TO: Honorable Mayor and Members of the City Council

ATTENTION: Jeffrey L. Stewart, City Manager

FROM: Elizabeth C. Oba, Director of Planning and Building Services

SUBJECT: Consideration and possible action to receive, file and provide direction based on the report and recommendations regarding establishing an Arts District on Clark Avenue between Alondra Boulevard and Rose Street.

DATE: July 10, 2023

EXECUTIVE SUMMARY

On November 18, 2022, the City amended the Professional Services Agreement with Tripepi Smith and Associates to provide planning consultant services relative to conducting an arts district study. The primary objective of the study is to determine the viability of converting existing vacant or underutilized buildings into artists’ lofts and other similar uses to establish an arts district on Clark Avenue. The secondary objective of the study is to determine what land use changes and other programs would be needed to encourage and support an arts district within the area. The study area comprises of two distinct sections along Clark Avenue. The first section is along Clark Avenue between Alondra Boulevard and Oak Street, and the second section is between Flower Street and Rose Street, the southerly City boundary. The purpose of the study session is to obtain feedback and direction from the City Council on the recommendations provided in the study.

RECOMMENDATION TO CITY COUNCIL

1) Receive, file, and provide direction regarding establishing an Arts District on Clark Avenue between Alondra Boulevard and Rose Street; or

2) Alternatively, discuss and take other action related to this item.

BACKGROUND

On both sides of Clark Avenue, specifically between Alondra Boulevard and Oak Street, there are several commercial and office spaces that are vacant or underutilized. Many of these properties are considered legal non-conforming and have not been redeveloped. At the request of Mayor Santa Ines, staff sought out to analyze existing uses within the area and to explore the possibility of establishing an arts district within the area.
BACKGROUND – Continued

Staff amended the Professional Services Agreement with Tripepi Smith and Associates to provide planning consultant services to complete a study regarding establishing an arts district on Clark Avenue. The study area consists of two distinct areas, Area 1 is along Clark Avenue between Alondra Boulevard and Oak Street, and Area 2 is from Flower Street to Rose Street, the southerly boundary of the City.

The study concluded that the commercial buildings in Area 1 (along Clark Avenue between Alondra Boulevard and Oak Street) suffer from vacancies and deferred maintenance. These commercial buildings have little lot depth and would be difficult to demolish and reconstruct. Ideally, these existing buildings could be rehabilitated, improved, and occupied by new tenants to help support the establishment of an arts district.

Area 2 of the study area (along Clark Avenue between Flower Street and Rose Street) consists of a mix of residential, commercial, and industrial uses. Compared to Area 1, these properties are occupied and are larger in size; however, similar to Area 1, the properties also could not be easily redeveloped. The study concludes that this area will more likely respond to market forces rather than City policy changes. Therefore, establishing an arts district within Area 2 would not be viable.

The report suggests that establishing an arts district within Area 1 could be a multi-decade effort. Several implementation actions are recommended should the City want to move forward with this idea, which includes the following:

- Conduct a citywide needs assessment for arts and culture
- Consider developing an Arts and Culture Master Plan or Action Plan
- Develop a vacant storefront art program
- Develop a General Plan and Zoning strategy for Clark Avenue
- Apply for technical assistance and submit grant applications to the LA County Arts and Culture Department
- Work on increasing capacity for Arts nonprofits
- Encourage the Bellflower Unified School District to seek grant funding and technical assistance from the LA County ArtsEd Collective
- Develop a mural and utility box painting program
- Conduct walking tours with nonprofit arts loft developers
- Review the in-lieu fee Arts in Public Places fund
- Increase arts classes citywide

The short-term recommendations include the following:

- Develop and conduct survey gauging resident interest in Arts and Culture
- Designate a city department to coordinate arts and culture between departments and citywide
- Meet with LA County staff, school districts, arts and culture program cities, nonprofits and the private sector to begin to increase arts and culture capacity
BACKGROUND – Continued

- Authorize a budget to conduct other needed studies
- Contact nonprofit arts builders to conduct walking tours on Clark Avenue to survey artist loft development capability
- Begin seeking grant opportunities
- Meet with area colleges to identify artist capacity for Bellflower projects
- Implement the vacant storefront arts program
- Review the in-lieu Arts in Public Places fund for financial capacity
- Hire staff to develop a program from an arts management program

The complete study is attached to the staff report. The purpose of the study session is to: 1) present the conclusions and recommendations of the arts district study to the City Council; and 2) obtain direction and feedback from the City Council of the potential to establish an arts district on Clark Avenue between Alondra Boulevard and Rose Street.

