

EXHIBIT B



Final Revised
WORKPLAN 2012-2013

“A strong arts sector energizes and strengthens communities – giving confidence to existing businesses of all sizes and appeal to new businesses.

A strong and innovative arts sector is essential to appealing to innovators and emerging industries of all sorts”.

- - National Governors’ Association
Center for Best Practices, 2001

BACKGROUND

The mission of the Arts Council for Monterey County is to improve the quality of life for everyone in our region through the arts. We were founded in 1982 by the legendary Ansel Adams and his allies in the arts, business, government and the community. In 1985, the Board of Supervisors selected the Council as a member agency of the Development Set-Aside Fund – formally recognizing the critical role of the arts sector in “strengthening and broadening the County’s economic base” as well as the unique role of the Council in maximizing this potential for the benefit of everyone in the region.

Monterey County’s cultural heritage is as rich and varied as our famed natural beauty. For generations, a vibrant arts sector in Monterey County has had a strong and growing impact on every aspect of the economic health of our region. Nationally significant cultural assets include the Carmel Mission and the National Steinbeck Center. Internationally recognized presenting groups like the Monterey Jazz Festival and the Carmel Bach Festival have a long tradition and are still growing and finding new audiences from every corner of the globe. Today, nearly 100 nonprofit arts and cultural organizations present dance, music, drama, photography, painting, sculpting, video and film in traditional, classical and contemporary forms, bringing excitement and vitality to our communities. Successful arts groups in every district in the county are growing in number, scope and impact -- from Aromas Hills Artisans in North County to Sol Treasures in South County -- ensuring that the myriad benefits of the arts are accessible to everyone. Our region is also rapidly becoming a powerhouse for creative technology -- especially in short form such as animation, simulation, film and video -- ready to meet and generate the growing demand in publishing, technology and entertainment and every industry that depends on effective training and communication.

The unique role of the Arts Council is to nurture and promote the many facets of our extraordinary arts sector in ways that expand access and opportunity for everyone in each supervisorial district and maximize impact on quality of life in our communities, our schools, and our economy.

OVERVIEW

The mission of the Arts Council complements and leverages the County’s renewed efforts to promote county-wide economic prosperity as outlined in the SRI Report. Overall, our efforts are synergistic and uniquely help the county stay on the virtuous cycle of economic development. The Arts Council leads arts organizations, arts educators and our allies to help Monterey County strengthen the areas that are critical for success in economic development. Our arts and culture and heritage programs strengthen community ties and are a magnet for the kinds of tourists that the hospitality industry has found are more likely to stay longer and spend more. Many new arts groups are attracting students and innovators in complementary new industries, such as creative technology. Our arts education programs in the schools and community centers help our students become more motivated and more likely to succeed and stay in school.

A study conducted by Arts Market in the past few years, funded by the James Irvine Foundation and commissioned by the Arts Council and the Community Foundation for Monterey County, found that over 9,000 jobs are already located here in the arts and creative industries – ranging from performing arts and museums to the music industry, design of all types, audio and video media production, broadcasting, and digital media development. In addition, thousands of artists work as small business entrepreneurs. From the solo jeweler in Carmel Valley shipping original designs all over the state to the Monterey Sculpture Center in Marina employing dozens of artisans exporting bronze sculptures all over the world, the creative entrepreneurs of our county have an output of more than \$550 million in goods and services sold annually -- just behind health care. (US Census, Bureau of Labor Statistics, the Bureau of Economic Analysis Regional Economic Information System, IMPLAN). Growth potential in all areas is enormous.

Our partnership with the county since 1985 has been highly successful, yielding greater economic diversity, with more jobs and businesses, and greater potential for more economic development and opportunity for all Monterey County residents in each supervisorial district. As outlined below, The Arts Council takes a lead role in helping to 1) support the development of jobs and business opportunities, 2) strengthen the most relevant and significant public-private partnerships, 3) develop a skilled and adaptable workforce, and 4) improve the quality of life that will help retain, expand and recruit new businesses that support and leverage our key assets.

