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The Arts Commission wishes to express their appreciation to the following individuals for their contribution to the preparation of this Strategic Plan.

- City Council and City Manager for prioritizing the creation of this strategic plan as part of the Council's priority projects for fiscal year, 2012-2014. City Council identified the goal to "evaluate Arts Commission needs and implement solutions", and the Arts Commission is grateful for this strong support of the arts.
- Arts & Culture Subcommittee members for their participation in planning sessions during the MV2040 process, including leadership from two of our own Arts Commissioners, current Arts Commissioner Teresa Rea and former Commissioner Lynne Klein.
- The Community Art Coalition and members of the Mill Valley Arts Community for feedback during the MV2040 planning process.
- Members of the Mill Valley community for their investment in the City and the Arts.
- Arts Commission members and our diligent former Chair N. Teresa Rea for their dedication throughout the strategic planning and drafting process.
- Director of Recreation, Jenny Rogers, and support staff of the Mill Valley Recreation Department.

HISTORY

The Mill Valley Arts Commission has a long and storied history, having been in existence and service to the community for more than 45 years. Formed by City Council Ordinance (Ord. No. 667), January 16, 1967, as an official City Commission, the Arts Commission works as an advisory body to Council and as an active working commission managing many of the City's arts and culture related activities and events. Comprised of seven members, the Arts Commission was created to provide knowledgeable consideration of the City's arts and cultural heritage and to ensure the continued vibrancy of its arts offerings. The Commission's artistic offerings, together with the varied and substantial private programs, enrich the community and contribute to the high quality of life enjoyed by Mill Valley citizens, our neighbors in Marin and folks throughout the Bay Area who visit us. This deep and vibrant arts culture provides great economic vitality to the arts community and broader business environment. The economic engine that is the "arts and cultural sector" contributed as an industry 3% of the gross domestic product in 2011, an economic contribution that meant more to the U.S. economy than the entire travel and tourism industry (see Appendix "A").

The Arts Commission manages visual and performing arts activities, events and programs, enjoyed in Mill Valley throughout the year. One of the very popular visual and performing arts events sponsored by the City through the Mill Valley Arts Commission includes the First Tuesday ArtWalk, with its publication of a monthly gallery guide and accompanying exhibitions at sites throughout Mill Valley, and Arts Commission curated monthly art exhibitions at City Hall and the Community Center. The Commission also hosts Concerts in the Plaza and the Comedy Night in the Plaza throughout the summer months and an annual photography competition, "The Click Off", each fall.

Recent years have seen increased support of the Arts Commission, thanks to passionate support from City Council, and enthusiastic advocacy by members of the arts community. Still the Arts Commission has struggled due to limited resources, (modest funding, infrastructure and staff & volunteer support for its activities, events and programs), to address community desires for its activities. In August 2012, a restructuring of the Parks & Recreation Department led to the Arts Commission moving within the operations of the Recreation Department. This change has provided improved public outreach and publicity support via the City's website, City e-news and Recreation e-blasts, and Arts Commission dedicated pages in the Recreation Department's Activity Guides, and additional staff support via the Recreation Department including overall guidance and support from the Director of Recreation and administrative and budgeting support from departmental staff as well as dedicated staff support from the new Arts Program Coordinator. These changes have retained the passion of the group while providing the resources and assistance to allow greater focus and reach.

With all this impassioned support comes great expectations for the future. Mill Valley's new General Plan (MV2040), as a road map for civic planning, future city development and capital investment provides a strategic plan for achieving shared community goals over the next 30 years. Within it, it also gives greater visibility to the arts and establishes a whole host of objectives and priority projects related to the arts, (see Appendix "B" the Community Vitality Element of the General Plan), as a way of further enhancing the quality of life in Mill Valley via local arts and culture activities, events, programs and facilities.

City Council Assignment

Guided by its Core Values to preserve the community's high quality of life and provide prudent fiscal policies and practices, City Council established ***"further evaluation of the Arts Commission needs and implementation of solutions"*** as one of its 2012-2014 Priority Projects. As part of this work, Commission members and City staff were asked to study and evaluate the current state of the Commission's arts programming and operations, and analyze the current state of the arts in Mill Valley including the City's future support of the arts and the arts community as indicated by feedback from, and priorities established, in the Mill Valley General Plan process, and to develop from this study, a Strategic Plan and Work Plan for the Arts Commission.

