



Arlington Arts & Culture Action Plan

August 2017

Prepared for:
Town of Arlington
Department of Planning and Community Development
Arlington, Massachusetts
www.arlingtonma.gov



Prepared by:
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5. Painted Transformer Box by Marek Jacisin, located at Broadway and Bates.
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8. Youth Art Banner Project, 2016.

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Special thanks to the Working Group for guiding the development of the Action Plan from conception to completion and assisting with outreach and editing of the final document. Their energy and commitment were critical to the development of this plan.

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July 11, 2017

To Whom It May Concern:

You have before you the culmination of months of conversations and outreach that included the feedback of hundreds of Arlington residents, artists, business owners, and other interested individuals. Through surveys, small group discussions, and large interactive sessions filling the Town Hall auditorium, countless people were exceedingly generous with their participation, ideas, and creativity.

Special thanks goes to: our professional staff, particularly in the Department of Planning and Community Development; the members of the Arlington Commission on Arts and Culture; our partners at the Metropolitan Area Planning Council; and the many volunteers, who sacrificed a great amount of time to produce the plan that you are about to read.

Arlington has seen an explosion in artistic and cultural activity. We are enriched by: our popular public art initiatives and festivals; our award-winning student performers and artists; our many businesses engaged directly or in support of the creative economy; our treasured historical assets and cultural institutions; our panoply of library programming and offerings; and our large contingent of working artists who call Arlington home. We are graced with independent theaters, a flourishing arts center, first-class dining, museums, and galleries. We eagerly anticipate formal recognition by the Massachusetts Cultural Council of part of the Mass. Ave. corridor as an officially designated Massachusetts Cultural District, and we celebrate the dynamism and energy that we see throughout our town.

Our community has a strong foundation upon which to build further vibrancy and to support a valuable legacy. The plan before you contains specific recommendations around how to reinforce that foundation and to harness and grow our cultural wealth for generations to come.

Sincerely,

A handwritten signature in black ink that reads "Joseph A. Curro, Jr." with a stylized flourish at the end.

JOSEPH A. CURRO, JR., Chair
Arlington Board of Selectmen

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Executive Summary

Overview

Arlington is a suburban hub of arts and culture with Revolutionary roots. Cultural shifts over the centuries, including immigration and historical events, have dynamically shaped its identity. Its Revolutionary War era history combined with its network of parks and open spaces link Arlington's heritage to that of its neighboring towns. Cultural resources like the Minuteman Commuter Bikeway Rail Trail, the Old Schwamb Mill, and the Cyrus Dallin Art Museum are prominent assets that reflect Arlington's arts and cultural heritage and history. Arlington benefits from a concentration of locally-owned arts and cultural businesses and organizations throughout town. Volunteers and paid staff support the town's curated public art; public libraries; theaters for film and live drama; art and historical museums; artisan shops and galleries; makerspaces and artist studios; local restaurants; and organizations bringing visual and performing arts that attract audiences from the metropolitan Boston region and beyond. Over the years, five public entities have emerged that contribute to the growth of arts and culture including the Arlington Cultural Council, the Arlington Commission on Art and Culture and Arlington Public Art. In addition, privately operated businesses and non-profits anchor the growing interest in and support for the arts including the Arlington Center for the Arts and the town's two theaters, among others. Partnerships among these public and private entities have been and will continue to be vital to enhancing arts and culture in Arlington.

The town of Arlington embraces the importance of artists, cultural expression, arts-related businesses and cultural institutions to the town's vitality. In recognition of arts and culture's importance to Arlington's identity, the town has articulated the following vision and principles:

Arlington Arts and Cultural Vision

The Town of Arlington envisions itself as a place where arts and culture thrive and become integrated into the daily life and identity of the town. Through public and private partnerships, the town is committed to expanding access to the arts and appreciation for diverse cultures; to increasing opportunities for creative engagement and expression; and to supporting the growth of creative enterprises to benefit Arlington's residents, workers and visitors from all walks of life.

Core principles for implementing the vision include:

- **Inclusion:** Advancing social equity and social cohesion through supporting arts and cultural experiences that reflect Arlington's changing community character and cultural diversity.
- **Innovation:** Stimulating innovative thinking, approaches, and solutions to challenging civic issues and improving civic infrastructure design by fostering collaborations with the arts and cultural sector.
- **Accountability:** Developing strong systems of accountability and fostering a culture of collaboration among the arts and cultural sector and other sectors to steward sustainable plan implementation.

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- **Commitment:** Maintaining a core belief in arts and cultural opportunities and experiences as essential to the civic vitality and livability of Arlington and engaging partners in maintaining a commitment to plan implementation.

The *Arlington Arts and Culture Action Plan* aims to strengthen and grow arts and cultural opportunities in Arlington, leading to a thriving arts and cultural life for all. Implementation of this plan will advance the historic and cultural resource area goals outlined in the Arlington Master Plan as well as the creative implementation of other civic priorities. It will also bolster management, coordination, and programming of the proposed Arlington Cultural District from East Arlington to Arlington Center.

Public Process

To develop this action plan, DPCD and ACAC engaged the professional services of the Metropolitan Area Planning Council (MAPC) to lead the cultural planning process in consultation with an ad hoc Arlington Cultural Planning Working Group. The Working Group was composed of representatives from various boards, committees, commissions, and organizations in Arlington including ACAC, Arlington Public Art, the Arlington Cultural Council, the Board of Selectmen, and Arlington Center for the Arts. MAPC has worked closely with the Working Group to conduct extensive research and community engagement to assess the following:

1. the nature and quality of Arlington's existing arts and cultural assets,
2. the challenges facing Arlington's arts and cultural sector (which includes individual artists, businesses, organizations, and others), and
3. the opportunities that exist for strengthening Arlington's arts and cultural life.

The draft action plan goals and strategies outlined in this document were developed using public feedback provided by over 900 Arlington residents and workers collected in three ways: a town-wide online survey, eight focus groups, and two public events held on March 1, 2017, and June 6, 2017.

Action Plan Goals

An overview and description of the six action plan goals is provided below. The categories of action aim to strengthen the arts and cultural sector, strengthen infrastructure for arts and culture and expand fair access to opportunities for creative engagement and expression. The Action Plan Matrix in the last section of this plan outlines implementation strategies and partners that are needed to advance each goal.

GOAL #1: STRENGTHEN ARLINGTON'S INFRASTRUCTURE FOR ARTS AND CULTURE

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 in order to steward the plan's implementation.

GOAL #2: IMPROVE POLICY CONDITIONS AND ADMINISTRATIVE PROCEDURES TO HELP THE ARTS AND CULTURAL SECTOR THRIVE

A vibrant creative 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 limit or prohibit the inclusion of temporary or permanent arts and cultural uses in Arlington in suitable locations.

GOAL #3: PURSUE INTERDISCIPLINARY PLANNING INITIATIVES THAT ENGAGE ARTS, CULTURE, AND CREATIVITY AS VITAL TO IMPLEMENTING THE MASTER PLAN VISION

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 essential elements in realizing the Arlington Master Plan's vision of a healthy and thriving Arlington. Activities will include documenting arts and cultural assets, integrating arts and culture into planning processes and planned public infrastructure improvements, and engaging public art practices as a means for creative and inclusive placemaking.

GOAL #4: EXPAND PUBLIC ACCESS TO OPPORTUNITIES FOR CREATIVE DEVELOPMENT, PARTICIPATION, AND EXPRESSION

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 collaborations among local and regional public, private, and nonprofit arts and cultural organizations, institutions, businesses, and others in order to improve the programmatic diversity of artistic and cultural offerings in Arlington.

GOAL #5: STRENGTHEN THE ORGANIZATIONAL INFRASTRUCTURE OF ARLINGTON ARTS AND CULTURAL INSTITUTIONS

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 opportunities to strengthen communication and strategic collaborations among organizations in ways that maximize resources and improve quality of programming and services for the arts community and for the general public.

GOAL #6: ELEVATE THE SOCIAL INFRASTRUCTURE AND CONNECTIVITY OF ARLINGTON'S ARTISTS AND CREATIVE PROFESSIONALS

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 among Arlington artists in collaboration with arts and cultural institutions in order to share information pertaining to services and programming geared towards the creative community and to facilitate creative collaborations and cross-pollination of artistic ideas.

Next Steps

This action plan also includes an assessment of Arlington's arts and cultural assets and needs and a robust implementation strategy that outlines implementation goals, strategies, and partners. Additional planning and policy work is needed to fully implement this vision and action plan. The Town of Arlington is committed to stewarding this vision and entering into partnerships with private individuals and organizations as appropriate in order to implement the plan's strategies over the next 6-8 years. Together with nonprofit and private sector partners and active citizenry, the Town looks forward to helping arts and cultural life in Arlington flourish in the years to come.

Introduction

Arts, culture, and history are deeply intertwined in Arlington. The historic Old Schwamb Mill preserves colonial frame fabrication techniques inside a 19th century mill building, and the largess of the Robbins Family over a century ago secured some of the town's most prominent historic and cultural assets. The Robbins family donated the funds to construct the Robbins Library (completed in 1892) as well as the Robbins Memorial Town Hall (completed in 1913). The family commissioned the Olmsted Brothers' design of the Winfield-Robbins Memorial Garden, as well as the Menotomy Hunter statue sculpted by Cyrus E. Dallin.

Cyrus E. Dallin, a contemporary and friend of John Singer Sargent, remains the town's most prominent artist, and many of his works are preserved and displayed in the Cyrus E. Dallin Art Museum, located in the historic Jefferson Cutter House. Born in Utah, Dallin resided in Arlington with his wife, writer and pageant organizer Vittoria Colonna Dallin, from 1900 until his death in 1944, and he sculpted many iconic American statues including the Paul Revere statue in Boston's North End, and the statue of Sir Isaac Newton in the U.S. Library of Congress. Many of his works depict and celebrate Native Americans, reflecting his opposition to ongoing settlement of native lands on the frontier where he spent his youth. "Appeal to the Great Spirit," the last statue in his four part series, *The Epic of the Indian*, is displayed outside the main entrance to the Museum of Fine Arts in Boston, MA. This rich historic landscape today provides a scaffold for growing arts and cultural activity in Arlington.

Arlington today is valued for its access to urban amenities, its wealth of natural resources, and its active and accessible civic life. Nestled among the cities of Cambridge and Somerville and the lower density suburbs of Lexington and Winchester, it is home to an increasingly diverse population with multiple languages spoken and strong public schools. It has established itself as a green community at least in part because of its walkable access to neighborhood commercial centers, public transportation and the Minuteman Commuter Bikeway. Its highly active citizenry contribute their energy to continually improving the town, and it has developed a strong creative community of artists and businesses with a robust public art program.

Impetus for Cultural Planning

Recognizing the importance of arts, culture, and creativity to Arlington's vibrancy, Town Manager Adam Chapdelaine appointed commissioners to the Arlington Commission on Arts and Culture (ACAC), formerly the Arlington Cultural Commission, in 2013. In summer of 2016, town staff and community leaders from the Arlington Department of Planning and Community Development (DPCD) and the Arlington Commission on Arts and Culture (ACAC) joined forces to initiate the *Arlington Arts and Culture Action Plan*.

The cultural planning process emerged from momentum generated by various residents and active citizenry in Arlington over the last decade. In June 2012, the Arlington Cultural Council in partnership with the Arlington Center for the Arts, the newly formed Arlington Public Art, Arlington Tourism and Economic Development Committee and Sustainable Arlington held a town-wide meeting with the goal to "foster collaborative opportunities between the town, businesses, non-profits, artists and residents that capitalize on arts and culture for the benefit of our community and local economy." Eighty-five people attended including Town Meeting members, businesses, restaurant owners, non-profit organizations, local artists and residents. The meeting included presentations from the Executive Director of the Arlington Center for the Arts, John Budzyna; Town Manager, Adam Chapdelaine; Program Manager of the Massachusetts Cultural Council's Cultural Districts Initiative, Meri Jenkins and Manager of the Capitol Square Merchants Association, Jan Whitted. The meeting resulted in three top priorities: 1) A centralized arts and culture website and brand, 2) a signature event; 3) A leadership body to coordinate and implement arts and culture initiatives. After Town Meeting's approval of an arts and culture commission, Town

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Manager Chapdelaine and the Board of Selectmen charged the Arlington Commission on Arts and Culture with several responsibilities, including leading the initiative to develop a town-wide cultural plan.

What is Cultural Planning?

Cultural planning is a place-based planning process focused on strengthening and growing arts and cultural assets in ways that enhance civic and economic vitality and livability. Arts and cultural assets include people, places, and activities. Examples include: arts and cultural businesses providing arts and cultural services and supplies; organizations and institutions providing arts and cultural programming; temporary and permanent public art and cultural activities; markets; festivals; galleries and museums; cultural and historic buildings and sites; artist workspaces; arts manufacturing spaces; and more.

Cultural planning creates an opportunity for residents, workers, and visitors to reflect on the conditions that shape arts and culture in a defined geographic place and to think strategically about the policy and programmatic supports that are necessary to foster conditions that can help arts and culture grow and thrive. Individuals, businesses, and organizations located in the private, nonprofit, and public sectors that are producers, makers, and service providers of arts and cultural goods, resources, and experiences are generally referred to as the “creative sector” or the “arts and cultural sector.” The contributions of these individual and organizational actors combined with the participation of the general public generate arts and cultural activities and interactions that dynamically shape the cultures of places. Cultural planning engages these diverse segments of the community to plan holistically for ways in which public and private partners can work together to nurture a vibrant arts and cultural life.

A Vision for Arts and Culture in Arlington

This Arts and Culture Action Plan builds on the foundations established by Arlington’s arts community and active citizenry. It advances the master plan goals for historic and cultural resource areas by identifying strategies that advance the following goals: to maintain, protect, preserve, and promote historic and diverse cultural resources; to provide attractive and well-maintained spaces for residents to meet, play and grow; and to provide space for arts and cultural activities for all ages.

Vision:

The Town of Arlington envisions itself as a place where arts and culture thrive and become integrated into the daily life and identity of the town. Through public and private partnerships, the town is committed to expanding access to the arts and appreciation for diverse cultures; to increasing opportunities for creative engagement and expression; and to supporting the growth of creative enterprises to benefit Arlington’s residents, workers and visitors from all walks of life.

Implementation of this plan will advance the historic and cultural resource area goals outlined in the Arlington Master Plan as well as the creative implementation of other civic priorities. It will also bolster management, coordination, and programming of the proposed Arlington Cultural District from East Arlington to Arlington Center.

Community Engagement



Community Engagement Approach

Development of this plan was grounded in an extensive community engagement process that collected feedback from artists, business owners, creative workers, and the general public. A detailed overview of this process is included in Appendix A. The community engagement strategy provided multiple avenues for in-person and online engagement and involved four elements of work: focus groups with segments of the arts and cultural community; a town-wide arts and cultural assets and needs survey; two town-wide events to include members of the community in

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the planning process; and communications and publicity work that generated press releases, flyers, and postcards promoting engagement opportunities.

The DPCD, MAPC, and the Arlington Arts & Culture Working Group worked together to implement the community engagement strategy. ACAC members provided significant in-kind assistance through facilitation and notetaking during focus groups and public events as well as communications and publicity. Through this strategy, the planning effort engaged over 1,000 Arlington residents and workers.

