

Rooted & Rising
Redlands Arts and Culture Master Plan

Revised Draft Plan

August 2025

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Executive Summary

[To be added following review of draft plan.]

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Introduction

The City of Redlands Arts and Culture Master Plan presents a vision for integrating arts and culture more deeply into the fabric of the city, building upon Redlands' rich heritage while moving forward in the city's development.

Redlands has long been distinguished by its historic assets. From the iconic Redlands Bowl—the nation's oldest continuously running summer music festival with free admission—to the historic downtown, architectural treasures, and creative community.

Created through extensive community engagement—including interviews, focus groups, public workshops, and surveys gathering over 500 responses—this plan reflects the collective voice and vision of Redlands residents. It recognizes that arts and culture are not luxuries but essential components of community vitality, economic prosperity, and quality of life.

The plan is designed to be flexible and adaptable, acknowledging that implementation will occur incrementally as resources become available and priorities evolve. Some initiatives can be accomplished with existing resources, while others will require new investments and partnerships.

Existing Conditions

REDLANDS CULTURAL CONTEXT

Redlands is a place with a distinctive identity rooted in its rich history and ongoing commitment to cultural vitality. The Indigenous presence spans thousands of years. The area was originally inhabited by the Serrano and Cahuilla peoples, part of the broader indigenous communities of Southern California. They established seasonal camps and had intricate knowledge of water sources, plant cycles, and animal migration patterns. With Spanish colonization beginning in the later 1700s, many indigenous people were forced into the mission system. The Serrano Band of Mission Indians still occupies territory nearby and their cultural legacy remains.

Since its founding in 1881, the City of Redlands has cultivated a reputation as a community that values its heritage. With a population of approximately 72,556 residents, Redlands is characterized by its small-town feeling, historic architecture, and strong community identity rooted in its citrus industry heritage.

The city's physical landscape is characterized by historic architecture, tree-lined streets, and the iconic citrus groves that helped establish Redlands as an agricultural center. These visual elements contribute to the city's sense of place and provide an engaging backdrop for arts and cultural activities. Spanning 36.43 square miles, Redlands' built environment includes eight designated historic districts, 14 properties on the National Register of Historic Places, and numerous culturally significant sites that tell the story of its development.

The demographic makeup of Redlands reflects California's diversity and offers rich opportunities for cross-cultural expression and exchange. The population is distributed fairly evenly across generations, with Baby Boomers (23%), Generation X (22%), Millennials (28%), and Generation Z (28%) all substantially represented. This generational balance provides both challenges and opportunities for arts programming that should meet diverse needs and interests. More than half of residents (55%) identify as People of Color, with Hispanic residents comprising 39% of the population.

Redlands educational attainment is higher than the state and national averages, with 48% of adults holding at least a bachelor's degree and 22% possessing graduate degrees. This educated population forms a robust audience for arts and cultural offerings while also contributing to the creative workforce. It also reflects the city's economic character, with a significant professional class (70.8% of workers) and major employers including universities, hospitals, and the GIS company Esri.

ARTS AND CULTURAL ASSETS

Redlands possesses a remarkable array of cultural assets that span physical infrastructure, organizations, events, people, and traditions that collectively contribute to the city's cultural identity.

Cultural and Historical Venues

The iconic Redlands Bowl, opened in 1915 as the Redlands City Amphitheater, stands as a testament to the community's long-standing commitment to the performing arts. As the nation's oldest continuously operating, free summer music festival, the Redlands Bowl embodies the ideal that the arts should be accessible to everyone regardless of economic means—a value that continues to resonate in Redlands today.

Other significant venues include Prospect Park and its Carriage House, the A.K. Smiley Public Library (dating from 1898), and the new Museum of Redlands. These institutions preserve the city's heritage while providing spaces for contemporary cultural expression and community gathering.