KEY PROGRAMS / PROJECTS

I. Support the Development of Jobs and Business Opportunities

“The creative economy is revitalizing manufacturing, services, retailing and entertainment industries. It is changing where people want to live, work and learn – where they think, invent and produce.” – John Hawkins, author, The Creative Economy

GOAL: Increase arts sector jobs by at least 15 and support launch of at least 3 new creative technology businesses by expanding capacity of artists, artisans and arts presenters

STRATEGY: Link artists, arts presenters and artisans with the ideas, resources and partners they need to create a new or expand an existing nonprofit or for profit business.

PRIORITY ACTIVITIES:

1. Identify and facilitate access to a broad range of resources to support expansion: including a range of local funding mechanisms – e.g., SBA, local investors and lenders, sources beyond Monterey County e.g., California Arts Council, National Endowment for the Arts and private foundations such as Alliance for Traditional Arts and Hewlett Foundation, and inkind support e.g., Workforce Investment Board grants, AmeriCorps interns and CSUMB Service Learning students.

2. Provide competitive grants and sponsorships that support expansion through increased visibility and potential new markets for professional artists and creative workers. (Examples: First Friday ArtWalk in Salinas, Sol Treasures in King City, Aromas Hills Artisans in North County, and Artists Equity Open Studio Tour throughout Monterey County.)

3. Provide networking and training for emerging entrepreneurs to increase number of jobs and businesses in creative tech sector including monthly meetings and annual forum / expo with leading entrepreneur) in partnership with Monterey County Business Council Competitive Clusters (C2) process through leadership as Chair of the Creative Tech Cluster and Marina Technology Cluster

4. Create unique outlets for new and emerging artists that help expand their business through partnerships and public awareness – including a model arts center in Castroville with classes that specialize in small scale wearable art, monthly exhibitions /sales of student work and special exhibitions.

Performance Measures:

Customized IMPLAN Jobs Report, Comprehensive Survey of Grantees/Partners

Budget

Total - \$77,000 -- Grants - \$50,000; Staff - \$20,000; Marketing - \$7,000

II. Develop Public/Private Partnerships to Support Economic Pillars

II A. Tourism

Around the world, more and more people are choosing their travel destinations on the basis of offerings in arts, culture and heritage. These cultural tourists stay longer and spend more daily than the average tourist. (Travel Industry Association of America, The Historic/Cultural Traveler, 2003).

Mimi Hahn, Director of Marketing for the Monterey Bay Aquarium, calls cultural tourists “our A+ visitor”. Her recent comprehensive study has shown that effective partnerships between the arts and tourism will increase occupancy for hotels – especially mid-week and shoulder season as potential visitors find out more about the myriad high quality, authentic experiences our region offers throughout the year. **Key Statistics** - Cultural travelers are one of the industry’s most lucrative markets with recent studies showing 81 percent of the 146.4 million U.S. adults who took a trip of 50 miles or more away from home in the 2010 considered cultural tourists. Cultural travelers -- *Spend more on average: \$623 vs. \$457; Use hotels, motels, or bed & breakfasts: 62% vs. 55%; Are more likely to spend more than \$1,000: 19% vs. 12%; Travel longer: 5.2 nights vs. 3.4 nights*” [Travel Industry Association of America \(TIA\)](#)

Our great museums, historic sites and homes, cultural festivals, theaters and galleries significantly help the hospitality industry achieve its brand promise that there is more to discover for visitors who choose Monterey County. The Carmel Bach Festival and Monterey Jazz Festival have been attracting musicians and visitors for over 50 years, enjoy international reputations and are still growing. Many more are emerging all over the county. The Arts Council programs and projects noted below will significantly increase the number of visitors, the number of times they return, and their average length of stay.

