227 seats. As a result, some programming is viewed as “safe” and there is no overarching artistic identity recognized by the community. Adding the Amador, with its larger capacity and greater suitability for certain types of programming (rock, larger community groups, larger lectures), will certainly open up new possibilities. In addition, staff is responsible for presenting decisions without having all the necessary resources to fulfill this task. Clear authority to re-focus on the brand of the Firehouse and to establish a distinct artistic identity, as well as expectations about cost recovery, would be useful in this regard. Professional development experiences, such as attending booking conferences, curatorial training/coaching, and networking with nearby presenters, would support more effective choices. Additional funding to experiment with different program mixes would permit the emergence of an authentic artistic identity for the City’s presenting program.

Presenting is a craft that involves a combination of leading and following the audience. Presenters are distinguished from promoters by their objective: promoters seek to make money and presenters seek to provide artistic value to the community. This almost always means that presenters are subsidized, as is true with the Firehouse and Civic Arts Division, because not all artistic endeavors are commercially viable. It also means that presenters balance their professional judgment about what is interesting and even challenging for their audience, with the need to sell sufficient tickets and attract sufficient donations over time to make their program sustainable. This can be described as leading and following the audience, and necessitates close observation and ongoing communication with the audience, to provide a detailed understanding of how to best serve and challenge them. These professional instincts are a high skill to develop and require ongoing development, information and assistance.

- 1.4.5. Explore regional collaborations to provide programming not otherwise available in Pleasanton.

There are several performing arts presenters and municipal arts administrators in the Tri-Valley Region. They have recently re-initiated regular meetings to share information and explore potential collaborations. This includes the possibility of block booking and other collaborative programming. Additional related possibilities are collaborative marketing and cross-promotion, as described in Strategies 5.2 and 5.3.

- 1.5. Consider producing a signature festival of arts and ideas, utilizing a variety of Pleasanton venues.

Pleasanton currently has a year-round season of community events but no signature festival that features arts and culture. Yet, the City has many of the ingredients for a successful festival that could serve a variety of community interests identified in this plan for more: arts and cultural offerings, downtown events, opportunities for youth, and events in the Firehouse and Amador. The Civic Arts Division can explore the development of a festival that incorporates and builds on existing arts and cultural programming, and gradually adds new elements. A key feature of such a festival could be to reflect the community's interest in not only the arts, but also ideas and the rich intellectual and professional resources of the community's population. This means that art can be combined with themes such as science, innovation, technology, history, civic engagement and other topics of interest to the community. The City's cultural facilities, from the Firehouse and Amador, to the Alviso Adobe, to the Museum on Main, to the library, can be invited to take part. The City's role can be as producer, curator, marketer, and in some cases, as the presenter of programming.

2. Expand arts learning opportunities to match needs of residents of all ages.

One of residents' highest priorities is arts learning opportunities. This is true in their vision for the future as well as their priorities for City action. This priority includes the desire for more arts opportunities for young people, arts education in schools, and lifelong learning opportunities.

While arts education is frequently a priority in communities, in Pleasanton it occurs in the context of high arts involvement for children. In fact, the community survey indicates that children participate in arts more than sports in school and somewhat less after school. This is true despite major differences in available facilities and programs for after school activities. 83% participate in arts frequently or occasionally in school, 72% after school. 70% participate in sports frequently or occasionally in school, 83% after school. More than half of respondents take children with them to arts events.

Similarly, there is active amateur arts participation by many adults in the community, supporting the notion of lifelong learning.

These facts demonstrate a potential market for additional arts learning opportunities.

2.1. Expand Civic Arts class offerings beyond the introductory level to include sequential and related offerings, a curriculum that provides a pathway to deeper engagement.

Pleasanton has offered arts classes through its Community Service Department programs for many years. These classes are primarily for children (pre-school through teens) but include offerings for adults. They are primarily designed as introductory arts experiences, in line with the overall philosophy of the recreation field, but there are some more advanced classes offered (e.g., visual arts, ceramics). This means that residents who desire involvement beyond an introduction can seek additional training in the community, through local art or dance studios, community college classes, and other opportunities. Since they are introductory in nature, classes are highly market-driven, defined often by what can be "sold" through the Activities Guide with sufficient enrollment. This often results in a shifting selection of classes. The community survey done for this plan showed that the community has a deeper interest and involvement in arts experiences. Community Services staff has expressed interest in expanding its offerings to serve a broader range of interests. The next step would be to identify one or more areas of interest (visual arts, dance, ceramics, digital arts, and creative writing are all possibilities) and develop a deeper, sequential curriculum. A key factor is to identify highly qualified teaching artists, provide the needed materials and conditions for teaching, and negotiate sufficient compensation to maintain high standards. The Department already has active partnerships with private providers in the community and can expand this practice as well.

Any significant expansion of Civic Arts class offering will probably require the construction of a Community Center, or at least the development of additional classroom and studio space appropriate to these usages.

- 2.2. Utilize partnerships to expand arts learning opportunities, as is currently being done with the Bay Area Children’s Theater.

Partnerships with area arts organizations can be developed, or expanded, to provide high quality arts education programs. Civic Arts already utilizes this practice and can explore expanding it for the purpose of enriching and deepening arts classes, workshops, summer programs, and other educational experiences.

- 2.3. Expand use of the School District’s facilities for Civic Arts classes and groups.

The Pleasanton Unified School District has long been a partner with the City, including with the Amador Theatre. The District has provided access to some of its other facilities for a variety of uses, including the arts. The District has expressed interest in expanding this practice, contingent on availability. As Civic Arts expands its educational programming, it would be advisable to remain in communication with the District about its space needs and identify opportunities to use school sites, when feasible.

- 2.4. Increase Civic Arts programming partnerships with the Library and School District.