Cultural Planning Working Group

The Cultural Planning Working Group was the driving force for all of the community engagement efforts that engaged residents and stakeholders at a local level. The Working Group convened ten times through in-person meetings and conference calls over the course of the project as advisors on the overall direction of the cultural planning process, to plan and prepare for public engagement, and to develop and refine plan recommendations.



Survey

The online survey was developed in conjunction with the Working Group. A total of 946 survey responses were collected between November 2016 and February 2016. The survey contained 38 questions focused on identifying cultural assets in the town, finding out where artists create and work, and soliciting recommendations about art and culture. Participant highlights:

Arlington residents accounted for over **97%** of respondents.

Arlington's business community was represented by **11%** of respondents.

27% of respondents work in Arlington and **5.5%** attend school there.

Focus Groups

Focus groups were a key component of our community engagement strategy and instrumental to informing the policy recommendations in this plan. In the span of three months we gathered feedback and suggestions from over 60 stakeholders during the 8 focus groups. These focus groups gave individuals representing different parts of the community the opportunity to map Arlington's cultural assets and discuss their experiences with and assessment of arts and culture in Arlington. Participants included youth, representatives of the business community, leaders and members of arts and cultural organizations, and active citizens. Representatives from the creative community included those who practiced improvisational theater, landscape architecture, mixed media, film, creative writing, performing arts, music, horticulture, as well as board members and directors of museums and arts organizations.

Community Meetings and Events

MAPC partnered with DPCD and the Working Group to launch the cultural planning process at Arlington Town Day on September 17, 2016 and to hold two town-wide events on March 1, 2017 and June 6, 2017.

Arts and Cultural Assets and Needs

Background

Arlington’s rich history is enlivened by a robust arts and culture scene powered by a constellation of arts and culture organizations, many talented artists and engaged arts-and-culture enthusiasts who live and work in town. Assets include the town’s historic theaters; its vibrant public art; fairs and festivals; and its historic buildings, sculptures, and museums. In addition, residents identified a wide variety of organizations, resources, and enterprises that contribute to the arts and culture ecosystem in Arlington.

The data informing this analysis of assets and needs were collected through the town-wide survey and through focus groups described in the Community Engagement chapter. Together, these efforts paint a picture of a town that

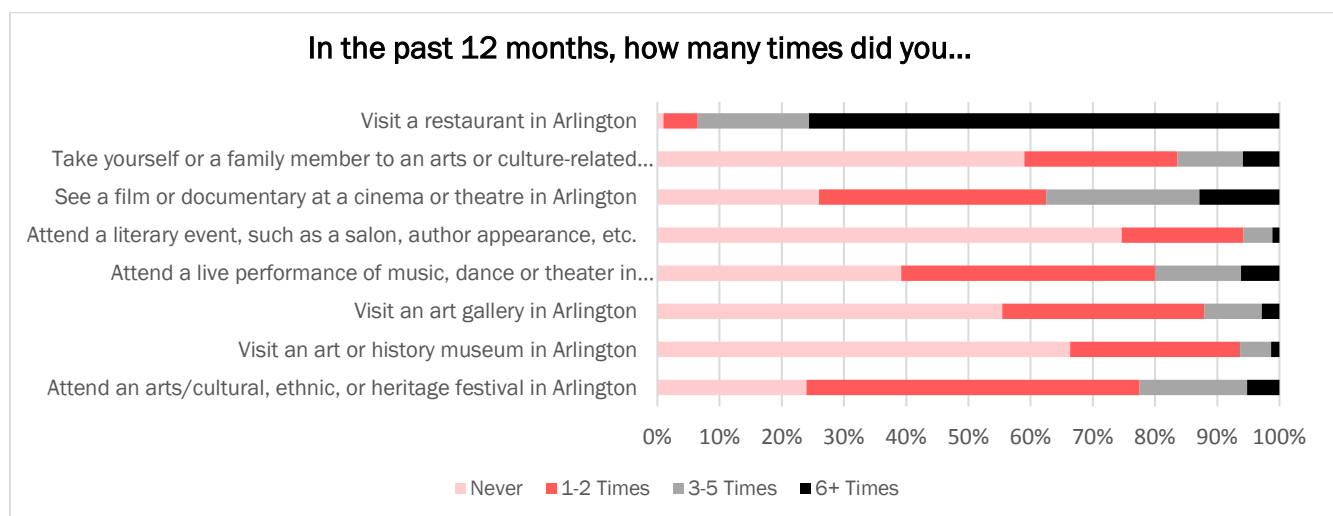
- values its historic heritage and is enthusiastic about its growing arts and culture activities,
- is home to artists and creative professionals engaged in a wide variety of creative activities with over 44% of artist respondents reporting that they generate income from their work, and
- is eager for a more strategic approach to supporting artists and increasing arts and cultural opportunities.

Survey Highlights

Arlington’s Arts and Cultural Activity

Arlington residents are active participants in the arts and cultural life of the community and want to see it grow. Restaurants, bars, movie theaters, and events draw the most engagement. A majority of respondents participated in arts and culture in Arlington through **visiting restaurants, seeing films, attending festivals, or attending a live performance of music, dance or theater** at least once in the last 12 months.

Figure 1. Frequency of participation in arts and cultural activities in Arlington in the last year



Arlington residents are eager to see more arts and cultural activities in their town. More than 75% of respondents identified the following arts and cultural assets and resources as important, very important or extremely important to see more of in Arlington:

Figure 2. Arts and cultural assets and resources considered important – extremely important to have more of in Arlington by at least 75% of survey respondents

<i>Arts and Cultural Asset or Resource</i>	<i>% identifying asset as important</i>
<i>Live Music or Dance Performances in private and public/open spaces</i>	85%
<i>Public Art (permanent and temporary art installations)</i>	84%
<i>Arts or Cultural Festivals in private and public/open spaces</i>	83%
<i>Cinema or Live Theater Spaces</i>	81%
<i>Arts or Cultural Businesses (individual artists, specialty shops, specialty restaurants)</i>	79%
<i>Art or Cultural Programs/Classes - Various Artistic Disciplines</i>	79%
<i>Arts or Cultural Markets in private and public/open spaces</i>	75%

(Total # of respondents: 734)

Survey respondents are most interested in having more

- performing arts (including live music and dance performances, cinemas and live theater)
- public art and
- arts or cultural festivals.

These arts and cultural preferences complement Arlington’s existing creative activities. The creative activities in which survey respondents are most engaged in amateur or professional capacity include

- photography,
- creative writing,
- composing or performing music, and
- textile crafts.

Figure 3. How active are you, personally, in each of the following creative activities?

<i>Creative Activity</i>	<i># reporting they are active, mostly active or very active</i>	<i>% reporting they are active, mostly active, or very active</i>
<i>Photography</i>	214	27%
<i>Writing</i>	184	23%
<i>Composing or performing music</i>	160	20%
<i>Textile crafts like sewing, knitting, or quilting</i>	154	19%
<i>Painting or drawing</i>	139	17%
<i>Live theater</i>	118	15%
<i>Crafts like pottery, jewelry, or working with wood, glass, or metal</i>	108	14%
<i>Film and video</i>	78	10%
<i>Dancing</i>	69	9%
<i>Comedy/improv</i>	33	4%

(Total # of respondents: 820)

Arlington's Artists

The survey received a robust response from individuals who identify as artists, craftspeople, or creative workers, with 59% of survey takers (470 individuals) identifying as such. In addition, 44% of these individuals (206 total) are earning some portion of their income from their art or creative endeavors.



The survey paints a picture of a creative community whose work is largely contained within the town's housing stock.

72% of respondents identified a home in Arlington (their home or someone else's) as the geographic location in which they primarily create, develop, and/or engage in their creative work.



The existing facilities for art-making are meeting the needs of many of the survey respondents. Nearly 80% of respondents have not felt barriers to engaging in creative activities, and more than 85% experienced no barriers to making, marketing or displaying their work due to lack of space or an inability to find the right instructional program. This still leaves 1 in 5 artists without adequate space for their needs.

Photographers, craftspeople, and performing artists need access to more spaces and more affordable spaces for their work. In just the last year,

21% of survey respondents (143 individuals) found their work delayed or stopped due to these barriers. Barriers to creative work primarily affected:

Performing artists, who lack access to:

- affordable rehearsal space
- affordable performance space and
- appropriate spaces to hold classes, and

Artists and craftspeople who require specialized spaces and equipment, such as

- Photography studios and darkrooms,
- Woodworking, metalworking and ceramic workshops, and
- Sewing and quilting studios.

49% of survey respondents who indicated that they lack space (67 individuals), identified a need for specialized work space (dark rooms, workshops, space for sewing) or space suitable for the performing arts.

Housing policy is an important tool for meeting artists needs. For many artists, affordable housing and affordable work space are interchangeable. As Arlington implements recommendations from its 2016 Housing Production Plan, it ought to engage the arts community to establish housing policies that increase affordability while also meeting artists space needs. The recommendation to allow residential development in light industrial districts (Regulatory Strategy 5) aligns with artists' need for larger affordable spaces and increased access to specialized work spaces and equipment.

Arts and Cultural Asset Mapping

The cultural asset and needs data captured in this report were collected by MAPC, DPCD, and ACAC. The bulk of the data included here are specific to the portion of Arlington that was proposed for Cultural District designation in spring 2016 and includes both cultural assets and historic structures that contribute to Arlington’s arts and cultural identity. To build on this existing data, MAPC requested that respondents to the Arlington Arts and Culture Assets and Needs Survey and participants in focus groups identify and describe additional assets missing from the original dataset. MAPC then integrated the new data into the database and developed the maps shown in this chapter. Survey respondents and focus group participants also provided information about needed policies, resources, infrastructure and services to strengthen their own artistic production or strengthen the arts and culture activity in Arlington more generally. These needs highlight areas of opportunity that structure the recommendations in this action plan.

Arts and Cultural Asset Categories

Arts and Cultural Organizations and Businesses

(44 assets) Non-profit cultural organizations, associations and fraternal societies, non-profit arts organizations, and creative enterprises including businesses that provide opportunities to learn creative activities such as music, dance, foreign languages, and crafts.

Eating and Drinking Places

(39 assets) Restaurants and bars that offer diverse cultural cuisine, host or sponsor arts and culture activities and events, or function as cultural gathering places.

Public Art or Arts & Cultural Events

(32 assets) Temporary and permanent public art and recurring arts and cultural events in town.

Public Facilities and Open Space

(23 assets) Public buildings and open spaces that contribute to the art and cultural life of Arlington.

Historic Landmarks and Attractions

(14 assets) Historic assets identified as contributing directly to the arts and cultural experience and identity of Arlington.

Religious Institutions

(9 assets) Historic churches and religious institutions in town that provide space for arts and cultural organizations and activities within their facilities.

Arts Exhibition Spaces

(7 assets) Businesses and organizations that provide space for artists to exhibit their work, including galleries and theaters.

Artist Work Spaces

(2 assets) Enterprises that primarily provide artists with studio space. Both assets identified focus on music production and recording. In addition, the Arlington Center for the Arts provides studio space for 16 artists who practice a variety of visual and performing arts.

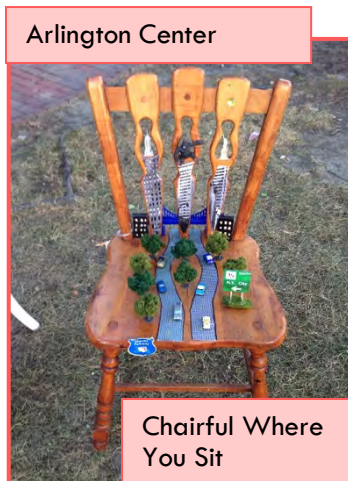
These assets are deeply loved and valued by the Arlington community. From landmarks that celebrate the town’s role in the nation’s early history to contemporary public art and events that bring residents together to mingle in parks and public spaces, to the restaurants and theaters that draw residents and visitors toward the town’s creative businesses and organizations throughout the year, these assets work together to enrich the lives of Arlington’s residents and create meaningful places for residents to connect with their community.

Figure 4. Arlington Arts and Cultural Asset Summary Table

Arts and Cultural Asset Category	Number of Assets	Percent of Total
Arts and Cultural Organizations and Businesses	44	26%
Eating and Drinking Places	39	23%
Public Art or Event	33	19%
Public Facilities and Open Space	23	13%
Historic Landmarks and Attractions	14	8.2%
Religious Institutions	9	5.3%
Arts Exhibition Spaces	7	4.1%
Artist Work Spaces	2	1.2%

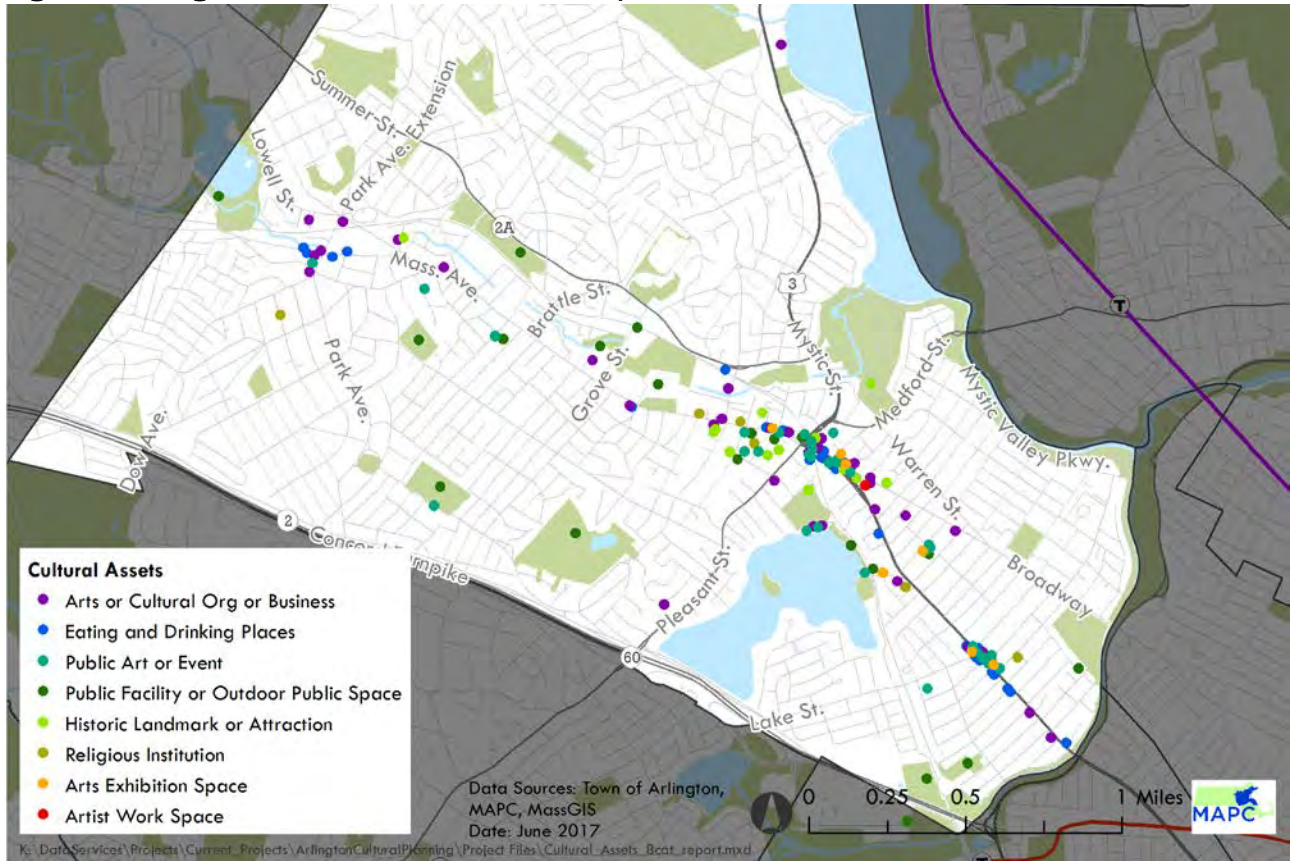
Cultural Asset Maps

The initial planning effort for the Arlington Cultural District provided a base for the asset mapping presented below. After reviewing the assets identified within the cultural district, residents identified additional assets within or beyond the cultural district boundaries. In combination, these maps identify a total of 171 assets that contribute to arts and culture across Arlington. A complete list of assets is included in Appendix F. A majority of these assets fall within the cultural district boundaries, which spans Arlington Center and part of East Arlington. An additional cluster of assets is located in and around Arlington Heights.