GOAL: Increase occupancy in partner hotels by 1% and raise profile of Monterey County as a high priority travel destination for US visitors interested in arts/culture and heritage

STRATEGY: Link artists, arts presenters and artisans with the Monterey County Convention and Visitors Bureau to make Monterey County more attractive and competitive

PRIORITY ACTIVITIES:

1. Conduct feasibility study with Monterey County Visitors and Convention Bureau including review of competitors (e.g. Sonoma County, San Diego) to create special arts and culture packages to increase number of visitors and length of stay in shoulder seasons.
2. Provide grant support for arts programs to expand offerings during shoulder seasons and in niche markets identified by key partners using social media – e.g., friends of photography. Provide competitive grants to small and mid-size nonprofit arts presenters to increase their capacity to attract more visitors and increase room stays such as Dixieland Monterey, Center for Photographic Art in Carmel, Seaside Cultural Arts Group, Monterey County Historical Society in Salinas, SpectorDance in Marina and the Monterey County Agricultural and Rural Life Museum in King City.
3. Publicize relevant details and contract info regarding cultural assets through MCCVB members, Monterey County Business Council Ambassador Program and local concierges – by email to all and in person to targeted hotels, cross promotion of MC CVB/Monterey County brand through our grantees, allies and partners – e.g., links to their website on our websites and active participation in their social media, and by increased participation in the MCCVB marketing committee and support of the emerging Ambassadors Program.
4. Develop unique marketing tools such as cool culture passes for museums, galleries and historic sites.

Performance Measures:

Survey of Grantees, Partners; MCCVB Data for # Night Stays, % Returning, Length of Stay

Budget

Total -- \$77,000 -- Grants - \$50,000; Staff - \$20,000; Marketing - \$7,000

II. B. Agriculture

Smart investments in art, design and culture as part of a larger portfolio of revitalization strategies can change the trajectory of communities and increase economic opportunities for people, whether the setting is rural or urban.” Carol Colletta, ArtPlace Foundation

The Arts Council primarily supports agriculture by strengthening and improving the quality of life in the communities where the largest number of farm workers and their families live, notably in South County, North County and East Salinas. Community art festivals instill pride in cultural heritage, promote cultural appreciation and help position the region as safe, vibrant, and welcoming for residents and visitors.

GOAL: Increase access and opportunities in the arts in rural areas of Monterey County

STRATEGY: Provide support to artists, arts presenters and artisans willing to begin or extend services in chronically underserved areas and create partnerships as needed where gaps of service persist.

PRIORITY ACTIVITIES:

1. Develop new arts-related programming in partnership with Monterey County Vintners and Growers Association and the Salinas Valley Tourism Center to increase participation and raise revenue for small businesses in South County.

1. Provide grant support to increase capacity for current nonprofit arts programs to expand offerings in targeted areas – e.g., such as Alisal Center for the Fine Arts in East Salinas, El Sistema in Salinas and South County, and South County Strings in King City

2. Provide high quality opportunities to low-income residents in a broad range of accessible settings through direct service e.g., weekly art classes in partnership with affordable housing developments in North County, South County and East Salinas at CHISPA sites led by professional teaching artists, expanding partnerships through art programs in schools and community sites from Castroville to Lockwood including opportunities for performance, exhibition and travel for participating youth and family members, and through arts opportunities at 10 community festivals.

Performance Measures:

Comprehensive Survey of grantees / partners; Attitude Survey of Attendees

Budget

Total - \$77,00; Grants - \$50,000; Staff - \$20,000; Marketing - \$7,000

II C. Education

Research suggests that arts education not only boosts academic outcomes, but that neighborhood-based arts and cultural activities can build stronger cities and communities.

U.S. Education Secretary Arne Duncan

Arts programming in Monterey County supports Education in three vital ways: 1) by increasing student motivation and achievement and decreasing student drop out rates; 2) by supporting interest in and avenues for lifelong learning and 3) by creating an environment that attracts top scholars, researchers and educators and their families. High quality arts programs in school, after school and in community settings foster young imaginations, address core academic standards, and promote the critical thinking and creativity skills essential to a 21st century work force.

GOAL: Increase Monterey County's competitiveness through higher retention and graduation rates for participating students

STRATEGY: Support programs that help low-income middle school and high school students develop marketable skills, leadership skills and literacy and move toward productive careers.