The Pleasanton Library has an active schedule of arts and cultural activities. It has collaborated with Civic Arts for films, lectures and other programs in the Firehouse Theatre. The Library has abundant visitation but limited facilities. Civic Arts can remain in ongoing communication with Library staff to identify programming opportunities. Specifics mentioned by the Library include reinstating the film series in the Firehouse and providing previews of Firehouse programs at the Library; there are many other opportunities.

As discussed above, the Pleasanton Unified School District is willing to share use of its facilities with Civic Arts, when possible. Similarly, remaining in communication about programming needs and plans will likely identify additional opportunities for partnership. This aligns with the community’s priority for arts education in schools and more arts learning opportunities for youth in the community. One need identified by the school district is to deepen arts learning for the elementary level, and to relate it to the high school arts programs (“feeder programs”). The Pleasanton Youth Commission is a potential partner in this as well.

- 2.5. Explore official creation of high school internships and expand college internships with City arts facilities, local arts organizations and arts-related businesses.

Developing internships in the arts for young people is a well-established practice and tool for workforce development. Internships typically take place in arts administration, theater production, retail training, teaching assistants, design assistants and the like—jobs that exist in the creative economy, whether nonprofit or commercial. Pleasanton has a range of City facilities and programs, arts organizations, and arts-related businesses (design firms, arts retail, and dance studios) that can potentially serve as hosts for internships. The missing ingredient is a program to forge the connections: recruit employers, recruit students, make matches and supervise the internships. This is done now in Pleasanton for college internships; this program can be expanded to include high school students, in partnership with the School District, the Youth Commission, the Pleasanton Downtown Association and other employers.

- 2.6. Add sufficient Civic Arts staff to effectively manage and administer an expanded program, beginning with a full-time coordinator’s position and expanding as implementation of this plan proceeds.

Implementation of this plan will require additional City staff resources. It is recommended that a starting point would be to create a new full-time Civic Arts position at the coordinator level, and to reevaluate staffing needs as implementation proceeds. This might best be accomplished through a staffing study that could most accurately determine appropriate staffing levels and classifications.

3. Celebrate cultural diversity and enhance connections among disparate populations in Pleasanton, including diverse racial/ethnic groups, national origin/heritage, and age/generation.

The face of American society is changing. For the first time since the 1890 – 1920 era, more than half the population growth of the United States is attributable to immigration, rather than natural born American citizens. In Pleasanton, 22.7% of residents are foreign born and 28.8% of residents speak a language other than English in the home. Asian represent 23.2% of the populace and Latinos represent 10.3%. This trend is likely to continue in the future.

Most Pleasanton residents support the concept of expanded attention of the question of diversity. When asked to identify the most important things the City of Pleasanton should focus on to meet citizens’ arts and cultural needs, 36% listed “Celebrate the cultural diversity of the community.”

Many hope that this will not be limited to ethnic diversity. Some respondents suggested that differences in age, economic status, national origin, creed, sexual orientation, religious affiliation and educational attainment are all valid characteristics of the richly woven fabric of Pleasanton. At the same time, there is a small minority of residents who are not comfortable with the idea of promoting cultural diversity, preferring promotion of an “American” identity or a holistic community identity, regardless of ethnic or national roots. The City’s General Plan calls for the City to “promote diversity through City programs for people of all ages, socioeconomic groups, religions, creed, racial and ethnic groups, and sexual orientation and identity.

As part the community survey, respondents were asked for their suggestions about how cultural diversity might be more effectively expressed:

- Festival and community celebration;
- Integrating performing arts, food and cultural traditions;
- Incorporate cultural elements into existing city celebrations;
- More inclusion of children and young adults; and
- Build on cultural events held at schools.

- 3.1 Consider placing more emphasis on diversity in planning the City’s arts and cultural programs and its arts learning programs.

Profile of existing programming is discussed in various places in this report. It is fair to say that the City has taken a conservative approach to its presenting and exhibiting programs, with a goal of maximizing cost recovery to the extent possible. We are recommending that the City begin to present a wider range of offerings, including programs that will appeal to Pleasanton's diverse residents. This may entail a period of experimentation to determine what has the greatest appeal to these groups.

3.2 Partner with existing major international programs, such as the annual Sanskriti Music and Dance Festival and/or Tri-Valley Cultural Day.

It is important to build on what you already have. There are existing culturally specific arts organizations that present programs relevant to their specific interests and who sponsor festivals and celebrations. The City should support and facilitate these efforts and collaborate in the form of providing complementary programming. Another strategy is to look for opportunities to develop programs that complement the City's Sister Cities program. There may be exchange programs or funding opportunities upon which the City's arts development efforts can capitalize.

4. Evolve the public art program to better serve the needs of the entire community, match the aesthetic standard of the City, and enhance its artistic reach and scope.

Public art can play a variety of roles in a community. Public art can enliven the streetscape. It can celebrate the history and traditions of a community. It can be a powerful expression of the city's ethnic and cultural diversity. It can enhance the otherwise mundane infrastructure and can create functional elements (seating, fences, sidewalks, etc.) that are more aesthetically pleasing. Recognizing this, more than 600 cities and counties in the U.S. have created public art programs through the passage of a percent-for-art ordinance. These programs allocate a small percentage (usually 1% to 2%) of capital construction budgets to commission public art to incorporate into new or renovated facilities.

While Pleasanton has not enacted a percent-for-art ordinance, it has commissioned several works over the years and has been the recipient of several generous donations over the years. Currently the public art program is essentially limited to acceptance of gifts of public art through the efforts of Nancy and Gary Harrington. In 2010, they proposed a 10-year public art acquisition plan. During Phase I of that plan three sculptures were acquired, with the City paying for site preparation, installation and signage. Phase II, adopted in April 2011, the Harrington's and other funders' donated 14 additional works, including 12 sculptures, and one mural. Most of these artworks have been located in downtown Pleasanton. While this program represents extraordinary civic-mindedness, some have expressed concern that the City's public art program should not be driven solely by donors, but should be a citywide, comprehensive program. For this reason the program should be revamped to be more representative of community objectives. In the community survey conducted as part of this planning process, 30% of Pleasanton residents expressed a desire for more public art throughout the City.