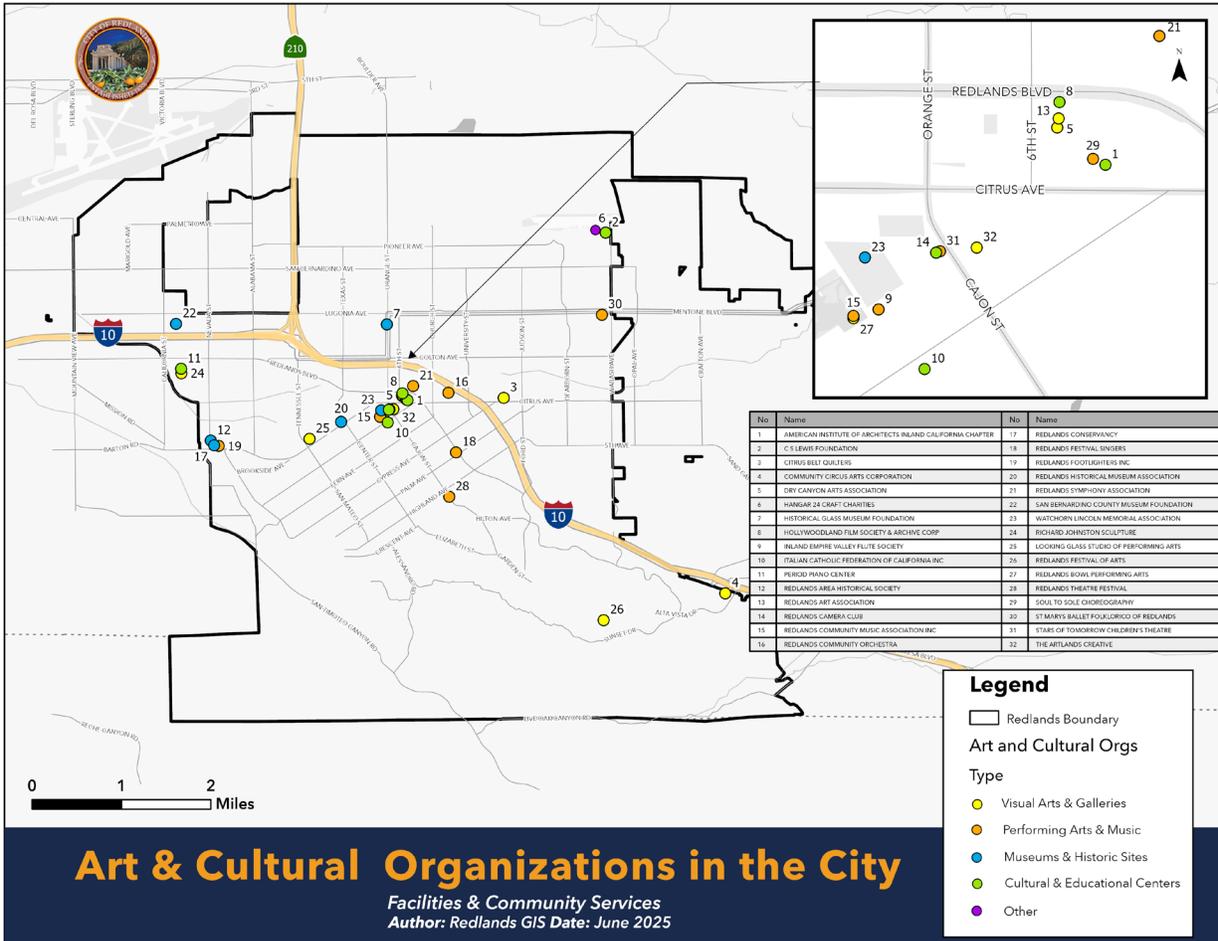
The University of Redlands further enriches the cultural landscape, offering performances, exhibitions, and educational opportunities that connect the campus with the broader community. Historic downtown Redlands serves as a cultural and commercial hub, with its distinctive architecture creating an attractive setting for cultural activities.

Arts Organizations and Creative Industries

Approximately 32 nonprofit arts organizations call Redlands home, offering programming in theater, music, visual arts, youth arts, dance, and crafts. While about one-third of these organizations operate with budgets exceeding \$100,000, many smaller groups rely on dedicated volunteers to sustain their activities. Organizations span a broad range of artistic disciplines, including performing arts, visual arts, history, cultural heritage, museums, film, literary, craft and design. The great majority are located in and near downtown, with few organizations in the north areas of the city.

The creative economy in Redlands extends beyond nonprofit organizations to include a substantial creative workforce. According to Creative West [Creative Vitality Suite](#), in 2023 the Creative Vitality Index of Redlands is 1.24, significantly higher than the national average of 1.0. The city supports approximately 2,379 creative jobs, with photographers, software developers, and graphic designers being the most prevalent creative occupations.

The economic impact of this creative activity is substantial. Creative industries in Redlands generate approximately \$103 million in earnings annually, with architectural services, mobile food services, and artists/writers/performers contributing the highest earnings. According to Americans for the Arts “[Arts and Economic Prosperity 5](#)” (2022), the nonprofit arts and culture sector alone contributed an estimated \$14.2 million to the local economy, supporting 416 full-time jobs and generating \$609,000 in local government revenue—a significant return on the city's investment in cultural infrastructure.



Snapshot of the Arts in City of Redlands CA 2023



Creative Vitality Index

1.24

CVI Value

United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry earnings, FDR grants, and Nonprofit revenues.

Past 5 years of CVI Performance



GAIN

▲ 0% since 2022

2023 Creative Jobs

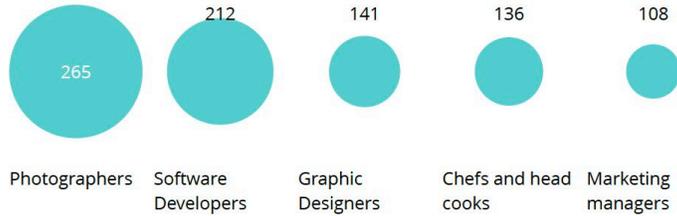


2,379

Total Creative Jobs

There are 4 more creative jobs in the region since 2022

Occupations with greatest number of jobs



GAIN

▲ 2% since 2022

2023 Creative Industries



\$103.0M

Total Industry Earnings

There is a gain of \$2.1 M in creative industry earnings in the region since 2022

