

*~ Attachment C ~*

## CULTURAL NEXUS “ATTACHMENTS”

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*July 25, 2005*

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# ATTACHMENT I: POSSIBLE IMPLEMENTATION

## TASKS/INITIATIVES

***Policy 1: Support the efforts of the community’s arts education providers in all three sectors of the field: in-school, before/ after-school and lifelong learning.***

### Short-Term (begins within first two years)

1. Provide Community Liaison for Arts Education: Create a two-year contract position to facilitate partnerships among arts and cultural organizations to foster additional arts education opportunities throughout the community for lifelong learning in the arts, arts education in PUSD, and with social service and civic engagement programs.

Begins:	Yr. 1
Resources Needed:	\$80,000 (\$65,000 admin. + \$15,000 materials) annually, for two years

*This position will provide staff support and oversight for the following initiatives:*

- Contribute to the Arts and Culture Resource Directory: Provide the research to document arts education programs and the resources needed for communitywide participation in arts education.
- Facilitate Professional Development Programs for Communitywide Arts Education: In close cooperation with PUSD Arts Education Plan and Arts for All, provide professional development opportunities for community artists and arts administrators, and volunteers who serve Arts Education programs in Pasadena, lifelong learning.
- Convene Arts Education Groups: Develop a neutral and supportive group of advocates and professionals to meet regularly to share information, identify opportunities for collaboration, resolve shared needs, and assist with advocacy efforts by informing the public.
- Coordinate with PUSD for Arts Education: Work closely with PUSD to promote cooperation between District and community as it implements its ten-year Arts Education Plan.
- Coordinate with L. A. County Arts for All: Work closely with Arts for All to streamline community participation and support for Arts For All.
- Facilitate Mentorship and Internship Programs for Arts Education in School and Community Settings: Opportunities for teachers and artists to work in school and community settings include pairing master teaching artists with less-experienced artists to learn teaching methods or with classroom teachers and/or teaching artists with less-experienced teachers to learn about an artistic field or medium.
- Provide Technical Assistance to Community Arts Education Providers: Develop and/or enhance excellence in arts education programs in schools and community settings by offering access to professional development.
  - Provide access to training in implementation of VAPA standards.
  - Provide consultations to advance the quality of arts education programs.
  - Assure that City arts education grantees to demonstrate compliance with VAPA standards. Small technical assistance grants to participating organizations may be a strategy.

- *Build Advocacy for Arts Education: Through community and other resources, provide information for arts education advocacy.*

**Policy 2. Promote cultural equity and communitywide access to arts & culture**

**Short-Term (begins within first two years)**

2. Develop a Cultural Equity Standards/Guidelines: Establish the standards to ensure that City programs reflect and effectively serve the community’s cultural, ethnic, socio-economic and linguistic diversity.

Begins: Yr. 1  
Resources Needed: Allocation of staff resources

- *Revise Cultural Affairs Division Guidelines: Ensure that grant guidelines and other written materials reflect the Cultural Equity Standards.*
- *Facilitate Artist/Organizational Use of City Facilities: Facilitate use of facilities such as parks, libraries and recreation center for exhibitions and performances.*

3. Provide Technical Assistance: Provide technical assistance to arts & culture organizations of all sizes and in all artistic disciplines and cultural areas to develop plans for enhancing cultural equity and access, and matching funds to implement such plans.

Begins: Yr. 2  
Resources Needed: \$30,000 (\$10,000 admin. + \$20,000 grants) annually, for two years

**Mid-Term (begins within three to five years)**

4. Create Neighborhood Arts Advocates: Develop a grassroots, citywide committee, Neighborhood Arts Advocates, to promote greater access to arts and cultural programs throughout the community and to keep Cultural Affairs and the Arts Commission informed of progress.

- Share information about the arts within a specific geographic area.
- Promote creative endeavors in neighborhoods.
- Provide mini-grants of \$500 to \$1,000 for community-based neighborhood cultural projects.
- Participate in a citywide Arts Summit where each neighborhood presents their cultural offerings.

Begins: Yr. 3  
Resources Needed: \$25,000 (\$15,000 admin. + \$10,000 grants) in year 1;  
\$15,000 (\$5,000 admin. + \$10,000 grants) in year 2 and subsequent years

**Policy 3: Support and develop Pasadena’s creative work force**

**Short-Term (begins within first two years)**

5. Adopt Artist-friendly Regulatory Reform:

- *Review the city building code and identify any obstacles to artists’ adaptive re-use of existing space.*
- *Develop an artist work/live ordinance— either citywide or tied to specific areas designated as cultural districts or zones.*
- *Explore ways to integrate artist-friendly regulations into affordable housing policies.*
- *Explore the potential for instituting a tax-exemption for art sold in designated cultural districts or zones, such as the exemption adopted in Providence, Rhode Island.*

Begins: Yr. 2  
 Resources Needed: \$15,000 admin.

**Mid-Term (begins within three to five years)**

6. Create Career Development Programs for Artists

Begins: Yr. 3  
 Resources Needed: \$10,000 admin. in year 1  
 \$30,000 to \$50,000 admin. in year 2 and subsequent years

- *Convene Artists: Create opportunities for artists to convene.*
- *Conduct Artist Peer Critiques: Partner with one or more artist organizations to develop a regular program of peer critiques.*
- *Facilitate Master Classes for Artists: Work with local arts organizations to provide opportunities for master classes with visiting artists.*
- *Facilitate Artist Mentorship Program for Individual Artists: Provide artist mentorship opportunities, such as pairing master public artists with less-experienced artists.*
- *Expand Individual Artist Fellowships: Expand the fellowship grants program for individual artists of all disciplines in Pasadena.*
- *Develop Technical Assistance Programs for Individual Artists: Assure that individual artists from all disciplines are included in City of Pasadena small business technical assistance services, and provide information and referrals to other technical assistance resources in the region. Provide grants for technical assistance consultations and trainings.*

**Policy 4: Provide space for Pasadena's cultural and creative sector**

**Short-Term (begins within first two years)**

7. Identify an Arts & Culture Center in Northwest Pasadena: Secure a long-term facility or sites for community-based arts in Northwest Pasadena that provides programming and services similar to those currently provided by Armory Northwest and its cultural partners.

Begins: Yr. 2  
Resources Needed: \$10,000 R&D

8. Establish New Cultural Zones in New Areas of Pasadena:

- *Create a cultural zone in the Lamanda Park area, between Sierra Madre Boulevard and El Nido Avenue and between East Walnut Street and East Colorado Boulevard, and areas directly adjacent to provide live, work and commercial space for artists, artist services and arts and creative businesses.*
- *Create a cultural corridor in Northwest Pasadena, possibly along Washington Boulevard from North Fair Oaks Avenue going east to North Lake Avenue, as well as potentially along North Fair Oaks between Washington Boulevard and Orange Grove Boulevard. A priority for this zone may be community-based arts and culture organizations and artists.*
- *Create a cultural zone in the 'Innovation Corridor' (South Raymond/Glenarm) to support and enhance the burgeoning research and education endeavors in the visual arts and other creative fields.*
- *Further enhance the Playhouse District as an arts/culture district, with a primary (but non-exclusive) focus on the live performing arts.*
- *In each zone, provide incentives for and remove barriers to: 1) the development of artists' work/live spaces; 2) the development or relocation of creative businesses and nonprofit cultural organizations; and 3) the delivery of cultural programs by local cultural organizations and artists, as appropriate to that zone.*
- *Develop a cultural zone plan to identify the character and goals for each zone. Zoning, housing, open space, business development and retention, capital projects and opportunities, marketing and programming may be included.*

Begins: Yr. 2  
Resources Needed: \$40,000 (\$15,000 admin. + \$25,000 plan) per zone

9. Develop Small Theater Spaces: Build at least two small-scale theater spaces: 1) a 300-400 seat venue and 2) one or more well-equipped 99-seat Equity-waiver venues, made available for existing performing arts organizations. Additional spaces should be built to accommodate additional performance-based organizations. Explore partnerships with developers and cultural organizations to fund, build and manage these spaces.

Begins: Yr. 2  
Resources Needed: \$1 to \$3 million per facility (note that these estimates will vary greatly depending on the specific nature of the facility)

**Mid-Term (begins within three to five years)**

10. Facilitate Greater Use of Pasadena Civic Auditorium by Local Arts and Culture Organizations: Increase access to the Pasadena Civic Auditorium by arts & culture organizations through such methods as the set-aside of dates, a facility use grants program and marketing support. This program would be an organizational development tool and technical assistance program important to growing and retaining mid-size organizations. The program may also provide further community benefits by extending to Ambassador Auditorium, Fuller, PCC and other privately owned facilities.

Begins: Yr. 3  
Resources Needed: \$10,000 admin. in year 1  
\$60,000 (\$10,000 admin. + \$50,000 grants) in year 2 and subsequent years

11. Develop a Master Cultural Facilities Agreement with PUSD: The agreement should address joint development of high-quality cultural facilities on PUSD property that may support the needs of PUSD as well the arts & culture sector.

Begins: Yr. 3  
Resources Needed: \$10,000 (\$5,000 R&D + \$5,000 admin.)

12. Provide Affordable Artists Live/Work Space: Create artist live/work spaces as an economic development catalyst in the Lamanda Park and/or Washington Boulevard cultural zones.

Begins: Yr. 3  
Resources Needed: \$10,000 R&D

13. Establish an Artist Center: Establish a mixed-use artist center, including a gallery, performance venue, teaching studios, shared shop, meeting space, possibly long- or short-term housing and café/bar, preferably in one of the proposed new cultural zones.

Begins: Yr. 3  
Resources Needed: \$25,000 project development + \$2 to \$5 million (note that these costs will vary greatly depending on the specific nature of the facility)



**Policy 5. Expand awareness of Pasadena as a center of arts & culture locally, regionally and internationally, to promote tourism and expand cultural audiences**

**Short-Term (begins within first two years)**

14. Provide Regular Editorial Space on Pasadena Arts & Culture in “In Focus”: “In Focus” is the City’s monthly community newsletter.