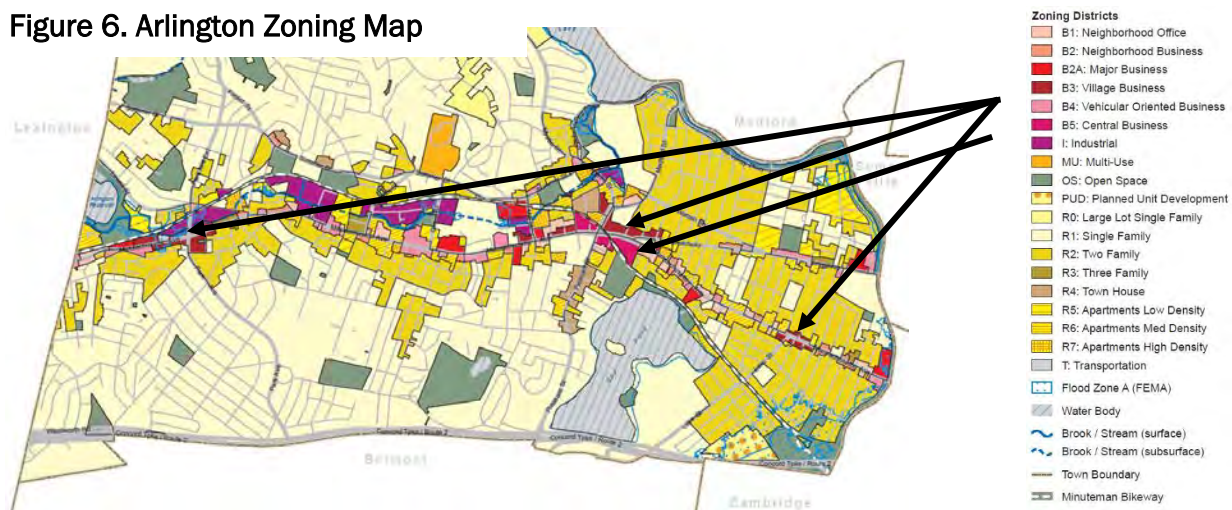
Locations of Arlington’s arts and cultural assets

Figure 5. Arlington Arts and Cultural Asset Map



Arlington’s arts and cultural assets are clustered around Arlington’s centers of neighborhood commercial activity and in the areas in the Village Business or Central Business zoning districts, although they can be found in a wide variety of districts including those zoned for residential use.

Figure 6. Arlington Zoning Map



Arlington Arts&Culture Action Plan

This clustering results in distinctive arts and cultural identities developing in three different Arlington neighborhoods: Arlington Center, East Arlington, and Arlington Heights. Using neighborhood boundaries roughly aligned with the study areas used in the town’s parking studies, the table below shows the distribution of assets among the three areas. Arlington Center is by far the largest cluster of assets with a mix of arts and cultural organizations and businesses, public art and events, eating and drinking places, and historic landmarks and attractions. In addition, the Arlington Center neighborhood features the largest collection of public facilities and open space of the three neighborhoods. The East Arlington cluster is anchored by the Capitol Theatre and it features an impressive array of eating and drinking options as well as a notable concentration of public art and events as well as arts-related businesses. Arlington Heights features a much smaller collection of arts and cultural assets, and its arts and cultural organizations outnumber the next most numerous asset category almost 2:1. This cluster is notable for the Old Schwamb Mill which combines historic preservation with creative enterprise through the fabrication of museum-quality frames. The three churches in Arlington Heights also contribute to the arts and cultural activities of the neighborhood.

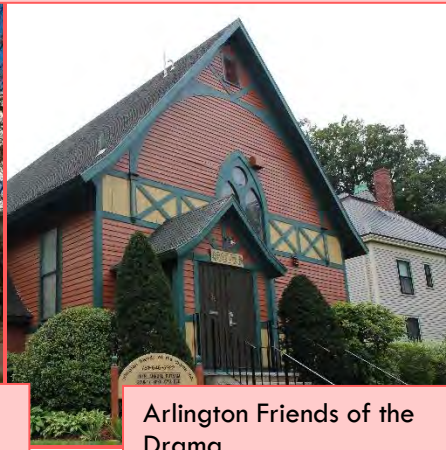
Figure 7. Number of assets and % of total assets in each Arlington neighborhood cluster

Neighborhood	Boundaries	Number of Assets	Percent of Total
Arlington Center	Spy Pond to Russell Street, Bartlett Avenue to Pond Lane	74	43%
East Arlington	Brooks Avenue to Waldo Road, Oxford Road to Boulevard Road	40	23%
Arlington Heights	Lowell Street to Dundee Road; Lowell Street to Appleton Street	14	8.2%

Arlington Center Arts and Cultural Asset Examples



Jefferson Cutter House



Arlington Friends of the Drama



Painted Transformer Boxes

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Where do artists, creatives, and cultural producers in Arlington work and teach, and connect with their community?

Figure 8. Map of Arts and Cultural Organizations and Businesses and Artist Work Spaces

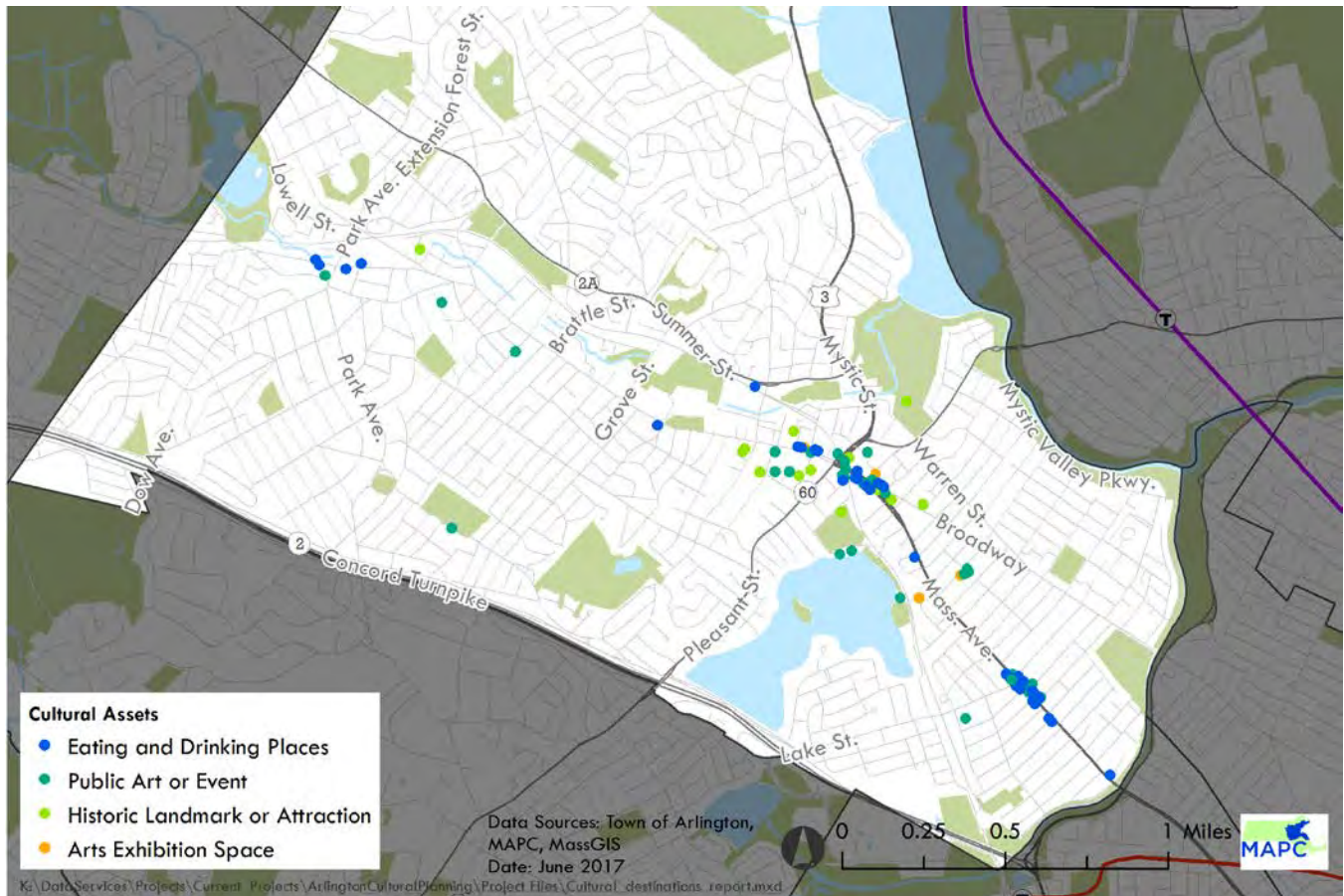


Arts and cultural organizations or businesses encompass a range of activities including cultural centers, youth centers, creative businesses, art and craft supply stores, and gift shops. These assets provide locations for artists to perform and showcase their talents, sell their work and, perhaps most importantly, to teach. 43% of assets in this category provide learning spaces as either their central purpose or as an ancillary use. These organizations and businesses help to anchor clusters of arts and cultural activity and benefit from the foot traffic generated by those clusters of activity.

Arlington Arts&Culture Action Plan

Where are Arlington’s arts and cultural destinations? Where can visitors go to eat or drink as they visit these destinations?

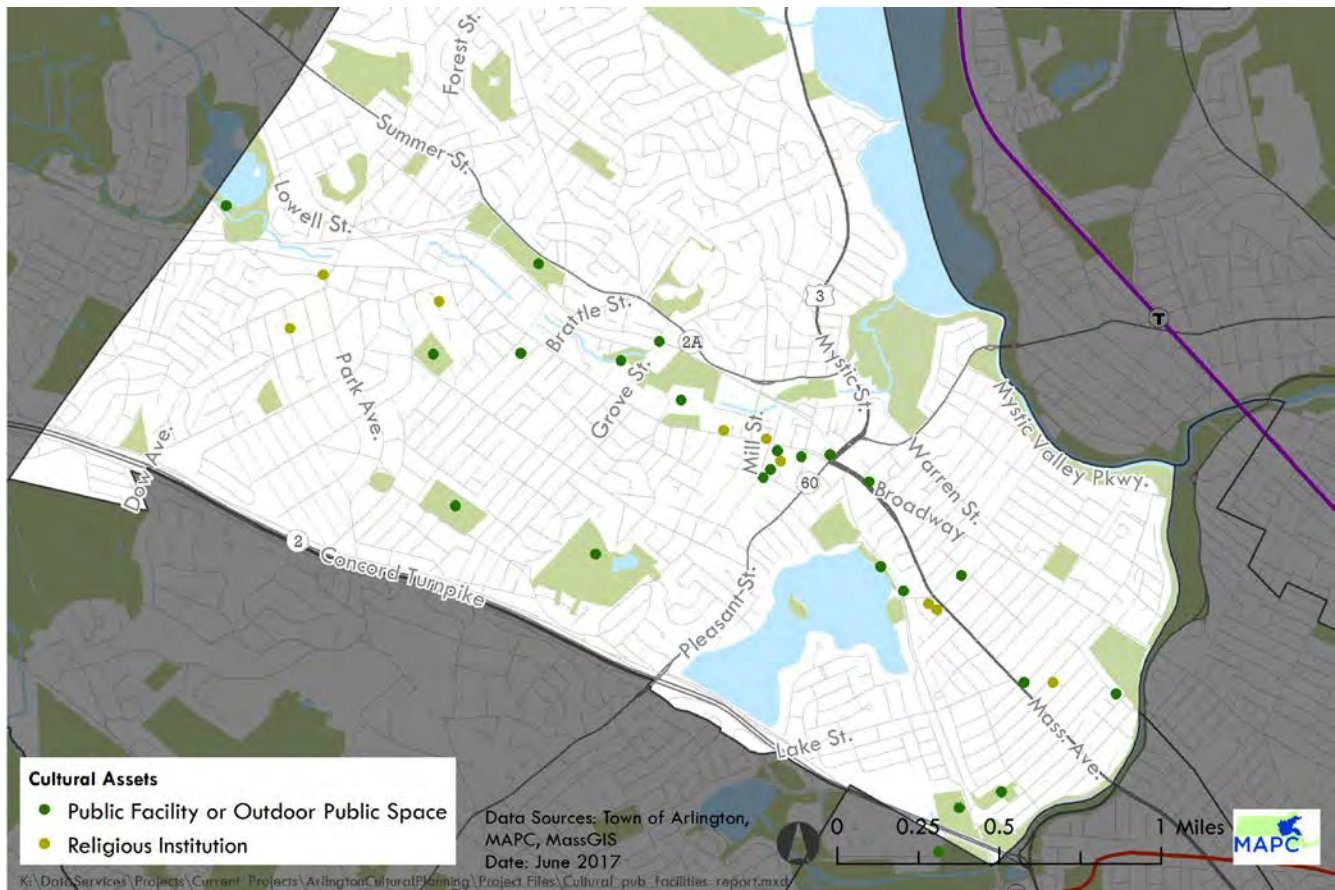
Figure 9. Map of Arlington’s Arts and Cultural Destinations



This map highlights East Arlington’s convergence of art, events and restaurants, creating a vibrant destination. In Arlington Center, the larger number of art, events and landmarks is distributed over a wider area while restaurants cluster along the commercial corridors of Massachusetts Avenue and Broadway. West of Mill Street and into Arlington Heights, public art and events, historic landmarks and attractions, and eating and drinking places are even more scattered.

Where are the indoor and outdoor facilities that can support arts and culture activities and events?

