



NEXT FIVE YEARS REPORT

Thinking prospectively of the next five years of Cultural District designation, please answer all of the following questions, even if it is a restatement of a previous answer. Thank you.

YOUR CULTURAL DISTRICT:

1. **Describe your Cultural District (CD) in one paragraph, including geographic boundaries.**

The Downtown San Rafael Arts District (DSRAD) partners with local arts leaders, businesses, city officials, and community members to create a vibrant and engaging environment that promotes well-being, equity, and inclusivity through the arts. The DSRAD endeavors to provide access to world-class arts and culture education and experiences for everyone in San Rafael, and values serving all members of the community; Embracing the arts to build inclusive community relationships and dialogue to confront and address pressing social and economic issues; Engaging the historically under-served and marginalized populations in our community to promote greater equity and diversity; and creating a welcoming and innovative downtown community anchored and unified by a thriving arts and culture scene.

2. **List your CD partners.**

- i. City of San Rafael
- ii. Marin Society of Artists
- iii. Art Works Downtown
- iv. Youth In Arts
- v. California Film Institute
- vi. Downtown San Rafael Business Improvement District

3. **List your CD cultural assets.**

Downtown San Rafael has a long history as the civic, cultural, and arts center of Marin County and features a diverse community of arts and culture related organizations and businesses. The DSRAD is an inclusive group that considers art forms of many kinds as cultural assets.

Art Works Downtown: Art Works Downtown, a 501(c)3 non-profit incorporated in 1996, is home to 32 working artist studios, 4 exhibition galleries, 17 below market rate affordable housing apartments, and 4 creative commercial storefronts including a restaurant. Art Works Downtown hosts 24 visual art exhibitions bringing more than 10,000 people to downtown

San Rafael each year. Art Works Downtown maintains an artist membership program serving hundreds of Bay Area artists by providing educational opportunities and is the monthly presenter of the city-wide 2nd Friday Art Walk.

The City of San Rafael: is a strong supporter of the arts with an active public arts program. Three City facilities located within the DSRAD core boundaries include Falkirk Cultural Center (listed on the National Historic Register), San Rafael Library and San Rafael Community Center, all of which host ongoing arts and cultural programs and activities.

California Film Institute; Christopher B. Smith Rafael Film Center and the Mill Valley Film Festival: The historic Smith art deco movie theater offers independent, foreign, classic and documentary films. California Film Institute annually produces the Mill Valley Film Festival, an eleven-day, internationally acclaimed cinema event presenting a wide variety of new films from around the world in an engaged, community setting that includes Downtown San Rafael. Each year the festival welcomes more than 200 filmmakers, representing more than 50 countries.

Marin Society of Artists: A 96 year young arts non-profit, MSA operates a community art center at the corner of 3rd & E Streets, and serves the general public of all demographics through arts and cultural events and programs, both on site and in the broader community. The MSA Art Center houses 3 galleries, 17 affordable artist studios and flexible space for a variety of cultural and other community uses. Through its inclusive Crossroads Program, MSA is a lead partner in The Canal Arts, advancing public art, arts education and activities, and BIPOC employment opportunities in the highly impacted largely immigrant community in East San Rafael.

Youth in Arts: Youth in Arts (YIA) builds visual and performing arts skills through innovative and in-depth programs that foster confidence, compassion and resilience in students. We develop capacity among educators and teaching artists through intentional support efforts, advocate for equitable access to arts education, and offer opportunities for young people to share their creative voice. Through direct education in school partnerships as well as through local and national advocacy, our programs change the lives of thousands in- and around San Francisco's North Bay. Youth in Arts insists that access to a creative life is a right for all students.

San Rafael Business Improvement District (BID): The Downtown San Rafael Business Improvement District (BID) is a nonprofit established in 1979 to revitalize the downtown corridor and promote the common interests of Downtown businesses. Through attention to streetscape, marketing and promotions, special events, and advocating on issues of safety, public parking, and other factors affecting the economic vitality of the downtown district, the BID fulfills its mission. The BID works with other DSRAD partners on ways to highlight the arts as a reason to visit Downtown San Rafael, and utilizes the state-designated 'California Cultural District' as a key marketing opportunity to highlight the arts in the downtown. BID works closely DSRAD partners and interested parties to develop programs to increase the visibility and patronage of Downtown businesses and arts organizations.