The 1998 Cultural Plan called for enhancing "the public art programs through identification of sites throughout the City, raising community awareness and understanding, and linking to public transit agencies." The City's 2007 Economic Development Plan calls for the "Use the

Public Art Master Plan for Downtown to reinforce the identity of Downtown as a destination.” The 2002 Downtown Specific Plan calls for the use of public art to enhance Main Street and its environs as a “cultural district.” The 2006 Bernal Phase II Specific Plan recommends a “public art gallery.” These studies and plans acknowledge the critical role that public art can play in the development of Pleasanton as a highly desirable place to live, work and play.

4.1 Develop a community-wide public art master plan.

The Community Character element of Pleasanton’s general plan calls for “an Arts Master Plan for the entire City that identifies where opportunities for temporary and permanent public art exist, preferred themes, and preferred media.” A public art master planning process can accomplish these goals and much more. It should develop guidelines and procedures to guide the implementation of the public art program. It can engage the community to ensure direct citizen engagement in defining the program. It can work with local and regional artists to prepare them to successfully compete for public art commissions. It should develop policies that govern the thoughtful review of proposed public art donation. Systems and funding strategies should be developed to provide for the ongoing maintenance and curatorial management of the City’s public art collection.

4.2 Consider enactment of a percent-for art ordinance, applicable to both public and private development projects.

Most public art programs depend on the percent-for-art mechanism to provide the resources needed for implementation of the programs. This strategy allocates a portion (usually 1 – 2%) of capital construction budgets for the commissioning of public artworks to be integrated into the projects. In reality, unless the art allocation is mandated, most often the art elements are “value engineered” out of the capital projects for budgetary reasons. It is proposed that the City of Pleasanton enact a two-percent for art ordinance that would apply to both the City’s capital improvement projects and to certain private commercial, industrial and residential developments. Specific provisions of a percent-for-art ordinance should be developed as part of the proposed public art master plan.

In the cases of private developments, it is typical that the public art requirement applies to projects above a pre-determined threshold of permit valuation. Consideration should be given to offering the private developer the option of a one-percent in-lieu fee as an alternative to a two-percent on-site art commitment. While it is recognized that the City’s development review process already permits an incentive-based public art component, it has rarely been exercised.

5. Improve marketing and visibility of the arts and make information about arts offerings more readily available to residents, workers and visitors.

One barrier to greater arts participation, and to enhanced tourism, is simply knowing what's available in the community. Most communities struggle with this challenge, since information about leisure activities, including the arts, is often dispersed among a broad range of sources. Formerly, one could check the newspaper and mail; the proliferation of internet resources and social media has made arts marketing a more subtle task. Additionally, the community is more likely to seek information under the topics of entertainment, family activities, or opportunities for children, as opposed to consulting an arts calendar. This is equally true for Pleasanton's residents, workers, and visitors (despite the best efforts of the Tri-Valley CVB).

- 5.1. Strengthen the City's existing arts and cultural marketing program, to include a communitywide listing of events and activities (broadly defined), a robust website and social media effort.

Pleasanton currently has a variety of existing calendars and marketing efforts for its arts and entertainment offerings. These include the Activities Guide and online marketing web pages, the Firehouse marketing efforts, the Pleasanton Weekly, Patch, the marketing of individual arts organizations, and others. Despite these efforts, community members consistently report difficulty in accessing information and there is a general lack of visibility in the community about Pleasanton's arts and entertainment life, especially downtown. To support expanded arts and entertainment offerings and to increase community awareness of Pleasanton's cultural life, it is essential to strengthen and integrate marketing.

The most effective community-wide marketing program for arts and other quality of life activities is Artsopolis, an online program. Created and licensed by the Arts Council of Silicon Valley, it covers events in a variety of categories, including: art, family, festivals, food, free, literature, museums, music, nightlife, screen, sports, stage, workshops, and others. This integrates arts and entertainment events with sports and other activities important to the community. A key advantage is that event producers enter data once, and it is distributed to the community and available to other online calendars for wider distribution. Additionally, Artsopolis can "pull" event information from other calendars. The most cost-efficient way to implement Artsopolis in Pleasanton would be to explore adding on to San Jose's existing Artsopolis program, Live SV, with a Pleasanton site. This can be done either by the City or through a contract with services to a community organization. It may also be best pursued in a regional, Tri-Valley partnership, as described in the next strategy.

An Artsopolis program will supplement but not entirely replace the existing marketing efforts for the Firehouse and Alviso Adobe, and other individual arts organizations and events. Rather, community-wide marketing will provide a highly effective platform for their marketing efforts, to be augmented by printed pieces, targeted e-communications, promotions, donor cultivation, etc.

- 5.2. Expand participation in the regional, Tri-Valley marketing effort to better reach visitors and residents of nearby communities; participate actively in LIVE SV, the regional arts marketing program of the Arts Council of Silicon Valley.

Arts administrators from the region (including Pleasanton, San Ramon, Livermore, Dublin and Danville), along with the Tri-Valley CVB, have reinstated a regular meeting to share information and explore collaborative efforts. This group is interested in exploring collaborative marketing efforts. The group recognizes that tourism and visitation are regional, and distinct from San Jose and the Bay Area. They also observe cross-over in their arts audiences, which come from one another's communities. Pleasanton can continue to participate in this effort and identify collaborative marketing efforts, which might include programming partnerships, cross-marketing and cross-promotions. A promising area for exploration is to integrate arts and culture into the overall brand of the region.

A part of exploring collaboration should include joint participation in building a regional Artsopolis site, which would both align with the market area served by the partner communities, and would reduce the cost.

5.3. Explore collaborative programming and cross-promotion with arts and cultural efforts in nearby cities.

As described above in Strategy 1.4.5, there is a potential for collaborations with nearby cities, or regionally. This includes the possibility of block booking, collaborative educational programming, and potential regional arts projects. It is likely that such efforts can include nonprofit arts organizations in those cities as partners for cross-promotions and other collaborations. Arts administrators in partner cities should identify specific ways to involve local arts organizations, so as to enhance their capacities.