Arts Commission members undertaking this work included Chair N. Teresa Rea, Vice Chair Robert Kilby, Tony Coyle, Michael Barker, Ian Day, Owen Prell and Joseph Rokovich. The Commission's work was substantial and identified many suggestions and areas for improvement thanks to community outreach, and Commissioner and community involvement as part of the General Plan process and subcommittee work on the Community Vitality Element. This work was informed by community involvement with both the General Plan Arts & Culture subcommittee and Community Arts Coalition. Commission findings and recommendations also benefited from direct outreach to the arts community including the recent Arts & Culture Symposium, hosted by the Arts Commission (Sunday, November 3, 2013). The Symposium was framed as a strategic planning session for the arts community, and comprised of attendees from all the major arts organizations in Mill Valley, (two City Council members attended as well). Key findings identified as part of the Art & Culture Symposium strategic planning session and SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis (see Appendix "C"), helped to identify and bring greater focus to those issues critical to the greater arts community.

Community feedback from this planning session was then incorporated into the draft of the Arts Commission Strategic Plan. The Arts Commission reviewed and refined the Strategic Plan over four public meetings and unanimously recommends adoption and implementation of the Plan. The recommended Strategic Plan outlines the top priority projects, and once approved, staff will work with the Commission to develop a specific Work Plan and proposed schedule for implementation of priority projects. The Work Plan will be used to organize and prioritize the actions to be taken by staff and the Commission and guide budgeting decisions and actions.

The Arts Commission is at the center of this important and vital work on behalf of the arts in Mill Valley, and its members are thrilled to be working in an environment with such incredible momentum and excitement for the future. The Arts Commission Strategic Plan is intended to allow the Commission to “hit the ground running” in meeting these goals and objectives, and in achieving the desired outcomes as defined by the community’s needs, pressing issues and the community’s passionate involvement as reflected by the strong engagement by community members in the recent General Plan process.

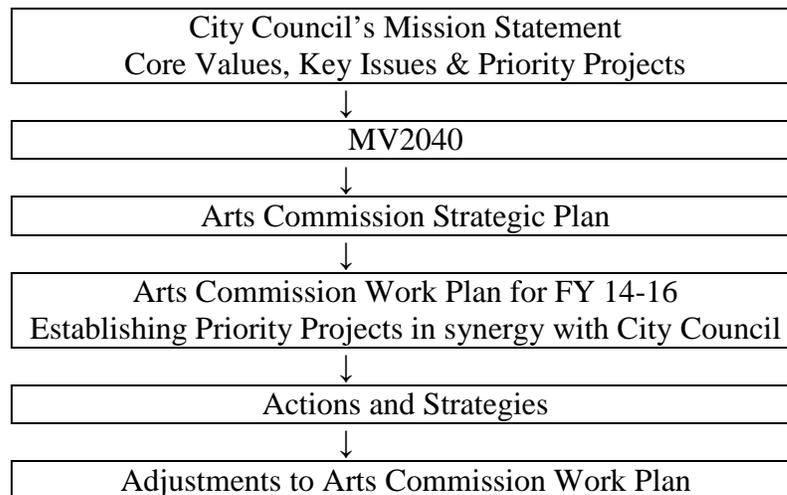
PURPOSE OF THE ARTS COMMISSION STRATEGIC PLAN

The Strategic Plan is a policy document that provides guidance for determining the allocation of resources in anticipation and response to the ever-changing service needs of Mill Valley residents. Strategic planning is an ongoing process to achieve the community’s high priority outcomes through continuous evaluation of critical issues and needs. The long-range needs of the community are identified prior to the development of actions and strategies. Strategic planning links the development of programs and services to meet high priority outcomes with the allocation of resources, and emphasizes learning and feedback as important planning tools. In an environment of increasing competition for funds among various community services, the City wants to ensure that it focuses its resources on the types of arts, recreational, community and educational programs and facilities most needed to maintain and further enhance the quality of life. This Strategic Plan provides a framework for change that centralizes planning and resource allocation for the Arts Commission within the Recreation Department, and ensures continued quality of services for the City of Mill Valley.

As a process, well-executed strategic planning has numerous benefits; it improves communication; promotes wise decision-making; creates a “work smarter” environment; facilitates better selection of actions, strategies and tactical options; encourages adaptability and flexibility that allows plans to evolve as priorities and circumstances shift; leads to a greater probability that goals will be achieved and that projected results will match the desired outcomes.