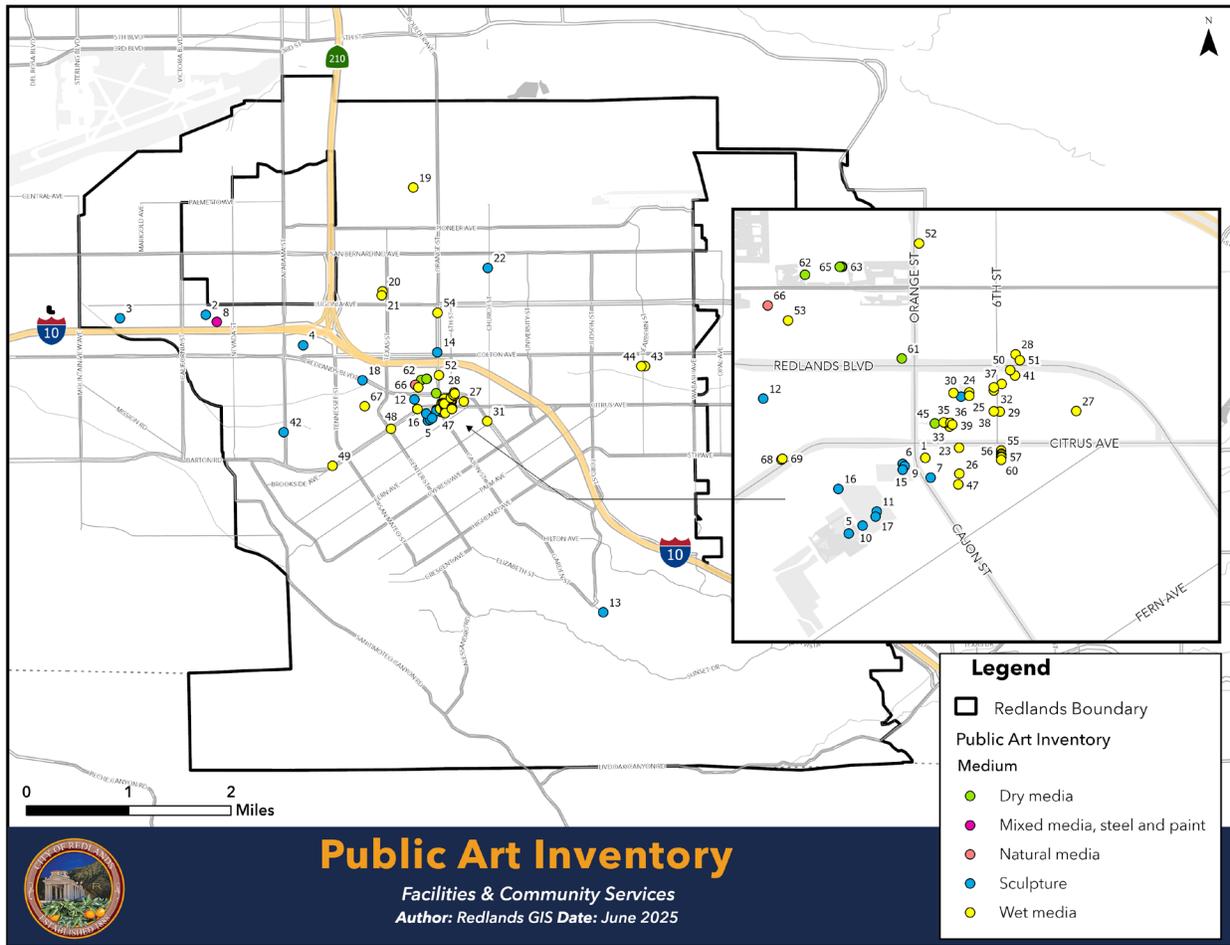
Industries with greatest earnings



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Public Art Collection

Redlands has developed a diverse collection of public art that enhances public spaces and reflects community identity. The collection includes 69 works of public art: 34 murals, 19 sculptures, 10 bus benches, the Umbrella Alley, and additional works. These works represent historic Redlands scenes, abstracts, wildlife and nature, agriculture/citrus, historical figures, and other subject matter. About one-third are city-owned and others privately owned or owned by an outside agency. Almost half of the artworks are located downtown, about one-quarter in parks and public spaces and one-quarter in commercial settings. As with the nonprofit arts and cultural organizations, relatively few public artworks are located in the north areas of the city.



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Community Arts Participation

Redlands residents demonstrate strong appreciation for arts and cultural activities, with 85% of survey respondents viewing arts and creative opportunities as essential to their families. A significant majority (84%) believe arts and culture make Redlands a more desirable place to live, affirming the value of cultural investments for community wellbeing and quality of life.

Participation patterns reveal an engaged community, with 60% of residents participating in arts and cultural activities either frequently or occasionally. The most popular personal creative activities include visual arts (59%), literary arts (56%), music (49%), and crafts (45%). For attendance at events, performing arts (48%), visual arts fairs/festivals (41%), and music/arts events at small or non-traditional venues (36%) attract the highest participation (note that amounts do not total 100% because respondents could select more than one option – “check all that apply”).

CURRENT GOVERNANCE AND SUPPORT STRUCTURES

The City of Redlands has established formal structures to support arts and cultural development, reflecting an institutional commitment to arts and culture.

Cultural Arts Commission

Established in the Redlands Municipal Code, the Cultural Arts Commission consists of seven volunteer members appointed by the Mayor with City Council approval. These commissioners serve four-year terms and are tasked with promoting public interest in the arts, recommending new arts programs and funding sources, advising on policies for arts development, and administering the City's "Art in Public Places" program.

Public Art Program

In 2009, the Redlands City Council established a formal Public Art Program through a resolution that outlined the program's structure, funding mechanisms, and procedural guidelines. The program includes an "Art in Public Places" initiative overseen by the Cultural Arts Commission, which makes recommendations to the City Council regarding the acquisition, installation, and maintenance of public artworks.