ATTACHMENT

A. Analysis of Arts District Potential for Clark Avenue
CITY OF BELLFLOWER

Analysis of Arts District Potential for Clark Avenue

JULY 2023
Submitted by James Troyer
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Introduction
Clark Avenue in the City of Bellflower is a prominent secondary arterial that runs north to south from city limit to city limit. The arterial has two lanes circulating in each direction. Clark Avenue from Alondra Boulevard to Rose Street, the designated survey area, has been in economic decline and transition for many years. On both sides, Clark Avenue has residential, commercial, and industrial uses. Currently, many of the commercial and office spaces, specifically from Alondra Boulevard to Flower Street, are suffering from high vacancies. Therefore, new strategies are needed to help reposition or repurpose many of these commercial and residential buildings. The city wishes to do an analysis of incorporating arts and culture on Clark Avenue, from Alondra Boulevard to Rose Street, to create an Arts and Culture District.

Survey Area
In conjunction with city staff, the survey area for the proposed Arts and Culture District is Clark Avenue from south of Alondra Boulevard and terminating at Rose Street, the City’s southerly boundary. The survey area is separated into two sections; Area 1 is along Clark Avenue from Alondra Boulevard to Flower Street, and Area 2 is between Flower Street and Rose Street.
Existing Conditions
As mentioned in the Introduction, the survey area is suffering from many commercial vacancies from Alondra Boulevard to Flower Street. The retail and office buildings are smaller in scale and, like retail and office properties everywhere, is suffering from the economic dislocation of “remote work” and home deliveries. The single-family and multifamily residential units have little vacancy, as is expected in an undersupplied and constrained residential market.

What is an Arts and Culture District?
An arts and culture district is a demarcated urban area, usually on the periphery of a city center, intended to create a critical mass of places of cultural consumption. It features art galleries, theaters, art cinemas, music venues, and public squares for performances. Such an area is typically encouraged by public policy making and planning, but sometimes occurs spontaneously. It is associated with allied service industry jobs like cafes, printers, fashion outlets, and restaurants.

Arts and Culture Legislation and Policy
Following adoption of Assembly Bill 189 in 2015, authored by Assemblyman Richard Bloom, the California Arts and Culture Districts developed programs aimed to leverage the state’s artistic and cultural assets. Aligning with the mission and values of the California Arts Council, the Program celebrates California’s diversity. It champions shared values to grow and sustain grassroots arts and cultural opportunities, increase the visibility of local artists and community participation in local arts and culture, and promote socioeconomic and ethnic diversity. Districts also play a conscious role in tackling issues of artist displacement.

Notable Arts and Culture Districts in California
State Designated Arts and Culture Districts

- **Balboa Park Cultural District** – A cultural center of San Diego, captivating residents and tourists alike.
- **Barrio Logan Cultural District** – A vibrant artists’ community with a high concentration of creative energy rooted in Chicano history based in San Diego, CA.
- **The BLVD Cultural District** – A thriving and dynamic cultural center located in California’s High Desert based in Lancaster, CA.
- **The Calle 24 Latino Cultural District** – An arts and culture mecca and bustling Latino enclave at the heart of San Francisco’s eclectic Mission District.
- **Rotten City’s Emeryville Cultural Arts District** – An innovative district amid a renaissance devoted to art and creative production.
- **Eureka Cultural Arts District** – Something for everyone to discover surrounded by the redwood curtain.
- **Grass Valley-Nevada City Cultural District** – Twin cities rich in cultural history, arts, and innovation, deep within Gold Country.
- **Little Tokyo** – A vital Los Angeles cultural community with more than 130 years of profound history.
- **Oceanside Cultural District** – An emerging cultural coastal town rife with theaters, museums, galleries and practicing artists.
• **Redding Cultural District** – The gateway to the true Northern California, bridging nature with arts and culture experiences.

• **San Pedro Arts and Cultural District** – An artist community juxtaposed with industry against the backdrop of the Pacific Ocean.

• **Downtown San Rafael Arts District** – An urbanized nerve center for culture in the suburban outpost of Marin County.

• **SOMA Pilipinas’ Filipino Cultural Heritage District** – A cultural, social, arts, and service hub for Filipinos throughout Northern California based in San Francisco, CA.

