Tannery Community Plan
June 2017
How This Plan Was Created: A Community Process

KEY ELEMENTS OF THE DISCOVERY PROCESS

• Surveys
  • 51 respondents to the Loft Survey
  • 17 respondents to the Studio Artist Survey

• 1:1 Interviews: 20 individuals
  • Internal stakeholders
  • External stakeholders

• 5 focus groups (loft residents & studio artists)

• Document review including
  • Property agreements
  • Tannery communication vehicles

• Prototyping and Testing
  • Thursday Art Market
  • Griswoldia
  • Signage, Advertising and Promotion
  • Ebb & Flow 2.0
What We Learned: 10 Big Takeaways

1. The Tannery is unique because of its complexity, scope and scale

2. It is extraordinary because
   • It exists – and how it has developed
   • Of the diversity (artists, disciplines, organizations, spaces)

3. There are relationships, structures, processes and possibilities that propel the Tannery forward

4. Despite many challenges, there is a strong sense of community and willingness by residents/studio artists to make things happen

5. Physical design and location defines its reality
   • Safety
   • Accessibility
   • Quality of life
What We Learned: 10 Big Takeaways

6. There are competing interests/visions/priorities

7. There is no clear leadership and shared vision for the overall campus

8. There is not infrastructure to support activities and community building

9. There is a lack of clarity of roles, responsibilities, decision-making – and a lack of willingness to accept at times “what is”.

10. Arts Council is highly regarded and trusted
TANNERY ARTS CENTER

BIG VISION AND KEY PILLARS
Public Programs and Events
Celebrating and Exploring the Arts and Creativity through Small Wonders and Big Deals that include Collaborations, Classes, Performances, and Public Arts

Community Building
Creating a Welcoming, Dynamic, Safe, Inspiring, Engaging Community for artists and art lovers inside and outside the Tannery

Capacity Building
Building Skills, Resources, and Access so Artists, Arts Businesses, and Arts Organizations Flourish.

Communication
Generating Awareness and Connections and Creating a High Value Unique Tannery Brand Experience

Tannery Arts Center Vision
A Vibrant Home for Arts, Artists and Creativity in Santa Cruz County
Public Programs and Events
  Small Wonders
  Big Deals
  Anchor Programs
  Commissions/Public Art
  Rentals

Community Building
  Internal structures/processes
  Collaborations
  Inside/outside the Tannery – connect with other artists and neighbors

Critical Elements to Achieve Success

Capacity Building
  Artist Professional Development
  Business Development
  Tannery Infrastructure and Campus Improvements
  Fundraising/Resource Development

Communication
  Internal
  External
TANNERY ARTS CENTER

GOALS and KEY ACTIONS
COMMUNITY BUILDING

• Internal structures/processes
  • Enable and strengthen structures
    • "Map" of internal structures and processes, publicize how to get involved
    • Sustain existing committees: Resident/artist selection, Tannery/Steering committee, Tenant committee, Myriad tenant committee/groups
    • Create new structures/committees: Welcome wagon, Anchor tenant committee (Radius, Jewel, AC, World Dance, etc.), Tannery/Steering committee
  • Encourage/coordinate events

• Collaborations
  • Commissions (Tannery/non-Tannery artists)
  • Organic connections among Tannery Artists