Alignment with City Plans

The importance of arts and culture is recognized in the City's broader planning documents. The General Plan 2035, adopted in 2017, includes arts and culture as key elements of Redlands' distinctive identity. The plan articulates specific policies to promote arts organizations, arts-related programming in festivals and events, and

arts-related educational outreach. It also recognizes the role of arts and culture in economic development, particularly through tourism.

Similarly, the Strategic Plan FY22-28 identifies arts and culture as essential components of quality of life in Redlands. Strategic objectives include enhancing community events to better reflect Redlands' residents, creating a strategic vision for the arts within the community, ensuring the Redlands Bowl remains a vibrant cultural centerpiece, and enhancing the Art in Public Places Program. The plan also addresses equity and inclusion, emphasizing the importance of ensuring all residents have access to city services and facilities.

CHALLENGES AND OPPORTUNITIES

Despite its cultural assets and supportive structures, Redlands faces several challenges in fully realizing its potential as a cultural hub. These challenges, however, present opportunities for strategic intervention and development.

Geographic Equity in the Arts

A challenge identified through community engagement is the geographic disparity in cultural assets in different areas of Redlands. As noted above in Arts and Cultural Assets, there are significantly fewer nonprofit arts and cultural organizations and public artworks in north areas of the city: 6 of 32 nonprofits are located north of the freeway and 11 of 69 public artworks. Survey data and stakeholder input indicate that the northside of Redlands is ready for more arts investment and arts programming. Community members have expressed a desire for stronger linkages between neighborhoods to ensure all parts of the community are connected and have access to arts and cultural opportunities.

This challenge presents an opportunity to use arts and culture as vehicles for community connection, developing programming that intentionally bridges different areas of the city and brings residents together across geographic boundaries. Strategic placement of public art, development of cultural venues in underserved areas, and creation of citywide cultural events that engage all neighborhoods could help address this division.

Resource Limitations

Like many cities, Redlands faces limitations in dedicated funding, staffing, and space for arts organizations and artists. Because most nonprofit arts and cultural organizations have small budgets, many cultural initiatives rely heavily on volunteer efforts and minimal resources. While the City has supported arts and cultural programs through its Commission structure, the absence of dedicated arts staff may limit the capacity for program development and implementation. Supplementing

existing staff resources by outsourcing arts administration tasks to a contracted expert or organization is one potential strategy to strengthen coordination, support public art initiatives, and expand partnerships. Alternatively, if resources become available, the City can consider creation of a dedicated arts administrator position.

These resource limitations present opportunities for creative partnerships, diversified funding streams, and alternative space utilization. Potential strategies include developing public-private partnerships for arts funding, establishing a percent-for-art program for private development, repurposing vacant or underutilized spaces for creative use, and leveraging the economic impact of the arts to justify increased public investment.

Facility Needs

Community engagement has identified significant needs for affordable artist studios, exhibition spaces, performance venues, and a dedicated community arts center. Some existing city-owned cultural facilities require updating and upgrading to meet contemporary needs for technical capacity and audience amenities. The City recently completed improvements to the Redlands Bowl, which is a positive step. Additionally, the lack of indoor performance spaces limits year-round programming and constrains the development of a robust music scene.

These facility needs present opportunities for adaptive reuse of existing buildings, integration of arts spaces into new developments, and strategic facility planning. One specific opportunity is to adaptively reuse a city-owned property as a community arts center..

Coordination and Promotion

Lack of awareness has been identified as the primary barrier to arts participation, with 62% of survey respondents citing it as a factor that prevents them from attending cultural activities. This suggests a need for better promotion, marketing, and centralized information about arts and cultural activities in Redlands.

This challenge presents opportunities for developing coordinated marketing strategies, leveraging digital platforms for information sharing, and creating centralized resources for arts information. Strengthening networks among arts organizations, businesses, and city departments could facilitate more effective promotion and increase awareness of cultural offerings.

Diversity and Inclusion

While Redlands has a diverse population, only 45% of survey respondents feel that their culture is well represented in the arts and cultural events in the city. This perception is particularly pronounced among respondents identifying with races or

ethnicities other than European/White, with only 11% feeling well represented compared to 64% of European/White respondents.

This challenge presents opportunities for more inclusive programming, diverse artist selection, and cultural celebrations that reflect the full spectrum of Redlands' communities. Engaging underrepresented communities in cultural planning and program development could ensure that arts and cultural offerings resonate with all residents.

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Planning Process

The City of Redlands undertook a comprehensive planning process to develop the Arts and Culture Master Plan, spanning from September 2024 to early 2025. The cultural planning process utilized a mixed-methods approach that combined rigorous data collection with extensive community engagement. This methodology ensured that the plan was informed by both quantitative evidence and the experiences, aspirations, and creative visions of Redland's residents.

The research design was built on three complementary pillars:

- Qualitative Community Engagement - In-depth conversations and interactive sessions with residents, artists, cultural organizations, and community leaders
- Quantitative Research - Data collection and analysis to understand the cultural landscape, creative economy, and community needs
- Supplementary Research - Review of existing plans, best practices, and case studies to inform strategy development.

Through this triangulated approach, consistent themes emerged across multiple sources, strengthening the validity of the findings and ensuring that recommendations address community needs and aspirations.