Begins: Yr. 2  
Resources Needed: \$35,000 (\$20,000 Additional “In Focus” page + \$15,000 admin.) annually

**Mid-Term (begins within three to five years)**

15. Develop Non-traditional Marketing for Arts & Culture: Employ non-traditional forms of media and advertising in citywide marketing efforts to target less-served and under-represented areas and populations.

Begins: Yr. 3  
Resources Needed: \$35,000 (\$10,000 admin. + \$25,000 marketing) annually

16. Create and Manage a Pasadena Brand that Emphasizes “Arts & Culture” and Implement Marketing Initiatives:

- Link the “Arts & Culture” brand identity to science and academia, and include design and architecture.
- Create a Brand Marketing Committee comprised of representatives from the CVB and related tourism and travel sector, Cultural Affairs and Economic Development Divisions of the City, the business community including BIDS, arts and cultural organizations, higher education and other identified community leadership.
- Develop and provide oversight to a cohesive city-wide “brand” and subsequent marketing program by assessing existing marketing and branding efforts of the City, CVB, educational institutions, business community and recreation sector; conduct market research; and develop a strategic marketing plan for a Pasadena cultural brand. The brand will highlight the unique confluence of the arts and culture, religious and scientific academic leadership in Pasadena.
- Contract marketing implementation to an independent marketing firm or consultants. Coordinate contract with cultural and heritage tourism program.

Begins: Yr. 3  
Resources Needed: \$75,000 (\$25,000 admin. + \$50,000 marketing) in year 1  
\$275,000 (\$25,000 admin. + \$50,000 marketing + \$200,000 plan development) in year 2  
\$275,000 (\$75,000 admin. + \$200,000 marketing) in year 3 and subsequent years  
Overlap, including cost, with brand initiative

17. Establish an Arts & Culture Editorial Advisory Committee: Assemble a Committee to communicate the positive message of Pasadena’s arts & culture sector to local, regional and national story editors and feature writers to increase media coverage of Pasadena via its cultural assets. Develop features and opinion pieces for local media.

Begins: Yr. 3  
Resources Needed: \$5,000 admin. annually

18. Refine “Pasculture” List-Serve: Include specific topic postings and chat-rooms.

Begins: Yr. 3  
Resources Needed: \$25,000 admin. annually

19. Establish a Cultural and Heritage Tourism Program: Create a cultural and heritage tourism-marketing program at the CVB to implement tourism initiatives and manage brand activities in partnership with the Brand Marketing Committee.

Begins: Yr. 3  
Resources Needed: \$275,000 (\$75,000 admin.; \$200,000 marketing) annually;  
Possible program overlap, including cost, with brand initiative.

***Policy 6: Foster expanded and diverse leadership and increased interaction within Pasadena's cultural sector***

**Short-Term (begins within first two years)**

20. Update the Mandate of the Arts Commission: The Arts Commission name should be changed to the Arts and Culture Commission and the language of the enabling ordinance reviewed to ensure that it accurately reflects its mission and purview.

Begins: Yr. 1  
Resources Needed: Allocation of existing staff time

**Mid-Term (begins within three to five years)**

21. Identify and Develop Community Leaders for Less-served Populations: Identify key community leaders and programs outside of the arts (e.g., social service organizations, churches, synagogues) willing to serve as partners in programs to involve less-served populations (e.g. Police Activities League, Senior Citizens groups).

Begins: Yr. 3  
Resources Needed: \$5,000 admin.

22. Develop Artist Leadership Positions: Encourage and facilitate the placement of artists on City Commissions and community boards of directors.

Begins: Yr. 3  
Resources Needed: \$2,500 admin. annually

23. Establish a Business Council for the Arts & Culture: Business Council may provide leadership, professional volunteer resources and funding partnerships for arts & culture.

Begins: Yr. 3  
Resources Needed: Allocation of existing staff time

*Policy 7: Develop new public and private resources for Pasadena's arts & culture sector*

**Short-Term (begins within first two years)**

24. Develop an Arts & Culture Resource Directory: Develop an on-line and printed resource directory that includes artist services and opportunities; arts education programs; professional development and other resources for teaching artists and educators; facilities; funding opportunities; and other resources as determined.

Begins: Yr. 2  
 Resources Needed: \$30,000 R&D in year 1  
 \$20,000 in year 2 and subsequent years

25. Develop an Arts & Culture Master Calendar: Facilitate the coordination of current efforts to result in a generally accessible master calendar of Pasadena arts & culture events, available electronically (via email and on a website) and distributed in print.

Begins: Yr. 2  
 Resources Needed: \$50,000 (\$20,000 admin. + \$20,000 software + \$10,000 materials) in year 1  
 \$30,000 (\$20,000 admin. + \$10,000 materials) in year 2 and subsequent years

26. Create a Forum for Funders: Develop an ongoing forum for public and private funders to identify and address arts and cultural issues of communitywide importance, and assist with advocacy on these issues.

Begins: Yr. 2  
 Resources Needed: \$5,000 admin. annually

**Mid-Term (begins within three to five years)**

27. Develop a Volunteer Pool for Arts & Culture: Enhance the volunteer pool by launching the program with Art Education volunteers for arts and culture organizations.

Begins: Yr. 3  
 Resources Needed: \$15,000 annually (\$10,000 admin. + \$5,000 supplies)

**Policy 8: Establish the Cultural Nexus Trust**

**Short-Term (begins within first two years)**

28. Cultural Nexus Trust: Create a Trust, independent of City finances, which serves to implement the Nexus Plan through the Arts Commission and becomes a repository for public and private funds.

- *Define the parameters and protocols of a Cultural Nexus Trust*
- *Management by a committee of community leaders from diverse sectors, to partner with the Arts Commission on implementation of the plan.*
- *The Fund will take the lead on fundraising, arts education and advocacy.*
- *Funds raised will be held and managed by a fiscal receiver, such as the Pasadena Foundation.*
- *The Cultural Nexus Trust committee will include representation from the Arts Commission.*

Begins: Yr. 1  
 Resources Needed: Allocation of existing staff time

- *Create a Cultural Nexus Implementation Work Plan: Incorporate Cultural Nexus implementation recommendations into annual Cultural Affairs work plan and monitor progress on a regular basis.*
- *Include annual goals and benchmarks in the work plan.*
- *Seek community input to adjust implementation of the work plan annually.*
- *Provide these annual reports to the community and City Council (see next program).*
- *Conduct an independent assessment of implementation progress in year four or five.*

Begins: Yr. 1  
 Resources Needed: Allocation of existing staff time

- *Create Bi-Annual Arts Update Forum or Nexus Summit: Use this forum to review progress, refine goals for the future, recruit additional partners, and to report to the community the results of Nexus initiatives and related arts and culture policy-related issues and trends.*

Begins: 2006/07  
 Resources Needed: \$2,500 admin.

## Policy 9: Create a New Vision for Public Art in Pasadena

### Short-Term (begins within first two years)

#### 29. Increase Public Art in Pasadena: Consider the following:

- Develop temporary public art projects in libraries or school sites.
- Establish artist-in-residence projects at city sites.
- Conduct land use survey to identify potential project sites.
- Locate projects in areas where little exists now, e.g., Northwest, East Pasadena.

- Prepare a public art Work Plan: Revise annually

Begins: Yr. 1  
Resources needed: Allocation of existing staff time

- Arts Commission Review of Existing Public Art Policy Procedures: Update as needed to prepare for a new vision.

- Review private developer guidelines and revise for greater oversight
- Explore eliminating the Northwest exemption for private development.
- Explore changing the 1% CIP and Private Development guidelines to match the industry standard of 2%.
- Review list of excluded CIP funding sources, justify with new practices.
- Reconsider role of Arts Commission and use of Public Art Subcommittee.

Begins: Yr. 1  
Resources Needed: Allocation of existing staff time in year 1

- Expand Public Information and Education Resources:

- Expand program presence on web, including self-directed walking tour.
- Create GIS format map.
- Develop public art docent program.
- Establish artist talks in conjunction with new public art projects, both public and private.

Begins: Yr. 1  
Resources Needed: \$20,000 annually admin.

- Convene a Public Art Task Force: Establish a Public Arts Task Force under the Arts Commission, which includes Commissioners, art and design professional, developers, interested citizens and staff to address a new vision for public art in Pasadena. Areas of consideration:

- Existing mission and goals in the Capital Improvement and Private Development Guidelines
- A "Collection Wish List" that reflects a vision for Pasadena's arts in public places goals
- Opportunities for local artists within the goals of public art in Pasadena
- Identify list of alternatives to site-based public art, such as rehearsal space, that would fulfill the public art requirement
- A "Signature Work" or "Facility Fund" to which a developer could contribute its public art requirement

Begins: Yr. 1  
Resources Needed: \$6000 admin. In year 1

## ATTACHMENT II: POSSIBLE FUNDING

### *The Need for Greater Funding*

All cultural plans require funding for implementation. Fulfilling the vision of Cultural Nexus will certainly require new public and private resources at different points during the ten-year implementation period. Potential sources of new and increased private resources are addressed in Policy 7. In addition, Pasadena has specific public funding issues that were identified during the Cultural Nexus planning process.

Planning participants identified increased funding as a top priority need and suggested the creation of new dedicated revenues as a means of strengthening Pasadena's arts and cultural sector. An analysis of local funding patterns corroborates this need. Pasadena has a rich diversity of cultural organizations and programs— more than ten times the average in Los Angeles County— which reflects a community tradition of support. This support is heavily weighted to the private sector. The City of Pasadena has made some key investments in its cultural community, primarily through facility partnerships. Nonetheless, City spending on the arts and culture is relatively low. It represents less than 1% of the total revenues of the community's cultural organizations. Total City arts spending, measured as the budget of the Cultural Affairs Division (including its public art expenditures), ranks low in comparison with other cities in California with mature cultural sectors.

In addition, the City's direct funding of arts and cultural organizations, measured as its total budget for grant-making, is substantially lower per capita than comparable cities.