A framework has been developed for the 2014-2016 Arts Commission Strategic Plan that will help Arts Commissioners and City Staff to implement actions and strategies intended to achieve the City’s Mission and address the community’s high priority needs and desires. The following graphic illustrates the “Strategic Plan Framework.”

Strategic planning includes the steps illustrated below:



I. CITY MISSION, CORE VALUES & KEY ISSUES

This section outlines the City Council's Mission, Core Values and Key Issues for FY 2012-2014, which act as guide to the Arts Commission's Strategic Plan.

A. MISSION STATEMENTS

The mission of the City of Mill Valley is to provide a full range of municipal services to residents and businesses in accordance with the general plan and City Council policy and direction. City staff shall deliver those services in an efficient, effective and courteous manner with a commitment to operational excellence.

The mission of the Mill Valley City Council is to serve faithfully the residents and businesses of Mill Valley and nurture the City's overall quality of life. The Council does this by setting policy for the City and direction for Mill Valley's City Manager and its Boards and Commissions, at all times guided by values core to Mill Valley's heritage.

B. CORE VALUES

The following are the City of Mill Valley's core values:

- The health and safety of residents.
- Preservation of a vibrant community that respects Mill Valley's unique character and heritage
- Prudent fiscal policies and practices.
- Preservation of the community's high quality of life
- A healthy natural environment with emphasis on conservation, open space, climate protection and sustainability.
- A balanced, inclusive, and open approach to policy-making and city leadership.

- Citizen participation that promotes open communication, mutual respect, and the development of community leaders.
- Economic vitality with an emphasis on small and local serving businesses.
- Operational excellence.

C. KEY ISSUES

The Key Issues before the Mill Valley City Council are:

- Emergency preparedness with a focus on fire, flood and earthquake.
- Environmental conservation and sustainability, with a focus on climate protection.
- Land use and housing – residential and commercial development with emphasis on affordable housing for workforce, elderly, and low-income residents.
- Traffic mitigation, multimodal transportation and parking.
- Infrastructure maintenance and enhancement.
- Attraction and retention of local serving businesses.
- Budget management and mitigating fiscal impacts of the state and local economy.
- Effective two-way communication between City staff / Council and the community.
- Excellence in customer service.
- Cultivation of community leadership and citizen participation on government commissions, boards and committees.

II. ARTS COMMISSION OVERVIEW

As per the City Council’s directions and consistent with the Council’s Mission, Core Values and as outlined in the General Plan, the following section gives an overview of the Arts Commission: its goals as established by the Mill Valley Municipal Code and its goals and priorities as outlined as part of its current Strategic Plan; a description of the organization, its members and the Commission’s roles and responsibilities; an outline of the activities, events, programs and arts facilities that the Commission is involved in including current visual art exhibition venues at City Hall and the Community Center.

A. ARTS COMMISSION GOAL

The goal of the Mill Valley Arts Commission is to provide management of exceptional arts activities, events and programs, which allows the arts and an arts-related cultural environment to be enjoyed by all citizens of Mill Valley. The Arts Commission is committed to providing the community with quality arts programming and events dedicated to building a better community and quality of life.

B. ORGANIZATION – “Arts Commission”

The Arts Commission was originally established as an official Mill Valley Commission in 1967 (Ord. 667). The Mill Valley Arts Commission endeavors to enhance the cultural life of the community by providing visual and performing arts activities and events. Some of the popular visual and performing arts events sponsored by City through the Mill Valley Arts Commission includes Concerts in the Plaza, Comedy Night, and The Click Off photography competition. The City also sponsors the popular First Tuesday ArtWalk which includes the publication of the monthly gallery guide with exhibitions at sites throughout Mill Valley and monthly art exhibitions curated by the Arts Commission at City Hall and the Community Center. In August 2012, a restructuring of the Parks & Recreation Department lead to the Arts Commission moving within the operations of the Recreation Department, This restructuring provided the Commission additional staff support via the Recreation Department including overall guidance and support from the Director of Recreation and administrative and budgeting support from departmental staff as well as dedicated staff support from the new Arts Program Coordinator among others. These changes have retained the passion of the group while providing the assistance to allow greater focus and reach.