Community and Stakeholder Engagement:

- Interviews with city leadership including the Mayor, City Council members, and department heads
- Discussion groups with arts organizations, businesses, and individual artists
- Community listening sessions
- Community Workshop engaging over 325 participants alone
- Meetings with the Cultural Arts Commission
- Consultations with other stakeholders including the Chamber of Commerce

Community Survey: A comprehensive survey that gathered 507 responses between October 2024 and February 2025, available in both English and Spanish.

Background Research and Document Review: Analysis of existing city plans including the General Plan 2035, Strategic Plan FY22-28, Downtown Mall Area Plan, and other relevant documents to ensure alignment with the city's overall vision.

Analysis and Synthesis: All input and data were analyzed to identify patterns, priorities, and areas of opportunity to inform the plan's development.

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Findings

The planning process for Redlands' Arts and Culture Master Plan revealed a community with a deep appreciation for arts and culture, a strong creative foundation, and a desire for growth and enhanced coordination of cultural assets. Through the engagement insights a picture emerged of a city with rich cultural traditions seeking to preserve its heritage while embracing the future and new artistic expressions.

A Community That Values Arts and Culture

Redlands residents demonstrated strong support for arts and cultural activities, with 85% of survey respondents viewing creative opportunities as essential to their families. This appreciation crosses demographic boundaries, though engagement levels vary across the community. The city's historic commitment to the arts is evident in beloved institutions like the Redlands Bowl, which has provided free concerts since 1924, and the community's support for numerous arts organizations and events. Nearly 70% support increased local government funding for arts and cultural growth, indicating a willingness to invest in these community assets.

The results from the cultural plan survey align with the parks and recreation survey, with most residents (78%) rating the provision of high-quality parks and cultural programs as "very important" to the community's quality of life.

Economic and Community Development Potential

Stakeholders widely recognized the potential for arts and culture to drive economic development in Redlands. The Arts and Economic Prosperity Study estimated that the nonprofit arts and culture sector generated approximately \$14.2 million in economic impact in 2022, supporting 416 full-time equivalent jobs and contributing significantly to the local tax base.

Beyond direct economic impacts, stakeholders identified cultural tourism, downtown revitalization, and enhancement of the night-time economy as key opportunities. The Chamber of Commerce specifically noted the potential for arts and cultural activities to attract visitors and increase spending at local businesses. City leadership expressed interest in developing cultural districts, particularly in downtown and along Colton Avenue, as catalysts for economic development and community vitality. These districts could serve as anchors for creative activity, tourism, and business development.

Public Art Aspirations

Survey respondents and engagement participants expressed strong interest in expanding Redlands' public art program. When asked what public art should accomplish, respondents prioritized:

- Enlivening and beautifying public spaces (73%)
- Improving quality of life and well-being for residents (56%)
- Representing diverse perspectives and experiences (53%)

Community members expressed desire for public art that reflects Redlands' diversity, history, natural environment, and creative spirit. They envisioned murals, sculptures, functional art (like benches and bike racks), and interactive installations throughout the city, with attention to equitable distribution across all neighborhoods.

The success of recent projects like the Umbrella Alley was frequently cited as evidence of public art's potential to transform spaces and create community gathering places. As one stakeholder noted, "*These colorful installations have become spots that draw people downtown and create a sense of place.*"

Addressing Geographic Disparities

A theme emerging from the engagement process was the perception of geographic and cultural disparity within Redlands. This difference manifests in the distribution of cultural amenities, programming, and investment. Stakeholders and Council members emphasized the need to bridge this gap through strategic placement of public art, cultural facilities, and programming that intentionally connects these areas of the city. This sentiment was echoed in focus groups with artists who noted that cultural programming needs to be more accessible to residents in all neighborhoods, particularly those historically underserved.

Survey data revealed significant disparities in how different communities feel represented in Redlands' cultural life. While 45% of overall respondents felt their culture was well-represented in arts and cultural events, the figures varied dramatically by demographic group. Among respondents identifying as European/White only, 64% felt well-represented, compared to just 11% of respondents identifying with other groups.

These findings underscore the need for more culturally relevant programming. Community members expressed desire for celebrations that honor the contributions of Hispanic, Black, Asian, and indigenous communities to Redlands' history and

contemporary culture. As one listening session participant stated, "*Our city's cultural offerings should reflect the beautiful diversity of our community.*"

Awareness Barriers

Despite Redlands' active arts scene, many residents remain unaware of available opportunities. Sixty-two percent (62%) of survey respondents cited lack of awareness as the primary barrier to participation in cultural activities. This finding suggests that current communication channels are not effectively reaching all segments of the population.

One focus group participant noted, "*There are lots of activities and many are interesting, but it.....is hard to find out about them.*" This sentiment was echoed across various engagement forums, with participants suggesting more coordinated marketing efforts, centralized information sources, and targeted outreach to underrepresented communities.

Physical and economic accessibility also emerged as concerns. Some residents mentioned that program timing, location, and cost created barriers to participation, with 31% citing inconvenient schedules or locations and 22% mentioning cost as prohibitive factors.

Space Needs for Creation and Presentation

The engagement process revealed significant need for additional cultural spaces in Redlands. Artists consistently expressed the need for affordable studio space, exhibition venues, and performance facilities. Organizations similarly noted challenges in finding appropriate, affordable spaces for programs and events.