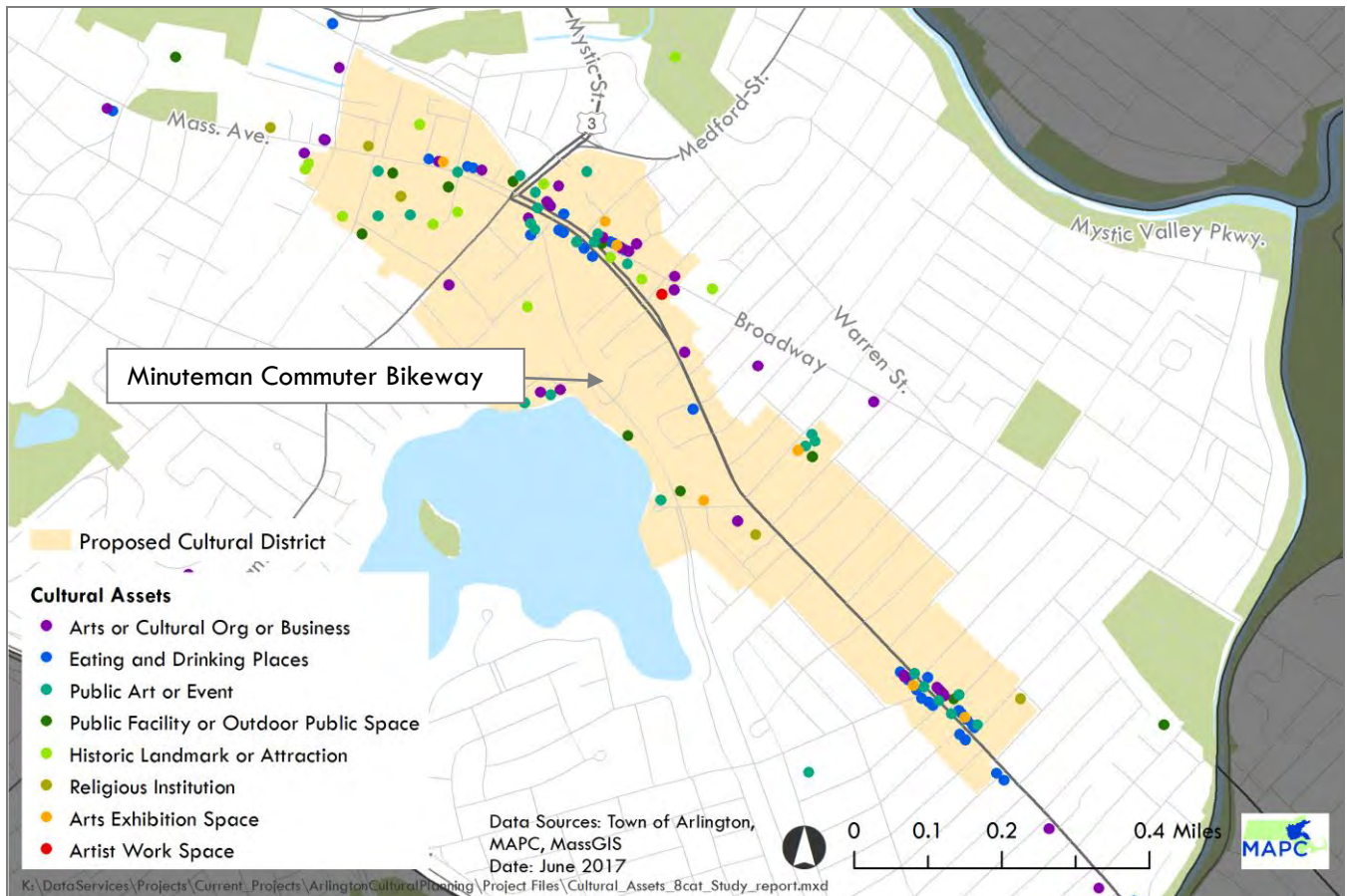
Figure 10. Map of Indoor and Outdoor Facilities that Support Arts and Culture



Enclosed public facilities and open spaces provide an important platform for arts and cultural events and activities. The cluster of public facilities between Mill Street and Pleasant Street, including the Arlington Center for the Arts, provides space for public art and events. Similarly, Spy Pond and the Calvary United Methodist Church support a variety of arts and cultural events and activities around the eastern edge of the Arlington Center cluster.

Where are assets located within the cultural district?

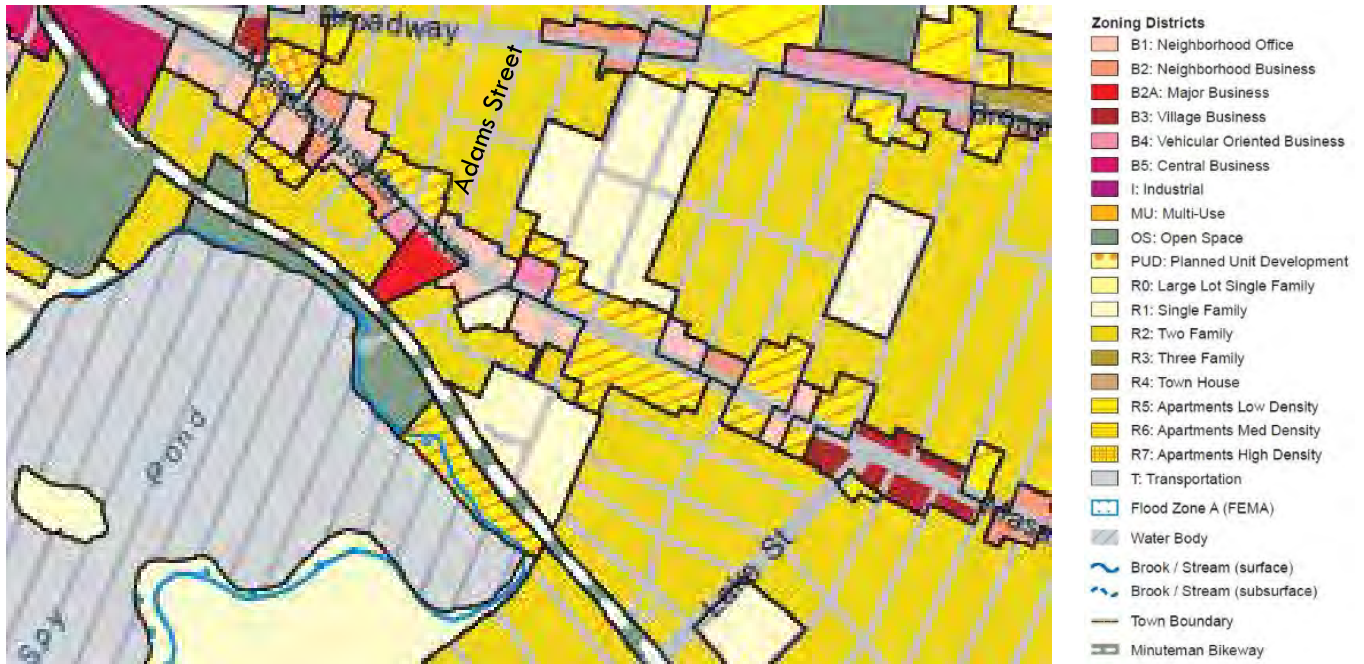
Figure 11. Location of arts and cultural assets within the proposed Cultural District boundaries



The proposed cultural district boundaries encompasses both the Arlington Center cluster of assets and the East Arlington asset cluster. Two gaps in assets will need to be addressed in developing a coherent identity for the cultural district. The gap between the assets near the intersection of Massachusetts Avenue, Broadway, and Mystic Street and those assets clustered around the edge of Spy Pond (including the pond itself, the Play Fair Arch at the Spy Pond Field, the Arlington Boys and Girls Club, True Story Theater, the Calvary Church, and the Arlington Ballet Academy, could be bridged through targeted public art and creative wayfinding along the Minuteman Commuter Bikeway, which links the Spy Pond open space to the Mystic Street asset cluster. The gap between the East Arlington neighborhood asset cluster and the Arlington Center cluster may be more challenging to overcome.

The gap in retail and commercial activity on Massachusetts Avenue between Adams Street and Lake Street is reinforced in the town's zoning code, which designates most of that stretch of Massachusetts Avenue as a Medium Density Apartments district interspersed with Neighborhood Office districts. The zoning bylaw explicitly notes the intention of its Neighborhood Office district "to encourage preservation of small-scale structures to provide contrast and set off the higher density, more active areas along the Avenue." [ART. 6, ATM 4/16] Because "uses which would detract from the desired low level of activity, consume large amounts of land, or otherwise interfere with the intent of this bylaw, are discouraged," [ART. 6, ATM 4/16], the cultural district may need to use placemaking strategies to establish a vibrant pedestrian connection between East Arlington and Arlington Center.

Figure 12. Zoning districts between arts and cultural asset clusters within Cultural District



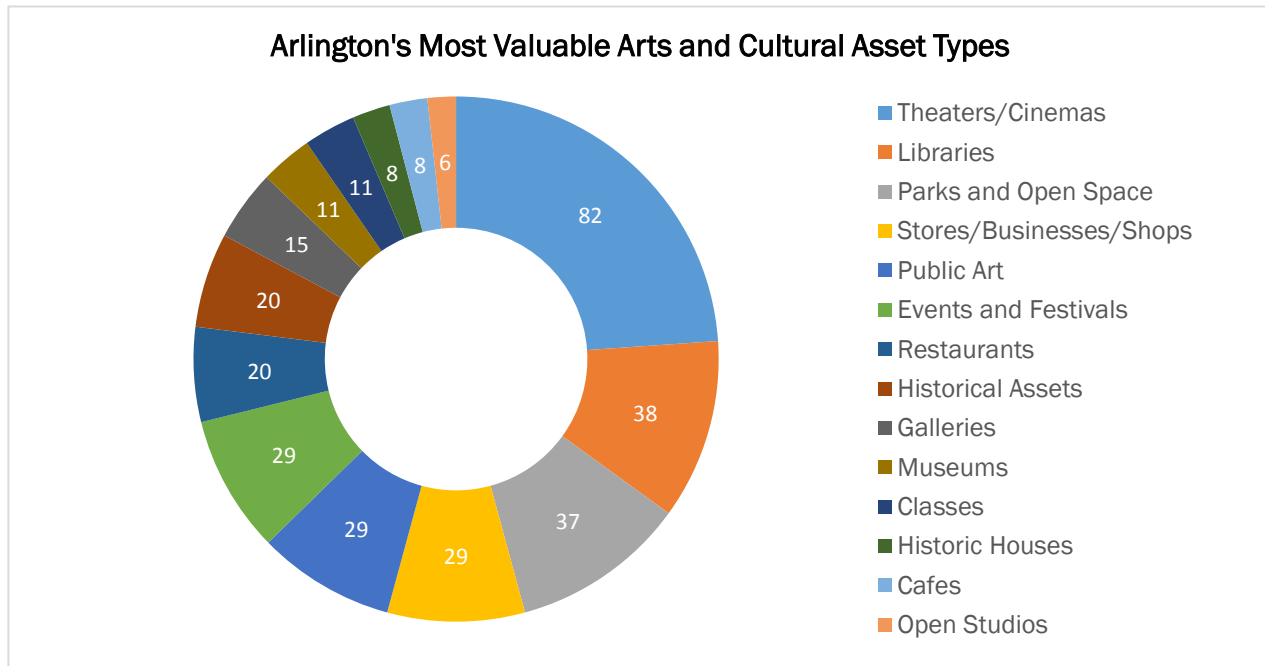
Most Valued Arts and Cultural Assets

Survey respondents were asked to identify the arts and cultural assets that they value most in Arlington. More than 20% of survey takers contributed a response to the question, with 203 total responses. Responses were open-ended and respondents used the opportunity to name specific assets and to describe the types of assets they valued most or used most frequently (for example, some respondents named Spy Pond while others noted the town’s parks and open spaces generally). To analyze the data, we first looked at asset types and aggregated general mentions of an asset type along with specific examples of that type. For example, in the chart showing Arlington’s Most Valuable Arts and Cultural Asset Types, the category “theaters/cinemas” includes responses that identified Arlington’s theaters as an important asset, as well as specific mentions of the Capitol Theatre, the Regent Theatre, and True Story Theater. We also analyzed the prevalence of specific assets identified by respondents. At least thirty assets were mentioned by name at least twice, with eighteen mentioned five or more times.

Most Valuable Types of Arts and Cultural Assets

Comments highlighted the importance of the local theaters and cinema, the libraries, and parks and open spaces, which were among the most frequently identified. Creative businesses, public art, and events and festivals each received 29 mentions, with restaurants, historical assets, galleries and museums rounding out the top ten asset types mentioned.

Figure 13. Most Frequently Identified Arts and Cultural Assets by Type



Most Valuable or Most Highly Used Arts and Cultural Assets

Theaters featured prominently among specific assets listed. Capitol Theatre and the Regent Theatre each received over 30 mentions. These theaters and the Arlington Center for the Arts, which also received over thirty mentions, are key anchors for arts and cultural activity in Arlington. The performing arts are a highly valued element of that activity, with Arlington Friends of the Drama also frequently mentioned. Public facilities play an important role in shaping Arlington’s arts and cultural identity. Both the Robbins Library and Arlington Town Hall were frequently identified among the town’s most valued assets.

Figure 14. Most Valued Public Facilities and Outdoor Public Spaces near Arlington Center

1. Arlington Center for the Arts
2. Robbins Library
3. Arlington Friends of the Drama
4. Town Hall
5. Minuteman Bikeway
6. Spy Pond
7. Menotomy Rocks Park
8. Arlington Community Education

Arlington Center is home to five arts and cultural assets identified as among the town’s most valuable. It is also where the most important public facilities and outdoor public spaces that support the arts and cultural community in Arlington cluster.

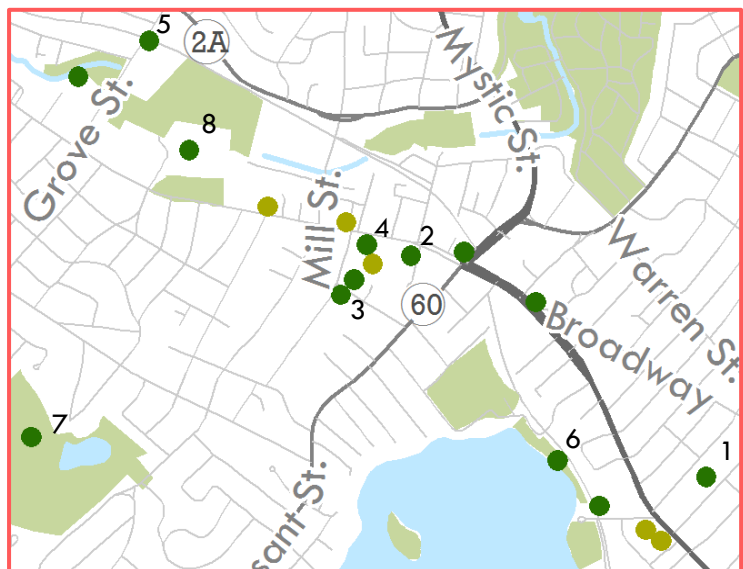


Figure 15. Six Most Frequently Identified Arts and Cultural Assets Considered Most Valuable