5.4. Utilize and leverage events, such as a signature festival and enhanced presenting in the Firehouse Arts Center and Amador Theater, to increase visibility in the community of Pleasanton's arts and cultural identity.

Modesty is not a virtue in arts marketing. Pleasanton should increase its use of enhanced arts and cultural programming, and its excellent collection of cultural facilities, as a calling card. Pleasanton is already regarded as the regional leader for its downtown offerings. Its arts and culture can be used more prominently as part of this brand, and in cooperation with other downtown promotions.

6. Develop the organizational capacity of local arts and cultural organizations and artists in the community.

Most of the cultural organizations in Pleasanton and the immediate region are small. In many cases, they are volunteer-driven and few have professional staff. While many are producing programs of high artistic quality, their organizational capacities are limited. The growth of these organizations has been limited by a number of factors. First, they exist in the shadow of one of the great cultural centers of the country. An hour away, in San Francisco, world-class opera, orchestral music and theatre is easily accessible. Outstanding museums and a range of art galleries serve those with an interest in the visual arts.

Another factor that has inhibited the growth and development of local arts and cultural groups has been the limited availability of performance and exhibition venues. Finally, in many cases they lack the organizational skills needed to support their artistic ambitions.

6.1 Provide technical assistance to local arts and cultural organizations to increase their organizational capacity to serve the community.

One of the most important strategies those cities and their Arts Commissions can provide to small and emerging cultural organizations is technical assistance. This can take the form of direct technical assistance, where City staff has expertise to provide. Sometimes the Arts Commission will offer classes, workshop and seminars that are available to groups of organizations. The most common form of technical support is a program of modest financial support, often in the range of \$1,000 to \$2,500, to enable the organizations to employ consultants to advise and train them.

There are numerous areas where organizations might benefit from a technical assistance program:

- Marketing and audience development
- Fund-raising and sponsorship development
- Board and leadership development and training
- Budgeting and financial management
- Legal issues, such as incorporation or taxation
- Production and presenting
- And many other areas

6.2 Expand the City's Community Grant Program for Civic Arts and add eligibility for capacity building and technical assistance, as well as project support.

Support for the arts in the U.S. rests on a three-legged stool: earned income, contributed income and government support. Depending upon the specific type of organization, the stage of organizational development and local economic conditions in a particular community, the proportional budget shares of these three elements may vary. Typically, earned income represents somewhere between 40% and 70% of an

organization's budget. Earned income is derived from ticket sales and admissions, sales of services or sales of products such as CDs, gift shop merchandise, etc.

Contributed income is the second major source of arts organization revenues, typically comprising from 10% to 40% of a groups budget. These contributions come from individuals and patrons (usually the largest share), corporate contributions in the form of cash, in-kind donations and private foundation gifts.

Government support is invariably the shortest leg of the funding stool, and might range from 5% to 20% of an arts organization's budget. This funding can take a number of forms, including cash grants, purchase of services, rental subsidy, technical assistance or capital facilities, among others. While public support is typically modest, for most arts groups it is an important and stable part of their revenue stream.

A final source of arts funding is endowment income, usually derived from major gifts from wealthy donors and patrons. Endowment income most often is associated with large and well-established institutions and is not particularly relevant to the local and regional organizations in the Pleasanton area.

It is recommended that the City of Pleasanton expand its grant program to offer a higher level of support for its resident cultural groups. Given the current level of development of local organizations, project support (annual funding for specific purposes) is the most appropriate vehicle. That, coupled with technical assistance support, will adequately meet the needs in the foreseeable future. If, at some point in the future, some groups reach the point where they are sustainably producing high quality artistic products, with increased budget demands, the City might consider offering ongoing operating funds to select organizations.

- 6.3 Provide information, referrals, resources and opportunities, such as technical assistance, funding, organizational capacity building, networking, etc., for local arts organizations and artists.

Not all City support needs to involve new dollars. City staff can be an important source of information and referrals. The City's Community Services Manager assigned to the Civic Arts Division, is the one person in Pleasanton who has responsibility for looking at the "whole picture" culturally. From that vantage point, the manager can help identify potential private or other governmental funding and resources. The manager who will be aware of the needs and capacities of all of the local groups may be able to identify shared resources, opportunities for collaboration or simply to facilitate intergroup networking.

- 6.4 Civic Arts staff take a leadership role in the local and regional arts community, through convening and selective development of projects and initiatives that align with the goals of this cultural plan.

Another important function for the arts staff and the Civic Arts Commission is a convening role. They could bring artists and arts organizations together to discuss common concerns, network for identifying spaces and venues, joint marketing and promotions, and exploring opportunities for programmatic collaboration. The arts staff could also facilitate cooperative programs between local arts and cultural groups and various City departments, including the Library and the recreation programs.

This convening role would also be beneficial in working with regional arts groups and neighboring municipalities. The need for this was recognized in the city's general plan when it recommended that the City "look for opportunities to collaborate with other Tri-Valley cities on arts and cultural programs where the Pleasanton community would benefit."

7. Address cultural facilities needs of current facilities and provide for future needs.

The City has been visionary and proactive with respect to cultural facilities. It owns and operates a collection of facilities that serve vital functions in meeting community cultural needs. These range from the start-of-the-art Firehouse Arts Center to the Cultural Arts Building. The facility assessment conducted for this plan identified facility needs that must be addressed to preserve the value of the existing facilities. Also, the planning process confirmed needs for future facilities identified in previous planning efforts.

7.1. Assess and remediate the capital needs of the Amador Theater and Century House.

The Amador Theater has had recent improvements to the sound system, replacement of the stage deck and refurbishment of the front entrance. Still, the facility is in fair condition and is in need of various essential, additional improvements, each of which will require architectural assessment. The building is settling on the house left side and may require structural repairs. Foundation and structural elements deferred during the 1988 renovation remain. Capital needs include audio system upgrades; carpet replacement; and seating replacement/reconfiguration. The age of the facility will trigger architectural changes to make the facility more accessible and compliant with current accessibility standards.