• Inside/outside the Tannery
  • Connections/synergy with non-Tannery artists
  • Neighbors – three anchor priorities
    • Plantronics
    • Santa Cruz Office of Education
    • Michaelangelo Galleries and Art Studios
  • Rentals
<table>
<thead>
<tr>
<th>Goal</th>
<th>Key Activities Year One</th>
<th>Lead (in bold) + Supporters</th>
</tr>
</thead>
</table>
| Enable and Strengthen internal structures      | Map internal structures and publicize how to get involved                              | • Tannery Steering Committee  
• AC  
• John Stewart, CO                                               |
| Create a welcome wagon                        |                                                                                       | • AC  
• Loft & Studio Artists                                          |
| Sustain Tannery Core Committee                |                                                                                       | • AC  
• Committee members                                              |
| Create an “Anchor Tenant Committee”           |                                                                                       | • AC  
• Radius  
• Jewel  
• World Dance                                                       |
| Encourage and support resident events         |                                                                                       | • AC  
• Tannery Steering Committee                                      |
| Collaborations                                | Offer one commission for piece created by at least one Tannery and one non-Tannery Artist | • AC  
• Artists                                                        |
|                                                 | Publicize natural on-campus and Tannery/non-Tannery artists collaborations               | • AC  
• Artists                                                        |
| Inside/Outside Tannery Relationship building  | Create rental processes and publicize                                                  | • AC  
• Jewel  
• JSCO                                                            |
|                                                 | Engage Plantronics in one activity                                                     | • AC  
• Studio Artists  
• Plantronics                                                       |
|                                                 | Convene arts ed partners to discuss opportunities                                       | • AC  
• County Office of Ed  
• Loft/Studio Artists                                                 |
PROGRAMMING AND EVENTS

• Small wonders: the smaller-scale attractive events and public opportunities to "fill in" between the big deals that keep people returning to the Tannery as a special place. Examples might include:
  • Lecture series
  • Self-produced work/events/classes by Tannery Artists
  • Artist in Residence
  • Radius Gallery Openings
  • First Fridays

• Big Deals: significant development projects that anchor public participation at the Tannery, three to four times a year. Examples might include:
  • Ebb & Flow
  • Winter Arts Market/Spring Art Market

• Anchor Programs: ongoing public-facing businesses that draw people to the Tannery
  • World Dance Theatre
  • Colligan Theatre/Jewel Theatre
  • Radius Gallery
  • Other Studio Artist Ongoing programs
  • Camp Tannery Arts
  • Café

• Commissions and Public Art
  • Griswoldia

• Rentals
  • Santa Cruz Film Festival
  • Chamber Mixers
<table>
<thead>
<tr>
<th>GOAL</th>
<th>Key Activities Year One</th>
<th>Lead (in bold) + Supporters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Wonders</td>
<td>Gather list of current campus activities to publicize to the market</td>
<td>Tannery Core Committee</td>
</tr>
<tr>
<td></td>
<td>Establish “Small Wonders” Fund</td>
<td>AC</td>
</tr>
<tr>
<td></td>
<td>Create a process for Small Wonders Funding</td>
<td>Tannery Core Committee</td>
</tr>
<tr>
<td></td>
<td>Provide at least 12 “Small Wonders”</td>
<td>AC/Tannery Community</td>
</tr>
<tr>
<td>Big Deals</td>
<td>Identify and produce four “big deals”</td>
<td>AC Core Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Loft/Studio Artists</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Collaborators</td>
</tr>
<tr>
<td>Anchor Programs</td>
<td>Establish Anchor Program Committee (or re-name/re-purpose the current Tannery group</td>
<td>AC Jewel</td>
</tr>
<tr>
<td></td>
<td>that meets monthly)</td>
<td>Radius</td>
</tr>
<tr>
<td></td>
<td></td>
<td>World Dance Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Café</td>
</tr>
<tr>
<td></td>
<td>Develop Calendar of Events</td>
<td>Anchor Program Committee</td>
</tr>
<tr>
<td></td>
<td>Explore opportunities for cross promotion</td>
<td>AC</td>
</tr>
<tr>
<td>Commissions and Public Art</td>
<td>Establish Committee</td>
<td>AC Studio/Loft Artists</td>
</tr>
<tr>
<td></td>
<td>Begin to develop 3-5 year master plan</td>
<td>JSCO/Artspace</td>
</tr>
<tr>
<td>Rentals</td>
<td>• Define process, procedures, roles and responsibilities</td>
<td>AC Anchor Tenants</td>
</tr>
<tr>
<td></td>
<td>• Define and execute outreach strategy</td>
<td>JCSO</td>
</tr>
</tbody>
</table>
COMMUNICATIONS

