

Arlington Arts and Culture Action Plan Matrix
DRAFT for Public Comment - June 1, 2017

Goal / Description	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners
GOAL #1: STRENGTHEN ARLINGTON'S INFRASTRUCTURE FOR ARTS AND CULTURE						
DESCRIPTION: A thriving arts and cultural life is important to Arlington's character, identity, and civic life. The Town of Arlington will investigate and recommend public and private funding mechanisms and a staffing capacity and structure for						
1.1	Identify mechanisms for raising consistent resources for arts and culture -- including temporary and permanent art and maintenance of art. Consider various town-wide and district tools using an assessment/fee structure, such as business improvement districts and parking benefits districts. Utilize funds to help finance public art and creative placemaking particularly in areas of concentrated activity, i.e., CDD area. Explore creative crowd-sourcing platforms and innovative approaches to promoting the opportunity to contribute, e.g., special notices about donation opportunities with water bill mailings, stickers or other rewards provided to those who donate, "Donate Now" button on organization websites, etc.	x	x	x	PCD	FC, ACAC
1.2	Hire conservator to detail maintenance requirements of public art assets. Establish funding streams for maintaining public art assets, e.g. through budgets for maintenance of outdoor spaces, CPA funds, etc. Public art assets include those donated to the town and those acquired through funding from ACAC and APA.		x		PS	PRC
1.3	Support fundraising and coordination for Arlington Alive!	x			AA!	ACA, ATED, PCD
1.4	Develop Arts and Cultural Affairs position within Department of Planning and Community Development. Align role with community development priorities of Department. Responsibilities may include serving as liaison to arts and culture-related boards, committees, and commissions; serving as ombudsman to arts and cultural community on topics including town policies and permitting pertaining to arts and culture; writing grants to support arts and culture activities and staffing; and engaging in marketing and publicity of arts and cultural programs and events in town. Determine appropriate staffing capacity needed, develop job description and fill position.	x			PCD	TM
1.5	Inventory current paid or volunteer staffing levels at historic properties operated by the town, e.g., Uncle Sam Plaza Visitors Center, Dallin Museum and Minuteman Bikeway kiosk. Plan for facilities staff time needed for sufficiently supporting cultural resources and temporary cultural events in town. Enter into contractual relationship with Arlington-based producers of public events to provide paid staff capacity as needed.		x		DPW	PCD
1.6	Develop, market, and promote Arlington's arts and cultural identity building off of the Arlington Arts and Culture Vision. Coordinate promotion of various artistic, cultural, and historic assets including buildings, spaces, and events. Maintain an Arlington Arts and Cultural Events website (potentially building off of ACAC's website or ACA's ArtsBoston calendar); proactively promote and push content out through various social media and news sources. Rename/rebrand town spaces serving as home to anchor arts and cultural organizations as appropriate.	x			PCD	ACAC, PIC, CoC, SAC, SAH, CSMA
1.7	Conduct and publicize an online inventory of available rehearsal, performance, or work spaces in town-owned and privately owned buildings that can be rented at a fee or used for free. Centralize and publicly disseminate this information in order to maximize use of traditional and non-traditional facilities for artistic and cultural uses. Maintenance of this public information will reduce bureaucracy in artists and arts organization's ability to find spaces in which to work, rehearse, practice and maximize occupancy of underutilized spaces.	x	x		PS	Facilities
1.8	Pursue rationalization of arts and cultural boards, committees, and commissions under the leadership of the Arlington Commission for Arts and Culture (ACAC.) Implement recommendations from TDC commissioned study. Develop coordinated annual action plan for ACAC that concentrates on strengthening Arlington's municipal infrastructure for arts and culture and monitors fundraising, marketing, publicity, and arts grantmaking responsibilities.	x			PCD	ACAC
1.9	Activate Arlington Town Hall's first and second floor spaces as a prime artistic and cultural asset and potential hub of artistic and cultural activity. Increase access and usage of the spaces by Arlington arts and cultural community through incentive of reduced rental fee for Arlington-based producers of arts and cultural concerts, festivals, and events.		x		TM	PCD
GOAL #2: IMPROVE POLICY CONDITIONS AND ADMINISTRATIVE PROCEDURES TO HELP THE ARTS AND CULTURAL SECTOR THRIVE						
DESCRIPTION: A vibrant arts and cultural sector is an important element of the town's community and economic development vision. The Town of Arlington will improve zoning policy and administrative procedures to remove barriers that may						
2.2	Review zoning pertaining to commercial zoning districts, mixed use, definitions for arts and cultural uses, conversion of garages, and permitted uses for home offices to ensure artist work space, artistic/creative production and manufacturing, and artist live/work are permitted in suitable locations in town. Research issues of artist insurance and integrate findings into policy changes.	x			PCD	ACAC
2.3	Adopt a policy aligning with recognized public art maintenance standards that will govern the maintenance and repair of temporary or permanent public art commissioned by the Town of Arlington; this may include wayfinding and branding signage for the CDD area and arts and cultural organizations.			x	ACAC	TM
2.4	Amend rental policy for Arlington Town Hall space to reduce fees and requirements for trash removal and security, and incentivize rental from Arlington-based artists, arts and cultural organizations, and arts businesses producing arts and cultural events.	x			TM	ACAC