The community identified several potential opportunities for addressing these needs, including:

- Repurposing a city-owned property as a community arts center
- Developing a makers or artists co-working space
- Better utilizing the Redlands Bowl and other city-owned theaters during off-seasons including outdoor theatres at Ford Park and Prospect Park.
- Incorporating arts spaces into the redevelopment of the Redlands Mall site

These opportunities align with the city's broader goals for downtown revitalization, adaptive reuse of historic properties, and creating vibrant community gathering places.

Organizational Capacity and Coordination Needs

The engagement process revealed both strengths and challenges in Redlands' cultural organizational ecosystem. While the community boasts numerous passionate arts organizations and advocates, many operate with limited resources and capacity. Stakeholders noted the need for better coordination, resource sharing, and collaborative marketing efforts.

The Cultural Arts Commission identified several priorities for strengthening the city's role in supporting arts and culture:

- Exploring the feasibility of dedicated staff support for arts and cultural programming
- Developing sustainable funding sources
- Creating grant programs for artists and organizations
- Improving the public art program
- Enhancing coordination among cultural organizations

These findings point to a need for thoughtful infrastructure development to support the growth and sustainability of Redlands' cultural sector.

Residents' Overall Priorities

When asked about priorities for a cultural plan, respondents emphasized arts and cultural city events and festivals, creative activities for all ages, downtown arts and cultural district development, a vibrant music scene, and public art throughout the city as top priorities.

Community Workshop Findings

Participants were asked to share what they loved about arts and culture in Redlands, what they wanted to see in the future, and what they wanted to change. The following themes highlight responses in conversations:

- Maintain and add public art installations, such as Umbrella Alley
- Maintain and add more murals to beautify the city
- Create a dedicated Arts Center with classes and open studios to offer creative breaks and safe space for the community
- Create an all-ages venue to make art accessible to all
- Support and invest in additional arts events, festivals, and ways to connect the community
- Maintain and improve the Redlands Bowl, local music venues, and performing arts venues
- Invest in opportunities to support local musicians and artists

- Consider offering artistic grant opportunities to fund local Redlands artists

Coin Jar Polling Activity: What are your Arts & Culture priorities?

Each participant was given four coins to select from seven arts and culture categories. The coin jar polling activity involved a total of 1,140 coins, which represents the funding priorities indicated by the 285 participants in this activity. The following four categories received the highest number of coins (priority designation) across all available options:

1. Vibrant live music scene
2. Arts events and festivals to connect the community
3. More arts and creative activities in the city for all ages
4. Public art and murals throughout the City

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Vision

The Redlands community articulated its vision for arts and culture – what success would look like in ten years.

The arts thrive in every corner of the Redlands community - bridging neighborhoods, generations, and cultures. Our distinctive heritage is celebrated and reimaged through the arts and creativity, enhancing our quality of life, strengthening our economy, and fostering a connected community where everyone has opportunities to create and experience the arts in their own way.

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Goals and Strategies

The Redlands Arts and Culture Master Plan is a ten-year framework to achieve the community's vision for arts and culture. It is a cultural plan for all forms of arts and culture, as well as a plan to build on the city's long involvement with public art. While it is a plan for city action, it is also a community plan that anticipates partnerships and coordination with the creative community, developers, businesses, schools, and many more.

The plan has seven goals reflecting the community's desires, needs, and priorities. Each goal is accompanied by strategies and actions that provide detail on how to fulfill the objective. As with any master plan, there will be changed circumstances during implementation. New opportunities and challenges will arise. So, this plan is best seen as a flexible guide and toolkit to pursue the ultimate vision of an ever-increasingly vibrant and shared cultural life in Redlands.

Summary of Goals

Goal 1: Develop a Comprehensive Public Art Program.

Goal 2: Enhance Cultural Infrastructure and Creative Spaces.

Goal 3: Strengthen Community Connections Through Arts and Culture.

Goal 4: Strengthen Cultural Sector Capacity and Sustainability.

Goal 5: Integrate Arts and Culture into Economic Development.

Goal 6: Expand Arts Education and Lifelong Learning Opportunities.

Goal 7: Preserve and Celebrate Redlands' Cultural Heritage.

GOAL 1: DEVELOP A COMPREHENSIVE PUBLIC ART PROGRAM.

Strategies:

1.1 Develop and evolve the current public art program based on best practices

- 1.1.1 Create curatorial frameworks for public art.
 - Develop cohesive themes that reflect Redlands' identity (citrus heritage, cultural diversity, natural environment).
 - Balance historical/heritage themes with contemporary artistic expressions.
 - Create opportunities for art that involves the community.
- 1.1.2 Establish a diverse portfolio approach to public art.
 - Balance permanent installations with temporary art, interactive art, and rotating exhibits to create dynamic experiences.
 - Include various media including sculpture, murals, digital art, lighting installations, performance art, and sound installations.
- 1.1.3 Ensure equitable distribution of public art.
 - Create a geographic equity plan to identify arts deserts and distributes public art throughout the City of Redlands.
 - Develop a specific North Redlands public art initiative.
- 1.1.4 Integrate art into infrastructure projects.
 - Identify upcoming capital improvement projects suitable for artistic enhancement and ensure public art is planned at the onset of the project.
 - Involve relevant city departments early in planning processes for public art projects.
 - Create artistic wayfinding systems that help navigation while enhancing the streetscape.
- 1.1.5 Enhance artistic quality through improved selection processes.
 - Develop robust artist selection guidelines with clear criteria for artistic excellence.
 - Establish selection panels including arts professionals, community representatives, and subject matter experts.
 - Create mentorship opportunities pairing established artists with emerging local talent.