Establish a strong external Tannery presence and brand throughout Santa Cruz County and Beyond. Elements would include:

1. Clear Tannery brand
2. Highly visible dynamic website, easily navigated where the public can easily and regularly find out information about the Tannery
3. Strong social media presence
4. Strong participation at public events
5. Clarity regarding participation opportunities for non-Tannery artists
6. Single point of entry for information regarding the Tannery (e.g., rentals, public facing programs and activities, etc.)
7. Tannery Artists identify campus connection at external events
8. Ever growing legion of Tannery fans and ambassadors

Support dynamic effective communication throughout the campus among stakeholders. Elements would include:

9. Clear communication among the HOA/Campus leaders
10. Easily accessible information (FB, Intranet, etc.) for Tannery residents and studio artists
11. Community communication strategies/tools regarding campus events, planning, etc. so residents and studio artists feel engaged, informed and empowered.
12. Meet up spaces around the campus for formal and informal communication
<table>
<thead>
<tr>
<th>GOAL</th>
<th>Key Activities Year One</th>
<th>Lead (in bold) + Supporters</th>
</tr>
</thead>
</table>
| Establish a strong external Tannery presence and brand throughout Santa Cruz County and Beyond | Clarify Tannery brand & story. Upgrade current website that allows for easy navigation and communication with the Tannery  
Create single point of entry for Tannery Inquires excluding loft rentals and policies/process for responding to inquiries  
Create and implement social media plan and calendar  
Create and implement communication and marketing plan for public programs and events | • AC  
• Anchor Program Committee  
• Studio Artists  
• AC  
• Anchor Program Committee  
• Loft/Studio Artists |
| Support dynamic effective communication throughout the campus among stakeholders | Establish and implement quarterly meetings with Campus HOA; communicate key actions and discussion to loft/studio artists  
Map internal (campus) communication vehicles, users, and purpose; clean up and publish for Tannery Campus residents  
Establish as necessary new-refreshed internal communication strategies and tools | • AC  
• City  
• Artspace  
• JSCO  
• TAC/Jewel  
• Core Committee  
• AC  
• Core Committee  
• AC |
CAPACITY BUILDING

- Artist professional development (Tannery and all artists in Santa Cruz County)

- Business Development (studio artists, other County artist-led businesses)

- Infrastructure – physical plant (i.e., rehearsal/jam room, gathering places), property management, AC, signage, access

- Fundraising/Resource Development
<table>
<thead>
<tr>
<th>GOAL</th>
<th>Key Activities Year One</th>
<th>Lead (in bold) + Supporters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artist Professional Development</td>
<td>Research and respond to opportunities available to artists (Tannery and non-Tannery)</td>
<td>• AC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tannery Core Committee</td>
</tr>
<tr>
<td>Business Development (studio artists, other</td>
<td>Pilot series of professional development workshops for individual artists (Tannery</td>
<td>• Cabrillo College</td>
</tr>
<tr>
<td>County artist-led businesses)</td>
<td>and non-Tannery)</td>
<td>• City of Santa Cruz</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• SBA Technical Assistance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• AC</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Establish priority plan for upgrading/adding additional campus spaces for programs and</td>
<td>• AC/City of Santa Cruz</td>
</tr>
<tr>
<td></td>
<td>activities</td>
<td>• Artspace</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tannery Core Committee</td>
</tr>
<tr>
<td></td>
<td>Strengthen Loft Resident and Studio Artist welcome process</td>
<td>• AC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tannery Core Committee</td>
</tr>
<tr>
<td>Fundraising/Resource Development</td>
<td>Develop targeted fundraising tactics focused on institutional funders (i.e., creative</td>
<td>• AC</td>
</tr>
<tr>
<td></td>
<td>place making, neighborhood revitalization, etc.)</td>
<td>• City of Santa Cruz</td>
</tr>
<tr>
<td></td>
<td>Explore earned income opportunities/models</td>
<td>• AC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• City of Santa Cruz</td>
</tr>
</tbody>
</table>
PROPOSED MANAGEMENT ROLES AND RESPONSIBILITIES