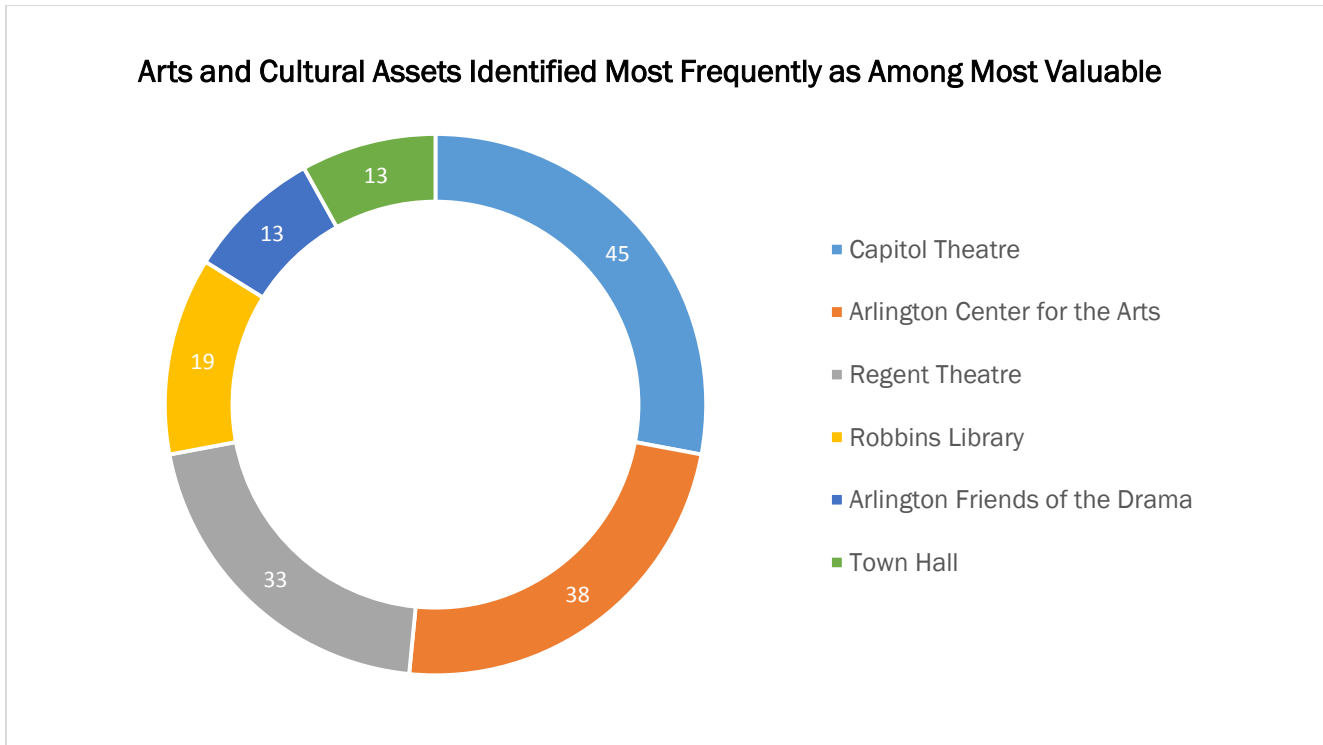


Figure 16. Arts and Cultural Assets Identified by Survey Respondents as Most Valuable
Shaded assets located in or near Arlington Center

Assets Identified >10 Times	Assets Identified 5-10 Times	Assets Identified 2-5 Times
Capitol Theatre 45	Minuteman Bikeway 9	True Story Theater 4
Arlington Center for the Arts 38	Spy Pond 8	Chairful Where You Sit 4
Regent Theatre 33	Robbins Farm Park 8	Arlington Historical Society 4
Robbins Library 19	Cyrus E. Dallin Museum 8	Shakespeare in the Park 4
Arlington Friends of the Drama 13	Porchfest 8	Artlounge 3
Town Hall 13	Play Time 8	Jason Russell House 3
	13Forest 7	Painted Transformer Boxes 3
	Artbeat Creativity Store 6	Jefferson Cutter House 3
	Menotomy Rocks Park 5	Dance Place 2
	Arlington Community Education 5	Ballet Academy 2
	Old Schwamb Mill 5	Drum Connection 2
	Kickstand Café 5	Arlington Community Media 2

Total Responses: 203

Arts and Cultural Needs Assessment

MAPC conducted an assessment of Arlington’s arts and cultural needs by examining responses to the town-wide survey, participant comments in focus groups, and feedback collected from public meetings. Concurrent with the cultural planning process, the Town of Arlington also commissioned TDC consulting group to undertake a study examining the arts and cultural activities of five town-associated agencies and groups. The themes from MAPC’s and TDC’s assessments are provided below.

Survey respondents and focus group and public meeting participants identified five primary needs, which are outlined below. The primary need identified is coordinated marketing, coordination, and funding for Arlington’s arts and cultural events and activities. Other needs include:

- policies that increase housing affordability,
- policies that incentivize development of more artist work space,
- better data about arts and cultural assets and activities,
- integration of arts and cultural considerations in town planning activities and infrastructure, and
- improved coordination between artists and arts and cultural organizations and businesses.

Marketing, Coordination, and Funding

Survey respondents and focus group participants identified marketing, coordinating and funding of arts and cultural events and activities as the most pressing challenges facing the creative community. Both artists and audiences see a need for better coordination of arts activities including a central events calendar and a way to connect artists to available work, rehearsal, and performance space. Artists and arts organizations are particularly concerned with establishing sustainable funding streams to ensure the long-term growth of arts and cultural events, classes, and activities. Many feel the sector is currently under-resourced, and organizers are under strain to maintain the current level of activity.

Housing Affordability

Housing affordability and the risk of losing artists due to rising housing costs was a recurring theme. Implementation of the town’s 2016 Housing Production Plan should integrate the needs of the town’s creative community.

Housing is getting so expensive, [it is] hard to attract artists that typically have lower incomes.

Artist Work Space

Survey respondents and participants in focus groups and public meetings expressed a desire for policies that incentivize development of more artist work space suitable to different artistic disciplines including:

- studio and fabrication space,
- specialized spaces for photography,
- arts instruction space, and
- music and theater rehearsal and performance spaces.

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In addition, respondents identified a need for

- Streamlined access to the existing policies and procedures related to arts and cultural activities.
- Streamlined rental procedures
- Reduced rental costs or a sliding scale of rental fees.
- Spaces that encourage networking and community building among the town's creative community.

School auditoria could be made available for artist performances in the evening; need to think creatively about use of space.

Artists identified town-owned spaces as an opportunity to meet their need for facilities, but felt that barriers of cost, access, availability, and a lack of transparency about rental procedures limited their current use.

Arts & Cultural Data

Focus group participants recruited from among Arlington's active citizenry identified needs related to data collection and coordination, including the following:

- collecting data on arts and cultural activities and spaces, and
- maintaining a cultural asset inventory.

Planning & Infrastructure

In addition to using data to highlight the value of arts and culture, Arlington residents want arts to be integrated into public realm improvements including:

- bike racks and street furniture and
- improvements to the Minuteman Bikeway.

Residents want to ensure that upgrades and improvements to public facilities and public open spaces are designed to support the needs of artists and art and cultural events in order to strengthen the perception of Arlington as a home to the arts.

Many people come for the bike path... how to connect walking paths in town to the bike path too?

Resources and Coordination

Arlington's artists need resources to help their professional development and increase their visibility with local audiences. Artists want to know each other, but don't have good resources to find out who is doing what. They are interested in getting more involved in designing public spaces. The arts community identified a need for

- better opportunities to build professional networks within Arlington and
- more support in finding and renting space for their creative activities, including:
 - a calendar of events and

Need more pollination of ideas – events and/or spaces where artists can share ideas, skills, resources.

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- an inventory of spaces.

Many respondents, including artists, arts and cultural organizations, arts and cultural businesses, and others see a need for better coordination to enable partnerships among artists, businesses, schools, libraries, and other organizations to help Arlington's arts and cultural life thrive.

Need an arts and culture liaison position to coordinate/manage.

Additional Findings from TDC Study of Arlington Arts Agencies

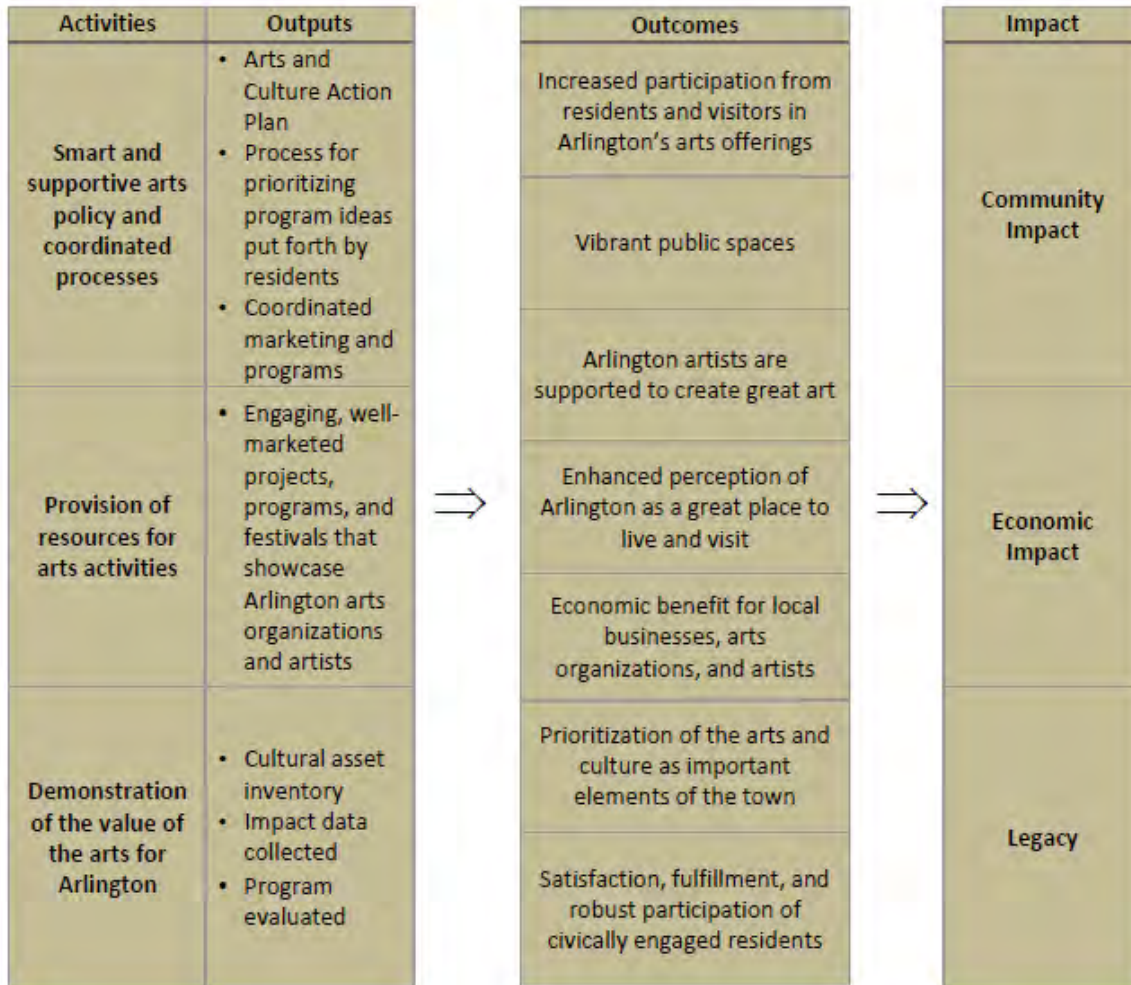
Coordination and funding of arts activities in Arlington were also subjects of a separate study conducted by TDC. Using funding from a Community Development Block Grant, the town of Arlington commissioned TDC to evaluate the roles and responsibilities of six Arlington entities responsible for supporting arts and culture in town:

1. Arlington Cultural Council (ACC)
2. Arlington Public Art and Vision 2020
3. Arlington Commission on Arts and Culture (ACAC)
4. Arlington Committee on Tourism and Economic Development (A-TED)
5. Arlington Cultural District Managing Partnership (ACDMP)
6. Arlington Center for the Arts (ACA)

The TDC study examined the organizational infrastructure of each agency and identified opportunities for improved coordination. Using a process consisting of independent research, convenings, and interviews, TDC found that the town's levels of arts and cultural activity have grown over the last few years through a combination of volunteer energies and support from Arlington's town administration. However, interviewees and TDC concurred that dedicated staff support is needed in three key areas: fundraising, installation and maintenance of public art, and coordination of major events. While current operations have created exciting opportunities for resident-driven arts and cultural projects to be piloted, steady staff support from the town will facilitate continuation of arts and cultural events that have long-term merit and benefit to the town's civic priorities. Using case studies and interviews with cultural affairs staff working in other municipalities, the study recommends town investment in a higher-level staff person with marketing and events expertise who can think strategically and negotiate partnerships and sponsorships and manage individual activities in a way that maximizes their impact for the town.

TDC's study outlined three core values and three core activities that would be advanced by an arts and culture staff position. This arts and culture action plan aims to serve as the roadmap for advancing these activities and values and outlines a set of concrete strategies and actions that can be stewarded by a municipal position dedicated to advancing Arlington arts and culture. Additional recommendations provided by TDC that pertain to funding and job responsibilities for the position as well as recommendations for improved coordination and potential merger of the agencies and commissions can be found in Appendix E.

Figure 17: TDC Study of Arlington Arts Agency - Logic Model of Activities and Impact



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Recommendations

The following matrix outlines goals and strategies that serve as a roadmap for the Town of Arlington and partners to realize their arts and cultural vision over the next 6-8 years. The categories of action are organized around three overarching priorities: strengthening the arts and cultural sector, strengthening infrastructure for arts and culture, and expanding fair access to opportunities for creative engagement and expression. Six overarching goals provide a framework for action, and the matrix presents strategy recommendations for achieving those goals, recommends a set of partners responsible for implementing each strategy, and estimates each strategy's implementation time-frame (1-2 years, 3-5 years, 6-8 years).

Action Plan Matrix Implementation Partners -

Abbreviations

- A-TED – Arlington Tourism & Economic Development Committee
- AA! – Arlington Alive!
- ACA – Arlington Center for the Arts
- ACAC – Arlington Commission on Arts and Culture
- ACC – Arlington Cultural Council
- APL – Arlington Public Libraries
- APS – Arlington Public Schools
- ARB – Arlington Redevelopment Board
- BAC – Bicycle Advisory Committee
- BRSB partners – Battle Road Scenic Byway partners
- BOS – Board of Selectmen
- CSMA – Capitol Square Merchants Association
- CC – Conservation Commission
- CoC – Chamber of Commerce
- CD – Cultural District
- CDMP - Cultural District Managing Partnership
- CPC – Capital Planning Committee
- CPAC – Community Preservation Act Committee
- DPW – Department of Public Works
- ED – Economic Development
- Facilities
- FC - Finance Committee
- HC – Historical Commission

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- HCA - Housing Corporation of Arlington
- HHS – Health & Human Services
- HRC - Human Rights Commission
- IT – Information Technology
- MPAC– Master Plan Advisory Committee
- MBAC – Minuteman Bikeway 25th Anniversary Committee (MBAC)
- OSRC – Open Space and Recreation Committee
- PCD – Dept. of Planning and Community Development
- PIC – Public Information Officer
- PRC – Park & Recreation Commission
- RD – Recreation Department
- SAC – Support Arlington Center
- SAH – Support Arlington Heights
- TAC – Transportation Advisory Committee
- TM – Town Manager

Please see Appendix C for an overview of the organizations and individuals who have signed onto the Partnership Agreement that was submitted to accompany the town’s application for Cultural District designation.

Please see Appendix D for a summary of town studies, initiatives, and bylaws that are illustrative of current arts and culture initiatives being overseen by the town.