• **Truckee Cultural District** – World-class scenery in a rugged high alpine setting that catalyzes and inspires art and culture.

• **Leimert Park Village** – Based in South Central Los Angeles a place of historic monuments, open space and public anchors.

The City of Santa Ana developed a 10-year Arts and Culture Master Plan in 2016 to implement Arts and Culture citywide. The Master Plan contains 8 recommended goals and strategies:

- Foster a citywide culture of equity, inclusion and access.
- Work collectively towards a robust infrastructure for the arts in Santa Ana inclusive of City policy, staffing and sustained funding.
- Create conditions where artists and creatives thrive professionally, and arts and cultural organizations have resources required for sustained success.
- Support and expand arts and cultural programming to engage the entire community.
- Support existing and create new opportunities for youth to engage in artistic and creative activities and career pathways.
- Identify community spaces for artistic and creative collaborations and create a roadmap for new cultural facility development through City organizational partnerships.
- Preserve Santa Ana’s unique heritage while creating arts and cultural opportunities through new placemaking initiatives.
- Create visible and interactive arts organizations for engagement through public art.

**Local and Regional Arts and Culture Districts Near Bellflower**

The following are additional examples of Southern California arts and culture districts near Bellflower that would provide information about arts and culture districts.

**East Long Beach Arts District** – ELBAD is an eclectic district in downtown Long Beach featuring boutiques, restaurants, art museums and more amidst unique Art Deco architecture. The expansive district is home to over 50 locally owned and operated small businesses.

A shopping and dining destination for visitors and locals alike, East Village shops feature vintage clothing, records, home décor, lifestyle goods, beauty and wellness products, and local art. On the second Saturday of each month, East Village hosts an Art Walk, bringing businesses, vendors and artists together to network and provide visitors with enhanced walking and shopping opportunities. The photos below are buildings and structures on several blocks of the East Long Beach Arts District which include a variety of different uses such as restaurant, retail, drinking establishments, vintage stores and other retail uses, which have an arts and culture theme including murals and painted utility boxes.
City of Norwalk Arts in Public Places Program and Cultural Arts Center – The City of Norwalk has been active in public and cultural arts for many years, utilizing their In-lieu Arts in Public Places fund to produce several notable public sculptures and operate a Cultural Arts Center. The Center features an Art Gallery showcasing local artists and is currently planning a public mural for the Civic Center complex.
Strategic and Master Plans to Support Arts and Culture in the City of Bellflower

Some jurisdictions have developed strategic and master plans to establish goals, policies, and implementation measures to develop Arts and Culture Programs.

Los Angeles County’s Countywide Cultural Policy Strategic Plan

Los Angeles County adopted the Los Angeles County Cultural Policy Strategic Plan on July 1, 2022. The Plan includes 18 actionable strategies designed to enhance arts investment and policy implementation. Some of the strategies that the City of Bellflower may be able to utilize include:

Economic Development and Opportunity

- Expand Grants to Organizations Serving Diverse Communities – The Arts and Culture Organizational Grants Program (OGP) provides critical support and stability to arts and culture nonprofit organizations. Currently, the Department of Arts and Culture assists Bellflower with funding for the Bellflower Symphony Orchestra. The OGP budget will double over the next three to five years. The OGP budget is currently $4.5 million and is staffed by one manager. One-time grants are established at $50,000.

- Expand Professional Development Programming – This strategy provides professional development programming and technical assistance training. Participants can access funding, resources, and commissioning opportunities from the County, State and Federal government, and philanthropy. This strategy expands professional development, technical assistance, capacity building, and training opportunities for individual artists, arts organizations, teaching artists, school district staff, municipal arts agencies, and creative professionals.
  - Professional development expansion may include programs and initiatives like marketing, portfolio design, leadership, cultural equity, and anti-racism in the arts, nonprofit and arts business management. The Arts and Culture Department is developing a new LA County Creative Cities Network. Annually convening, this network will allow members to share programs, resources, opportunities, research data, promising practices, and other updates to build infrastructure at the local municipal level that need it most. Staffing costs are two staff members—-one Senior Associate, one Associate, and staffing costs are $350,000. Total ongoing annual budget is $700,000.

- Expand the Community Impact Arts Grant Program – Research conducted by the Department of Arts and Culture has shown that the Community Impact Arts Grant program (CIAG) is an effective way to reach communities with less access to arts nonprofits. The CIAG will grow to a $1 million dollar budget. The annual programming cost is $250,000 with one Senior Associate and a total budget of $440,000.