PRIORITY ACTIVITIES:

1. Provide competitive grants to nonprofits arts presenters that provide programs that help promote student success and make graduation more likely – including Community Partnership for Youth Visual and Performing Arts Academy, Dare to Dream, and Youth Arts Collective.
2. Increase number of students and schools served in our Professional Artists in the Schools program with a focus on those with the least access to the arts such as Gonzales, Lockwood, Castroville and Pajaro.
3. Develop or expand at least three model partnerships among higher education institutions, arts groups and research institutions to bring young students to campus to develop and present projects with potential for national recognition and support – such as TEDxYouth (CSUMB), Art as the Next Peace (Hartnell), SpectorDance' Ocean.
4. Create paid internship track for 5 low-income college students with an interest in arts education

Performance Measures:

MCOE Data indicating graduation rates at participating schools,
Truancy and delinquency rates among participants; number of students participating in model partnerships
Attitude surveys of students (regarding behavior, school, work)

Budget

Total -- \$75,000 -- Grants - \$50,000; Staff -\$20,000, Marketing-\$5,000

III. Create and Maintain an Adaptive/ Skilled Workforce

Business and government leaders are increasingly recognizing that participation in high quality arts programs is essential for success. As the nature of work in every industry has evolved, each worker at every level must be more creative, innovative and flexible. According to Dr. Elliot W. Eisner of Stanford University, participation in high quality arts programs uniquely prepare students for the 21st-century workforce such as perception of relationships; skills in finding multiple solutions to problems; understanding nuance; adaptability; decision-making skills; and visualization of goals and outcomes.

(National Governors Association Issue Brief, 2002).]

As more and more businesses rely on employees at all levels and all industries to improve ways of doing business, Monterey County has to provide a range of experiences beyond school to develop those creative skills in order maintain our comparative advantage in the global marketplace. Some workers with these skills can also develop their own businesses and further diversify and strengthen our economy. Nonprofit arts presenters are also uniquely committed to providing opportunities for workers with barriers to employment. .

GOAL: Increase the number of young adult Monterey County residents ready to work by thirty young adults

STRATEGY: Expand opportunities for Monterey County workers with barriers (low, income, at-risk limited transportation, limited language or learning disabilities) to become more valuable and competitive in the workplace by linking artists and arts organizations with businesses and training opportunities.

PRIORITY ACTIVITIES

1. Provide competitive grant support to nonprofit arts organizations that provide youth job skills and on the job training programs such as Ariel Theatrical in Salinas, Pacific Repertory Theater in Carmel, Youth Arts Collective in Monterey, Community Partnership for Youth in Seaside and The Stage Hands in King City including community-based arts-integrated literacy programming with the Literacy Campaign for Monterey County

2. Conduct feasibility study with the Workforce Investment Bureau to strengthen the pipeline from interest to employment for workers with barriers to employment (with a focus on opportunities in creative technologies) by developing programs that help fill in gaps – e.g., mentorships for talented students that have difficulty accessing secondary education directly

3. Identify and promote a range of opportunities that develop marketable skills -- e.g., Arts summer camps including media arts to provide youth their first experiences, with sessions on relevance of their learning to potential jobs and careers and businesses such as Dare to Dream and Access Monterey Peninsula and continue to support creative tech training at open community events in chronically underserved areas with partners such as SoMoCoCAT. In addition, provide paid internships for muralists and high school students to complete our 4800 sq ft mural in Pajaro.

Performance Measure

Pre and Post Training Interviews with Participants and Host Businesses

Budget

Total - \$60,000 Grants - \$45,000; Staff -\$10,000, Marketing-\$5,000

IV. Improve Business Climate

A strong and innovative arts sector is essential to appealing to innovators and emerging industries of all sorts. - National Governors' Association Center for Best Practices, 2001

A strong, vital and responsive arts sector in Monterey County can protect our brand – as a diverse, safe, vibrant, engaging and beautiful place to live, work and play. Not even a grocery store will invest in a community that lacks vitality. On the other hand, a vital arts and culture sector will ensure that the county's financial incentives and development policies will attract complementary businesses, support a wide range of small businesses, make a lasting impact, and benefit the broadest number of residents.