1.2 Develop sustainable funding for public art.

- 1.2.1 Consider optional funding mechanisms for City public art projects.
 - Allocate voluntary amounts for public artworks within capital improvement projects. Consider the national best practice amount of 1%-2% of capital budgets as a reference point.
 - In the long-term, consider adopting a percent-for-art ordinance.
- 1.2.2 Develop a private development art program.
 - Create incentives for developers to include public art in projects (density bonuses, expedited permitting).
 - Establish a requirement that new developments over a certain size include public art or contribute to a public art fund.
 - Develop clear guidelines for developers regarding selection, placement, and maintenance.
 - Provide technical assistance to developers implementing public art projects.
- 1.2.3 Create a dedicated public art maintenance fund.
 - Allocate a portion of all public art funding for future maintenance and conservation (10% is a reasonable amount).
 - Develop a maintenance schedule and inspection protocol for all works in the collection.
 - Create detailed documentation for each artwork including artist's intentions and maintenance requirements and house on a public art program platform.
- 1.2.4 Diversify funding sources.
 - Pursue grants from state and national arts organizations.
 - Establish a public art donation program with clear acceptance criteria (cross reference: Funding Options, Redlands Arts Foundation).
 - Create public-private partnerships with local businesses, universities and foundations.

1.3 Build community engagement and education around public art

- 1.3.1 Create robust community engagement processes.
 - Develop protocols for meaningful community input on public art projects.
 - Ensure multilingual and culturally appropriate engagement methods.

1.3.2 Document and promote the public art collection.

- Develop interpretive materials including plaques, brochures, and digital content.
- Create a public art map and mobile app for self-guided exploration.
- Establish a regular program of public art events.

1.4 Strengthen administration and oversight of the public art program.

1.4.1 Clarify roles and responsibilities.

- Define the role of the Cultural Arts Commission in the public art program.
- Create comprehensive public art program policies and guidelines.

1.4.2 Improve documentation and policies.

- Create a comprehensive public art policy manual.
- Develop standardized contracts for artists.
- Establish clear guidelines for copyright and reproduction rights.
- Create protocols for responding to controversy or community concerns.

1.4.3 Enhance staff capacity.

- Provide professional development for staff managing the public art program.
- Supplement staff resources by outsourcing public art tasks to a contracted expert or organization.
- If resources become available, consider creation of a dedicated arts administrator position

GOAL 2: ENHANCE CULTURAL INFRASTRUCTURE AND CREATIVE SPACES.

Strategies:

2.1 Develop, support, and incentivize the availability of cultural facilities and creative spaces to meet identified community needs.

- 2.1.1 Identify opportunities for creative reuse of vacant/underutilized spaces for arts activities.
- 2.1.2 Integrate arts spaces into community centers and parks.
- 2.1.3 Support, facilitate, and incentivize development of new and renovated/reused cultural facilities.
- 2.1.4 Support, facilitate, and incentivize development of affordable studio, rehearsal, performance, and exhibition spaces for artists.
- 2.1.5 Support, facilitate, and incentivize maker spaces and collaborative work environments for creative entrepreneurs.
- 2.1.6 Evaluate the feasibility of establishing a community arts center.
- 2.1.7 Enhance existing cultural venues like the Redlands Bowl.
- 2.1.8 Improve accessibility of cultural facilities for people of all abilities.

2.2 Support development of one or more cultural districts in Redlands.

- 2.2.1 Explore development of a cultural district in downtown Redlands
- 2.2.2 Explore development of a cultural district along Colton Avenue.

GOAL 3: STRENGTHEN COMMUNITY CONNECTIONS THROUGH ARTS AND CULTURE.

Strategies:

3.1 Use arts and culture to build community connections and celebrate local communities.

- 3.1.1 Integrate arts into community-wide events and festivals.
- 3.1.2 Establish neighborhood-based arts programming in underserved areas.
- 3.1.3 Develop arts events and programs that specifically connect different communities in Redlands.
- 3.1.4 Support culturally diverse programming that reflects the city's demographic makeup.
- 3.1.5 Create opportunities for intergenerational arts participation.
- 3.1.6 Develop participatory arts projects that encourage community interaction.

3.2 Use arts programming to enhance public safety.

- 3.2.1 Support arts and heritage programs within the Fire and Police Departments.
- 3.2.2 Integrate public art into fire and police buildings to beautify and enhance public safety.
- 3.2.3 Identify opportunities to deploy public art as a public safety enhancement in public spaces.

GOAL 4: STRENGTHEN CULTURAL SECTOR CAPACITY AND SUSTAINABILITY.

Strategies:

4.1 Build the capacity of city government to lead Redlands' arts and cultural development.

- 4.1.1 Establish sustainable funding mechanisms for arts and culture (see Funding Options).
- 4.1.2 Supplement staff resources by outsourcing arts administration tasks to a contracted expert or organization. If resources become available, consider creation of a dedicated arts administrator position. Provide professional development (see also 1.4.3).
- 4.1.3 Review and update the role, qualifications, and other elements of the Cultural Arts Commission to best support implementation of this plan.

4.2 Build the capacity of the Redlands' arts and culture sector.

- 4.2.1 Establish a grant program for artists and arts organizations
- 4.2.2 Create professional development programs for artists and arts organizations.
- 4.2.3 Foster collaboration among arts organizations, businesses, and city departments.
- 4.2.4 Support volunteer engagement in the arts.
 - Develop a coordinated marketing and promotional strategy for arts and culture.