City investment in the arts and culture is not mere philanthropy; it yields a substantial return in local tax revenues. Americans for the Arts 2002 study, *The Arts and Economic Prosperity*, documented that Pasadena realizes a net gain from its nonprofit arts industry: more than \$4.6 million in annual local government revenues from an annual city investment of less than \$1 million.

Local governments are increasingly recognizing the value of making substantial public investment in their arts and cultural resources through dedicated revenue sources. Since the late 1980's, numerous communities have demonstrated the effectiveness of this approach. By creating a large, annual revenue stream for the arts and culture, these communities have documented substantial gains in cultural participation, economic returns and other public benefits.

For example, Denver created a seven-county Scientific and Cultural Facilities District in 1988, dedicating 1/10<sup>th</sup> of one percent of its sales tax ("a penny for every ten dollars") to its arts and cultural organizations, including the science and natural history museums. This tax generates approximately \$35

million annually, or \$13.62 per capita, for unrestricted operating support. This revenue stream has helped stabilize the cultural community, providing a predictable level support. By increasing the capacity of these organizations to serve the public, attendance has increased dramatically; more than 11 million people, twice the population of Colorado, visited area scientific and cultural activities in 2004. Furthermore, almost 860,000 out-of-state visitors defray the cost by spending millions of dollars on tourism. More subtly, these revenues have facilitated the development of cultural organizations in suburban areas, as Denver has become an exurban region.

There are similar programs and benefits in Salt Lake (City) County, Allegheny County (Pittsburgh) and other communities. Philadelphia and San Antonio are among major cities currently considering adopting this approach. The key elements are sufficient size to impact the budgets of local arts and cultural organizations in a meaningful way, funding that is stable and predictable from year to year, and the ability to document public benefit. This assures accountability to the voters. These programs provide between 5% and 20% of each organization's annual operating budgets; 10% is frequently considered to be a reasonable target. This provides a modest guarantee of public support while avoiding undue reliance.

#### What We Need in Pasadena

What is the magnitude of financial need in Pasadena? How much is required to have a stabilizing impact? The Cultural Organization Survey documented total revenues for all Pasadena cultural organizations at greater than \$100 million, factoring out the largest institutions. This suggests the need for a revenue stream with an order of magnitude of \$10 million annually.

In order to provide more adequate public support for the broad array of cultural activities in Pasadena, the City may want to explore the creation of a new, dedicated tax-based revenue stream for the arts and culture, such as a parcel tax similar to the Library tax. This tax would require voter approval through a ballot initiative. The initiative could be conducted in collaboration with other community needs, such as parks and open space. It is important to note that most successful voter initiatives are the result of a long-term community lobbying effort to generate sufficient public support.

#### Possible Additional Funding Sources for Implementation

Pasadena would benefit substantially from the creation of a dedicated revenue stream. Below are four funding mechanisms that could be implemented or adjusted to fund the arts and culture without the need for voter approval. In addition there are other possible funding sources that, taken together, would provide public and private dollars needed to help implement Cultural Nexus and address the overall need for greater funding.



- **TOT Funds:** Utilize a share of Transient Occupancy Tax (TOT) funds for arts and culture through 1) allocation of a portion of Tourist Business Improvement District (TBID) funds to cultural tourism, and/or 2) an increase in the TBID rates. The Board of the Pasadena Center Operating Company has authority to reallocate the use of current TOT revenues; an increase in the TBID rates requires City Council approval.
- **Increase General Funds:** Increase annual general funds allocated to Cultural Affairs Division program expenses, and increased grant-making.
- **Create an Endowment Fund:** Develop an endowment fund (Cultural Nexus Trust) consisting of a City allocation that leverages matching private gifts to support arts and culture in Pasadena. This endowment should include a planned giving component.
- **Expand Public Art Requirement:** Increase the percentage of the City's public art requirement from 1% to 1.5% or 2%, in line with recent trends in the field, and expand the scope of the requirement.

### Other Revenue Models

During the Cultural Nexus planning process, other current models for generating arts monies were considered for Pasadena that did not appear to be appropriate, given current conditions. The following list presents the sources considered and a brief analysis of their suitability for Pasadena. Two themes emerge from this analysis: Pasadena's small size and its location within a larger competitive marketplace. These characteristics disadvantage some revenue solutions that are successful in other communities. Still, they should be reconsidered in the future should circumstances change, or as smaller, supplemental revenue sources.

- **Admissions Tax:** An admissions tax is essentially a ticket surcharge, commonly applied to nonprofit and/or commercial arts and entertainment venues. Pasadena currently has such a surcharge on tickets to Civic Auditorium events to defray capital improvement costs at that facility. The primary drawbacks to this approach are the small size of Pasadena, which makes it difficult to collect a meaningful amount of money, and competition from other nearby cities that do not have the surcharge. Legislating local taxes of this type mobilizes opposition from interests such as movie theaters. On taxes such as this, a countywide or statewide approach is more feasible, since it diminishes the problem of competition from nearby communities that do not have the tax and offer lower prices. In fact, there is currently statewide legislation, AB 655, under consideration in Sacramento. This bill would impose a 1% admission surcharge on entertainment venues and presenters, both nonprofit and for-profit. Its supporters project that it would generate approximately \$30 million annually, which would be used to fund the California Arts Council.
- **Sales Tax Augmentation:** While this approach has worked well in larger cities and counties, the primary difficulty is the same as the admissions tax: Pasadena businesses would be less competitive than those in nearby cities. This type of tax is

best employed in a geographic region that functions more as a discrete commercial market, rather than a city that faces retail competition from many nearby cities.

- **United Arts Fund:** United Arts Funds are like a United Way for the arts and culture. They raise private contributions from businesses, individuals and foundations, and then re-grant most or all of the funds to local nonprofit arts and cultural organizations. While these funds have worked well in some other communities, planning participants strongly advised against this approach in Pasadena, since they already have existing donor relationships that do not want to jeopardize with the insertion of a ‘middleman’. Also these funds work best in larger communities with a strong corporate base and many local foundations. Pasadena does not appear to have the critical mass to make this a successful approach. Moreover, Pasadena’s corporations and foundations are already relatively active supporters of local arts and culture.
- **Workplace Giving:** Like the United Way (and sometimes through a United Way campaign), workplace giving programs allow employees to make donations to nonprofit arts and cultural organizations through a payroll deduction. This often functions to ‘increase the pie’ of available funding, since it tends to access new dollars. The main drawback here again is Pasadena’s small size since it is difficult to collect sufficient amounts through the typically modest contributions involved in employee giving.
- **Federal and State Funds:** Federal funding such as Community Development Block Grants (CDBG) or transportation funds; and state funds such as Proposition 40 (The California Clean Water, Clean Air, Safe Neighborhood Parks and Coastal Protection Act of 2002) are potential funding options for Pasadena. Most of these grants are highly restricted and are best considered in the context of specific projects or initiatives.

CALIFORNIA COMPARISONS IN DIRECT FUNDING TO THE ARTS BY LOCAL  
GOVERNMENT

**-Chart to be added.**

NATIONAL COMPARISONS IN DIRECT FUNDING TO THE ARTS BY LOCAL  
GOVERNMENT

**-Chart to be added**

## CULTURAL NEXUS TRUST

The Cultural Nexus Trust is envisioned as the primary vehicle for implementation of the plan. The Trust will have three primary areas of responsibility: 1) resource development; 2) advocacy for community-wide cultural issues; and 3) stewardship of the plan.

As a public/private partnership, the Nexus Trust will leverage new resources for the arts and culture in Pasadena that a singular cultural or service organization or government agency would not have the capacity, real or perceived legitimacy or influence to access. The Cultural Nexus Trust will not produce programs or compete in any way with the work of Pasadena's cultural organizations or support agencies. Nor will it compete with those organizations or agencies for funding or leadership. The intent of Nexus Trust is to cultivate new resources for the entirety of the cultural sector.

As a neutral agent, Nexus will advocate and educate on behalf of the arts and culture sector. A campaign to educate the community about the value of arts education, for example, may be undertaken by Nexus. Washington D.C.-based Americans for the Arts launched a similar project on a national level in 2003. Nexus could also assume the leadership in realizing a campaign to raise funds for a specific initiative identified in the Nexus plan. Or, Nexus can respond to unforeseen events that impact the broad arts and culture sector by raising visibility, educating and identifying funding.

The foundation document for the role of the Nexus Trust is the Cultural Nexus Plan. Together with the City, this agent will ensure that the plan is routinely reviewed and its possible initiatives prioritized and realized within the broader context of the community.

In structure, the Nexus Trust can develop in a variety of ways. Initially, Nexus may consist of a committee of community leaders who develop a long-term plan for Nexus. That same body may provide oversight to a modest fund housed at an agency such as the Pasadena Foundation. Eventually, it may evolve into a substantial endowment, with a regular influx of funding from a dedicated public revenue stream as well as grants, gifts and bequests. In this way, the Nexus structure would become an amalgam of similar successful models elsewhere in the country. It is not envisioned that Nexus would be incorporated as a 501c3 or 501c4, but further research will identify the most efficient model to realize the goals of this plan.

## ATTACHMENT III: IMPLEMENTATION TIMELINE

The tables on the following pages show a potential sequence of implementing the possible tasks, programs and initiatives and the resources needed. Most initiatives will last more than one year and many will be ongoing, so this is a table of ‘intended beginnings.’ In addition, implementation should be approached flexibly, adapting to opportunities and other changed circumstances.