Implementing Arlington’s Arts and Cultural Vision: Action Plan Matrix

Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
GOAL #1: STRENGTHEN ARLINGTON'S INFRASTRUCTURE FOR ARTS AND CULTURE								
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 appropriately resourcing the implementation of arts and culture action plan priorities.								
1.1	Funding	<p>Identify sustainable funding mechanisms for arts and culture, including temporary and permanent art and maintenance of art (including those donated to the town and those acquired through funding from ACAC and APA).</p> <ul style="list-style-type: none"> • Consider various town-wide and district tools using an assessment/fee structure, such as special notices about donation opportunities with water bill mailings, business improvement districts and parking benefits districts. • Use funds to finance public art and creative placemaking particularly in areas of concentrated activity, i.e., CD area. • Establish funding streams for maintaining public art assets, e.g. through general open space maintenance budgets, CPA funds, etc. • Explore innovative approaches to soliciting contributions, e.g., special letters mailed with notices or bills from the town; crowd-sourcing platforms, "Donate Now" buttons on organization websites, stickers or other rewards provided to those who donate, etc. • Change language from fundraising for the arts to investing in the arts. 	X	X	X	PCD	FC, ACAC	

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Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
1.2	Funding	Support fundraising and coordination for Arlington's arts and cultural festivals: Arlington Alive!, Porchfest, Feast o' the East, etc.	X			AA!	ACA, ATED, PCD	
1.3	Staffing	Hire conservator to detail maintenance requirements of public art assets.		X		DPW	PRC	#85
1.4	Staffing	<p>Develop Arts and Cultural Affairs position within Department of Planning and Community Development. Align role with community development priorities of PCD.</p> <ul style="list-style-type: none"> Determine staffing capacity needed, develop job description and fill position. 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. 	X	X		PCD	TM	
1.5	Staffing	<p>Streamline and supplement staffing capacity at town-operated historic properties:</p> <ul style="list-style-type: none"> Inventory current paid or volunteer staffing levels at historic properties operated by the town, e.g., Uncle Sam Plaza Visitors Center and Dallin Museum. Schedule facilities staff time needed to support cultural resources and events in town. Contract with Arlington-based producers of public events to provide paid staff capacity as needed. 		X		DPW	PCD, HC, ATED, MBAC	#44

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Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
1.6	Communication and Promotion	<p>Develop, market, and promote Arlington's arts and cultural identity building off of the Arlington Arts and Culture Vision.</p> <ul style="list-style-type: none"> • 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 ArtsBoston calendar); • Promote events through social media and traditional media outlets. • Rename/rebrand town spaces serving as home to anchor arts and cultural organizations as appropriate. 	X			PCD	ACAC, PIC, CoC, SAC, SAH, CSMA	#90
1.7	Communication and Promotion	<p>Maximize occupancy of underused spaces and match artists to workspaces through online tool.</p> <ul style="list-style-type: none"> • Build and publicize an online inventory of available rehearsal, performance, and work spaces in town-owned and privately-owned buildings and outdoor spaces that can be rented at a fee or used for free. • Centralize and publicly disseminate this information. 	X	X		DPW	Facilities	
1.8	Communication and Promotion	<p>Through PCD economic development capacity, organize business owners in the Arlington CD to co-promote districts' arts and cultural assets, e.g., culinary arts, galleries, arts supply and arts education businesses, etc.</p>		X		PCD, CDMP	CoC, Businesses	

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Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
1.9	Coordination	<p>Rationalize arts and cultural boards, committees, and commissions under the leadership of the Arlington Commission for Arts and Culture (ACAC.)</p> <ul style="list-style-type: none"> • 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 advancement of select strategies in this action plan, including fundraising, marketing, publicity, and arts grant making responsibilities. 	X			PCD	ACAC, ACC, CDMP, A-TED	
1.10	Activating Spaces	<p>Activate public facilities and outdoor public spaces through arts and cultural programming initiated by the town.</p> <ul style="list-style-type: none"> • 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. 	X			TM	PCD	
1.11	Activating Spaces	<p>Establish the new Arlington Center for the Arts location as a multigenerational hub of arts and culture.</p> <ul style="list-style-type: none"> • Establish partnerships among town staff, Council on Aging, Arlington Senior Center, and Arlington Center for the Arts • Design and program new ACA space to support arts and cultural activities of Senior Center and Council on Aging. • Establish coordination strategy among partners. 	X	X		PCD, COA, ASC, ACA	TM, ACAC, ACC	

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Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
GOAL #2: IMPROVE POLICY CONDITIONS AND ADMINISTRATIVE PROCEDURES TO HELP THE ARTS AND CULTURAL SECTOR THRIVE								
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 limit or prohibit the inclusion of temporary or permanent arts and cultural uses in Arlington in suitable locations.								
2.1	Policy	Research issues of artist insurance and integrate findings into policy changes.	X			PCD	ACAC	
2.2	Policy	Review zoning pertaining to commercial and mixed use zoning districts, 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 spaces are permitted in suitable locations in town. <ul style="list-style-type: none"> Consider establishing artist live/work space as a use category. Establish clear rules for artists to display their work as public art on private property 	X	X		PCD	ACAC	
2.3	Policy	Evaluate whether zoning is creating unintentional gaps in activity along the stretch of Massachusetts Avenue that links the cluster of activity and assets in Arlington Center with the Capitol Square cluster and preventing the area from becoming a cohesive whole. <ul style="list-style-type: none"> Amend zoning as appropriate to achieve goals for CD. 	X	X		PCD, ARB, BOS	CDMP	
2.4	Policy	Review general bylaws for restrictions on noise, alcohol sales, or other issues that may create barriers to an active street life, especially in the evenings. Explore changes to bylaws to encourage a more active street life and arts and cultural activities at night.	X			PCD, BOS	Town Counsel	

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Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
2.5	Policy	<p>Adopt maintenance and repair policy for temporary or permanent public art commissioned by the Town of Arlington (this may include murals on public buildings, wayfinding and branding signage for the CD area and arts and cultural organizations).</p> <ul style="list-style-type: none"> Align policy with recognized public art maintenance standards Address maintenance of public art on private properties. 			X	ACAC	TM	#92
2.6	Policy	<p>Increase access to and use of public facilities and open spaces by Arlington arts and cultural community.</p> <ul style="list-style-type: none"> Reduce rental fees for Arlington-based producers of arts and cultural concerts, festivals, and events. Amend rental policies to reduce requirements for trash removal and security for events produced by Arlington-based artists, arts and cultural organizations, and arts businesses. 	X			TM	ACAC	

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Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
2.7	Administrative Procedures	<p>Create single online location for information about initiating new arts and culture events and activities in town.</p> <ul style="list-style-type: none"> 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, art in vacant storefront application, ACC grant application, public art guidelines 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, BOS	#2
2.8	Administrative Procedures	<p>Hold recurring events-permitting meetings where residents can secure required approvals for arts and cultural activities.</p> <ul style="list-style-type: none"> Bring together key town staff whose approval is required for permitting process and publicize meetings on event permitting information website. 	X			TM, DPW	HDC, BOS, APD, AFD	
2.9	Administrative Procedures	<p>Facilitate rental of municipal equipment by Arlington arts and cultural community for permitted special events.</p> <ul style="list-style-type: none"> Equipment includes audio/visual systems, lighting, tents, temporary stage, chairs, tables, etc. 	X			PS	PCD	

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Goal	Topic	Strategies	Near-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term (6-8 years)	Primary Partner	Secondary Partners	Aligns with Master Plan Goal
2.10	Administrative Procedures	Improve town's capacity for handling security, trash collection, and public notices for special events related to arts and culture in public spaces and facilities.		X		DPW	PCD	
2.11	Administrative Procedures	Adopt policy and procedures for allocating resources for beautification and arts and cultural events in CD. <ul style="list-style-type: none"> Resources will be generated through mechanism described in 1.1. 		X		PCD, CDMP	CoC, Businesses	#3

GOAL #3: PURSUE INTERDISCIPLINARY PLANNING INITIATIVES THAT ENGAGE ARTS, CULTURE, AND CREATIVITY AS VITAL TO IMPLEMENTING THE MASTER PLAN VISION

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 of a healthy and thriving Arlington. Activities will include documenting arts and cultural assets, integrating arts and culture into planning processes and planned public infrastructure improvements, and engaging public art practices as a means for creative and inclusive placemaking.

3.1	Data Collection	<p>Maintain arts and culture assets inventory as documented in this Action Plan.</p> <ul style="list-style-type: none"> • Develop a consistent schedule for updating inventory. • Explore using a moderated, open-source assets inventory tool to facilitate ongoing data collection. • Contract with consultant to perform periodic inventory as needed. • Pursue diverse funding sources for cataloging and surveying arts, cultural, and historic resources. 	X	X	X	PCD	ACAC, ACC, HC, IT	#18
3.2	Data Collection	<p>Develop quantitative and qualitative metrics to measure the impact of arts and culture on Arlington's planning and community development priorities.</p> <ul style="list-style-type: none"> • Encourage arts organizations to collect data on the impact of arts and cultural activity through surveys and pedestrian counters within transportation, public health, economic development, and other planning efforts. 	X	X	X	PCD	ACAC, IT	#35

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3.3	Data Collection	<p>Monitor action plan implementation through survey administered by ACAC or ACC as part of arts and cultural assets inventory update.</p> <ul style="list-style-type: none"> 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	#35
3.4	Data Collection	<p>Collect and disseminate data to support integrating arts and culture into town planning, decision-making, and civic engagement work.</p> <ul style="list-style-type: none"> Compile and make available to local artists and town entities vivid examples of the ways communities have woven arts into town planning, decision-making and civic engagement. Compile and make available information on Boston-area artists in various mediums who have the interest and skills to do civic engagement art. 	X	X		PCD, ACAC	IT, MAPC	
3.5	Data Collection	<p>Evaluate arts and cultural facilities for ADA accessibility and develop an accessibility plan to remove barriers to accessing arts and cultural facilities.</p>		X	X	PCD	Arlington ADA Coordinator	
3.6	Planning	<p>Develop a plan for maintaining temporary and permanent public art and historic resources in public buildings and town-owned public spaces.</p> <ul style="list-style-type: none"> Include a public art deaccessioning and storage plan. 	X	X		TM	ACAC, HC, DPW	#53

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3.7	Planning	<p>During construction and redesign of new and existing municipal buildings, include community-use public spaces that can be used for rehearsals, performances, and arts instruction in building programs.</p> <ul style="list-style-type: none"> Recruit artists as advisors on capital improvement projects. Prioritize design teams that include artists or have demonstrated experience engaging arts communities in design process. 	X	X	X	ACAC	PCD, Gibbs School, HCA, APS, MPIC
3.8	Planning	<p>Engage arts and culture as core part of wayfinding strategy for Minuteman Bikeway by raising money for and executing art installations along Bikeway that</p> <ul style="list-style-type: none"> Contribute to identity and cohesion of CD. Capture momentum around the 25th anniversary of the bikeway, and Advance broader transportation planning priorities. 	X	X		ACAC	PCD, ACC, MBAC #55
3.8	Planning	<p>Engage arts and cultural community in transportation initiatives pertaining to complete streets, pedestrian safety, and transportation advocacy.</p> <ul style="list-style-type: none"> Integrate temporary or permanent public art into transportation infrastructure including sidewalks. Recruit members of arts community to advisory committees for transportation projects. Include funding for artist-led creative outreach and public education programs in planning projects. 		X	X	ACAC	PCD, TAC #12

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3.9	Planning	<p>Engage arts and cultural resources as part of strategy for environmental resources education, preservation, marketing, and promotion.</p> <ul style="list-style-type: none"> • Use public art and creative placemaking to activate underutilized parks and open spaces. • Facilitate partnerships among local arts and culture community and environmental advocates as part of open space planning and capital improvement projects in parks and open spaces. 		X	X	ACAC	PCD, OSRC, MPIC #17
3.10	Planning	<p>Engage arts and cultural resources as part of strategy for preserving, marketing, and promoting historical and cultural resources.</p> <ul style="list-style-type: none"> • Employ artists to design wayfinding for historic and cultural resources through a juried or curated public art and design process. 	X	X	X	ACAC	PCD, TAC, MPIC #87
3.11	Planning	<p>Integrate public art into urban design and public realm.</p> <ul style="list-style-type: none"> • Partner with ACAC and APA to pilot creation of unique, beautiful and functional benches, bike racks, and banners. • Encourage cultural experiences in public spaces, e.g., music, visual, and culinary arts at the Arlington farmer's market. • Identify and activate alleyways, rooftops on renovated or new buildings, and walls appropriate for murals or projection space. • Consider purchasing and renovating building to house a community arts space. • Employ a team of artists and designers to mark the gateway to Arlington's CD from Cambridge. 	X	X	X	PCD, TAC	ACA, ACAC, MPIC

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3.12	Planning	<p>Integrate infrastructure requirements to support arts and culture activities and events into the scopes of public realm improvements for plazas and outdoor spaces: electrical power, water supply, lighting, flexible seating, and a stage area with unobstructed views.</p> <ul style="list-style-type: none"> Prioritize elements in projects near nodes of arts and culture activity in CD and along spine connecting Arlington Center and Capitol Square. 	X	X	X	PCD, TAC	ACAC, MPIC
3.13	Planning	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.		X		PCD	ACAC, A-TED, Property Owners
3.14	Activating Spaces	<p>Continue to support community-based public art projects such as the APA-curated Storefront Stories Project as part of an ongoing town-led community development and placemaking initiative.</p> <ul style="list-style-type: none"> Explore collaborative funding stream to finance the project including funds raised from members of the Arlington community. 	X	X	X	ACAC	ACC, PCD
3.15	Activating Spaces	Establish artist residencies in town-owned spaces such as libraries and schools.		X		PCD	ACAC, DPW

GOAL #4: EXPAND PUBLIC ACCESS TO OPPORTUNITIES FOR CREATIVE DEVELOPMENT, PARTICIPATION, AND EXPRESSION

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 collaborations between local and regional public, private, and nonprofit arts and cultural organizations, institutions, businesses, and others in order to improve the programmatic diversity of artistic and cultural offerings in Arlington.

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4.1	Expanded Employment	<p>Promote collaborations among 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.</p> <ul style="list-style-type: none"> 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	Expanded Employment	<p>Establish an arts internship program that aligns student interests with needs of local artists and arts and cultural businesses and organizations and employs local high schoolers.</p> <ul style="list-style-type: none"> Build partnerships among libraries, AGBC (Boys & Girls Club), ACA, youth centers, and the Arlington Public Schools to identify and recruit participants. 		X	APS, CoC,	ACAC, ACA,
4.3	Cultural Equity	<p>Promote socially engaged artistic and cultural programming that enhances the diverse cultural fabric in Arlington.</p> <ul style="list-style-type: none"> Encourage partnerships among 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

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4.4	Public Realm	<p>Maintain excellence in public art through professionally curated exhibitions engaging with contemporary subject matter and trends.</p> <ul style="list-style-type: none"> 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
4.5	Public Realm	<p>Establish monthly visual and performing arts event, such as an art walk or First Friday event that showcases Arlington's artists and activates the public realm, particularly in the CD.</p>	X			ACAC, CDMP	CoC, APA, ACA
4.6	Professional Development	<p>Connect artists with local and regional professional development opportunities.</p> <ul style="list-style-type: none"> Engage PCD's economic development expertise to support individual artists' work in branding, marketing, and promoting their skills and services. Establish partnerships among PCD, ACC and APL to fund and host these opportunities. 		X	X	PCD	ACC, APL, CoC

GOAL #5: STRENGTHEN THE ORGANIZATIONAL INFRASTRUCTURE OF ARLINGTON ARTS AND CULTURAL INSTITUTIONS

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 opportunities to strengthen communication and strategic collaborations between organizations in ways that maximize resources and improve quality of programming and services for the arts community and for the general public.