The Century House is in poor condition, worn and in need of repair and replacement of major systems (carpeting, woodwork, casework). Remediation of these issues is necessary to continue its current limited uses for events, classes and meetings. It functions more like park space than a cultural facility and is better suited as an event space, with proper upgrades. Even with remediation, it is not suitable or recommended for ongoing cultural arts programming. Though it has potential to function as a historic house, the City does not have the expertise or appear to have the resources to operate it in that fashion. Additionally, it lacks period furniture and amenities appropriate to historic interpretation.

7.2. Create a comprehensive strategic and organizational plan for the Alviso Adobe, including a programming plan identifying its full potential and a governance plan to maximize that potential.

The Alviso Adobe is a unique and invaluable community asset, one in which the City has invested substantial resources. Nonetheless, there is consensus that this commitment requires additional development. The property is not meeting its potential as an interpretive center for historical, environmental programs in large part due to a lack of clear programmatic vision and mission for the property. Many of the spaces sit waiting for activation; recently constructed bunkhouse space is largely used as storage space instead of interpretively. Much of the space is absent of artifacts or replicas to bring the rooms to life. The development of a clear vision and mission for the space will also drive a plan to outfit the buildings and grounds that is responsive to the overall program for the space. The development of a vibrant volunteer program would not only

activate the space but could support the maintenance and upkeep of the property. Volunteers and a modest investment of equipment and supplies could bring the property to life through period demonstrations and reenactments.

The recommended solution begins with development of a comprehensive strategic and organizational plan that includes a programming plan. There is some question whether the Alviso Adobe should continue to be operated by the Civic Arts Division or contracted to a nonprofit organization. Determining the most effective and efficient structure and governance can best be accomplished through strategic planning and the assessment that would be included in such a process.

7.3. Explore development of a new Community/Cultural Arts Center within the Bernal Property.

According to the 2006 Bernal Property Phase II Specific Plan, the development of a community/cultural arts center was identified as a high priority. The need for such a facility is still valid. The plan states:

“One of the primary desired facilities for the Phase II Plan area is a cultural arts center (CAC). The CAC is envisioned as a major community gathering area, as well as the visual focal point of the Bernal Property, with various cultural and educational facilities for people of all ages. The architecture should be inspiring, creating a visually stimulating landmark. The CAC could consist of multi-functional art classrooms, workroom and demonstration studios that might be shared with the Pleasanton Unified School District. In addition, other art studios, a public art gallery with gift shop and café, administrative office space, and related facilities might be provided. The desired focus of the CAC is an 800-seat sub-regional theatre with rehearsal area, offices and support space. In addition to the indoor facilities, there might be outdoor plazas, courtyards, and sculpture gardens.”

7.4. Explore development of an outdoor amphitheater outside of downtown.

Likewise, the development of a major outdoor performance space would allow the presentation of larger scale arts and entertainment events that would capitalize on the pleasant climate in the region. Such a venue is included in the City’s General Plan in which the Public Facilities and Community Programs Element calls for “Planning and development of several community facilities in the Grand Park on the Bernal Property, including a cultural arts center, environmental education center, **amphitheater**, and a youth/community center.”

8. Leverage the economic impact of the arts to increase downtown vitality, reinforce tourism promotion and promote development of small creative businesses.

Arts and culture already provide a well-documented economic benefit in local communities. In Pleasanton, this takes the form of direct spending—increased visitation downtown, spending in local businesses by arts attendees (restaurants, shops), revenues from arts-related businesses (design firms, art galleries, book stores, dance studios)—and employment—jobs supported by arts activities (arts administrators, artists, arts teachers, employees of arts-related businesses). While Pleasanton’s creative economy does not appear to be a large sector of the local economy, the arts can be leveraged to greater impact. This strategy of supporting growth of local businesses is a proven method for increasing jobs and local tax revenues, as well as supporting downtown revitalization, tourism, a diversified economy, and many other positive civic outcomes. Implementation of this plan can be leveraged to produce greater economic impact.

8.1. Promote Pleasanton’s arts and cultural offerings and identity as an enhanced part of its branding and tourism marketing.

As described in Goal 5, Pleasanton can promote its enhanced arts and cultural programming, and its excellent collection of cultural facilities, as a calling card. Pleasanton is already regarded as the regional leader for its downtown offerings. Its arts and culture can be used more prominently as part of this brand, and in cooperation with other downtown promotions. It can also be better integrated into the Tri-Valley CVB’s tourism marketing.

8.2. Target and refine the character and scheduling of arts and cultural events in the downtown (“program the downtown”), and leverage events to attract downtown visitation at key times.

Downtown Pleasanton is a vital business district, a gathering place for residents and visitors of all ages, and provides a diverse mix of retail, restaurants, arts and culture, and other uses. A goal for downtown is to encourage an enhanced sense of a cultural district and to expand visitation to more times of day and days of the week. Community Services and the Downtown Association already pursue a strategy of downtown events throughout the year. This cultural plan provides an additional tool to “program the downtown” with arts and cultural activities that can encourage desirable downtown usage. The signature festival recommended in Strategy 1.5, for example, is one opportunity. Civic Arts can identify additional opportunities, as it develops its own programming and explores partnerships with other agencies (arts organizations, the Library, School District, Downtown Association, etc.).

8.3. Provide information and referrals to services for entrepreneurs engaged in small arts-related businesses (including individual artists), such as technical assistance, loans and networking.