Multicultural Center of Marin: The Multicultural Center of Marin, recently relocated to Downtown San Rafael, provides culturally appropriate resources and opportunities in a safe environment to empower and inspire diverse communities to build an inclusive and equitable county they want to live in. Art and cultural programs include Cuerpo Corazon Comunidad (Body, Heart, Community) a weekly radio and online show in Spanish addressing topics related to personal health and well-being; TAY Radio of Marin, amplifying youth voices; and Dia de los Muertos annual cultural festival.

The Belrose: This non-profit California Corporation, and has been in its current location, a historical landmark, since 1962. The Performing Arts Center was established in 1954 by Margie and the late David Belrose, offering classes in Ballet, Tap, Jazz, Ballroom, Swing, and Theater Training classes including acting and improv. A vast assortment of quality productions, both well-known and original, have been produced over the years.

AlterTheater: AlterTheater supports the creative growth of theater artists and a community that is inclusive, diverse, and accepting, Alternative Theater Ensemble seeks to make theater more accessible to the non-theatergoing public by producing compelling work in places where people are, and to reconnect all theatergoers with the unique power of intimate, immediate storytelling.

Mountain Play: For over 100 years the Mountain Play, headquartered in Downtown San Rafael, has been a unique, annual tradition for thousands of Bay Area residents. Respected for its high artistic quality, professional production values and longstanding community partnerships, the Mountain Play provides an accessible live theatre experience for more than 15,000 patrons each year.

Marin History Museum; Historic Boyd Gate House (1879): The museum preserves Marin history, hosting events and maintaining a research library in the historic Boyd building.

Falkirk Cultural Center: Falkirk Cultural Center, owned and operated by the City of San Rafael and open to the public, is a beautiful 19th century eleven-acre facility listed on the National Historic Register. The three-story home was built in 1888. In 1906, Captain Robert Dollar purchased the estate and later it was named Falkirk in honor of his Scottish birthplace. The Cultural Center has served the Marin community since 1974, and includes publicly accessible art exhibition space, gardens, and serves as a special event venue.

City of San Rafael Libraries: The San Rafael Public Library is a part of the Library & Recreation department of the City of San Rafael. The City offers 3 branches of the San Rafael Public Library: Downtown, Pickleweed & Northgate, and belong to the MARINet consortium, and guests can use their San Rafael Public Library card at any public or academic library in Marin County, and return materials to any location. The Downtown Carnegie Library was dedicated in 1909 and underwent expansions in 1960 and 1976. After more than 100 years of operation, the Library continues to offer a diverse collection of physical and digital materials including books, movies, shows, music, free passes to parks and museums, and more, hosting programs and events for all ages. The San Rafael Public Library is proud to be totally fine-free; and guests can enjoy library materials without fear of accruing late fees.

Mission San Rafael Arcangel: San Rafael is known as the Mission City for its Mission San Rafael Arcangel. Originally built in 1817 and re-constructed as a replica of the original Spanish mission in 1949, the mission offers a museum, gift shop and self-guided tours. The Mission Chapel is an integral part of Saint Raphael Parish. It is open seven days a week and is used daily for liturgies, weddings, quinceañeras, prayer groups and much more.

RileyStreet Art Supply: RileyStreet on 4th Street is the primary art supply retailer in Marin County. In addition to an excellent inventory of art supplies, RileyStreet hosts ongoing art classes and demos.

AC Marriott Hotel: This new 140-room hotel building on 5th Ave will open in 2023 and is expected to be an active affiliate partner in promoting DSRAD and its activities.

Copperfield's Books: Offers an extensive selection of literature, author talks and book-related events both in-store and on-site at schools and facilities in the area.

Open Secret Bookstore hosts events of all kinds, including concerts, dance performances, lectures, book signings, and classes. They also sell over 800,000 new and used book titles, videos, music CDs and tapes, and Sacred Art images, paintings, statues, sculptures, and items from around the world, and are at the moment the largest spiritual, metaphysical bookstore in the North Bay Area.