5.1	Organizational Sustainability	<p>Build off of TDC's recommendations and develop strategic plan focused on building the capacity of Arlington arts and cultural organizations in terms of audience development, marketing, income generation, programming and coordination.</p>		X		PCD	Arts and Cultural Organizations
5.2	Organizational Sustainability	<p>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.</p> <ul style="list-style-type: none"> Identify areas of duplication or gaps in provision of artistic and cultural programming or services. 	X			PCD	Arts and Cultural Organizations

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5.3	Planning, Service Delivery	<p>Establish a cultural campus among Town Hall and its surrounding assets: the new ACA/Senior Center, the Robbins Library, and Arlington Friends of the Drama.</p> <ul style="list-style-type: none"> Develop campus plan connecting campus to the CD and nearby assets such as the Uncle Sam Visitor Center, Minuteman Bikeway, Spy Pond, Jefferson Cutter House/Cyrus E. Dallin Art Museum, and Arlington Historical Society. 	X	X		PCD, ACA, AFD, APL	USVC, MBAC, CEDAM, AHS
5.4	Service Delivery	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.	X			ACA	PCD, APL
5.5	Service Delivery	Explore the potential for developing new anchor arts spaces, like hubs of performance spaces, museums.		X	X	ACA	PCD, ACAC, AHS,
5.6	Service Delivery	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
5.7	Activating Spaces	Support more big ideas for increasing visibility of arts and culture and establishing arts and cultural activity as an integrated feature of the public realm.	X	X	X	PCD, ACA	ACC, ACAC

GOAL #6: ELEVATE THE SOCIAL INFRASTRUCTURE AND CONNECTIVITY OF ARLINGTON'S ARTISTS AND CREATIVE PROFESSIONALS

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 Arlington artists in collaboration with arts and cultural institutions in order to improve dissemination of information pertaining to services and programming geared towards the creative community and facilitate creative collaborations and cross-pollination of artistic ideas.

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6.1	Visibility	<p>Host events that engage Arlington’s established professional artists and create opportunities for them to network, perform and show their work in the community.</p> <ul style="list-style-type: none"> • Organize professionally curated exhibitions. • Host live music and theatrical performances. • Hold literary events. • Facilitate partnerships among artists and businesses and local events (farmer's market, Town Day, parades) in the Cultural District to increase artists' visibility. 	X	X	ACAC, ACC	ACA, CoC, Galleries, Businesses, CDMP
6.2	Visibility	<p>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.</p>	X	X	ACAC, ACC	ACA, CoC, Galleries, Businesses, CDMP
6.3	Artistic Quality	<p>Actively recruit Arlington Cultural Council members from arts and cultural community. Highlight interest in professional arts expertise, arts and cultural organization experience, and/or experience producing artistic and cultural experiences.</p>	X		ACC, ACAC, ACA	TM
6.4	Impact	<p>Connect Arlington Cultural Council grants to broader community goals and planning priorities and facilitate strategies to combine resources for bigger grants and more exciting opportunities to engage professional artists in town initiatives.</p>	X		ACC, PCD	TM, TAC, DPW, HC, MBAC, APL, APS

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6.5	Impact	<p>Engage artists to help town staff:</p> <ul style="list-style-type: none"> • Raise public awareness of town issues • Gather public input on town planning proposals • Help people of differing opinions and viewpoints on policy proposals understand each other better • Help town committees function better internally • Build more positive relationship between players in the community • Increase diversity (e.g., age, ability, and race) of public input and involvement • Document the town’s participatory processes. 	X	PCD, ACAC	TAC, DPW, HC, MBAC, BOS, APL, APS
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Appendix A: Community Engagement Highlights

COMMUNITY ENGAGEMENT HIGHLIGHTS

Over 1,000 people were engaged through the planning process. Below is an overview of milestones in the cultural planning community engagement process.

Process Timeline



Over 900 people completed the survey. Each survey question was optional. Below are highlights from the survey responses.

Figure 1. Survey Respondent Age and Tenure Living in Arlington

How long have you lived in Arlington?		What is your age?	
> 5 years	26%	<20 years old	1.1%
6-20 years	38%	21-40 years old	18.6%
21-40 years	25%	41-60 year old	49.9%
> 40 years	9%	>60 years old	30.4%
Total responses: 730		Total responses: 727	

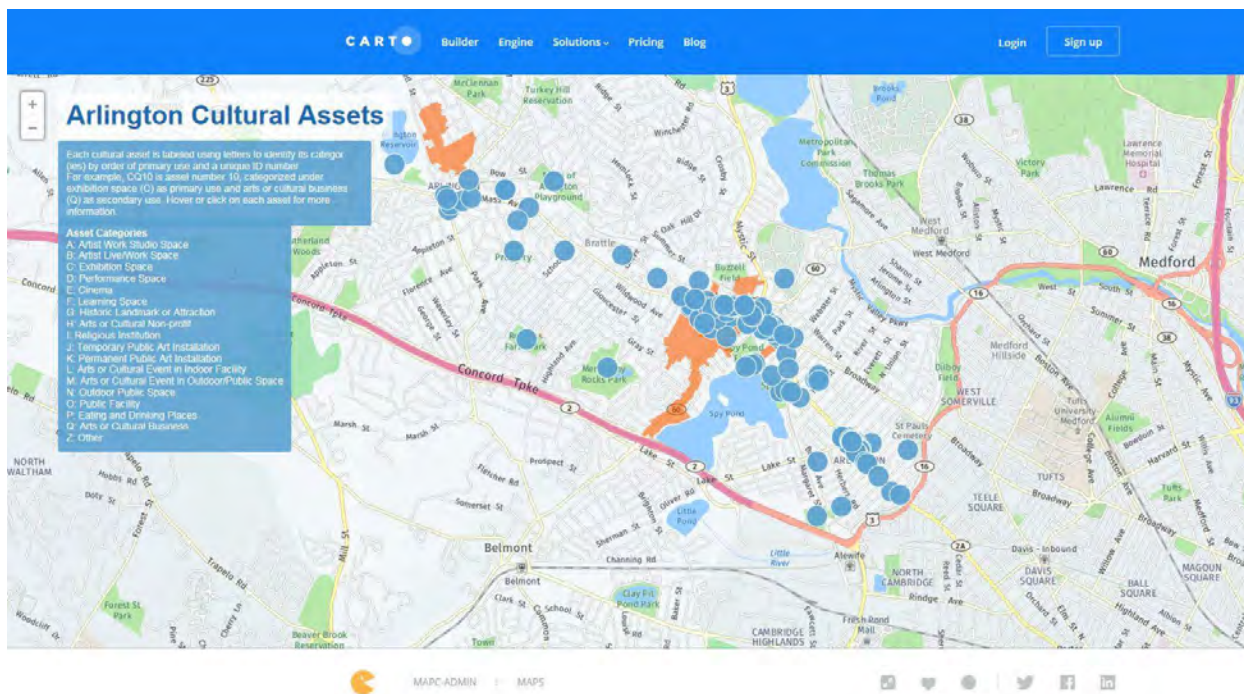
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PARTICIPANT DEMOGRAPHICS

Women were over-represented among survey respondents, with 71% identifying as female. 89.1% of respondents identify as Caucasian, higher than the 83% of residents recorded as white in the 2010 census. Youth were underrepresented among survey respondents, with only 1.1% of survey respondents under the age of 20, compared with 27.2% of the general population (of which 5.8% were between the ages of 15 and 19) in 2010. Higher income earners were also over-represented among survey respondents, with 70.3% of respondents earning at or above the 2010 median household income of approximately \$85,000. Home owners were over-represented among survey respondents, with 72% of respondents reporting that they own a house or condominium, compared with a 53% homeownership rate among Arlington residents in 2010.

PUBLIC COMMENT TO DEVELOP AN ARLINGTON ARTS AND CULTURAL ASSETS MAP

The town-wide survey included a view of a draft Arlington Cultural Assets Map. The map was revised and updated to include additional assets supplied by survey takers and attendees at the Arlington cultural planning public events. The updated map is included in the body of this plan document.



COMMUNITY MEETINGS AND EVENTS

Arlington Town Day – September 17, 2016

The Arlington Planning department and MAPC partnered to host an interactive activity tent during Arlington's Town Day in September. We shared the past work the town has done on this subject including the Arlington Master Plan, Cultural District Designation materials, Economic Impact of Arlington's Theatres Study as well as resources from local organizations and businesses. We collected contact information and shared the project website information, goals, timeline and how residents and attendees could get involved in the process.

Get Creative Community Visioning Event – March 1, 2017

On March 1 we hosted the Get Creative Community Visioning Event at Arlington Town Hall from 6:30 - 9pm. The purpose of the event was to provide an opportunity for public participation and to introduce the Arlington Arts and Culture Action Planning Project. The meeting presented findings from an arts and cultural assets and survey that was completed by 900+ Arlington residents and qualitative feedback from focus groups. During the night, over 80 people attended.

The event featured live music provided by Arlington-based pianist David Harris; participatory art facilitated by Pam Shanley, an artist and organizer of Arlington Open Studios; a giant fish bicycle by Arlington-based sculptor William Turville; recycled bags made from banners designed by local youth that were once displayed on Arlington light posts, as well as a temporary exhibition/gallery of art made by twenty-one Arlington high school students. Eight members of our Cultural Planning Working group co-facilitated each of the four discussion stations with 20 minute blocks.



Plan It Out! Event – June 6, 2017

On June 6th, the planning team hosted the second and final public event for the Arlington Arts & Culture Action Planning Project at Arlington Town Hall. The purpose of the event was to invite feedback on the six action plan goals and strategies. During the two and a half hour event, over 75 participants heard from planners on the current plan goals and gave input on what the strategies should entail and who would be best to help implement these recommendations. The event included networking with arts and cultural businesses and organizations. Local pianist Rieko Tanaka provided entertainment. The Regent Theatre, Arlington Center for the Arts, and the newly formed Arlington Artist Alliance and all hosted tables with information on upcoming events and initiatives. The services of local creative businesses were also featured through a rotating slideshow.



Please see Appendix A for more information about the outreach and engagement strategy.

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ONLINE ENGAGEMENT, MEDIA, AND PRESS

Social media and online engagement was a key component of our outreach efforts. For our public events, we worked closely with the MAPC communications department and the DPCD to share our events with the public. The Town of Arlington and MAPC issued three press releases over the course of the project. The town also established a new Cultural Planning page on the website; MAPC also created a partner webpage profiling the project. These pages summarized project milestones, upcoming events, and included a new email account for all questions about the cultural planning process.



MEDIA COVERAGE - HIGHLIGHTS

Boston Globe – February 15, 2017

Arlington arts, culture group plans town-wide event

<https://www.bostonglobe.com/metro/regionals/west/2017/02/15/arlington-arts-culture-group-plans-townwide-event/Yk1puhfHZ18azIJxFDA3I/story.html>

Boston Globe - May 17, 2017

Arlington's arts and cultural assets are focus of June 6 meeting:

<https://www.bostonglobe.com/metro/regionals/west/2017/05/17/arlington-arts-and-cultural-assets-are-focus-june-meeting/FxzzqcS5BnmTLNikWj4NTN/story.html>

Arlington Public News – March 29, 2017

Arlington Arts & Culture Planning Project

<https://www.youtube.com/watch?v=nBhkiCOVIX0>

Arlington Public News – June 22, 2017

Arts & Culture Action Plan

https://www.youtube.com/watch?v=S-t_O3rA2Y&feature=youtu.be

PARTNERSHIPS

The Cultural Planning Working Group assisted us in our outreach efforts by directly engaging their personal and professional network of contacts. Through their connections, we reached community members involved in a range of town boards and commissions, organizations, projects, events, and business owners. Through these partnerships we were able to strengthen our public engagement at all levels of the process.

Town Boards and Commissions		
Arlington Facebook groups	Town Hall	Human Rights Commission
Town Meeting Members	Diversity Task Group	Parks and Recreation Committee
Arlington Cultural Council	Arlington Tourism and Economic Development Committee	Public Memorial Committee
Arlington Commission on Arts and Culture	Arlington Education Foundation	Open Space Committee
Disability Commission	Arlington Department of Planning and Community Development	Library Board of Trustees
Arlington Public Art	Arlington Recycling Committee	Historical Districts Commission
Arlington School Committee	Historical Commission	Finance Committee

Businesses	
Workbar Arlington	Luv's
Kickstand Café	Artwear
Jammin' Java Open Mic	Drum Connection
Laundromat in East Arlington	Maxima
Whole Foods Arlington	Wood and Strings
Artbeat	Artful Heart Gallery
Regent Theatre	Claydreams
Arlington Center Wellness Space	Capitol Theatre

Organizations / Events / Projects		
True Story Theatre	Arlington Friends of the Drama	Friends of McClennan Park
Arlington Center for the Arts	Council on Aging	Friends of Robbins Farm Park
Chairful Where You Sit	Friends of the Fox	Friends of Thorndike Dog Park
Porchfest	East Arlington Livable Streets	Friends of Spy Pond Park
East Arlington Stories Project	Friends of Menotomy Rocks Park	Friends of Waldo Park
Sustainable Arlington	Walking in Arlington	Arlington Garden Club
Housing Corporation of Arlington		

FLYERS AND TRANSLATION

Print materials were key in increasing our reach and engagement for the public participation process of this event. 12 flyers were created to inform stakeholders of the plan and community meetings in three different languages including Chinese, Spanish and English.