- Neighborhood Bridges – This program expands grassroots arts and cultural programming in communities to support nonprofit artists and collectives. A $1 million dollar budget was proposed after a needs assessment and implementation pilot.

- Reestablish the Free Concerts in Public Sites – Available to municipalities including libraries, this program funds artists, promotional, and production fees. Sites will be
selected based on equity and capacity to host and produce concerts, as assessed through competitive application and solicitation processes. The program costs are $750,000 with one Program Associate and an annual budget of $940,000.

- Expand Arts in Parks and Libraries – This strategy includes creating a new cultural partnership grants program and funding one-year residencies for arts organizations and collectives at select parks and library sites.
- Support School Districts to Advance Equity in Arts Education – This advancement grant program offers flexible matching grants to advance arts education in schools and communities.
- Support Cultural Anchors and Districts Across the County – This provides ongoing funding to existing cultural institutions and provides seed funding for future arts and culture districts.

Physical Development and Land Uses - Area 1

As previously mentioned, the survey area spans from Alondra Boulevard/Clark Avenue to Rose Street south of the 91-freeway overpass. The following is a land use analysis of Survey Area 1:

Alondra Boulevard/Clark Avenue – The southeast and southwest sections of Clark Avenue and Alondra Boulevard have a General Plan designation of Commercial and Zoning designation of General Commercial. The east side of the Clark Avenue/Alondra Boulevard intersection is anchored by a multiple tenant retail center and a liquor store. The west side of Clark Avenue/Alondra Boulevard intersection includes various automotive uses. On the north side of Clark Avenue and Alondra Boulevard are examples of mixed use and infill residential development which have been popular in several areas of the city. Further south to Harvard Street is a small sushi restaurant on the east side of the street.
Clark Avenue/ Harvard Street to Los Angeles Street – The west side of the street has a General Plan designation of Commercial and Zoning designation of General Commercial, including a small church, a small multifamily building and a vacant two-unit tenant space.

The east side of Clark Avenue has a General Plan and Zoning designations of Medium Density Residential, developed with underutilized commercial and office buildings. Since the zoning is residential, these properties are legal non-conforming.
Clark Avenue/Los Angeles Street to Olive Street – The west side is developed mostly with underutilized commercial and office properties.

The east side between Los Angeles Street and Olive Street contains an underutilized multiple-tenant building and office buildings.

Clark Avenue/Olive Street to Mayne Street – The west side of the street is anchored by a mostly vacant retail building with considerable lot depth and residential buildings. The repurposing of this area can be considered a key opportunity site.
The east side of Clark Avenue is anchored by a multiple-tenant retail and office building.

Clark Avenue/Mayne Street to Oak Street – The west side of the street is developed with a single-family residence and a converted office space with ancillary storage.

The east side is developed with a multiple-tenant commercial and office building.
Clark Avenue/Oak Street/Flower Street – The west side at the Oak Street/Clark Avenue intersection is a medical building and single-family residence. The east side at the intersection houses the Woman’s Club, a vacant lot, and a municipal building featuring a city store and volunteer center which will be demolished to make way for a new senior/youth center.

The City plans to construct a senior/youth center adjacent to the southeast corner of Clark Avenue and Oak Street. This is a key opportunity site, as arts classes and other arts programming can be introduced at this new complex adjacent to the Woman’s Club. South of this site is Simms Park and the Parks and Recreation administrative offices. Behind this site to Flower Street is a restaurant and other commercial spaces. East of the Simms recreation complex is the Ramona Elementary School Campus and the Bellflower Unified School District administrative offices.

Analysis of Clark Avenue Between Alondra Boulevard to Oak Street - Area 1

This area is the most “walkable” and quaint portion of the proposed district. It is anticipated that the residential homes that currently face the street will remain residential, as they were developed with narrow, single loaded driveways that cannot accommodate commercial parking. There are numerous commercial buildings that are underutilized and suffer from vacancies and deferred maintenance. These commercial buildings have little lot depth and therefore, will be difficult to demolish and reconstruct. These vacant commercial spaces should be the focus of an extensive marketing strategy to focus on repurposing and re-tenanting. These spaces could be used as “seed projects” for a storefront art program and advertised to tenants and brokers as having an “arts district” goal. Ideally, the existing buildings will be rehabilitated, improved and reoccupied with new tenants supplementing those existing on this portion of Clark Avenue.
If the city were to focus on creating an arts district on Clark Avenue, Area 1 (Clark Avenue from Alondra Boulevard to Oak Street) should be the first phase of the project. This section of the district would be more likely to respond to city policy initiatives since economic development and marketing can be used to repurpose the small-scale building vacancies that can respond better to city policy than the larger automotive properties further south on Clark Avenue. Due to the great number of commercial vacancies in this area, an economic development opportunity exists to assist property owners and local businesses with the re-tenanting of existing properties. The following economic development and planning tools that can be used, include:

**Potential arts district overlay zone** – The city could provide an overlay zone on this section of Clark Avenue to encourage and incentivize certain uses that would be consistent with an arts district like artists’ lofts, professional offices, second hand/antique stores, art/photo studios, tattoo parlors, coffee and other arts related uses including retail that supports art related uses.

**Introducing a vacant storefront art display program** – The city could implement a vacant storefront program working with property owners to have artists display works of art in vacant storefronts. This would be established by working with area Community Colleges, CSU Long Beach and CSU Dominguez Hills to identify artists who have works of art that can be photographed and displayed in vacant storefronts. This lessens the negative impact of the vacancy and shows residents that the city is undertaking arts initiatives.

**Leverage the public uses on both sides of the street south of Clark Avenue/Oak Street** Since public uses dominate this intersection of Clark Avenue, it would not be possible to make many physical changes to this area. However, the southeast corner of Clark Avenue and Oak Street is a key opportunity site. The city owns the vacant lot and volunteer center, which will be demolished to construct a new senior/youth center where arts classes and other art programming can occur.
Physical Development and Land Uses - Area 2

The next area of analysis focuses on Clark Avenue between Flower Street and Rose Street. This area includes mainly residential, commercial, and some industrial uses. The following is a land use analysis of Survey Area 2:

**Flower Street to Maple Street**

When looking at the area from Flower Street to Maple Street, residential uses are on the west side of the street, a religious institution, residential and office uses occupy the east side of the street.

**Clark Avenue/Maple Street to 91 Freeway**

Going south on Clark Avenue from Maple Street, uses and zoning tend to become more uniform. Commercial zoning and uses are the most prominent land uses. This area also includes residential and industrial uses.
Clark Avenue/Artesia Boulevard/Rose Street

The end of the survey area is developed more uniformly with commercial and heavy commercial, typically utilizing sales yards, outside equipment storage or outside activities, and a small mix of industrial and residential uses.
Analysis of Clark Avenue Between Flower Street to Rose Street - Area 2

These properties are larger in size and consist mostly of commercial and industrial uses. In addition, the properties in this area are mostly occupied and are unlikely to change ownership in the near future. Since these properties are larger properties and are occupied, they would not be able to be redeveloped easily. While the city could help the area with rezoning or modifying the General Plan, it will be predominantly market forces, rather than city policy, that will play a significant role in driving changes within this area.
In order to potentially stimulate the redevelopment of this area on Clark Avenue, it is necessary to review the General Plan and Zoning designations. The city would have to determine the best uses and development standards that would help promote growth within the area. The 2021-2029 Housing Element already contemplates additional housing units at approximately the intersections of Clark Avenue and Artesia Boulevard and Clark Avenue and Park Avenue.

Compared to Survey Area 1, the properties in Survey Area 2 are less likely to convert to potential arts uses in the medium- and long-term. Therefore, establishing an arts district within this area would not be viable.
Summary of Clark Avenue Arts District Project

The proposed Clark Avenue Arts District project is a noble goal. However, if the City wishes to create an Arts District on Clark Avenue it will be a multi-decade effort similar to the timeframe that produced the current prominence of Bellflower Boulevard to come to full fruition. The first steps include low-cost, low capital-intensive activities such as:

- Citywide survey
- Research program activities
- Seek arts grant funding
- Engage school districts, colleges and universities, government, nonprofits and private sector on arts policy
- Increase arts classes citywide
- Decide which city department to administer the program
- Develop web or digital tools promoting arts and culture

If the Council is interested in making a greater initial investment in arts and culture, it should direct staff to fund and prepare an Arts and Culture Master Plan.

Conclusions and Recommendations

The city should consider the following actions to enhance arts and culture citywide and implement an Arts and Culture Master Plan, specifically within Survey Area 1, along Clark Avenue between Alondra Boulevard to Oak Street.