GOAL 5: INTEGRATE ARTS AND CULTURE INTO ECONOMIC DEVELOPMENT.

Strategies:

5.1 Embrace cultural tourism as an economic development strategy.

- 5.1.1 Market Redlands as a cultural destination within the Inland Empire region.
- 5.1.2 Develop and package arts and cultural experiences as part of the city's tourism marketing.
- 5.1.3 Develop an arts and cultural events calendar and attractions/venues list integrated into tourism marketing.
- 5.1.4 Deploy the arts and culture calendar and list as a marketing tool for residents and the immediate region.

5.2 Utilize arts and culture as an economic development tool.

- 5.2.1 Include creative sector development in economic planning efforts.
- 5.2.2 Support live music venues and performances to enhance the nighttime economy.
- 5.2.3 Use arts and design to enhance business districts and improve downtown vitality, building on the success of Umbrella Alley and other downtown art projects.
- 5.2.4 Connect artists to business development resources and entrepreneurship training.
- 5.2.5 Develop partnerships with local businesses to support arts and culture.

GOAL 6: EXPAND ARTS EDUCATION AND LIFELONG LEARNING OPPORTUNITIES.

Strategies:

6.1 Support arts education for children and youth.

- 6.1.1 Partner with schools to strengthen arts education programs.
- 6.1.2 Create after-school and summer arts programs for youth.
- 6.1.3 Support programs for at-risk youth that engage them in creative activities.
- 6.1.4 Create mobile arts education programming to reach all neighborhoods.
- 6.1.5 Develop intergenerational arts learning programs.
- 6.1.6 Establish mentorship programs connecting established and emerging artists.

6.2 Support lifelong learning in arts and culture.

- 6.2.1 Develop cultural enrichment programs for adults and seniors.
- 6.2.2 Partner with University of Redlands and other educational institutions.

GOAL 7: PRESERVE AND CELEBRATE REDLANDS' CULTURAL HERITAGE.

Strategies:

7.1 Support interpretation and celebration of local history through the arts.

- 7.1.1 Develop programs highlighting Redlands' citrus heritage and architectural legacy.
- 7.1.2 Support programs that share Redlands' history and heritage, such as the Museum of Redlands, A.K. Smiley Library Heritage Room, and others.
- 7.1.3 Use digital media to make local history accessible to broader audiences.

7.2 Share and celebrate Redlands' cultures through the arts.

- 7.2.1 Document and share stories of diverse community members through creative media.
- 7.2.2 Create opportunities to honor indigenous history and culture.
- 7.2.3 Support living cultural traditions through festivals, demonstrations, and workshops.

Funding Options

Cultural plans naturally raise community expectations of new resources and questions of how to pay for implementation. In fact, fully implementing the Redlands Arts and Culture Master Plan will require additional resources of funding and staff. However, some recommendations can be accomplished with current resources, and it is anticipated that new resources can be allocated as they become available and needed.

Redlands currently lacks dedicated sustainable funding for arts and culture. While the city has some mechanisms in place (such as a Public Art Fund and in-kind support for cultural events), these are insufficient to fully implement a comprehensive ten-year cultural plan. The economic impact of nonprofit arts and culture in Redlands – \$14.2 million in earnings and 416 jobs, generating \$609,000 in local government revenues (see Arts Organizations and Creative Industries, page 6) – demonstrates the sector's return on investment and potential for growth with increased investment.

The funding objective is not merely new resources for the arts, it is also diversified revenues to engender greater sustainability and community impact. Supporting the arts with more than one or two sources reduces reliance on a single source and promotes continuity when revenues in one category decline.

The following are funding options for the City and potential partners.

Potential Revenue Sources for Redlands Arts and Culture

Art in Private Development: The city can also enact an art requirement for private real estate development, with certain thresholds and exclusions. Art can be required on site, integrated into the project, or the value of the art requirement can be paid into an in-lieu fund for use elsewhere and/or more flexibly for other arts purposes. As an alternative to an art requirement, the city can adopt developer incentives to include art in projects, such as a density or height bonus, flexible parking requirements, or other benefit. The city can also encourage and facilitate developers to include arts spaces within their projects as a way to satisfy requirements or incentives.

Transient Occupancy Tax Allocation: The city can allocate a portion of TOT revenues to arts uses.

General Fund Allocation: The city already allocates general funds to arts uses on an ad hoc basis. These allocations can be increased to fund specific priorities of this plan. For example, the city can voluntarily allocate a portion of selected capital improvement project budgets for public art (see 1.2 Develop Sustainable Funding for Public Art). If city funding becomes available, it can consider adopting a percent for art ordinance.

Redlands Arts Foundation: The city can form or encourage the formation of a nonprofit “friends of” organization whose mission is to raise private funds from the community to support arts and cultural priorities identified in this plan. The foundation can also be a platform for corporate and business sponsorships of arts projects and events.

Grants: The city can seek grant funding from the California Arts Council, National Endowment for the Arts, and other state and federal sources. In addition, the recommended Redlands Arts Foundation can be a vehicle for grant funding from private foundations and individuals.

DRAFT FOR REVIEW

Implementation

[To be added following feedback on the draft plan.]

DRAFT FOR REVIEW