The City can support a healthy economy by fostering the development of small creative businesses. Creative businesses run the gamut of creative activity. They include design firms (architecture, graphic design, landscape architecture), arts-related retail (galleries, crafts), manufacturing with a high design element (furniture, toys), printing, media (newspapers, online publications, radio and TV), nonprofit arts (museums, theaters),

clubs (dinner theater, comedy, jazz), and many others. Some of these businesses would be a welcome addition to Pleasanton's economic diversity, provide needed local services, and/or enhance downtown vitality. It should be the policy of the City's economic development to recognize, encourage and support the location and development of desirable creative businesses. Acknowledgment in the City's economic development materials, assistance with licensing and permitting, location/relocation assistance, information and referrals to small business services, and other basic supports can make a great difference. Few cities now "put out the welcome mat" for creative businesses, while small business development provides a low-cost/low-resource way to encourage job development in the community. Basic efforts at encouraging creative businesses in Pleasanton would likely distinguish it from neighboring communities and support the image of Pleasanton as the arts and cultural center for the region.

9. Consider reconstituting the Civic Arts Commission as the Arts and Cultural Commission to reflect the enhanced duties embodied in this plan and make appropriate revisions to the Municipal Code

The Municipal Code sections that relate to the Civic Arts Commission were adopted at a time when the primary duties of the Commission related to the oversight and implementation of the City's public art program. Subsequent program development in Pleasanton has expanded the scope of the Commission's responsibilities and they will be further expanded as this plan is implemented. The name, Civic Arts Commission, contains the term, "civic," which is redundant and reflects the original focus on public art ("civic arts" is often a technical term referring to public art or percent-for-art programs). Also, the name "Arts and Cultural Affairs Commission" commonly denotes a broader scope of authority and leadership in municipal government, and reflects the broad definition of culture embraced by the community of Pleasanton.

- 9.1 Revise the Municipal Code to reflect changes in the composition and duties of the Civic Arts Commission, consider changing its name to "Arts and Cultural Affairs Commission," and update its mission statement accordingly.

Implementation and Estimated Costs

As with any long-range plan, it is expected that all or portions of this plan may be phased in over a period of several years depending on funding, community interests and City Council priorities. Due to the cost and broad nature of the recommendations, it is anticipated that funding requirements for both programming and capital investments will come from a variety of sources, including the City General fund and capital budgets, earned income through rentals and ticket sales from City cultural facilities, the City's Capital Improvement Program, fundraising, public/private partnerships, grants, and sponsorships for festivals and special events as determined consistent with priorities, implementation scheduling and availability.

The plan as it is emerging contemplates an investment of approximately \$200,000 to \$250,000 in the first year of implementation, increasing to about \$400,000 to \$450,000 ongoing as the plan is fully implemented.

In addition, there would be approximately \$120,000 in one-time expenditures for various planning activities. Expansion of programming at the Amador Theater and the Veteran's Building can be expected to offset a portion of the General Fund demand. The same would be true of proceeds from grants and sponsorships that are generated by fundraising for various programs and events.

Capital funding would be required for renovations and upgrades to the City's various cultural facilities. The amount of required funding would be determined following an architectural assessment. Additionally, passage of a public art ordinance would require additional capital budget funding. The exact amount would depend upon the particular ordinance requirements and the City's capital improvement program in any given year. The ordinance might also generate funding from a public art requirement in certain private development projects.

These estimates are very preliminary and will be refined in much greater detail, once there has been a thorough review of the detailed recommendations.

Appendix

Community Survey Report

PLEASANTON COMMUNITY SURVEY



The details

- The survey and all data were housed on a proprietary website and the survey link was distributed through multiple organizations' email lists.
- The survey was available to Pleasanton residents from March 19, 2013 through May 11, 2013. A total of 487 participants completed the survey.
- Results were analyzed with Statistical Package for Social Sciences (SPSS 20.0) and are based on the responses received for each question. Significant differences are noted where applicable.
- If sample proportions varied from known proportions of age, gender, and ethnicity levels and weighting was appropriate, data was weighted to bring sample data to an accurate projection of the City of Pleasanton, CA population as determined by the 2010 Census/American Community Survey.

KEY FINDINGS



What residents do ...

- *In Pleasanton*....visit parks and botanical gardens (83%), attend library events (76%), and cultural or neighborhood festivals (63%)
- *Elsewhere*... visit parks and botanical gardens (78%), attend live music concerts or performances (73%), go to movies (74%), visit museums (72%) and historic sites (72%), and attend live theater performances (72%).
- 83% have children who participate in arts activities in school (*frequently or occasionally*) and 72% participate in arts activities outside of school (*frequently or occasionally*).
- Overall, 57% take children to arts and cultural activities frequently or occasionally.

What residents want ...

- More events at local venues
- More options for arts and cultural experiences in the city
- More live music and theater performances
- More local wine and food festivals and local movie/film events
- Arts education opportunities and youth activities

What they will support ...



- The city providing more performances at venues such as Firehouse Arts Center and Amador Theatre
- Arts education initiatives for youth
- Government fully supporting (27%) or playing a major part (48%) supporting arts and culture in the community
- \$5 (76%) or \$10 (69%) annual tax to fund arts and cultural activities

DETAILED FINDINGS



Personal arts participation

Arts and cultural activities residents do...

- Read books (81%)
- Take photographs (68%)
- Play a musical instrument (28%)
- Crafts - ceramics, quilting, woodworking (24%)
- Make movies/design on computer (24%)
- Draw or paint pictures (18%)
- Write stories or poems (15%)
- Dance socially (12%)
- Take dance lessons (11%)
- Sing in choir/group (8%)
- Perform in plays and/or musicals (8%)
- Write or perform songs or rap (7%)



Attendance

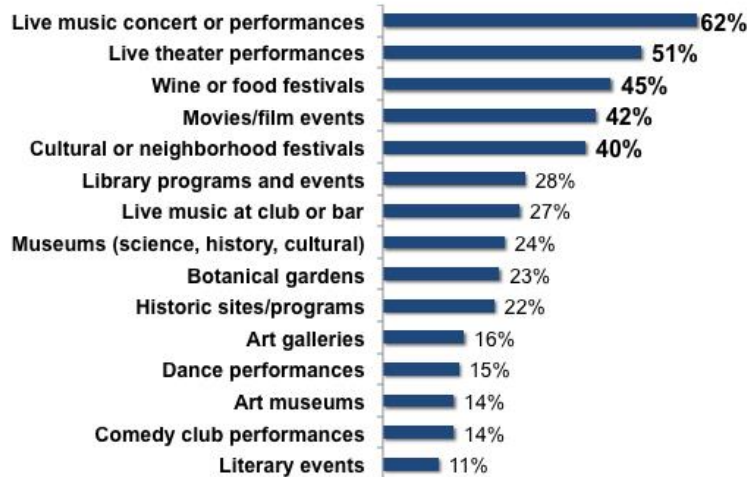
How often do you attend or visit any of the following?