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2.5	Create one-stop-shop for information about initiating new arts and culture events and activities in town. Streamline location of license and permit forms, such as the special event permit for events with 100+ people, temporary food permit application, block party application, common victualler, special one-day liquor license, street performers application, film production permit, field permit, and the permits for usage of various town spaces including Dallin Museum, Town Hall, Council on Aging, and other spaces. Locate information about special event management including policies and procedures for security, trash collection, catering, alcohol, and public notices in same location as license and permit forms.	x			TM	ACAC, PCD, ARB
2.6	Develop/ amend rental procedure for municipal (town hall, library) equipment available for special events, such as audio/visual system, lighting, tents, temporary stage, chairs, tables, etc. for usage by Arlington arts and cultural vendors approved to use town properties and public spaces for special events.	x			PS	PCD
2.7	Develop town special events capacity for handling security, trash collection, and public notices for special events for arts and cultural events in public spaces.		x		DPW	PCD
2.8	Adopt policy and procedures to guide resource allocation for beautification and arts and cultural events in designated Cultural District through resources secured through mechanism indicated in 1.1. Through PCD economic development capacity, organize business owners in the designated Arlington CD to co-promote districts' arts and cultural assets, e.g., culinary arts, galleries, arts supply and arts education businesses, etc.		x		PCD, CDMP	Businesses
GOAL #3: PURSUE INTERDISCIPLINARY PLANNING INITIATIVES THAT ENGAGE ARTS, CULTURE, AND CREATIVITY AS VITAL TO IMPLEMENTING THE MASTER PLAN VISION						
DESCRIPTION: Arts and culture is essential to fostering a vibrant and livable Arlington. The Town of Arlington will undertake planning initiatives that engage arts and culture as an essential element in realizing the Arlington Master Plan's vision						
3.1	Develop a consistent schedule for maintaining arts and culture assets inventory as documented in this Action Plan. Enter into contractual relationship with consultant to perform periodic inventory as needed. Consider usage of a moderated, open-source assets inventory tool to facilitate ongoing data collection. Pursue diverse funding sources for cataloging and surveying arts, cultural, and historic resources.	x	x	x	PCD	ACAC, ACC, HC, IT
3.2	Develop metrics for capturing qualitative and quantitative data on the impact of arts and culture on Arlington's planning and community development priorities. Use methods including surveys and pedestrian counters to generate data on impact of arts and culture as part of transportation, public health, economic development, and other planning activities. Monitor implementation of action plan through annual data collection, e.g., an annual survey administered by ACAC or ACC as part of arts and cultural assets inventory. Continue to ask select questions from the Arts and Cultural Assets and Needs Survey. Monitor creative community satisfaction with town services pertaining to arts and culture.	x	x	x	PCD	ACAC, IT
3.3	Develop a temporary and permanent public art and historic resources maintenance plan that applies to works in public buildings and in town-owned public spaces. Develop a public art deaccessioning and storage plan. Develop a policy for maintenance of public art on private properties.		x	x	TM	ACAC, HC
3.4	During construction and redesign of new and existing municipal buildings, advocate for inclusion of community-use public spaces that can accommodate rentals for rehearsals and performances.	x	x	x	ACAC	PCD
3.5	Engage arts and culture as core part of wayfinding strategy for Minuteman Bikeway. Fundraise and execute art installations along Bikeway, which is an alternative pedestrian route connecting Arlington Center and Capitol Square. Capture momentum around 25th anniversary of Bikeway and continue to advocate for public art projects that advance broader planning priorities in the realm of transportation.	x			ACAC, APA	PCD, ACC, MBAC
3.6	Engage arts and cultural resources as part of transportation initiatives pertaining to complete streets, pedestrian safety, and transportation advocacy. Facilitative integrated temporary or permanent public art into transportation infrastructure including sidewalks.		x	x	ACAC, APA	PCD, TAC
3.7	Engage arts and cultural resources as part of strategy for environmental resources education, preservation, marketing, and promotion. Facilitate integrated public art and placemaking experiences that will activate underutilized parks and open spaces.		x	x	ACAC, APA	PCD, OSRC
3.8	Engage arts and cultural resources as part of strategy for historical and cultural resources preservation, marketing, and promotion. Engage art and design into wayfinding through a juried or curated public art and design process.	x	x	x	ACAC, APA	PCD, TAC
3.9	Facilitate integration of public art into urban design and public realm. Partner with ACAC and APA on testing integration of art and design into aesthetically unique and functional benches, bike racks, and banners. Facilitate cultural experiences in public spaces, e.g., music, visual, and culinary arts at the Arlington farmer's market. Activate alleyways, rooftops on renovated or new buildings, walls as mural or projection space, and consider buying buildings to repurpose as a community arts space. Use public art and design to create a gateway for the entry to Arlington's cultural district from Cambridge.				PCD, TAC	ACA, APA