In addition, DSRAD has many other businesses that reflect the cultural diversity of the cultural district including Salon B & Boutique, San Rafael Martial Arts, Dharma Trading Co., and others.

4. What new partnerships are you pursuing/developing?

Affiliate Partners: Other arts, cultural, business, government and contributing entities, such as the non-profit Vivalon (serving Marin's aging population) and BioMarin. Together, these two organizations are revitalizing downtown while serving the community. BioMarin, proposes to construct two, four-story 72' tall buildings for the purposes of laboratory/R&D and office space. The Vivalon/EDEN Housing will develop a portion of the same property as a 6 story building containing a senior center and 67 senior housing units. As downtown recovers from the Covid-19 pandemic, other organizations will be invited to participate in or support DSRAD led work . These organizations may or may not be located inside DSRAD boundaries- e.g. Multicultural Center of Marin, Elm (Enriching Lives Through Music), The Canal Arts, DrawBridge (arts for at-risk children), County of Marin, Marin Visitors & Convention Bureau, RileyStreet Art Supply, Marriott Hotel, SR Chamber of Commerce, and many others.

Public Memberships: DSRAD outreach can include inviting members of the public to be active supporters of DSRAD as volunteers, donors, makers, participants & audiences.

5. How do you plan to engage your local:

-Arts Commission:

The City of San Rafael currently does not have an official Arts Commission, however, the City's General Plan 2040 and Downtown Precise Plan includes an Arts & Culture Element, that could be implemented as part of the DSRAD strategic plan, and includes goals that recognize that Arts and Culture are integral parts of San Rafael's quality of life and civic identity.

One of the stated priorities of the City's Arts & Culture Element is to prioritize development of an Arts & Culture Master Plan, which would consider options for development of an Arts Council, Commission, or similar organization:

"Program AC-1.1C: Arts and Culture Master Plan. Build on the work done by the County of Marin and San Rafael-based arts organizations to create a San Rafael Arts and Culture Master Plan. All segments of the community, including residents and workers, should be encouraged to participate in this process. The Plan should promote participation of the arts community in civic life, enhance arts programming, promote cultural inclusion, and maximize opportunities for arts events. Potential funding sources for a Master Plan and its implementation should be explored. As part of this process, options for ongoing leadership and arts advocacy should be considered, potentially including an Arts Council, Commission, or similar organization."

-Economic Development Agency:

Yes. The City of San Rafael has an Economic Development Department. In addition, the City is supported by the Downtown San Rafael Business Improvement District.

-Chamber of Commerce:

Yes. San Rafael has a Chamber of Commerce.

-Tourism/Visitors Bureau:

Yes. The Marin Convention and Visitors Bureau.

-Historic preservation commission/society:

Yes. The Marin Historical Society.

-Parks and Recreation Department:

Yes. The City of San Rafael Library & Recreation Department is comprised of two Divisions - the Recreation & Childcare Division, and the Library & Arts Division. Parks maintenance is coordinated with the Department of Public Works.

-Libraries:

Yes. The City of San Rafael Library & Recreation Department has a Library & Arts Division that operates three public branch libraries.

-Other local agencies/entities who support or could support your mission:

There are a variety of local agencies, businesses, and organizations that may be interested in supporting the mission and goals of the DSRAD. One of DSRAD's stated goals is to conduct an arts and culture inventory assessment and community outreach as part of a Strategic Planning process to better understand which organizations and entities may be interested in partnership and supporting this mission.

Below is a non-exhaustive list of entities located either within the Downtown San Rafael Arts District or within the San Rafael Planning Area members of the DSRAD steering committee feel reflect our values and mission and may be interested in future partnership or advancing the mission of the District.

Other Local Arts and Community organizations:

In addition to DSRAD stakeholders, San Rafael has a range of community-based arts and cultural institutions including Marin Arts, Artes LatinX Marin, the Multicultural Center of Marin, Belrose Performing Arts Center, Marin Dance Theatre, the Marin Symphony, The Canal Arts, Marin Shakespeare, DrawBridge, Enriching Lives Through Music, Marin Ballet, Canal Alliance, the Multicultural Center of Marin, Autistry Studios, and the Kanbar Center for Performing Arts (at the Osher Jewish Community Center). These organizations generate substantial revenue for San Rafael's economy and provide opportunities for San Rafael residents to engage in the arts.