The organization of the City of Mill Valley is as follows:

Current City of Mill Valley organization chart; see Appendix “D”

Current Commission members include:

- N. Teresa Rea, Chair
- Sharon Valentino, Vice Chair
- Tony Coyle
- Katie Ezzeddine
- Janet Goodman
- Jessica Newman
- Amy Torrano

C. COMMISSION DUTIES AND RESPONSIBILITIES

Arts Commission duties and responsibilities Mill Valley Municipal Code as follows:

A. Establishment. The Arts Commission shall consist of seven members who are knowledgeable in the visual or performing arts. At least four members shall be residents of the City. Three members may be persons residing outside of the City, but within the boundaries of the Mill Valley Elementary School District.

B. Duties and Responsibilities.

1. The Arts Commission shall have the power and it shall be the duty of such commission to enhance the cultural life of the community by promoting and fostering the visual and performing arts in Mill Valley and by encouraging the efforts of local artists. These duties may include, but are not limited to:

- a. Promoting or sponsoring exhibits, and theater and music performances within the City of Mill Valley.

- b. Making art more visible in the community, primarily by holding events of a temporary nature in public areas.
 - c. Coordinating the joint sponsorship of art events with other organizations.
 - d. Promoting arts awareness in Mill Valley through interacting with local newspapers, cable TV, and radio.
 - e. Cataloging art owned by the City and recommending maintenance and disposition of same.
 - f. Sponsoring exhibits by local artists in the City Council Chambers and the Mill Valley Community Center.
 - g. Creating a public arts program including the temporary and permanent installation of art works on public and private property.
 - h. Implementing General Plan goals and programs as directed by City Council.
2. The Arts Commission shall have the power and it shall be the duty of such commission to review, study, and make recommendations to the City Manager and the City Council on:
- a. The request of any organization or group interested in artistic displays in any buildings, parks, or other City facilities.
 - b. Promoting visual and performing arts in public places in conjunction with the Parks and Recreation Commission whenever possible.
 - c. Establishing systems for charging fees and accepting donations, and soliciting funds for Arts Commission projects with Council approval. Such funds to be deposited with City of Mill Valley Finance Department and allocated for Commission use.
 - d. Implementing General Plan goals and programs as directed by City Council.
3. The Arts Commission shall have the power to appoint committees to work under the direction of such commission to serve as study groups, judges, consultants or other purposes as may be deemed necessary by such commission. (Ord. 903 § 1, December 5, 1977; Ord. 1044 § 1, December 2, 1985; Ord. 1084 § 3, January 17, 1989; Ord. 1127, December 20, 1993; Ord. 1142 § 3, April 1, 1996; Ord. 1263, February 3, 2014)

D. ARTS COMMISSION PROGRAMS MANAGED

Formed as an active working commission, the Arts Commission has almost half a century under its belt in managing a wide array of local visual and performing arts activities, events and programs. These Arts Commission sponsored arts events are enjoyed in Mill Valley throughout the year, and are intended to enhance the cultural life of the community. Some of the visual and performing arts events historically sponsored by the Mill Valley Arts Commission include the First Tuesday ArtWalk, which includes publication of the monthly gallery guide and accompanying visual art exhibitions at sites throughout Mill Valley. The center pieces of the First Tuesday events are the juried art exhibitions displayed each month at City Hall and the Community Center, which the Arts Commission curates from submission gathered annually during its “Call for Artists”. The Commission also hosts Concerts in the Plaza, curated from its annual “Call for Musicians, and the Comedy Night in the Plaza throughout the summer months, and an annual community photography competition, the “Click Off”, each fall. Most recently, the “Click Off” contest has been co-sponsored by local photographic center, The Image Flow, as

a partnership with the Commission, along with local vendors who provide support and prizes for the event.

The Programs overseen by the Arts Commission are divided into five categories:

1. Exhibition Program - First Tuesdays ArtWalk at City Hall & Community Center
2. Performing Arts Program - Comedy Night & Concerts in the Plaza
3. Public Art Events - Click Off and Art Competitions and Exhibitions
4. Annual Art & Culture Symposium - Open House for Arts Community
5. Proposed Public Art Program (PAP) – Temporary and Permanent Installation of Public Art Citywide

1. Exhibition Locations (Indoor)

Currently, there are two (2) Exhibition Locations managed by Arts Commission:

- Mill Valley Community Center Lobby. Exhibition schedule of 11 gallery shows per fiscal year in the Community Center Lobby.
- Mill Valley City Hall. Exhibitions are presented in the City Hall Council Chambers, 12 gallery shows per fiscal year.