Tannery Arts Center
## Current Matrix of Responsibility

<table>
<thead>
<tr>
<th>City of Santa Cruz</th>
<th>Artspace/John Stewart Company</th>
<th>Tannery Arts Center</th>
<th>Jewel Theatre</th>
<th>Residents, Studio Artists Anchor Tenants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landlord Kron House</td>
<td>Property Management</td>
<td>Colligan Theatre Owner</td>
<td>Manage Colligan Theatre – Rentals and Maintenance</td>
<td>Engage and Participate</td>
</tr>
<tr>
<td>Ground lease owners</td>
<td>Loft Resident Screening/Rental Agreements</td>
<td>Community connections and outreach</td>
<td>Produce Theatre Season</td>
<td>Promote and grow individual businesses and enterprises</td>
</tr>
<tr>
<td></td>
<td>Studio Artists Screening/Rental Agreements</td>
<td></td>
<td></td>
<td>Promote Tannery externally</td>
</tr>
</tbody>
</table>
Resource Gaps

- Overall Campus Leadership
- Coordinated Ongoing Communication
- Community Building
- Funding for projects and marketing
The Arts Council Santa Cruz County proposes to undertake responsibility for

<table>
<thead>
<tr>
<th>Leadership Role</th>
<th>Supporting Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Chief Tannery Ambassador On &amp; Off Campus</td>
<td>• Enabler of resident/studio efforts, dreams and aspirations</td>
</tr>
<tr>
<td>• Big Deal Producers (along with others)</td>
<td>• Small Wonders Supporter</td>
</tr>
<tr>
<td>• Campus Information Point of Entry: Rentals, use of public places, press, and other inquiries</td>
<td>• Spokesperson</td>
</tr>
<tr>
<td>• Resource developer</td>
<td></td>
</tr>
<tr>
<td>• Connector</td>
<td></td>
</tr>
<tr>
<td>• Spokesperson, Brand Management, Communications</td>
<td></td>
</tr>
</tbody>
</table>
WHAT WILL BE NECESSARY TO ACHIEVE RESULTS?
BUILDING THE ARTS COUNCIL’S CAPACITY
Current Arts Council Structure

- Executive Director
  - Open Studios, and Events Manager
  - Grants/Technical Assistance Manager
  - Education Manager
  - Development/Communication Director
    - Mariposa's Art Manager
    - Mariposa's Art Teachers
    - Communications & Development Coordinator
  - Finance and Operations Director
    - Administrative Assistant / Receptionist
PROPOSED FUTURE STAFFING STRUCTURE

Executive Director

Deputy Director/Tannery GM

Events Director
  Events Associate
  Grants/Technical Assistance Director
    Program Associate 75% time

Education Director

Communications Director
  Communications/Development Associate
  Watsonville/Mariposa’s Art Manager
  Mariposa’s Art Teachers

Development Director 80% time

Finance and Operations Director

Executive Assistant/Receptionist

Contract Grant Writer (500 hours)

New Positions Highlighted in BLUE
Restructured positions highlighted in LIGHT BLUE
FUTURE VISION
What Will Be the Results?
Fulfilling the Promise of the Tannery Art Center

- Hub of Creativity, Commerce, and Community
- Residents and visitors feel safe and secure
- Residents are more connected and engaged with one another and the campus
- Everyone on campus knows they have advocates (Arts Council, others) to help them thrive at the Tannery
- People who move here feel welcomed and engaged from the beginning
- More children have more opportunities to participate in the arts because of the Tannery
- Elevated reputation in the broader community as the place to go to be inspired and amazed
- Replicable Model for Multi-Faceted Arts Campus
Communit
Creative
Connected
Celebration
Close-Knit
Commerce
Collaboration
Clever
Curious

TANNERY ARTS CENTER