		IN PLEASANTON	ELSEWHERE
Parks Botanical Gardens	Frequently/Sometimes	83%	78%
	Rarely/Never	17%	22%
Library	Frequently/Sometimes	76%	31%
	Rarely/Never	24%	69%
Cultural or neighborhood festival	Frequently/Sometimes	62%	53%
	Rarely/Never	38%	47%
Live music concert or performance	Frequently/Sometimes	61%	73%
	Rarely/Never	39%	27%
Live theatre performance	Frequently/Sometimes	52%	72%
	Rarely/Never	48%	28%
Wine or food festival	Frequently/Sometimes	50%	59%
	Rarely/Never	50%	41%
Historic Sites	Frequently/Sometimes	42%	72%
	Rarely/Never	58%	28%
Art Gallery or art museum	Frequently/Sometimes	40%	62%
	Rarely/Never	60%	38%
Movies	Frequently/Sometimes	37%	74%
	Rarely/Never	63%	26%
Museums (science or history)	Frequently/Sometimes	28%	72%
	Rarely/Never	72%	28%
Live music at a club or bar	Frequently/Sometimes	27%	40%
	Rarely/Never	73%	60%
Comedy Club Performance	Frequently/Sometimes	20%	14%
	Rarely/Never	80%	86%
A literary event (such as a poetry reading or author)	Frequently/Sometimes	19%	20%
	Rarely/Never	81%	80%
A dance performance	Frequently/Sometimes	15%	33%
	Rarely/Never	85%	67%



What residents want...

What do you want see more of in Pleasanton?



What residents want to see in the future...

- More variety of arts activities
- A better arts scene including galleries, arts events, live music events
- The city to improve downtown activities
- More activities for youth
- Enhance quality and sophistication of arts and cultural options
- Improve community facilities - the library, museum and Amador Theater
- A larger venue to enliven downtown and accommodate larger, better quality events



Celebrating cultural diversity

- **There is strong agreement Pleasanton should celebrate cultural diversity**
 - Celebrate heritage as well as culture through community activities
 - Minority opinion: do not celebrate diversity – instead - promote "American" identity or whole community identity, without regard to cultural origins
- **How?**
 - Festival and community celebrations
 - Integrating performing arts, food and cultural traditions
 - Incorporate cultural elements into existing city celebrations
 - More inclusion of children and young adults
 - Build on cultural events held at schools



Celebrating diversity

As adults, my husband and I would like to see more events to celebrate ethnicity in our culture as well as arts/music in the form of Festivals that have fun for all.

A cultural fair with foods and booths introducing the citizenry to those with different backgrounds and highlighting their heritage.

Food and music are great cultural prompts to slip in some real education about traditions and customs.

Have cultural programs alongside the farmers market sat mornings. The opens at the library are excellent - just need a wider audience...

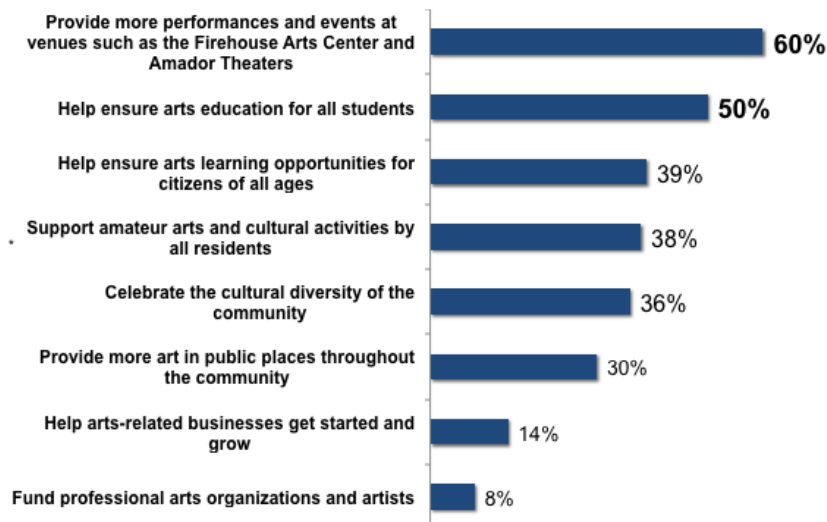
I wish there were more science/technology/math programs offered. We have so many bright people in Pleasanton, it would be fun to have some sort of festival celebrating that. I would be up for a cultural festival, highlighting the various cultures that are represented in Pleasanton. It never hurts to learn more about your neighbors.

Do we [Pleasanton] have a diverse cultural arts council? If not, representatives from different cultural groups should be brought together to discuss this topic.

Community Festivals showcasing multi-cultural groups.

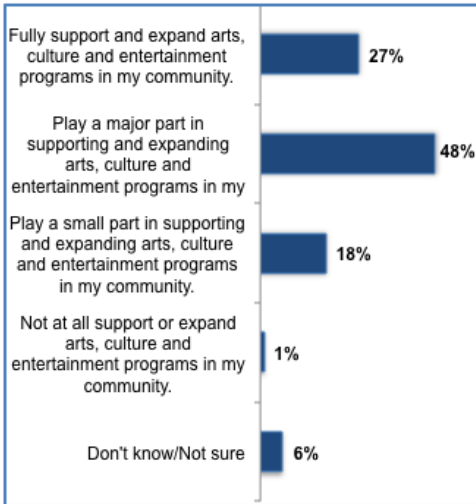
What the city should focus on...