Community Center Lobby Gallery

Location: 180 Camino Alto near Blithedale

- Exhibition space in Center lobby



City Hall Chamber Council Gallery

Location: 26 Corte Madera Avenue

- Exhibition space in Council Chambers

III. ARTS COMMISSION STRATEGIC PLAN

This section outlines the Arts Commission priority projects in alignment with the goals and objectives defined by the new Mill Valley General Plan (MV2040). The Arts Commission is recommending development of a public art program including responsibility for managing the new public art program, fundraising for the program and implementation of the temporary installation of art works. The section also identifies possible sites for future public art display(s) and an inventory of current City facilities, fields, parks and open spaces.

A. ARTS COMMISSION PRIORITY PROJECTS

The Arts Commission developed the following Strategic Plan to bring life to the mission and vision of City Council and to act as a road map that will help define the route and to provide necessary navigation tools along the journey. The Commission's Strategic Plan focuses on several elements and key points: implementation of General Plans goals, policies and programs specific to the arts; support for and amendment of current City policies to accommodate current growth of Arts Commission duties and responsibilities as outlined in the General Plan; undertake a community census to better assess needs and desires of local community; maintain the successful, long-standing arts activities and events; expand arts programming to include all art forms, new areas of innovation, reflect current trends and meet the needs of underserved populations; promote the arts in Mill Valley by foster better communication, developing a community kiosk, community arts calendar / website, and annual get together of arts organizations, (the Arts & Culture Symposium); facilitate better public outreach to the community at large; foster cohesiveness in the arts community in Mill Valley and in Southern Marin; promote partnerships, scholarships and volunteerism; develop a public arts program for the temporary installation of art works and 5 year funding strategy; and provide integration of public art into major public construction projects.

The Arts Commission identified the following as priority projects for their attention and, will develop a Work Plan for implementation. Informed by this considerable volume of community feedback, and the enthusiastic support of the arts locally and the passionate investment by local arts organizations, the Arts Commission's Strategic Plan reflects recommendations for continued support of the arts and future improvements in these key areas.

The following are outcome statements outlining the Commission's goals:

Arts Commission Priority Projects

- 1) Implement new General Plan goals, policies & programs specific to the arts.
- 2) Maintain success of current Arts Commission programs - Concerts in the Plaza, Comedy Night, and Click Off while integrating additional administrative and operational support from the Recreation Department, the Public Works Department and other city departments.
- 3) Maintain Citywide exhibition program, "First Tuesday ArtWalk" at Community Center and City Hall galleries while encouraging participation by other downtown venues.
- 4) Foster the cohesiveness of the arts community in Southern Marin by promoting partnerships and resource sharing between local arts organizations and expanding our current email list into a database of individual artists, arts organizations and resources for artists.
- 5) Conduct a Needs Assessment Survey to better reflect current needs and desires of local community and to garner critical feedback on arts operations, facilities and programming.
- 6) Offer an array of arts and cultural events and programs to meet the needs of citizens of all ages, including new areas of innovative arts programming.
- 7) Create more performing arts events in collaboration with the Recreation Department.
- 8) Foster better communication between the City and the community, allowing greater public outreach in Mill Valley and increasing volunteerism.
- 9) Grow the visibility and public participation in Arts Commission programming and community events.
- 10) Promote a city publicity plan for arts events using various outreach tools and increase outreach via social networking for Arts Commission operations, programs and events.
- 11) Develop partnerships with the Chamber of Commerce and City Departments in sharing information and resources on local arts programming and public events.
- 12) Promote local Artist-In-Residency programs to expand opportunities for local artists to live and/or work in Mill Valley and increase access to arts programs and scholarships for arts-related activities and events.
- 13) Promote the arts through development of a community arts calendar / kiosk and by hosting special events like the "Arts and Culture Symposium" (a retreat for local arts organizations).
- 14) Expand the variety of arts events on the Downtown Plaza and encourage passive recreation and enjoyment of informal art events as gatherings throughout the year.
- 15) Develop an internship program for aspiring curators / graphic designers /website designers.
- 16) Develop a Public Art Program (PAP), including identifying sites for permanent and temporary installation of artworks in public spaces such as a Sculpture Garden at appropriate community sites.
- 17) Develop a 5-year funding plan to cultivate an identified revenue source to provide funds for public art programs.
- 18) Provide input regarding possible integration of public art into major Capital Improvements Projects (CIPs) including public construction projects like the Miller Avenue Project.