3.10	Establish utilities requirements for plazas and outdoor spaces to support arts and culture activities and events. Electrical power, water supply, lighting, flexible seating, a stage area with unobstructed views are examples of public realm improvements that support outdoor arts and cultural activities. Integrate some or all of these elements into the scope of public realm improvements initiative, particularly in areas near the nodes of arts and culture activity in Arlington Center and around the Capital Theatre and along the spine of Massachusetts Avenue connecting them.	x	x	x	PCD, TAC	ACAC

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3.11	Serve as matchmaker connecting artists seeking co-working work or rehearsal space with access to transitional vacant spaces that could accommodate below-market short-term rentals or short leases for the arts and cultural community. Continue the APA-curated Storefront Stories Project as an ongoing community development and placemaking initiative. Explore collaborative funding stream to finance the project including funds raised from members of the Arlington community.		x		PCD	ACAC, APA
GOAL #4: EXPAND PUBLIC ACCESS TO OPPORTUNITIES FOR CREATIVE DEVELOPMENT, PARTICIPATION, AND EXPRESSION						
DESCRIPTION: A vibrant cultural life in Arlington includes fair access to opportunities for creative/artistic development and exposure to and participation in diverse artistic and cultural experiences. The Town of Arlington will foster						
4.1	Promote collaborations between arts and cultural community, libraries, and schools to create more opportunities for Arlington-based artists to work in-residence or to sell, show, or perform artistic works as part of library and school programs and at local businesses. Set annual goal for increasing number of individual opportunities for Arlington-based artists and arts and cultural organizations to practice, show, and perform work in these public programs and private businesses.		x	x	ACAC	ACA, APL, APS
4.2	Promote socially engaged artistic and cultural programming that enhances the diverse cultural fabric in Arlington. Encourage partnerships between arts and cultural organizations to promote artistic and cultural programs responding to civic priorities, such as diversity and inclusion. Promote cultural equity through strategic partnerships creating works that amplify the diversity in Arlington's demographics in terms of ethnicity, age, and ability. Work through programs sponsored by libraries, schools, and organizations.	x			ACAC, ACC	HRC, HHS, APS, APL, Arts and Cultural Organizations, BRSB partners
4.3	Maintain excellence in public art through professionally curated exhibitions engaging with contemporary subject matter and trends. Continue tradition established by APA in commissioning temporary public art that stimulates creative placemaking aligned with civic priorities like economic development and social cohesion.		x		ACAC, APA	Galleries, ACA
4.4	Connect artists with local and regional professional development opportunities. Engage PCD's economic development expertise to support individual artists' work in branding, marketing, and promoting their skills and services. PCD will work in partnership with ACC and Libraries to fund and host these opportunities that will strengthen the development of Arlington's arts and cultural community.		x	x	PCD	ACC, APL
GOAL #5: STRENGTHEN THE ORGANIZATIONAL INFRASTRUCTURE OF ARLINGTON ARTS AND CULTURAL INSTITUTIONS						
DESCRIPTION: The viability and sustainability of anchor arts institutions in Arlington is important to improving the quality of artistic and cultural opportunities available to artists and non-artists alike. The Town of Arlington will identify						
5.1	Share arts and cultural assets and needs inventory information with anchor arts institution Arlington Center for the Arts in order to facilitate agency's strategic planning for artist professional development, artist business development, and arts education programming. Explore the potential for developing anchor arts spaces, like hubs of performance spaces, museums.	x			ACA	PCD, APL
5.2	Share arts and cultural assets and needs inventory information with Arlington Public Libraries in order to facilitate strategic planning regarding programming and library facilities policies and planning, including potential expansion.	x			APL	PCD
5.3	Build off of TDC's recommendations and conduct a follow-up specialized cultural plan focused on the capacity-building needs of Arlington arts and cultural organizations, such as audience development, marketing, income generation, etc. Specialized plan may examine the strategic plans of arts and cultural organizations in the context of arts and cultural assets and needs identified in the Arts and Culture Action Plan and pinpoint areas of duplication or gaps in terms of provision of artistic and cultural programming or services.		x		PCD	Arts and Cultural Organizations
GOAL #6: ELEVATE THE SOCIAL INFRASTRUCTURE AND CONNECTIVITY OF ARLINGTON'S ARTS AND CULTURAL COMMUNITY						
DESCRIPTION: Arlington is home to established professional artists and emerging artists at various stages of personal and professional artistic development. The Town of Arlington will facilitate communication and networking between						
6.1	Engage established professional artists who happen to live in Arlington and create opportunities for them to network and show their work in the community in which they live through professionally curated exhibitions and through partnerships with businesses in the Cultural District.	x	x		ACAC, ACC	ACA, CoC, Galleries, Businesses
6.2	Engage emerging artists who strive to develop their artistic practice personally or professionally and create opportunities for them to network and show their work through local shows at arts and cultural organizations and through partnerships with businesses in the Cultural District.	x	x		ACAC, ACC	ACA, CoC, Galleries, Businesses
6.3	Update requirements for appointing members to the Arlington Cultural Council to preference professional arts expertise, arts and cultural organization experience, and/or experience producing artistic and cultural experiences.	x			ACC, ACAC, ACA	TM