What are the most important things the City of Pleasanton should focus on to meet citizens' arts and cultural needs in the community?



City role and tax support

I think the City of Pleasanton should...



How favorable are you to spending...

\$5 annually...?

76% Favorable ~ 19% Unfavorable

\$10 annually...?

69% Favorable ~ 23% Unfavorable

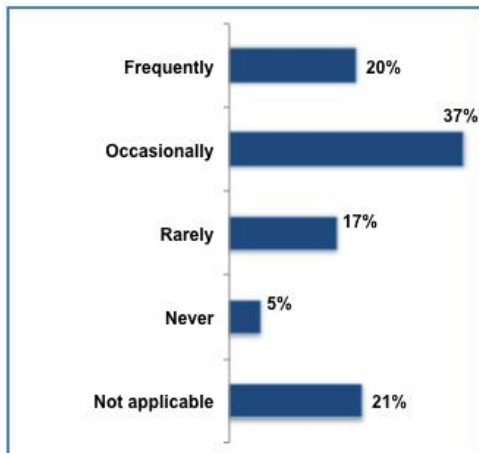
\$25 annually...?

53% Favorable ~ 34% Unfavorable

How favorable are you to spending \$5, \$10 or \$25 in local taxes annually (per household) if it went directly toward supporting arts and cultural activities, programs, and facilities in Pleasanton?

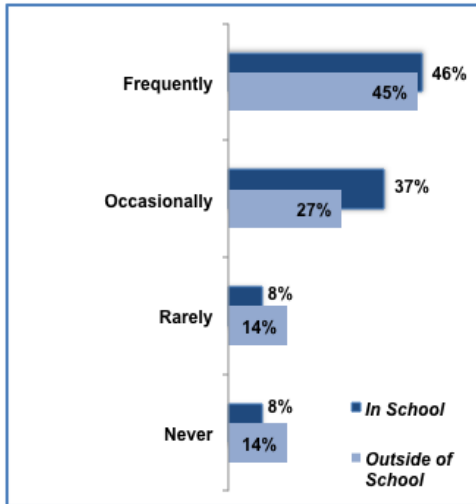
Child Activities

How often do you take children with you to arts and cultural activities?



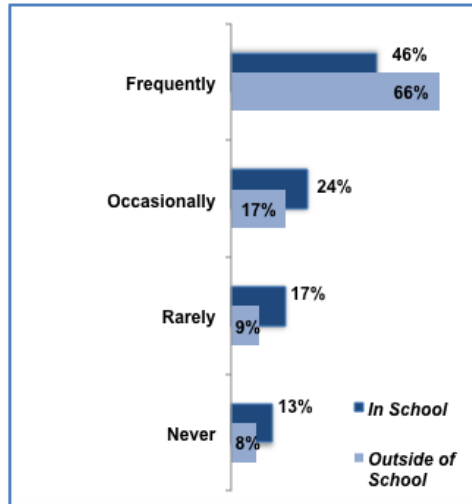
Child Activities

Arts Activities



Does any child in your household participate in an arts activity (such as painting, drawing, music, dance, drama, creative writing, video/movie making, photography, etc.)?

Sports Activities



Does any child in your household participate in a sports activity?

Some of the favorite places

- Firehouse Arts Center
- Concerts in the park
- Amador Theater
- Creatures of Impulse performances
- The Farmer's Market
- Museum on the Main
- Library events
- Downtown events
- The parks and playgrounds (sports, aqua, trails)



Notable quotes

We could have a central gathering place around an art center or Theater - like the area around The Bankhead in Livermore. Also _ really miss the public art statues. We need more public art.

With the increase in population I would like to see a larger library and possible civic hall or large cultural space to handle the increasing need for space for cultural events.

More venues to watch movies, performances; a vibe similar to 'Walnut Creek' downtown...a bit more commercial and culturally diverse than it is now... while still retaining a small town feel.

A larger outdoor venue for concerts and other performances. A rebuilt performance venue at Wayside Park. A larger more comfortable theater cultural center.

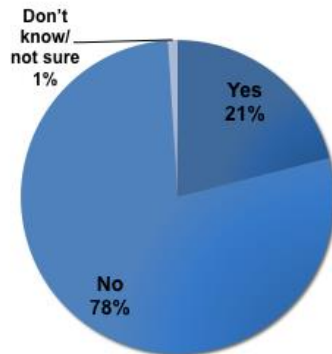
I would like for it to be more accessible to everyone. I prefer to go to Livermore, it's much more relaxed. I want a place to take my kids and enjoy all works of art in a relaxed setting.

I would like to see more art galleries in the downtown. I would like to see an area of downtown designated as Avenue of the Arts (Division & Railroad) leading to the Firehouse Arts Center. These streets would have banners of art.

If Pleasanton is to grow culturally you need to step forward and take some risk.

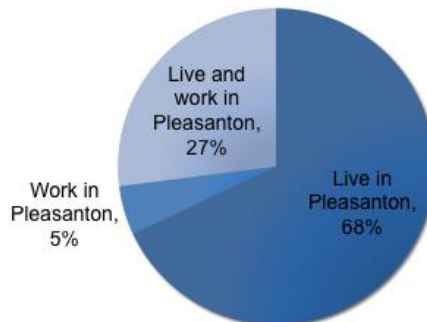
Respondent profile

Arts Professionals



In the last ten years, do - or did - you make any portion of your living in an arts-related activity, such as working as an artist of any type, teaching in the arts, working in the design or media field, working for an arts or cultural organization, etc.?

Live/work



I...Live in Pleasanton/Work in Pleasanton/Live and work in Pleasanton.

Respondent profile (unweighted)