C. PUBLIC ART SPACES

In the future, following the approval of a “Public Art Program” and depending upon the nature of the program, sites will be recommended by the Arts Commission and the Parks & Recreation Commission for public art display. The City will consider a variety of options for sites, (see Appendix “E” for inventory of City owned facilities, fields and parks), including the development of public spaces, public/private partnerships and displays on private property made available for this purpose.

III. ANALYSIS OF COMMUNITY NEEDS & FACILITY USERS

The Arts Commission is hoping to couple the City’s understanding of the shifting demographics in Mill Valley, (informed by the recent 2010 census and the analysis and commentary in the MV2040 General Plan), with a greater understanding of the current needs of the community by completing an “arts and recreational needs assessment survey” in the near future. The last survey of this kind was completed by the City almost 20 years ago (1997), and an updated census would provide great insight into the current needs and priorities for improving the City’s arts and recreational services. The recent Mill Valley General Plan process provides valuable feedback from the community regarding these needs and interests.

The needs assessment survey will incorporate demographic data and information from the 2010 U.S. Census, the 1997 Recreation Needs Assessment Survey and the MV 2040 General Plan including background work produced by the Arts & Culture Subcommittee, (see Appendix “F” for outcome statements incorporating feedback from the 1997 Needs Assessment Survey and community input from the General Plan process).

VI. IMPLEMENTATION PLAN

This section helps to define how change will be achieved and what actions and strategies the Arts Commission and City Staff will utilize to make lasting change and achieve success in accomplishing the priority projects, programs and goals as established by the City Council.

A. ADOPTED OPERATIONAL CHANGES

B. STRATEGIC PLANNING PROCESS

C. ACTIONS & STRATEGIES

D. OUTCOME MEASUREMENTS

A. ADOPTED OPERATIONAL CHANGES

Over the last year (FY 2012-2013), the Mill Valley Arts Commission has benefited from a generous commitment from the City Council to provide additional support for its operation and activities. Under the direction of City Council and City Manager, the Arts Commission has been brought under the operation of the Recreation Department with appropriate staff support. Over

the last year, Recreation Department staff helped implement this operational change by paving the way toward a full integration of the Arts Commission operations. In addition, Recreation staff helped to manage several important community events including the Comedy Night and Concerts in the Plaza this summer which created greater efficiency and flow to these event productions.

Though relatively new, this structure has already greatly benefited the Arts Commission by providing additional administrative staff support, event staffing and support, and dedicated storage and archiving of essential Arts Commission documents, equipment, event photos and resources. It has also allowed the Commission expanded outreach via social networking sites, the City website, targeted Recreation Department email blasts and the introduction of online registration to last year's Click Off event, Call for Arts and Call for Musicians. In addition, Recreation featured, and continues to feature, the Arts Commission with a dedicated page for its arts programming in the Department's snazzy, redesigned Activity Guides. Finally, additional financial support for the Arts Commission's activities was provided in the mid-year budget adjustment process (FY 2013-2014). This recommended mid-year budget adjustment helped to ensure success and expansion of current Commission arts programming along with the approval of additional staff support in the form of a new staff position, Arts Coordinator, a position that is budgeted for 25 hours per week, and which helps fill critical staffing needs in the production management of several Commission events throughout the year.

B. STRATEGIC PLANNING PROCESS

From December 2012 through December 2013, the Arts Commission Strategic Planning process involved the following steps: identifying community high priority outcomes; developing actions and strategies to achieve the outcomes; and linking actions with resource allocation and outcome management. Citizen and staff participation was critical to the success of the Arts Commission Strategic Plan for FY 2014-2016. The Recreation Department & Arts Commission looks forward to engaging the greater arts community including the Community Arts Coalition, in our ongoing Strategic Plan efforts to enrich Mill Valley throughout 2014-2016.

The Arts Commission Strategic Planning included input generated and informed by the Mill Valley 2040 General Plan process, including Arts Commissioner participation in the Arts & Culture Subcommittee planning sessions, and feedback from the Community Art Coalition created during the MV2040 process. Strategic planning sessions have already generated several issues and needs. Staff has reviewed these issues and needs and developed six high priority outcome statements. The outcome statements identify the basic purpose and the intended results envisioned from the implementation of the Strategic Plan.