### CULTURAL NEXUS: SHORT TERM TASKS – YEARS 1 & 2

<b><i>Policy 1: Support the efforts of the community’s arts education providers in all three sectors of the field: in-school, before/ after-school and lifelong learning.</i></b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
1	<b>Provide Community Liaison for Arts Education</b>	Years 1 & 2 \$80,000 (\$65,000 admin staff + \$15,000 materials)
	• <i>Contribute to Arts &amp; Culture Directory</i>	
	• <i>Facilitate Professional Development for Communitywide Arts Education</i>	
	• <i>Coordinate Arts Education Groups</i>	
	• <i>Coordinate with PUSD for Arts Education</i>	
	• <i>Coordinate with L. A. County ARTS FOR ALL</i>	
	• <i>Facilitate Mentorship &amp; Internship Programs for Arts Education in school and community settings</i>	
	• <i>Provide Technical assistance to Community Arts Education Providers</i>	
	• <i>Build Advocacy for Arts Education</i>	
<b><i>Policy 2: Promote cultural equity and communitywide access to arts &amp; culture</i></b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
2	<b>Develop Cultural Equity Standards/Guidelines</b>	Year 1: Allocation of existing staff resources
	• <i>Revise Cultural Affairs Division Guidelines</i>	
	• <i>Facilitate Artist/Organizational Use of City Facilities</i>	
3	<b>Provide Technical Assistance</b>	Year 2: \$30,000 (\$10,000 admin + \$20,000 in grants)
<b><i>Policy 3: Support and develop Pasadena’s creative work force</i></b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
5	<b>Adopt Artist-friendly Regulatory Reform</b>	Year 2: \$15,000 admin
	• <i>Review the city building code and identify any obstacles</i>	
	• <i>Develop an artist work/live ordinance</i>	
	• <i>Explore ways to integrate artist-friendly regulations into affordable housing policies</i>	
	• <i>Explore the potential for instituting a tax-exemption</i>	
<b><i>Policy 4: Provide space for Pasadena’s cultural and creative sector</i></b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
7	<b>Identify an Arts &amp; Culture Center in Northwest Pasadena</b>	Year 2: \$10,000 R & D
8	<b>Establish New Cultural Zones in New Areas of Pasadena</b>	Year 2: \$40,000 (\$15,000 admin. + \$25,000 plan) per zone
	• <i>Create a cultural zone in the Lamanda Park area</i>	

	• Create a cultural corridor in Northwest Pasadena	
	• Create a cultural zone in the Innovation Corridor	
	• Further enhance the Playhouse District	
	• In each zone, provide incentives for and remove barriers	
	• Develop a cultural zone plan to identify the character and goals for each zone	
9	<b>Develop Small Theater Spaces</b>	Year 2: \$1 to \$3 million per facility (note that these estimates will vary greatly depending on the specific nature of the facility)
<b>Policy 5: Expand awareness of Pasadena as a center of arts &amp; culture locally, regionally and internationally, to promote tourism and expand cultural audiences</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
14	<b>Provide Regular Editorial Space on Pasadena Arts &amp; Culture in “In Focus”</b>	Year 2: \$35,000 (\$20,000 Additional “In Focus” page + \$15,000 admin.) annually
<b>Policy 6: Foster expanded and diverse leadership and increased interaction within Pasadena’s cultural sector</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
20	<b>Update the Mandate of the Arts Commission</b>	Year 1: Allocation of existing staff time
21	<b>Identify and Develop Community Leaders for Less-served Populations</b>	Year 2: Allocation of existing staff time
<b>Policy 7: Develop new public and private resources for Pasadena’s arts &amp; culture sector</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
24	<b>Develop an Arts &amp; Culture Resource Directory</b>	Year 2: \$30,000 Year 3 – 5: \$20,000 annually
25	<b>Develop an Arts &amp; Culture Master Calendar</b>	Year 2: \$50,000 (\$20,000 admin. + \$20,000 software + \$10,000 materials) Year 3: \$30,000 (\$20,000 admin. + \$10,000 materials) annually
26	<b>Create a Forum for Funders</b>	Year 2: \$5,000 admin annually
<b>Policy 8: Establish the Cultural Nexus Trust</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
28	<b>Cultural Nexus Trust: Create a Trust, independent of City finances, which serves to implement the Nexus Plan through the Arts Commission</b>	Year 1: Allocation of staff time
	<ul style="list-style-type: none"> <li>• Create a Cultural Nexus Implementation Work Plan</li> <li>• Include annual goals and benchmarks in the work plan</li> <li>• Seek community input to adjust implementation of the work plan annually.</li> <li>• Provide these annual reports to the community and City Council (see next program).</li> <li>• Conduct an independent assessment of implementation progress in year four or five</li> <li>• Create Bi-Annual Arts Update Forum or Nexus Summit:</li> </ul>	Year 1 – 3: Allocation of staff time Summit: \$5,000 annually

<b>Policy 9: Create a New Vision for Public Art in Pasadena</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
29	<b>Increase Public Art in Pasadena</b>	Year 1: allocation of staff time
	• <i>Prepare a Public Art Work Plan</i>	
	• <i>Arts Commission Review of Existing Public Art Procedures</i>	
	• <i>Convene a Public Art Task Force</i>	Year 1: \$6000
	• <i>Expand Public Information and Education Resources</i>	Year 2: \$20,000



CULTURAL NEXUS: MID TERM IMPLEMENTATION TASKS – YEARS 3 – 5

<b>Policy 2: Promote cultural equity and communitywide access to arts &amp; culture</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
4	<b>Create Neighborhood Arts Advocates</b>	Year 1: \$25,000 (\$15,000 admin. + \$10,000 grants) Year 4 – 5: \$15,000 (\$5,000 admin. + \$10,000 grants)
	<ul style="list-style-type: none"> <li>• Share information about the arts within a specific geographic area.</li> <li>• Promote creative endeavors in neighborhoods.</li> <li>• Provide mini-grants of \$500 to \$1,000 for community-based neighborhood cultural projects.</li> <li>• Participate in a citywide Arts Summit where each neighborhood presents their cultural offerings</li> </ul>	
<b>Policy 3: Support and develop Pasadena’s creative work force</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
6	<b>Create Career Development Programs for Artists</b>	Year 3: \$10,000 admin. Year 4 – 5: \$30,000 to \$50,000 admin.
	<ul style="list-style-type: none"> <li>• Connect Artist</li> <li>• Conduct Artist Peer Critiques</li> <li>• Facilitate Master Classes for Artists</li> <li>• Facilitate Artist Mentorship Program for Individual Artists</li> <li>• Expand Individual Artist Fellowships</li> <li>• Develop Technical Assistance Programs for Individual Artist</li> </ul>	
<b>Policy 4: Provide space for Pasadena’s cultural and creative sector</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
10	<b>Facilitate Greater Use of Pasadena Civic Auditorium by Local Arts and Culture Organizations</b>	Year 3: \$10,000 admin Year 4: \$60,000 (\$10,000 admin + \$50,000 in grants)
11	<b>Develop a Master Cultural Facilities Agreement with PUSD</b>	Year 3: \$10,000 R & D
12	<b>Provide Affordable Artists Live/ Work Space</b>	Year 3: \$10,000 R & D
13	<b>Establish an Artist Center</b>	Year 3: \$25,000 project development + \$2-5M costs
<b>Policy 5: Expand awareness of Pasadena as a center of arts &amp; culture locally, regionally and internationally, to promote tourism and expand cultural audiences</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
15	<b>Develop Non-traditional Marketing for Arts &amp; Culture</b>	Year 3 - 5: \$35,000 (\$10,000 admin + \$25,000 marketing)

16	Create and Manage a Pasadena Brand that Emphasizes "Arts & Culture" and Implement Marketing Initiatives	Year 3: \$75,000 (\$25,000 admin. + \$50,000 marketing) Year 4: \$275,000 (\$25,000 admin. + \$50,000 marketing + \$200,000 plan development) Year 5: \$275,000 (\$75,000 admin. + \$200,000 marketing) Overlap, including cost, with brand initiative
17	Establish an Arts & Culture Editorial Advisory Committee	Year 3 - 5: \$5,000 annually
18	Refine "Pasculture" List-Serve	Year # - 5: \$25,000 annually
19	Establish a Cultural and Heritage Tourism Program	Year 3 - 5: \$275,000 (\$75,000 admin.; \$200,000 marketing) annually; Possible program overlap, including cost, with brand initiative.
<b>Policy 6: Foster expanded and diverse leadership and increased interaction within Pasadena's cultural sector</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
22	Develop Artist Leadership Positions	Year 3 - 5: \$2500 annually
23	Establish a Business Council for the Arts & Culture	Allocation of existing staff time.
<b>Policy 7: Develop new public and private resources for Pasadena's arts &amp; culture sector</b>		
<i>Task #</i>	<i>Implementation Task</i>	<i>Resources Needed</i>
27	Develop a Volunteer Pool for Arts & Culture	Year 3 - 5: \$15,000 annually (\$10,000 admin. + \$5,000 supplies)

## ATTACHMENT IV: IMPLEMENTATION PARTNERS

Cultural Nexus is a community cultural plan. Full implementation of the vision articulated by Cultural Nexus participants will require the active participation of a diverse array of community partners not only in partnership with the City and the Arts Commission. Possible partners listed throughout the plan are those that self-identified during the planning process to volunteer for specific initiatives. However, in order to fulfill the vision of the arts and culture becoming fully integrated into the lives of all of Pasadena's residents and visitors additional partners will need to be identified and enlisted. All are welcome.

Armory Center for the Arts  
Art Center College of Design  
Arts for All  
California Alliance for Arts Education  
California Institute of Technology  
Center for Cultural Innovation  
Chamber of Commerce  
Cultural Nexus Trust  
Haus Gallery  
Latino Heritage Association  
Library Foundation  
Music Center Education Division  
Pasadena Arts Council  
Pasadena City College  
Pasadena Foundation  
Pasadena Symphony  
Pasadena Unified School District  
PCOC/Convention & Visitors Bureau  
Side Street Projects

Arts and cultural organizations  
Business community  
Business Improvement Districts  
Community groups  
Developers

Individual artists  
Local architects and other designers  
Local artists  
Local curators and arts administrators  
Local funders  
Neighborhood Associations  
Neighborhood Business Associations  
Parent Teacher Organizations  
Private schools and colleges

Arts Commission  
City/Planning & Development  
City Council  
City of Learning  
City/Cultural Affairs Division  
City/Economic Development  
City/Human Services  
City/Libraries (Information Services)  
City/Northwest Programs Division  
City/Public Works/Parks  
Design Commission  
Neighborhood Connections  
Pasadena Enterprise Zone  
Preservation Commission

## ATTACHMENT V: ADDITIONAL RESEARCH STUDIES

**To be added.**

## ATTACHMENT VI: GLOSSARY

**To be added.**

# APPENDICES I: CULTURAL ORGANIZATION SURVEY

## SUMMARY

### Survey Goals

The goals of the survey were to: (1) update the inventory of Pasadena’s cultural resources; (2) identify the programs and needs of Pasadena’s cultural organizations; and (3) probe specific issues, such as collaborations, funding, cultural facilities, arts education, audience development and the City’s role in addressing needs.