Other County Arts and Cultural entities: As the County seat, San Rafael benefits from the presence of a number of County-operated arts and cultural programs, facilities, and events. The County operates the Marin Center in partnership with the Marin Cultural Association. Facilities include the Marin Veterans Auditorium, with seating capacity of 2,000; the 315-seat Showcase Theater; the Bartolini Art Gallery; meeting rooms; and a 22,500 square foot Exhibit Hall. The County also sponsors the yearly Marin County Fair, and sponsors art and music festivals and other events at Lagoon Park. Docent-led tours of the County of Marin Administration Building, designed by Frank Lloyd Wright, attract visitors from around the world.

Local Arts Education: Performing and visual arts programs are offered at some public and private schools throughout San Rafael, and instruction is supplemented in other schools through partnerships with local arts organizations like Youth in Arts. San Rafael and Terra Linda High Schools offer multidisciplinary arts programs, and both have theaters for live performances, as does Marin Academy (high school) and the Osher Marin JCC. San Rafael is also home to Dominican University, with renowned arts and music programs, including exhibitions, concerts, lectures, and performances. Dominican University provides degree programs in creative writing, arts management, graphic

design, visual studies, literary and intercultural studies, performing arts, and social change.

Special Events and Festivals: Thousands of visitors are drawn to special events and festivals that take place in Downtown San Rafael that are organized by local non-profit organizations. The current events include: 2nd Friday Downtown ArtWalk featuring open studios and exhibits, Marin Open Studios, May Madness Classic Car Show and Parade, Holiday Lighted Boat Parade, Sunset Criterium Bicycle Race, Hops and Vines Stroll, Mill Valley Film Festival (which includes screenings at the California Film Institute's Rafael Theater), Dia de Los Muertos Altar Display and Car Procession, DocLands Film Festival, C Street Celebration, San Rafael Parade of Lights and Winter Wonderland, Menorah Lighting, Summer Farmers Markets, Trick or Treat, Dining Under the Lights, West End Block Party, and PorchFest.

Museums: San Rafael is home to several niche museums, with specialty collections ranging from classic cars to political art. They include: the Marin History Museum, Museum of International Propaganda, The Mission San Rafael/St. Raphael's Church is a local landmark, with historic exhibits and a gift shop on-site. The Planning Area is also home to China Camp State Park, with interpretive displays and historic structures that tell an important story about Marin County's early history.

Literary Scene: San Rafael has a vibrant literary scene. There are several groups that teach and support local writers. The Falkirk Cultural Center, San Rafael Public Library, and the Marin Civic Center provide resources for research and education. Locally-owned bookstores, Rebound Bookstore and Copperfield's Books are DSRAD assets.

Arts & Entertainment Venues and Businesses: San Rafael is home to numerous performance and concert venues, and private galleries. There are also a number of businesses offering private instruction in dance, music, and the visual arts. San Rafael is also home to several recording studios, and businesses serving the film industry and other media enterprises. The city has been a popular movie and television filming location, and there are several cinemas in the city.

In addition, there are a variety of other entities that the DSRAD has identified may be able to support the mission of the Downtown San Rafael Arts District, which may include:

- a. San Rafael Chamber of Commerce
- b. Marin County Visitors Bureau
- c. Marin County Cultural Services
- d. Marin Cultural Association
- e. Marin Community Foundation
- f. Commercial businesses located within DSRAD
- g. Local restaurants located within DSRAD
- h. Marin Agricultural Institute
- i. Commercial real estate developers
- j. Downtown property owners
- k. San Rafael Federation of Neighborhoods
- l. Mission Rotary of San Rafael
- m. Local artists of all disciplines
- n. Artist and creative-led businesses
- o. Local nonprofits
- p. Local civic organizations

FUNDING:

- 1. How does your district plan to utilize the CAC-funding associated with designation? (please provide a detailed breakdown of anticipated budget expenditures)**