C. ACTIONS & STRATEGIES

Actions

Actions are steps or tasks implemented to support the achievement of the community's goals, program and projects. Appendix "G" is the Priority Project Implementation Action Plan. The Implementation Action Plan provides a summary of the Arts Commission's recommended priority projects and defines a schedule for their completion. The timeline for completion and progress on various priority projects are tracked under Status and defined as Done, On Target

and Revised. This spreadsheet also indicates on what basis actions will be taken (When) and divides actions into categories by Scheduled, Continuous and Completed. Scheduled actions are new projects that are included in the Arts Commission's current year work plan. Future actions are projects that may be included in future annual work plans as the plans are updated. Continuous actions are projects, programs or events that have become part of the Arts Commission's annual work plan and are evaluated through analysis of the most relevant feedback and data. Completed actions are projects that were initiated, completed and evaluated through analysis of the relevant measures of their outcome. The Arts Commission will document its progress on its priority projects quarterly, and will updated City Council on the previous year's progress as part of the Arts Commission annual report to Council at the beginning of each calendar year.

Strategies and Strategy Areas

Strategies are the management methods used to guide implementation of the action. Strategies were developed from a compilation of ideas and suggestions generated by the strategic planning process, December 2012 - December 2013. The strategies were organized into three strategy areas as defined below and are included broadly in the recommended priorities in the Strategic Plan.

- A. Creating Partnerships to Enhance Service Delivery** refers to the development of collaborative efforts with other public agencies, local businesses, service groups, community based organizations, non-profits and school districts to share facilities, co-develop or coordinate programs, expand/enhance operations and jointly promote activities and events.

The 4 strategies were categorized into the Strategy Areas as described below:

1. Share Recreation Department / Arts Commission's resources with other city departments, arts organizations, School District, neighborhood and youth groups, community and cultural organizations, churches and businesses to enhance service sharing opportunities. Investigate and development of reciprocal service agreements with agencies listed above and in the local area.
2. As part of its arts & culture programming, develop sponsorship opportunities for local businesses, arts organizations, service organizations and youth groups, community and cultural organizations, churches and schools.
3. Develop partnerships with local arts organizations in order to develop new and creative arts programming for Mill Valley residents including multi-disciplinary arts, cultural, and educational events and activities.
4. Develop partnerships to expand and promote volunteerism. In particular, create partnerships that enhance the Arts Commission and Recreation Department's ability to provide services to under-served populations.

- B. Applying the “Program Management Model” to Service Delivery** refers to the continuous review of programs and services that do not meet effectiveness and efficiency measures established by the City and the need to evaluate potential future programs based on the community’s goals, objectives and desires.

The 4 strategies for applying the “Program Management” model to service delivery:

1. Conduct operational studies of specific arts programs within the Recreation Department and implement recommendations that will enhance the arts programs’ overall performance.
2. Conduct a community arts census and needs assessment study in order to update demographic data and to determine the types of arts programs and services to be offered.
3. Establish clear funding goals for all arts programs as part of the annual budget approval process.
4. Develop scholarship funds, in-kind contributions, grants and other means of community support that will improve access to all arts programs and services regardless of a resident’s ability to pay.

- C. Enhancing Outreach and Promotion** refers to the need to improve the City’s marketing efforts as well as to develop ways of communicating with underserved populations.

As part of the Mill Valley General Plan 2040 planning process, the community identified the necessity for enhanced outreach and promotion of arts-related events and activities. The Arts Commission recommends the following 5 strategies for enhancing outreach and expanding promotion:

1. Promote Mill Valley’s Arts Commission events and the City’s arts community and character as an “arts rich” environment and culture here in Southern Marin.
2. Develop arts database and aggressively promote community, district and neighborhood arts events that are consistent with Mill Valley’s arts culture and love of the arts as essential to the community’s character and as a vital economic engine for the local economy.
3. Develop or support the development of a motto that reflects Mill Valley’s cultural arts identity for use in all Arts Commission and Recreation Department program material.
4. Identify and develop the resources necessary to expand Arts Commission outreach and promotion of the arts throughout the community.
5. Develop internship program with area high schools, colleges and universities for talented arts students to give valuable work-related experience, college

credits and / or work study in the arts field including arts management, curatorial, graphic and web design, public arts programs and professional event & program coordination.

D. OUTCOME MEASUREMENTS

The City provides a solid framework for measuring the outcomes associated City Council's goals, programs and priority projects and with goals and objectives as set forth in the General Plan. These plans, goals and objectives then help to guide the Arts Commission's Strategic Plan and establishment of a set of top goals / priority projects as part of the Commission's Work Plan. The following information summarizes some of the ways that Commission goals, projects and programs will be evaluated on an ongoing basis.