### Survey Methodology

In November 2003, a master list of 174 cultural organizations was developed by combining several pre-existing lists. Criteria for inclusion were broad: an organization that provides public cultural programs, most of which are in Pasadena. All organizations were invited in December 2003 to respond to the survey and a total of 66 organizations responded by January 2004, including some not on the list of invitees. This is a response rate of 38%. All survey data is self-reported; comparison data is from verified sources.

### Key Findings

- **Size of Cultural Community:** Pasadena’s cultural community is relatively large for a city of its size and it contains a high proportion of arts and cultural organizations in the Los Angeles area. Pasadena has approximately 150 arts and cultural organizations, out of a total of approximately 1,100 in Los Angeles County, although its population is only approximately 137,000 in relation to the County’s total population of 10 million.
- **Artistic Discipline:** In comparison with all of Los Angeles County, Pasadena has a high proportion of visual arts organizations and relatively few theater organizations.

Discipline	Pasadena	L.A. County*
Visual Art	30%	7%
Music	25%	28%
Multi-disciplinary	15%	12%
Other	13%	4%
Dance	7%	11%
Literary	5%	1%
Theater	3%	25%
Arts Education	2%	9%
Media	0%	4%
Total	100%	100%

\*Basis for comparison is the LA County Arts Commission’s grantee pool.

- **Budget Size:** Compared to the entire Los Angeles County arts and cultural community, Pasadena has an unusually large percentage of large-budget institutions, suggesting that it has a mature cultural community. It also has fewer mid-sized organizations than Los Angeles County as a whole. This is also true for Los Angeles County in comparison with other metropolitan areas and reflects an overall issue: the lack of and need for a “middle class” of arts and cultural organizations that can better reflect and serve our diverse communities.

Budget Size	Pasadena	LA County*
Large (> \$1 M)	29%	16%
Mid-sized (\$100K - \$1 M)	29%	42%
Small (<\$100K)	42%	42%

\*Basis for comparison is the LA County Arts Commission’s grantee pool.

- **Audience:** Pasadena arts and cultural organizations collectively serve a very large audience; total annual attendance is slightly less than 4 million. They also provide a substantial amount of free programs to the community; 45% of total attendance is free. Pasadena arts and cultural organizations attract a large number of attendees from outside Pasadena; residents constitute approximately 40% of total attendance and visitors 60%.

Audience	Total Annual Attendance	Free Attendance	Pasadena Residents
Total for All Respondents	1,302,190	560,540	489,257
Percentage of Total		45%	40%
Average/Organization	22,845	10,380	9,060
Total for All Pasadena*	3,975,106	1,806,184	1,576,440

\*Totals for all Pasadena are extrapolated from an estimate of the total number of Pasadena organizations.

- **Audience Development:** Respondents have broad and ambitious goals for audience development. This fits with a strong theme in the interviews of desiring greater communitywide access to arts and cultural programs. Small and mid-sized organizations are even more interested in increasing total audience size, including for visitors. Mid-sized and larger organizations tend to emphasize goals for diversity, education and outreach.
- **Electronic Marketing:** Use of electronic marketing is limited. Slightly more than half of the respondents have email lists but they are very small in relation to the total audience. Similarly, fewer than half of the respondents use Pasadena Culture Net and that list-serve has less than 1,000 members.
- **Outreach:** Respondents rate outreach as a high priority goal: 7.84 out of a maximum of 10. About two-thirds of respondents have goals for increasing outreach, with an emphasis on serving students and families. 44% prepare marketing materials in languages other than English, with Spanish as the most frequent second language. 39% provide after-school programs.

**Outreach Goals**

Percent of all respondents	
Having outreach goals	68%
<i>To Reach:</i>	
Students (K – 8)	44%
Students (High School)	38%
Families	32%
Senior Citizens	26%
At-Risk Youth	24%
Tourists	17%
Other	15%
Non-English Speakers	12%
Single Parents	11%
Persons with Disabilities	9%
Immigrants	5%

- **Arts Education:** More than half of all respondents provide arts education programs in cooperation with schools and, of these organizations, 94% plan their arts education programs using the State of California’s VAPA standards, a remarkable figure. Furthermore, more than half of all respondents provide professional development programs in arts education for teachers, artists and/or parents. This suggests that Pasadena organizations are particularly valuable partners for the Pasadena Unified School District’s new arts education plan, which is a part of Arts for All, a countywide initiative to reintroduce arts education to the classroom (“comprehensive, sequential, standards-based, arts education for every student in the school district”). In addition to their school-based programs, more than half of all respondents provide arts instruction and lectures/discussions to the community.

- **Organizational Priorities:** The highest priorities are for audience development and fundraising, across all budget sizes. Fundraising was the highest priority for large budget organizations.

<b>Organizational Priorities</b>	
<i>Percent of all respondents</i>	
Audience development	59%
Fundraising/development	55%
Staff (more staff positions and/or better pay)	35%
Marketing for organization	35%
Facilities (expansion or acquisition)	30%
Marketing for events	29%
Board development	21%
Technology	9%
Staff/artist professional development	8%
Arts education expertise	5%
Administration	5%

- **Cultural Facilities:** Nearly a third of all respondents seek to expand or acquire a facility. They list office space, rehearsal space and performing space as their three greatest needs. Respondents’ list of facilities currently used, coupled with interview responses, suggests the need for a small- or mid-sized performing arts venue and additional gallery/exhibition space.
- **Strategic Plans:** Nearly two-thirds of all respondents have a strategic plan, a very high number. This is another reflection of the maturity of Pasadena’s cultural community.
- **Funding Needs:** Respondents rank staff/salaries, facilities and programming as their three highest funding needs. It is noteworthy that staff compensation, and the “graying” of arts administrators, is also a national issue.
- **Collaboration:** Pasadena’s cultural community engages in an unusually large amount of collaboration, which is further evidence of its maturity. Two-thirds of all respondents currently collaborate with other organizations and 83% desire new collaboration(s). Funding and marketing are the two greatest needs to make collaboration more useful and achievable. Respondents suggest that the City take an active role in supporting collaborations through convening/networking, providing funding and marketing support, and other facilitation.
- **What the City has Done Well:** Two frequently mentioned programs are the Cultural Leaders meetings and Art Night. Other frequent responses are supporting collaborations and providing funding. A number of interviewees mentioned the City’s responsiveness in providing the Armory Center Northwest. Interestingly, a number of respondents mentioned they were not familiar with the Cultural Affairs Division or the Arts Commission.
- **What the City Could Do Better:** Respondents asked for more funding, including expanding the funding program and broadening eligibility requirements. Also, they asked the City to be more active in fostering greater communication within the arts community, and between itself and the arts community. In addition there is broad support for greater City efforts in marketing, promotion and cultural tourism. It is noteworthy that the City’s arts grants program, which is \$107,000 in the current year, accounts for less than 1% of the cultural community’s total revenues of approximately \$132 million. This is also true for the Cultural Affairs Division’s total budget, which is approximately \$500,000.



## CULTURAL ORGANIZATIONS SURVEY LIST

### Invited to Respond (174)

AIDS Service Center  
Alkebu-lan Cultural Center  
Abalaye  
All Saints Church  
Alliance Francaise Pasadena  
AMAN Folk Ensemble  
AMDG Chorus  
American Friends Service Committee - Friends Gallery  
  
American Jazz Institute  
Angles Flight  
Arroyo Arts Collective  
Armory Center for the Arts  
Kultura Philippine Folk Arts  
Arroyo Heritage Theater  
Arroyo Repertory Theater  
Arroyo String Ensemble  
Art Center College of Design  
Arte Flamenco Dance Theatre  
Artnet  
Ballet Folklorico  
Boston Court Theatre  
Boys and Girls Club of Pasadena  
Calico Winds  
California Alliance for Arts Education  
California Art Club  
California House  
Caltech Falun Club  
Caltech Folkdancers  
Caltech Public Events  
Carnegie Observatories  
Castle Green Historic & Cultural Society  
Castle Press  
Chamber Music Society of Los Angeles  
Children's Center for the Arts, Inc.  
Classics Become Eclectic  
Coleman Chamber Music Association  
Conservatory of Puppetry Arts  
CORAL Innovation Center  
Crown City Chamber Players  
Crown City Consort  
DanceCorps  
El Centro de Accion Social  
El Portal Restaurant  
Encore Café TV Access  
Euterpe Opera Theatre  
Fine Artists Factory  
Flintridge Foundation  
Folk Tree  
Foothill Creative Arts Group

### Respondents (66 = 38%)

Abalaye African Dance Ensemble  
AIDS Service Center  
Alkebu-lan Cultural Center  
All Saints Church  
Alliance Francaise de Pasadena  
AMAN Folk Ensemble  
American Friends Service Committee--Friends Gallery  
Armory Center for the Arts  
Art Center College of Design, Williamson Gallery & Public Education Programs  
Boys & Girls Clubs of Pasadena  
Brehm Center for Worship, Theology  
Calico Winds  
California Alliance for Arts Education  
California Arts Club  
Caltech, Public Events  
Caltech Falun Club  
Caltech Folkdancers  
Carnegie Observatories  
Chamber Music Los Angeles  
Conservatory of Puppetry Arts  
Crown City Chamber Players  
Dancecorps  
El Centro de Accion Social  
El Portal Restaurant  
Fine Artists Factory  
Friends of the Levitt Pavilion  
Holmes Body shop  
Kidspace Children's Museum  
Kypseli  
LA Music Academy  
Latino Heritage Association  
Light Bringer Project  
Lineage Dance  
Los Angeles Children's Chorus  
Old Town Music Co.  
Pacific Asia Museum  
Pacific Oaks College and Children's School  
Pasadena Area Liberal Arts Center  
Pasadena Arts Council  
Pasadena City College, Visual Arts and Media Studies Division  
Pasadena Community Foundation  
Pasadena Community Orchestra  
Pasadena Conservatory of Music  
Pasadena Educational Foundation  
Pasadena Heritage  
Pasadena High School , Visual Arts & Design Academy,  
Pasadena Museum of California Art  
Pasadena Museum of History  
Pasadena Playhouse State Theatre