Arts Council programs and projects of the past few years have been extremely successful in providing opportunities and improving conditions in our communities -- especially in North County, South County and East Salinas where there are particularly high level of poverty and low rates of education, literacy, and English proficiency, and where lack of affordable housing and transportation can compound the effects of isolation.

GOAL: Expand customer base by 1 % for participating small businesses in targeted communities through activities and programs that encourage residents and visitors to participate in the district

STRATEGY: Nurture partnerships among community agencies, artists and educators to energize communities in each supervisorial district through civic activities that position the region as safe, vibrant and welcoming.

PRIORITY ACTIVITIES:

1. Provide grant support or sponsorship, consultations, and access to low-cost inkind resources for programs (e.g, cultural festivals) that work with local business districts or economic development offices to target underserved regions and populations (e.g, Soledad Improvement District, Pajaro Business Association economic development office in Greenfield, Gonzales, and East Salinas).
2. Support taskforce of Southern Monterey County Center for Arts and Technology in Center for Employment Training, Soledad and develop at least one additional art and culture center in Greenfield, Gonzales or Castroville to increase visitor traffic in the business district.
3. Deepen partnerships with Monterey County Free Libraries, State Parks, etc. targeted to underserved in region to increase participation in high quality arts programming that inspire civic engagement, improve literacy and increase appeal of the district to residents and visitors.

Performance Measures:

Business District customer surveys, Surveys of business participants and participating agencies

Budget

Total - \$60,000; Grants - \$45,000 ; Salaries- \$10,000; Marketing -\$5,000

Leveraging County Investment in the Arts

The arts and culture of our region are unparalleled. We just have to come together as never before to celebrate and promote that. -- Congressman Sam Farr, 2010

Even during the most challenging years, the Arts Council board and staff have been able to double county support on a cash basis and leverage even more support on an inkind basis with a wide array of sources including major partners from outside the county. For example, this past year, \$192,000 in grant support has come from Community Foundation for Monterey County, James Irvine Foundation and the Packard Foundation, allowing us to add the position of Outreach Coordinator. They have given us the tools to successfully expand opportunities, deepen participation and inspire excellence in every area of the county. In this next year, the county allocation of \$272,000 will be matched by foundations and donors for a total of over \$630,000. Our grantees take this leverage even further through their own efforts in fundraising and ticket sales. Our grantees leverage their grant from us (average grant is \$3500) for a total value of more than \$14,000,000 with about twenty five percent coming from outside the county. Taken together with our various partnerships and inkind services and support, the Development-Set Aside allocation to the arts yields a return on investment of at least \$50:1.

We will once again contract with Louise Stevens of ArtsMarket to produce a complete report that will incorporate Monterey County Employment Data published by Monterey County Business Council, independent research IMPLAN report (<http://www.implan.com/>), Arts Council surveys of arts presenters, artists, artisans and designers. We look forward to reporting the outcomes.

COMMUNITY PARTNERS

Access Monterey Peninsula
All Nonprofit Arts Organizations
California Arts Council
CHISPA
Community Foundation For Monterey County
Local Arts Councils such as Marina Arts Council
The Monterey County Film Commission
Greenfield Rotary Club
Monterey County Public Libraries
Monterey County Board of Supervisors
Packard Foundation

EDUCATION PARTNERS

All Monterey County School Districts
Carmel Gallery Alliance
CSUMB Visual and Performing Arts Program
First Five Monterey County
Monterey Bay Aquarium
Monterey County Office of Education

ECONOMY/TOURISM PARTNERS

Monterey County Board of Supervisors
Monterey County Convention and Visitors Bureau
Monterey County Business Council Clusters Program
Monterey County Vintners and Growers Association
Destination Salinas

ECONOMY/THE CREATIVE INDUSTRIES PARTNERS

Artists Equity
CSUMB
Monterey County Office of Education
Workforce Investment Board
Monterey County Business Council