Needs Assessment Survey

The last Community Needs Assessment Survey was conducted in 1997. The survey collected and analyzed the opinions of Mill Valley residents on a number of major issues, including quality of life and assessment of specific arts and recreation related City services. Recreation Staff would like to conduct an Community Needs Assessment Survey that would generate feedback and provide an assessment of the Recreation Department's programming, event management and organizational performance. This survey can provide a census of the arts community as called for the General Plan, assessment regarding community arts needs, current Arts Commission programming and the effectiveness of the Arts Commission Strategic Plan. The survey questions will be reviewed as a means of evaluating the various activities, events, and programs and in evaluating progress on priority projects and desired outcomes. Suggested categories for survey questions are listed below:

- ◆ Quality of Life in Mill Valley
- ◆ Satisfaction with Arts Facilities
- ◆ Satisfaction with Arts Programs
- ◆ Satisfaction with Cultural Activities and Special Events
- ◆ Efficiency Ratings for the Arts Commission / Recreation Department

Responses to these questions will be evaluated for trends and improvements that may be associated with actions. For example, facility improvements completed for various arts and recreation facilities that improve its appearance and use, should have a favorable impact on a survey respondent's satisfaction with arts facilities. Exceptionally high satisfaction ratings should be maintained as actions that support the community's high standards with new priority projects adopted for each two-year budget cycle along with a work plan to achieve goals and desired outcomes.

Year-End Reports

As part of their annual report to City Council, the Arts Commission Chair and Recreation Department Head will summarize, with emphasis given to the Arts Commission Strategic Plan and established priority projects, the status of current projects, outlining the Commission's annual achievements and any actions that had a significant impact on the Community Needs

Assessment Survey. The Chair’s presentation and Director’s staff report will also suggest effective actions and strategies toward achieving future goals, programs, priority projects and desired outcomes for the coming calendar year. This presentation and report will incorporate an up-to-date Arts Commission Action Plan with progress status on current and ongoing projects.

VI. ANALYSIS OF ARTS PROGRAMS

This section reflects the prevalence of the term “Arts Commissions” locally, in the State of California, and use of “Arts” in agencies nationally. The term “arts” is used as the modern nomenclature for a variety of visual and performing arts-related activities, events and programs, hence the Commission’s recommendation for amending its title to bring it in alignment with current civic parlance.

A. LOCAL ARTS COMMISSIONS & COUNCILS

Northern California:

Alameda County Arts Commission
Marin Arts Council (dissolved in October 2012)
Oakland Cultural Affairs Commission & Public Art Advisory Committee
San Anselmo Arts Commission
San Francisco Arts Commission
Tiburon Heritage & Arts Commission

Southern California:

Manhattan Beach Arts Commission
Santa Monica Arts Commission

Statewide California:

California Arts Council

Nationwide:

National Endowment for the Arts
National Assembly of State Arts Agencies

B. ANALYSIS OF ARTS PROGRAMS, FUNDING & ECONOMIC IMPACT

Articles in this section are intended as a primer on “best practices” in the arts, background on the formation of public art programs, arts specific strategic plans, the importance of government and community-based support and funding for the arts, and the economic impact of the “arts and culture sector” on local economies.

- ◆ **Public Art Practices: A Reference Guide for Developing Public Art Programs and Projects, January 2002 & updated January 2007.** St. Louis Regional Arts Commission, RAC (Appendix “H”)

- ◆ **NEA’s Strategic Plan, FY 2012-2016, October 2010.** The National Endowment for the Arts, Art Works for America (Appendix “I”)
- ◆ **Why Government Should Support the Arts, 2010.** National Assembly of State Arts Agencies State Policy Brief (Appendix “J”)
- ◆ **Public Art: An Essential Component of Creating Community, March 2004.** Americans for the Arts, Monograph publication by Jack Becker (Appendix “K”)
- ◆ **How the United States Funds the Arts, November 2012.** A report on the current infrastructure of arts and cultural support in the U.S. In the last two decades, the number of arts and cultural organizations has grown, even as revenues from sales and attendance has risen to all-time high levels. These trends coincided with growth in publishing, broadcasting, and other media industries, and the arrival of new technology platforms for arts creation. (Appendix “L”)
- ◆ **Arts and Culture contribute more to U.S. Economy than Tourism, December 2013.** Marketplace.org Morning Report by Dan Gorenstein (Appendix “A”)