**Invited to Respond**

Friends of Pasadena Public Library  
Friends of the Levitt Pavilion  
  
Fuller Theological Seminary  
Furious Theatre Company  
Gallery Ophelia  
Gamble House  
Gateways/Portales Community Arts  
Greek Folk Dance  
Guitarra del Mar  
Hillsides  
Holmes Body Shop  
I Cantori  
Kidspace Children's Museum  
KPCC  
Kypseli  
LA Music Academy  
LA Art Box  
Lake Avenue Church  
Lake Avenue Community Foundation  
Latino Heritage Association  
Le Studio  
Light Bringer Project  
Lineage Dance  
Lizardi-Harp Gallery  
Los Angeles Children's Chorus  
Los Angeles Flute Quartet  
Los Angeles Music Academy  
Los Angeles-St. Petersburg Russian Folk Orchestra  
Metropolitan Associates  
Middle Eastern Dance and Cultural Association  
Mission: Renaissance, Inc.  
Modern Lost and Found  
Monday Night Poetry  
Monrovia Arts Festival Assn.  
Mo'tet  
Mother's Club Community Center, Inc.  
Musica Angelica  
NewTown Pasadena Foundation  
Next Stage Tours  
Night Basketball and Books  
Norton Simon Museum  
Old Town Conservatory of Music & Performing Arts  
Old Town Music Co.  
One Colorado Inc.  
Onstage Company  
Open Gate Theatre, Inc.  
Pacific Asia Museum  
Pacific Oaks College  
Pasadena Area Liberal Arts Center  
Pasadena Arts Council  
Pasadena Arts League

**Respondents**

Pasadena Public Library  
Pasadena Shakespeare Company  
Pasadena Summer Youth Chamber Orchestra/Crown City  
Chamber Players  
Pasadena Symphony  
Playhouse District Assoc  
Public Works, Inc.  
Sacatar Foundation / Brazil  
Shumei Arts Council of America  
Side Street Projects  
Soul Ink Productions  
Southwest Chamber Music  
Steen Art Study  
The Folk Tree and Folk Tree Collection  
The Gamble House  
The Music Circle  
The Pasadena POPS Orchestra  
The Theatre @ Boston Court

**Invited to Respond**

Pasadena Arts Work Academy  
Pasadena Ballroom Dance  
Pasadena City College Foundation  
Pasadena City College, Visual Arts and Media Studies Division  
Pasadena Civic Ballet Co.  
Pasadena Civic Center  
Pasadena Classical Singers  
Pasadena Community Access Corporation  
Pasadena Community Foundation  
Pasadena Community Orchestra  
Pasadena Conservatory Of Music  
Pasadena Dance Theatre  
Pasadena Education Foundation  
Pasadena Heritage  
Pasadena High School, Visual Arts and Design Academy  
Pasadena Jazz Institute  
Pasadena Jr. Philharmonic Committee  
Pasadena Junior Chamber  
Pasadena Junior Theatre  
Pasadena Learns  
Pasadena Museum of California Art  
Pasadena Museum of History  
Pasadena Opera Guild  
Pasadena Playhouse  
Pasadena Pops Orchestra  
Pasadena Pro Musica  
Pasadena Senior Center  
Pasadena Shakespeare Company  
Pasadena Showcase House for the Arts  
Pasadena Society of Artist  
Pasadena Symphony Assn.  
Pasadena Young Musicians Orchestra  
Pasadena Youth Center  
Paseo Colorado  
Phillips & Company  
Planned Parenthood  
Playhouse District Association  
RYOMA  
Sacatar Foundation  
Santa Cecilia Opera and Orchestra Association  
Shakespeare League of Pasadena  
Shumei Arts Council of America, Inc.  
Side Street Projects  
Soul Ink Productions  
Sounds of Hope Choir  
Southern CA Latino Writers & Filmmakers  
Southwest Chamber Music  
Steen Art Study  
Sue B. Dance Co.

**Invited to Respond**

Ta'Yer Multicultural Performances  
The Instrumental Women Project  
The Music Circle  
The Opera Buffs  
Thinkwell Design and Production  
Thomas Pike Foundation  
Throop Players  
Tirage Art Gallery  
Tournament of Roses Association  
United Nations Association  
Villa Park Folklorico Dance Group  
Women's Civic League  
Write for Life  
Zuya

## APPENDICES II: CULTURAL ORGANIZATION LEADER

### INTERVIEWEES

Interviewed by David Plettner in December 2003 and January 2004

<b>Leader</b>	<b>Title</b>	<b>Organization</b>
Terry LeMonchek	Executive Director	Pasadena Arts Council
Scott Ward	Executive Director	Armory Center for the Arts
Steve Nowlin	VP, Director, Williamson Gallery	Art Center College of Design
David B. Walker	Director, Public Education Programs	Art Center College of Design
Karine Beesley	Executive Director	Pasadena Symphony Orchestra
Jan Karlin	Executive Director	Southwest Chamber Music
Linda Ramos	Director	El Centro de Accion
Jon La Pointe	Co-Director	Side Street Projects
Jane Imai	Executive Director	The Shumei Arts Council of America
Maite Zabala	Executive Director	AMAN International Music & Dance
Yvonne Chavez	Board Member	Latino Heritage Association
Jeannette L. O'Malley	Executive Director	Pasadena Museum of History
Denise Stoeber	General Manager	Arroyo Heritage Theater
Tom Coston	Executive Director	Light Bringer Project
Alex Kritselis	Dean	Pasadena City College Art Department
Cynthia Young	Artistic Director	Pasadena Dance Theatre
Emily West	President	Pasadena Society of Artists
Michael Seel & Eileen T'Kaye	Managing Director & Producing Artistic Director	The Theatre at Boston Court
Leslie Leong	Board Member	Pacific Asia Museum
Tom Leddy	Executive Director	Pasadena Pops Orchestra
Denise Nelson Nash	Director	CalTech Public Events

## APPENDICES III: ECONOMIC IMPACT STUDY

### *The Arts & Economic Prosperity*

The Economic Impact of Twelve Pasadena Nonprofit Arts Organization and Their Audiences

#### Summary

This study was conducted in 2002 and 2003 in Pasadena as part of a nationwide study of 91 cities conducted by Americans for the Arts, Washington D.C.

National Results: Annually, the nonprofit arts industry nationally generates \$134 billion in economic activity. 4.9 million full-time equivalent jobs are sustained within this sector – more than accountants, lawyers, physicians, or computer programmers. The nonprofit arts industry annually generates \$24.4 billion in federal, state, and local government revenues. Collectively, federal, state and local governments spend less than \$3 billion on support for the arts – a return of more than 8-to-1.

Pasadena Results: The 12 Pasadena nonprofits arts organizations in this study generate \$98.2 million in local economic activity. \$51.3 million is spent by the arts organizations and \$46.9 million is event-related spending by audiences. 3,238 full-time equivalent jobs generate \$80.7 million in household income. More than \$3.3 million in local government revenue is generated, and more than \$8.3 million in state government revenue.

#### Parameters and Process

For this study, “the arts” refer only to the professional nonprofit arts industry. This study does not measure activity by individual artists, for-profit creative endeavors (the music and film entertainment industries, art galleries, graphic design, for-profit performance spaces, etc.), educational institutions (school galleries, school-based performance companies, etc., art curriculum or extra-curricular art/cultural programming), or amateur art and cultural activities.

To collect the audience information, Cultural Affairs Division staff conducted interception surveys before, during intermission, and after performances by performing art organizations and at programs at visual institutions. To collect the institutional information, participating institutions provided exhaustive internal surveys.

Per the guidelines of the national survey, “local audiences” refer to audiences from within Los Angeles County.

The Pasadena Participants

Armory Center for the Arts  
Gamble House  
Huntington Library, Art Collection and  
Botanical Gardens  
Kidspace Children's Museum  
Los Angeles-St. Petersburg Russian Folk  
Orchestra

Method Fest Film Festival  
Norton Simon Museum of Art  
Pasadena Classical Singers  
Pasadena Playhouse  
Pasadena Shakespeare Company  
Pasadena Symphony  
Southwest Chamber Music

15 arts organizations of varying sizes were asked to participate. 13 completed the requisite number of audience surveys (50 or more completed per event) and the organizational survey. The local results are based entirely on these 13 organizations. No projected figures for other arts organizations are included in this survey.

In many studies, survey findings are extrapolated from relatively small samples. In this study, the findings are based exclusively on the actual survey information. Thus, these figures reflect the information gathered at these 13 organizations. No averages or projections regarding the rest of the cultural sector are included. The intent is to remain conservative in all estimates to ensure credibility among all sectors of the economy.

With this said, this sector of Pasadena's economy is considerably larger – perhaps 25% or more - than these findings reflect. Examples of institutions not surveyed include the Civic Auditorium (all cultural activities at the Civic Auditorium less the Pasadena Symphony), Pacific Asia Museum, Pasadena Museum of California Art, Pasadena Pops, Levitt Pavilion for the Performing Arts, all 99-seat theatres, Pasadena Jazz Symphony and Beckman Auditorium programming.

Pasadena – National Comparisons

City-to-City Comparison by Size

Of the 91 cities surveyed, Pasadena cultural organizations and their audiences spend more in the community (\$98.2 million) than all 69 cities surveyed with populations of 499,999 or less, with the exception of three: Santa Fe (\$222 million), Minneapolis (\$269 million) and New Orleans (\$300 million). Of these three cities, two are major tourism destinations and Minneapolis is a regional cultural hub. Of the 91 cities, only 15 generated more in total spending, 12 of which are 500,000 or larger. The following cities are closest in comparable expenditures:

<u>City</u>	<u>Population</u>	<u>Expenditures</u>
Pasadena, CA	133,000	\$98,200 M
St. Petersburg, FL	248,000	\$98,600 M
Memphis, TN	650,000	\$101,700 M
Westchester County, NY	924,000	\$92,800 M
Broward County, FL	1,600,000	\$110,700 M

The geographically closest participating municipality is Glendale. That city's total spending is \$10.5 m.