Arts and Culture District development strategy for Clark Avenue from Alondra Boulevard southerly to Oak Street:

- **Conduct a citywide needs assessment for arts and culture.** To better assess demand for arts and culture, the city should consider a citywide needs assessment to determine resident demand for increased arts and culture programming. This would begin by providing an online survey and presenting the results to City Council to receive direction on further outreach efforts.

- **Based on the needs assessment, consider developing an Arts and Culture Master Plan or Action Plan.** Consider a minimum 5 to 10-year plan to develop increased arts and culture development and programming in the city.

- **Choose a city department in which to establish an arts and culture program.**

- **Develop a vacant storefront art program.** The City of Campbell, CA and many other jurisdictions have a vacant storefront program to display works of art from local artists. This program improves storefront appearances, improves visibility and potentially attracts leasing interest to vacant storefront. The City may also consider penalties for property owners who choose to keep their properties vacant for extended periods of time, as recommended in a previous Bellflower Boulevard study.

- **Develop a General Plan or Zoning strategy for Clark Avenue from Alondra Boulevard southerly to the 91 freeway.** The current General Plan designations and underlying zoning designations are not viable when it comes to increasing commercial and residential
revitalization. It is recommended that a general plan amendment or zoning code amendment package be developed and presented at a study session that focuses on the zoning or general plan amendments that would increase the viability of an arts district in this area. The City should tier off the Housing Opportunity Areas identified in the Housing Element for Clark Avenue /Alondra Boulevard, Clark Avenue/Park Street, and Clark Avenue/Artesia Boulevard and explore options for increasing density in these identified housing areas as well as other areas. The density for these areas is identified in the housing element at 30 dwelling units to the acre.

- **Apply for technical assistance and submit grant applications to the LA County Arts and Culture Department.** The Los Angeles County’s Countywide Cultural Policy Strategic Plan was adopted on July 1, 2022 and allows for significant technical, financial and grant assistance for the arts for municipalities. The City should aggressively apply for assistance under the plan.

- **Work on increasing capacity for Arts nonprofits.** As the Bellflower Art Association is dormant or underutilized, the City should work on revitalizing and increasing capacity for the association.

- **Encourage the Bellflower Unified School District to seek grant funding and technical assistance from the LA County ArtsEd Collective.** Increasing arts and culture in the City of Bellflower will require significant partnerships including the county, city, school districts, nonprofits and the private sector. LA County provides school districts free technical assistance in developing strategic plans regarding youth arts education and development.

- **Develop a mural and utility box painting program.** Develop a program with standards for the painting of murals, pavement arts and utility boxes citywide.

- **Conduct walking tours with nonprofit artist loft developers for students, residents and visitors.** Nonprofit artist loft developers are active in Southern California and have experience developing ground up artist loft projects from grant funding. The City should contact nonprofit developers to determine demand and feasibility of developing ground up artist lofts and residential conversions. Offering tours to students, residents and visitors will foster interest in the art district area.

- **Review the art in-lieu fee fund for funding balance.** The City should review the in-lieu art fee to see if funds can be used to commission a sculpture in the Civic Center area or near the proposed art district area like Simms Park.

- **Increase arts classes, art and play structures citywide.** The City should direct the Parks and Recreation Department to contract with additional arts instructors and offer these programs both at Simms Park and citywide.

**Short Term (1 year) Recommendations**

- Develop and conduct survey online gauging resident interest in Arts and Culture and encourage residents to complete the survey. The City should report results of the survey to the City Council at future City Council meeting and seek direction on next steps.

- Designate a city department to coordinate arts and culture between departments and citywide.

- Meet with LA County staff, school districts, arts and culture program cities, nonprofits and the private sector to begin to increase arts and culture capacity.
• Authorize a budget under the City Manager’s authority to conduct other needed studies or further work in arts and culture.

• Contact nonprofit arts builders to conduct walking tours on Clark Avenue to survey artist loft development capability.

• Begin seeking grant opportunities from LA County, state and federal governments and philanthropy.

• Meet with area Community Colleges, CSU Long Beach and CSU Dominguez Hills to identify artist capacity for Bellflower projects.

• Implement the vacant storefront arts program.

• Review the In-lieu Arts in Public Places fund for financial capacity.

• Hire staff to develop a program from an arts management program, such as Claremont Graduate University’s master’s in arts management program.

• Ask City Council to provide direction on any other stated recommendations for implementation.