DSRAD Budget					
<i>(In US\$)</i>					
Total Funds	671,429.00				
	Amount				
Item	Year 1	Year 2	Year 3	Total for 3 Years	Assumptions
Master Plan	75,000.00	-	-	75,000.00	
Governance Cost	15,286.10	-	-	15,286.10	15k + any residual balance after other costs
Admin Costs	22,380.97	22,380.97	22,380.97	67,142.90	10% of total
Staffing / Implementation	90,000.00	95,000.00	100,000.00	285,000.00	285k total, with gradual ramp up
Program Implementation	75,000.00	77,000.00	77,000.00	229,000.00	Year 1 existing program enhancements with art theme
Subtotal				671,429.00	
<i>Note: Exact dollar amounts for each line item may shift depending on need.</i>					

- 2. Will any of your partners provide funding to the CD? If so, how much is anticipated and for what purpose?**

The DSRAD expects that its partners will continue funding contributions at a level similar to the first five years. The DSRAD stakeholders estimate that since 2018 they have collectively contributed \$47,400 of in-kind marketing, branding, advertising, programs, and creation of collateral materials.

In addition, stakeholder partners made significant contributions to the District in the form of in-kind staff time. Since 2018, partners estimate they have collectively contributed more than \$300,000 of in-kind staff resources to meet with partners, support DSRAD projects, programs, and initiatives, and meet with stakeholders and community groups to increase recognition.

These in-kind contributions have supported programs like the Second Friday ArtWalk, Free and affordable space for arts and culture activities (e.g., blind & vision impaired workshops), parking garage mural projects, donations of art supplies, and creation of collateral materials, websites, advertising, and marketing.

- 3. What other funding or in-kind support does your CD plan to receive/apply for, from grants (including CAC grants), arts organizations, local government agencies, other nonprofits, local incentives/support, federal incentives/support?**

The District has not received any additional outside grant funding, local incentives, or financial support since District inception. DSRAD partners have individually received external grants and donations, some of which has been applied to DSRAD programs and activities. The DSRAD will look for opportunities to obtain additional funding directly in the future.

GOALS:

- 1. What projects and/or initiatives is your CD prioritizing over the next five years?**

Develop a DSRAD Strategic Plan
 Build DSRAD capacity and sustainability.
 Raise DSRAD visibility.
 Increase DSRAD supporter base.

Continue existing programs, events and activities delivered through DSRAD core partners.
Grow programs, events and activities as capacities are built.

2. What projects and/or initiatives is your CD *developing* over the next five years?

GOAL #1 - GOVERNANCE: Refine & strengthen DSRAD governance model for a sustainable future.

GOAL #2 - MASTER PLAN: Develop and implement a master plan to guide sustainable district administration and business plans.

GOAL #3 – IDEA: Develop and implement strategies to embed principles of inclusion, diversity, equity and access into District activities.

GOAL #4 - LEVERAGE: Leverage District assets by expanding partnerships and augmenting with non-district assets to further District reach and impacts.

GOAL # 5 – EVENTS & PROGRAMS: Increase engagement and outreach through expanding on existing events and programs while creating new ones; physical improvement and beautification; wayfinding; and public art.

3. How will these priority and/or development projects help to build financial strength beyond the three-year funding timeframe?

A DSRAD master plan, coupled with staffing will support implementation of priority and development projects. A primary focus will be placed on developing and maintaining additional ongoing funding sources.

4. How will your district address/impact the following, over the next five years (please include any best practices from your CDs previous designation period that you plan to utilize):

-Economic Development

- Create job opportunities for local artists that could include public art projects, beautification, branding, placemaking and wayfinding projects
- Support local artist and creative led businesses through collaboration, tax credits, and economic development strategies to attract new artist enterprises

-Cultural/Historical Preservation

- Provide opportunities for adaptive reuse of current cultural and historic buildings that are underutilized, through arts and cultural programming and creative placemaking efforts

-Tourism/Visitation

- Stimulate more visitation through collaborative efforts with the local tourism bureau
- Create a destination marketing strategy that promotes the District, district assets, activities and amenities

-Direct Artist Support

- Through collaboration, possible funding opportunities for artists to engage in the planning and implementation of new and expanded programming

-Community Engagement/Promotion

- Increase civic participation through cultural and artistic programs and inclusive celebrations
- Increase marketing and promotion to the broader community