#### Total Economic Impact

- Total expenditures in Pasadena are five times greater than cities of comparative size and 25% greater than the national average.
- Jobs sustained in Pasadena are four times greater than comparative cities and 25% larger than the national average.
- Local government revenue in Pasadena is six times greater than comparative cities and nearly twice the national average.

#### Spending by Organizations

- Total expenditures are more than four times greater in Pasadena than in comparative cities and 30% greater than the national average.
- Job creation is four times greater than comparative cities and 35% greater than the national average.
- Local government revenue is four times greater than comparative cities and 25% greater than the national average.

Nearly 1,300,000 annually attend cultural events in Pasadena. They spend more than \$38 per person in addition to the cost of a ticket.

#### Audience Spending

- Pasadena audiences spent four times more than those in comparative cities, and slightly more than the national average.
- These audiences generated more than 1500 jobs in Pasadena, more than three times more than in comparative cities.
- The audiences generated nearly \$3 million in city revenues, nearly six times greater than comparative cities and 35% greater than the national average.
- Individual audience members in Pasadena spend nearly \$17 per head for meals, \$10 per head more than in comparable cities and \$9 more than the national average.
- Individual audience members in Pasadena spend 100% more than in comparable cities, and 85% greater than that national average.

#### Local vs. Non-local Audience Spending

- Local audiences spent \$31.51 per person, while out-of-towner spent nearly \$80 (\$79.93).
- 86% were local audiences, 14% non-local.



Conclusions

- Pasadena has one of the largest cultural sectors per capita in the nation.
- By including the economic activity of Art Center College of Design, other art education institutions, and the many individual artists who live and work in Pasadena, the portion of the local economy generated by the cultural industry is far greater than reported in this survey.
- A direct investment of \$100,000 in grants to the nonprofit cultural sector generates more than 7 full-time jobs, with a household income of \$60,000 to \$100,000 each. Nearly \$10,000 in local government revenue in taxes and fees is generated by that same investment.
- The cultural industry in Pasadena generates roughly the same amount in economic activity from cultural institutions as from cultural audiences. Of the municipalities with large cultural sectors, the regional cultural centers generate roughly the same ratio in activity as well. Memphis, Broward County (Florida), and Minneapolis are examples.
- The mature tourist destinations generate two- to three-times more in audience spending than in institutional spending. New Orleans, Honolulu, Santa Fe, Niagara Falls, Asheville N.C, Miami and Phoenix are examples.
- The out-of-county tourist spends 130% more than the local. Currently 14% of the total Pasadena audience is out-of-county. An increase of 1% (from 14% to 15%) in audience spending from the regional “drive market” (outside of Los Angeles County but within a three-hour auto drive) will generate \$469,236 in economic activity. An increase of 5.1% to 19.1% (the average for comparable cities by size) would equal \$2,393,103.60 in economic activity.

## APPENDICES IV: CULTURAL NEXUS PARTICIPANTS

More than 350 people and have participated in Cultural Nexus to date. The following list includes people, and the organizations they represent, who have attended a Town Hall meeting, a workshop, focus group and/or an interview.

Name	Affiliation	Name	Affiliation
George Abdo	Huntington Library	Brian Biery	City of Pasadena
Michael Acunna	FWIB	Ellen Blasin	
Lynnette Adams	Infinite Potential	Douglas Bloom	
Carrie Adrian		Gayle Bluemel	Sierra Madre School
Kalimah Akbar		Bill Bogaard	Mayor, City of Pasadena
Michael Alexander	Grand Performances	Claire Bogaard	
Terrie Allen		Leo Bonamy	
Dan Ames		Veronica Boone	
Richard Amromin	New Town Pasadena Foundation	Ted Bosley	Gamble House
	HAUS Gallery	Charles Boyd	CAB & Associates
Nena Amsler	Cheri Note Productions	Pixie Boyden	Pasadena Northwest Commission
Cheri Anderson	Pasadena Cherry Blossom Festival & Pasadena Commission on the Status of Women	Susan Braig	NewTown Pasadena Foundation
Wendy Fujihara Anderson	Pasadena Police Dept.	Kimiko Broder	Center Theater Group
	Pasadena Play House	Bruce Brown	
Ed Armstrong		Gail Brown	
Deborah Aschheim		Joe Brown	NAACP
Debra Ashe		Yvonne Brown	Delta Sigma
Kathleen August		Kevin Bruce	Latino Heritage Association
Celia Ayala	PUSD	Vickie Bruneau	Life Signs
Gillian Bagwell	Pasadena Shakespeare Co.	Bethann Buddenbaum	Define Cool Marketing
Aldonia Bailey		Inka Bujalska	Southwest Chamber Music
Jenine Baines	Pasadena Symphony	John Caldwell	JCD
Deborah Baird	PUSD	Andre Campbell	Sylvan
Christle Balvin		Andrew Campbell	Los Angeles County Arts Commission
Harvey Barb	Pasadena Arts Council		Global Bridges
Kireilyn Barber		Trevor Campbell	
Beatrice Barker	Barker & Associates	Melvin Canas	
Richard Barr	Pasadena Center Operating Co. (PCOC)	James Caufield	PCOC
	City of Pasadena	Lisa Cavelier	California Art Club
Cathy Barrick	Kidspace Children's Museum	Jerome Ceballog	
Steve Baumann	Pasadena Arts Commission	Linda Centell	City of Pasadena
	Wells Fargo	Mary Chalon	Parsons Nose Productions
Susana Bautista	PUSD	Carol Chaplin	
	Pasadena Symphony	Dolores Chavez	Latino Heritage Association
Nancy Baxter		Theresa Chavez	About Productions
Cynthia Beale		Yvonne Chavez	Center Theatre Group of Los Angeles/P.L.A. Y.
Karine Beesley			Pasadena Historic Preservation Commission
Dorothy Beffman	Co Create Unlimited	Abe Chorbajian	PSCC
Sam Bejach	Armory Center for the Arts	Elmer Christensen	PUSD
Jay Belloli		Percy Clark	
		Lorraine Cleary Dale	
David Bellos		Jacqueline Cochran	PUSD
Rich Benda		Barbara Cole	Children's Center for the Arts
Kay Benjamin	Summit Community Services	George Combs	
Nicholas Benson		Alan Cook	Conservatory of Puppetry Arts
Stephen Berkman			
Sophia Bicos	Armory Center for the Arts		

Name	Affiliation	Name	Affiliation
Elizabeth (Bette) Cooper		Jim Gonzalez	Pasadena City College, Art Department
Thomas Coston	Light Bringer Project		Pasadena Arts Council
Joanna Crawford	Junior League	Kim Gonzalez	
Ron Crockett	Pasa-Alta Community Youth Association	Andrea Gorecki	City of Pasadena
	Audubon School	Robert Gorski	COFAC
Melissa Culley	Armory Center for the Arts	Gerda Govine-Ituarte	Flintridge Foundation
Carolyn Cutler	Caltech	Pamela Gregg	New Macedonia Baptist Church
Hall Daily	Pacific Oaks Children School	Betty Griffin-Keller	
Michelle Dakan		Richard Guerro	Sheraton Hotels
Bob Dale		Howard Haberman	
Margaret Danielak	Danielak Art	Charlie Hachadourian	
Ray Dashner		Giran M. Hadjian	Pasadena Library Commission
Lance Davis	Parson's Nose Productions	Nikolaus Hafermaas	Art Center College of Design
Nancy Davis		Janne Hammez	
Fred Davison	Fuller Seminary	Chris Harcourt	Caltech Public Events
Gabriela DeLeon		Tom Harding	Art Aids Art
Kathleen Den	PUSD	James Harnagel	
Bill Deverell	Caltech	Heidi Hart	Pasadena Christian School
Jennifer DeVoll	Pasadena Community Foundation	Damien Hartsuka	Wells Fargo Bank
	Norton Simon Museum	Catherine Haskett-Hany	Playhouse District Association
Michelle Deziel	James Coday Arts Alliance	Ann Hassett	Ambassador Hall
Terry Diab		Doris Hausmann	Armory Center for the Arts
Ulises Diaz		Murry Hepner	
Matthew Dillhoefer	Art Center College of Design	Lilia Hernandez	
Mark Dillon	Coleman James Learning Center	Ayanna Higgins	Los Angeles County Arts Commission
Kyle Douglas	City of Pasadena		SGI
Dennis Downs	PUSD	Wimfrey H. Hill	Mortimer Levitt Foundation
Kathy Duba		Elizabeth Levitt Hirsch	City of Pasadena
Heather Dundas	PAWA	Betty Ho	Pasadena City Council
Kevin Dunn	City of Pasadena	Chris Holden	Pasadena Arts Commission
Eric Duyshart	Folklorist Ethno	Bettye S. Holliday	
Tumi Ebo Ansa	PUSD	Nichelle Holliday	City of Pasadena
Sally Eimer	Pasadena Heritage Association	Todd Holmes	PUSD School Board
Bill Ellinger	McLean Fine Art	Ed Honowitz	Sidestreet Projects
Ashley Emenegger	City of Pasadena	Emily Hopkins	Pasadena Arts Commission
Ann Erdman	NWPDC	Stephen L. Horn	Artist Helping Artist
Karen Ericson		Glenn Horton	African Heritage Association
Rosie Ewel		Lazare Houetin	MJ Hubbard Consulting
Michael Falzone	Pasadena Education Foundation	Monica Hubbard	OPP GP, Inc.
Joan Favvre		Doug Huberman	
		Tom Hunsucker	Pasadena Alt. Links
Joseph Feinblatt		Kathy Hurtz	
Tania Flores	About Productions	Alison Huttley	The Shumei Arts Council of America, Inc.
Shirley Flynn	BRITE	Jane Imai	Creative Arts Group
Robin Ford			COFAC
Sherma Foucher	The Ritz-Carlton Hotel	Cathy Imhoff	
Willie Franco		Luis Ituarte	
Deanne French	Day One	Anita T. Jackson	PCOC
J.L. Futtner	Pasadena Convention & Visitors Bureau	Denise Jackson	Pasadena Arts Commission
Lidia Galvez	Garza Group	Nancy Johnson	
Barbara Garcia		Thelma Johnson	Southwest Chamber Music
		Jennifer Jones	
Maria Garza	City of Pasadena	Jan Karlin	
George Gebhard		Betty Kella	
Ana Marini Genzon		Bob Kelly	Assemblymember Carol Liu
Lambert Glessinger		Lena Kennedy	
Jay M. Goldstone		Ken Kimball	Art Center College of Design
		Jan Kingaard	
		Stan Kingaard	