- Engage the community in planning and execution of cultural and artistic initiatives, through volunteer opportunities and collaborations
- Engage youth/BIPOC/underserved of all demographics in artistic and cultural activities

-Arts Programming

- Expand and create new arts and cultural programming opportunities within existing district assets and expand to include other assets such as activation of public spaces and vacant lots and buildings

-Equity and Inclusion

- Increase diversity by creating connections, collaborations and expanding opportunities for artists of color, people with disabilities, and other historically marginalized groups.
- Provide opportunities for diverse and free programming that will attract underrepresented audiences

5. What local challenges, if any, do you face in achieving your goals for economic development/retention, cultural preservation, district expansion/retention, artist/arts organization support?

- San Rafael is facing several unique challenges. Like many California cities, San Rafael is working to support community members experiencing homelessness, and is developing a housing element that will address the high cost of space and support the needs of a community that is expecting to increase in population by nearly 10,000 residents by 2040.
- The District struggles to draw people to the downtown area due to perceived and real challenges such as high traffic, unsightly vacant storefronts, and limited parking. Artists are challenged by the high cost of space for housing and arts and culture activities. Additionally, lack of significant funds for arts and cultural activities limits the Districts ability to strategically support improvements in these areas.
- Initial business closures in early days of the pandemic, with ongoing impacts to public engagement in indoor activities had severe consequences ranging from significant loss of income to business closure. Downtown San Rafael now has numerous vacant storefronts, fewer customers and visitors, and is working to recover from those impacts. However, Cultural District partners and many other organizations discovered new ways to deliver services. Most are conducting online and outdoor activities and altering indoor activities to address ongoing health concerns. New partnerships were created as a result of the shared challenges the pandemic presents.
- Pandemic impacts did result in postponed progress on most of the goals and objectives that had been developed to later dates. Looking ahead, the group is optimistic about the City's recovery efforts, and is interested in resuming work on accomplishing many of the goals and objectives that they were unable to complete during the first five years.

CULTURAL DISTRICT MANAGEMENT:

1. How will your cultural district partnership be structured?

GOAL #1 - GOVERNANCE: Refine & strengthen DSRAD governance model for a sustainable future.

Currently the DSRAD partnership is committee-based, with various representatives from each partner organization contributing staff time to District activities, operations, and planning. The partnership will establish a quarterly committee meeting schedule. At these meetings, members of the initial partnership will be encouraged to contribute, but also representatives from the myriad other organizations and businesses in the cultural asset inventory will be invited to participate as appropriate.

Currently, DSRAD's 6 core partners work by consensus. Actions, staffing and funding are identified and agreed upon by the core partners, as are methods of implementation (staffing, contracting, timing). It is a high priority to identify potential changes in the district partnership structure to insure a sustainable future for the district. This may include forming a 501(c)3, or other governance structure. A portion of the proposed budget will allow DSRAD to retain professional services to support this effort.

2. Please share any paid or unpaid designees you plan to have in the following roles: Partnership coordinator, Outreach communications, Community engagement, Event planning, Arts programming, Partnership building, Fund development, Advocacy

As past practices, DSRAD core partners typically fill most of these roles on a volunteer basis at the leadership level and utilize core partner staff, hired consultants and contractors for support. With CAC funding, the DSRAD may decide to hire a DSRAD staff position to lead the coordination of these roles.

Goals #1 (Sustainable Governance) and #2 (Master Plan) will define how DSRAD will utilize paid and unpaid designees for all of the activities listed below. Historically, core partners have either performed these roles or supervised contractors and others who performed these roles. The DSRAD proposed budget contemplates that these activities will be performed by a combination of DSRAD core partners and other volunteers, contractors, and in all likelihood, paid DSRAD staff.

3. Is your CD willing and able to serve in a mentorship role for new districts, if funding becomes available to expand the CD program?

Yes

4. How do you plan to maintain/increase state legislators' and local electeds' awareness of your CD?

We would be pleased to provide progress updates and host an annual visit as well as any other requests from legislators and electeds. DSRAD core partners are actively engaged with other cultural districts and groups such as Californians for the Arts to advance advocacy for the Cultural District program. These efforts will continue, and as DSRAD builds its support base, we will employ grassroots support at the local level as well.

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