<b>Name</b>	<b>Affiliation</b>	<b>Name</b>	<b>Affiliation</b>
Paula Knop		Anne Mello	City of Pasadena
C. Kohlhasse		Susanna Miele	Pasadena City College
Stan Kong	Pasadena City College	Lorna Miller	Office of Creative Connections
Anne Kosmalek	Paseo Colorado	Terry Miller	Core Media
Trudi Kraedler	Opera of the Foothills	Roger Molvar	Pasadena Symphony
Elaine F. Kramer	Pasadena Human Services Commission	Jaylene Moseley	J.L. Moseley Company
Alex Kritselis	Pasadena City College Art Dept.	Susan Mossman	Pasadena Heritage Association
Cynthia Kurtz	City Manager, City of Pasadena	Liz Moule	Moule & Polyzoides
Susan Lafferty	Huntington Library	Roy Mueller	Kidspace Children's Museum
Cynthia Lake	PUSD	Arthur Murga	
Teresa Lamb Simpson	Congressman Adam Schiff, 29th District	Eric Murga	Pasadena Youth Center
Leann Lampe	Pasadena Convention & Visitors Bureau	Stella Murga	VADA/ PHS
Patricia Lane	City of Pasadena	Dori Myers	Audubon School
Jon LaPointe	Side Street Projects	Thu Nga Dan	Southwest Chamber Music
Enrique Lasters		Sharose Niedelman	
Abigail Lawrence	Pasadena Dance Theatre	Don Nollar	Ambassador Auditorium
Terry LeMoncheck	Pasadena Arts Council	Dorothy B. Norman	O.B.S.C.U.
Mario Leonard	City of Pasadena	Stephen Nowlin	Art Center College of Design
Deborah Lewis	ELA Foundation	Reggie Nugent	Cal Poly Pomona
Paul Lines	Pasadena Jazz Institute	Japhat Nythi	
Paul Little	Pasadena City Council	Angie O'Brien	Pasadena Human Services Commission
Carol Liu	State Assemblymember	Tom O'Connor	Pasadena Symphony
Roger Lockie		Patty Oertel	
Ken Long	Los Angeles Children's Chorus	Jim O'Keeffe	
Ann Longyear	Pasadena Library Foundation	Joe Oliver	
Penelope Lorriblio	One World Education	Jeanette O'Malley	Pasadena Museum of History
Charlene Love		Jeff Palmer	
Otono Lujan	Side Street Projects	Joan Palmer	Pasadena Arts Commission
Linda Machida	Pasadena Educational Foundation	Thomas Pappos	
Sandra Macis	James Madison Elementary School	Yuny Parada	Alianza Latina
Steve Madison	Pasadena City Council	Augusta Parrington	
Dianne M. Magee	Armory Center for the Arts	Ezekiel Perez	
Michele Maglionico	Pasadena Community Access Corp.	Bill Peters	Core Media
Melissa Manfull	Armory Center for the Arts	Tom Peters	Southwest Chamber Music
Lisa Mann	New Town Pasadena Foundation	Rick Phelps	Pasadena Museum of History
Kendis Marcotte	Arts for L.A.	Barbosa Polverini	Friends of the Levitt Pavillion
Leslie Marcus	Art Center College of Design	Donna Pomerantz	Pasadena Accessibility & Disability Commission
Suzanne Marks	Pasadena ADU	Tom Porers	Southwest Chamber Music
Joan Marshall	Pacific Asia Museum	Jerri Price	Pasadena Arts Commission
Marlene Martin	Miss America/Miss L.A. County "Diversity"	Gaby Pryor	Los Angeles Children's Chorus
N. Enrique Martinez	City of Pasadena	Anne Pursel	
Roberta H. Martinez	Pasadena Arts Commission	Marissa Quiroz	Visual Arts and Design Academy, Pasadena High School
Robert May	Golden Generation	William Rabe	HAUS Gallery
Stephen McCurry	Pasadena Conservatory of Music	Alvaro Ramos	James Madison
R. McHuff		Linda Ramos	El Centro de Accion Social
Syd Mead	Syd Mead Incorporated	Yvonne Ramsey	Marchall Fundamental School
Veronica Medint	Friends of the Raymond Theater	Eve Rappoport	City of Glendale
Buff Megaw	Armory Center for the Arts	Lonette Rappoport	Pasadena Arts Commission
Maurucio Mejia	Pasadena Latino Employee Association	Edward Razor	Raymond Entertainment
Teni Melidonian	PPI, Public Relations	Tom Recchion	
		Don Repelle	
		Versie Mae Richardson	Alkebu-lan Cultural Center

Name	Affiliation	Name	Affiliation
Tony Rizzi	Angels Flight	Deborah Swartz	EFFORT
Pat Roach	Jubilee Christian Faith Center	Susan Tanner	
Keri Robinson	Westin Pasadena	Ruth Anne Tarletz	Galeria Artistas de las Americas
Steve Roden		Armen Ter Tatevosian	Master Classes
Michelle Rojas		Debby Thomas	Pasadena Playhouse
Marsha Rood		John Paul Thornton	Human Arts Project
Julie Root			Interantional
Paul Rotunno	Westin Pasadena	Shawn Thrasher	City of Pasadena
Renee Rubalcava	Pasadena Historic Preservation Commission	Walter Timoshuk	Norton Simon Museum
		Eileen TKaye	The Theater at Boston Court
Jim Ruggirello	Pasadena Pops	Don Trask	
Will Salmon	Open Gate Theater, Inc.	Judy Trefry	PUSD
Heath Satow		Erin Trefy	
Ann Scheid		Sid Tyler	Pasadena City Council
Judy Schmeling		Jolly Urner	Pasadena Art Alliance
Alex Schultz	Pasadena High School	Rafael Vivideale	Pasadena Society of Artists
	Visual Art Design Academy	Ana Vohitdkez	
Jackie Scott	Adaptive Recreation	Binah Waite	
Leslee See Leong	Pacific Asia Museum	David Walhdt	
Michael Seel	The Theater @ Boston Court	Beth Walker	City of Pasadena
Miki Seifert		David Walker	Art Center College of Design
Roger Servik	Syd Mead Incorporated	Kellye Wallett	Pasadena Arts Commission
Jean Severson	Pasadena Symphony Association	Barbara Wamboldt	Sierra Madre School
		Scott Ward	Armory Center for the Arts
LaQuetta Shamblee	Instrumental Womens Project	Craig Watson	Charter Communications
Jeanne Shamin	Aim High Learning Services	Karen Weathers	
Kathleen Shannon	Pasadena Foundation	Jonathan Weedman	Wells Fargo Foundation
Arnold I. Siegel	Pasadena Planning Commission	Janet Wells	Los Angeles Children's Choir
Jenny Simon		Emily West	Pasadena Society of Artists
Cory Sinclair		Anna Maria Whitaker	
Elba Smith		C.J. Whitcomb	Friends of the Levitt Pavilion
James Smith	PAWA	Lyla White	Pasadena Playhouse
Roger Smith	PCOC	Laurie Whitens	
Laura Smolka	Pasadena Symphony	Carrie Whitney	Armory Center for the Arts
Connie Sobel	Council of Womens Clubs	Frank Williams	
Antonio Sorcini	City of Pasadena	Jay Willis	USC
David Spiro	Pasadena Playhouse	Larry Wilson	Pasadena Star News
Marilyn Stalder-Burke	Council of Womens Clubs	Stanley Wilson	California State Polytechnic University, Pomona
Kim Steele	Pasadena High School Art Dept.		PUSD
		Linda Witton	
Idelle Steinberg		Susan Yanez	
Rhonda Stone	Pasadena City Council	Martha Yohalem	Pasadena Human Services Commission
John Stother	Eliot Middle School		
Joyce Streator	Pasadena City Council	Cynthia Young	Pasadena Dance Theater
Ruth Strick		Gina Zamparelli	Friends of the Raymond Theater
Nancy M. Sullivan	Pasadena Human Relations Commission	Jodi Zens	Paseo Colorado
Takako Suzuki	Pasadena City Council	Martin Zitter	

## APPENDICES V: TOWN HALL MEETINGS AND COMMUNITY WORKSHOPS

### Town Hall Meetings

Meeting # 1	February 19, 2004	6:00 – 8:30	Pasadena Civic Auditorium
Meeting # 2	June 3, 2004	6:30 – 9:00	Jackie Robinson Recreation Center
Meeting # 3	November 18, 2004	5:00 – 8:00	Pasadena City College/ Community Education Center

### Community Workshops

Artists' Resources and Roles	April 8, 2004	6 – 9	Jackie Robinson Community Center
Cultural Equity and Access	April 13, 2004	6 – 9	Villa Parke Community Center
Marketing	April 15, 2004	11:30– 2:30	Armory Center for the Arts
Resource Development	April 15, 2004	5:30 – 8:30	Jackie Robinson Community Center
Public Art	April 20, 2004	11:30– 2:30	Pasadena Playhouse
Art Education	April 20, 2004	4 – 7	Pasadena City College
Cultural Places and Spaces	April 27, 2004	6 – 9	Pacific Asia Museum

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