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March 1 Get Creative! Cultural Planning Event Flyers

 <p>Arlington Arts & Culture Action Plan</p> <p>Do you live, work or play in Arlington?</p> <p>This is for all of us! Town Wide Visioning Events</p>	 <p>阿靈頓藝術與文化行動計劃</p> <p>您在阿靈頓居住、工作或遊玩嗎？</p> <p>全鎮範圍願景規劃活動 - 此項活動適合所有人！</p>	 <p>Plan de Acción de Arte y Cultura en Arlington</p> <p>¿Vive, trabaja o se divierte en Arlington?</p> <p>¡Esto es para todos nosotros!</p>
<p>Get Creative! Wednesday March 1, 2017</p> <p>6:30 - 9:00 PM Town Hall Auditorium 730 Mass Ave. Arlington, MA 02476</p> <p>Meet and network with others in town including artists, arts organizations and more! Learn more about our cultural planning project.</p> <p>www.mapc.ma/arlingtonmarch1</p>	<p>發揮創意！星期三 2017年3月1日</p> <p>下午 6:30 - 9:00 市政廳堂 730 Mass Avenue - Arlington, MA 02476</p> <p>與阿靈頓的其他人會面，建立聯繫，其中包括藝術家、藝術團體等！瞭解有關我們的文化規劃項目的進一步詳情。</p> <p>www.mapc.ma/arlingtonmarch1</p>	<p>¡Sea creativo! Miércoles 1.º de marzo de 2017</p> <p>6:30 - 9:00 p. m., auditorio del Town Hall 730 Mass. Avenue - Arlington, MA 02476</p> <p>Reunirse y conectar con otros personas en Arlington incluyendo artistas, organizaciones de arte, y más! Conozca más acerca de nuestro proyecto de planificación cultural.</p> <p>www.mapc.ma/arlingtonmarch1</p>
<p>The Town of Arlington's Department of Planning and Community Development and the Arlington Commission on Arts and Culture (ACAC) are working with the Metropolitan Area Planning Council (MAPC) to develop an Arlington Arts and Culture Action Plan that aims to strengthen and grow the town's arts and cultural assets.</p> <p>Questions? Email: culturalplan@town.arlington.ma.us</p> <p>Light Dinner will be served. Get Involved! MAPC</p>	<p>阿靈頓規劃與社區發展部和阿靈頓藝術與文化委員會 (ACAC) 正在與首都地區規劃委員會 (MAPC) 合作，制定阿靈頓藝術與文化行動計劃，旨在加強和發展阿靈頓的藝術和文化資產。</p> <p>有問題嗎？電子郵件 culturalplan@town.arlington.ma.us</p> <p>屆時將供應晚餐。 積極參與！ MAPC</p>	<p>El Departamento de Planificación y Desarrollo Comunitario de Arlington y la Comisión de Artes y Cultura de Arlington (Arlington Commission on Arts and Culture, ACAC) están trabajando con el Consejo de Planificación del Área Metropolitana (Metropolitan Area Planning Council, MAPC) para desarrollar un plan de acción para los artes y la cultura de Arlington que está enfocado en fortalecer e incrementar los recursos artísticos y culturales.</p> <p>¿Tiene preguntas? ¡Mandanos un mensaje! culturalplan@town.arlington.ma.us</p> <p>Se servirá una cena liviana. ¡Involúcrese! MAPC</p>

June 6th Plan It Out! Cultural Planning Event Flyers

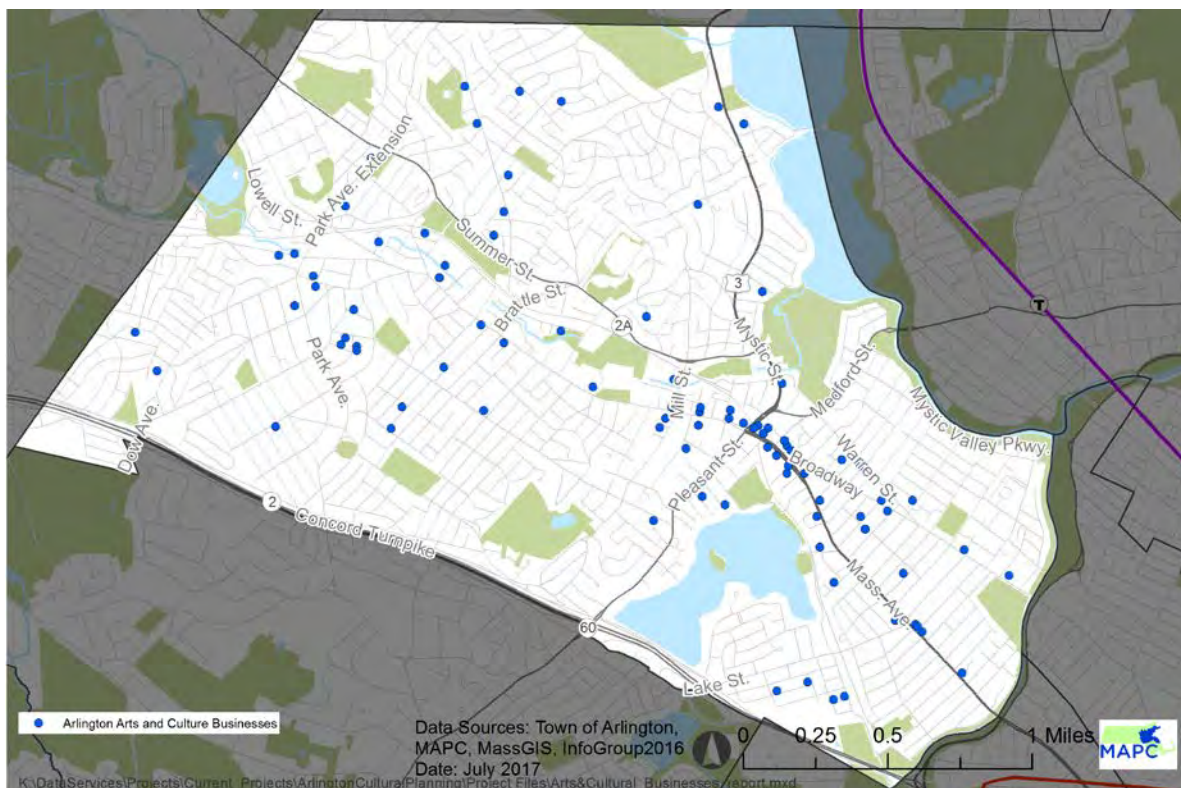
 <p>Arlington Arts & Culture Action Plan</p> <p>Do you live, work or play in Arlington?</p> <p>This is for all of us! Town Wide Visioning Events</p>	 <p>阿靈頓藝術與文化行動計劃</p> <p>您在阿靈頓居住、工作或遊玩嗎？</p> <p>全鎮範圍願景規劃活動 - 此項活動適合所有人！</p>	 <p>Plan de Acción de Arte y Cultura en Arlington</p> <p>¿Vive, trabaja o se divierte en Arlington?</p> <p>¡Esto es para todos nosotros!</p>
<p>Plan It Out! Tuesday June 6, 2017</p> <p>8:30 - 9:00 PM Town Hall Auditorium 730 Mass Ave. Arlington, MA 02476</p> <p>Participate in finalizing an action plan for strengthening our arts in culture in Arlington!</p> <p>www.mapc.ma/arlingtonjune6</p>	<p>請提前規劃！星期二 2017年6月6日</p> <p>下午 8:30 - 9:00 市政廳堂 730 Mass. Avenue - Arlington, MA 02476</p> <p>請參加最後確定加強我們的藝術和文化的行動計劃。</p> <p>www.mapc.ma/arlingtonjune6</p>	<p>¡Planifiquet! Martes 6 de junio de 2017</p> <p>8:30 - 9:00 p. m., auditorio del Town Hall 730 Mass. Avenue - Arlington, MA 02476</p> <p>Participa en la finalización de un plan de acción para fortalecer nuestro arte y cultura.</p> <p>www.mapc.ma/arlingtonjune6</p>
<p>The Town of Arlington's Department of Planning and Community Development and the Arlington Commission on Arts and Culture (ACAC) are working with the Metropolitan Area Planning Council (MAPC) to develop an Arlington Arts and Culture Action Plan that aims to strengthen and grow the town's arts and cultural assets.</p> <p>Questions? Email: culturalplan@town.arlington.ma.us</p> <p>Light Dinner will be served. Get Involved! MAPC</p>	<p>阿靈頓規劃與社區發展部和阿靈頓藝術與文化委員會 (ACAC) 正在與首都地區規劃委員會 (MAPC) 合作，制定阿靈頓藝術與文化行動計劃，旨在加強和發展阿靈頓的藝術和文化資產。</p> <p>有問題嗎？電子郵件 culturalplan@town.arlington.ma.us</p> <p>屆時將供應晚餐。 積極參與！ MAPC</p>	<p>El Departamento de Planificación y Desarrollo Comunitario de Arlington y la Comisión de Artes y Cultura de Arlington (Arlington Commission on Arts and Culture, ACAC) están trabajando con el Consejo de Planificación del Área Metropolitana (Metropolitan Area Planning Council, MAPC) para desarrollar un plan de acción para los artes y la cultura de Arlington que está enfocado en fortalecer e incrementar los recursos artísticos y culturales.</p> <p>¿Tiene preguntas? ¡Mandanos un mensaje! culturalplan@town.arlington.ma.us</p> <p>Se servirá una cena liviana. ¡Involúcrese! MAPC</p>

Appendix B: InfoGroup USA Data on Arlington Arts & Cultural Assets

InfoGroup is a provider of business and consumer data that administers an annual phone survey to collect data directly from businesses in North America. The following data was collected by InfoGroup in the 2016 calendar year and represents an additional snapshot of the diversity of arts and cultural businesses in Arlington. Based on InfoGroup's data, Arlington's registered arts and cultural businesses employed over 350 works in 2016 and the primary creative industries in Arlington fall under the following NAICS creative industry code categories:

- Architectural Services
- Fine Art Schools
- Graphic Design Services
- Independent Writers, Artists, and Performers
- Museums

Note: This data has not been reviewed for accuracy and may include businesses that no longer exist in Arlington at the time of the publishing of this action plan.



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NAICSSIX-DIGIT CODE	COMPANY_NAME	NAICS_DESC	# Employees
511199	Miravia LLC	All Other Publishers	4
511199	Gammon Press	All Other Publishers	4
511199	Polytronics Laboratories	All Other Publishers	1
541310	Brown Fenollosa Architects Inc	Architectural Services	4
541310	Gina Sonder	Architectural Services	4
541310	Melanie Mikecz Illustration	Architectural Services	1
541310	O'Connell Architecture	Architectural Services	2
541310	Richard L Labbe Inc	Architectural Services	1
541310	Anthony Butler & Architects	Architectural Services	1
541310	Building & Monument Cnsvrtn	Architectural Services	4
541310	Dan Hisel Architect	Architectural Services	1
541310	Design Solutions Inc	Architectural Services	2
541310	Frank P Janusz Architecture	Architectural Services	4
541310	Gensler	Architectural Services	55
541310	Martha Penzenik Architects	Architectural Services	1
541310	David Whitney	Architectural Services	3
541310	William Mitropoulos Architect	Architectural Services	4
453920	13 Forest Gallery	Art Dealers	2
453920	Artful Heart	Art Dealers	2
453920	Artisens World	Art Dealers	1
453920	Lilla Rogers Studio	Art Dealers	2
453920	Maxima Art Ctr	Art Dealers	2
511130	Russell Group	Book Publishers	8
511130	Wildflower Publishers	Book Publishers	2
451211	Magic Dragon Comic Book Store	Book Stores	2
541922	Abbott-Boyle	Commercial Photography	3
541922	Callaway Photo	Commercial Photography	1
541922	Sharona Jacobs Photography	Commercial Photography	1
541922	Jeffrey D Rogers Photography	Commercial Photography	1
323111	Arlington Lithograph Co Inc	Commercial Printing (Except Screen & Books)	4
323111	Arlington Swifty Printing	Commercial Printing (Except Screen & Books)	6
711120	Alton Street Dance	Dance Companies	1
443142	New England Photo	Electronic Stores	2
443142	Wave Arts	Electronic Stores	2
443142	Wordstock Inc	Electronic Stores	10
611610	Dance Caliente	Fine Art Schools	4
611610	Dance Place	Fine Art Schools	5
611610	Demers Piano Studio	Fine Art Schools	1
611610	Drumming Preparatory School	Fine Art Schools	3
611610	Israeli Simcha Line & Creative	Fine Art Schools	4

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NAICSSIX-DIGIT CODE	COMPANY_NAME	NAICS_DESC	# Employees
611610	Lynn & Jen's Dance Studio	Fine Art Schools	2
611610	Amherst Early Music	Fine Art Schools	2
611610	Ballet Academy Inc	Fine Art Schools	4
541430	Catalano Design	Graphic Design Services	1
541430	Karen Mc Carthy Artist	Graphic Design Services	1
541430	Calligraphy for All Occasions	Graphic Design Services	1
541430	Castle Tower Graphics Inc	Graphic Design Services	2
541430	Hecht Horton Partners	Graphic Design Services	4
541430	Offpiste Design	Graphic Design Services	3
541430	One Visual Mind	Graphic Design Services	2
541430	Selbert Perkins Design	Graphic Design Services	5
541430	Kenneally Creative	Graphic Design Services	3
712120	Jefferson Cutter House	Historical Sites	1
711510	Nadia Mahfuz	Independent Artists, Writers & Performers	1
711510	Moonlight Disc Jockeys	Independent Artists, Writers & Performers	1
711510	Domino Physics	Independent Artists, Writers & Performers	1
711510	Straight Up Music	Independent Artists, Writers & Performers	1
711510	William Turville	Independent Artists, Writers & Performers	1
711510	Restoration Services	Independent Artists, Writers & Performers	4
541410	Bella Decor	Interior Design Services	2
541410	Northeast Interiors	Interior Design Services	2
339910	C Ileana & Co Inc	Jewelry & Silverware Manufacturing	2
448310	T C Jewelers	Jewelry Stores	3
448310	Terra Nostra Jewelry	Jewelry Stores	2
448310	Swanson Jewelers	Jewelry Stores	5
541320	Leonard Design Assoc	Landscape Architectural Services	1
541320	Terraink	Landscape Architectural Services	3
519120	Edith M Fox Public Library	Libraries & Archives	2
519120	Arlington Public Library	Libraries & Archives	11
512110	Communications for Learning	Motion Picture & Video Production	4
512110	Daval Video Productions	Motion Picture & Video Production	1
512110	Evans Mcnamara	Motion Picture & Video Production	3
512110	Reflection Films	Motion Picture & Video Production	3
512110	Paul Lenart Audio	Motion Picture & Video Production	1

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NAICSSIX-DIGIT CODE	COMPANY_NAME	NAICS_DESC	# Employees
512131	Capitol Theatre	Motion Picture Theaters (Except Drive-Ins)	8
712110	Arlington Center for the Arts	Museums	5
712110	Boston Rock & Roll Museum	Museums	3
712110	Cyrus Dallin Museum	Museums	5
712110	Hartwell Design	Museums	3
712110	Arlington Historical Society	Museums	2
712110	Arlington Natural Resources	Museums	3
712110	Old Schwamb Mill	Museums	3
712110	Cyrus E Dallin Art Museum	Museums	5
711130	Center Stage the Band	Musical Groups & Artists	2
451140	Drum Connection	Musical Instrument & Supplies Stores	2
451140	Wood & Strings Music Ctr	Musical Instrument & Supplies Stores	2
339940	Art By Umberto	Office Supplies (Except Paper) Manufacturing	1
812922	Dorian Color Lab	One-Hour Photofinishing	8
711190	Magic & Puppets By Janine	Other Performing Arts Companies	1
541850	Prodisplays Northeast Inc	Outdoor Advertising	10
541921	Al Hiltz Photography	Photography Studios, Portrait	1
541921	Peter Southwick Photography	Photography Studios, Portrait	1
541921	Studio Atticus	Photography Studios, Portrait	1
541921	John Soares Photos	Photography Studios, Portrait	2
541921	Vanderpile Melina Photography	Photography Studios, Portrait	1
541921	Rubicat Design & Photography	Photography Studios, Portrait	1
515112	Easy Locate LLC	Radio Stations	6
451130	Fabric Corner	Sewing, Needlework & Piece Goods Stores	8
512240	High Steppin Productions LLC	Sound Recording Studios	2
512191	Spot Editorial	Teleproduction & Other Postproduction Services	3
512191	Open Eyes Video	Teleproduction & Other Postproduction Services	1
711110	Arlington Children's Theater	Theater Companies & Dinner Theaters	4
711110	Medford Street Theatre Inc	Theater Companies & Dinner Theaters	4
711110	Regent Theatre	Theater Companies & Dinner Theaters	4
711110	True Story Theatre	Theater Companies & Dinner Theaters	4
532230	Demetri Productions	Video Tape & Disc Rental	3

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NAICSSIX-DIGIT CODE	COMPANY_NAME	NAICS_DESC	# Employees
		Total Employees	359

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Appendix C: Arlington Cultural District Managing Partnership Agreement

Arlington Cultural District Managing Partnership Agreement

The Town of Arlington and the Arlington Cultural District Managing Partnership have partnered to establish the Arlington Cultural District. The Town supports this effort through a resolution approved by the Board of Selectmen on June 6, 2016 and has designated two (2) Town Representatives to work with the Managing Partnership.

I. PURPOSE OF THE AGREEMENT

This is a voluntary agreement ("Agreement") between members of the Arlington Cultural District Managing Partnership ("MP") setting out the responsibilities of each party in pursuing the mission and management of the cultural district as designated by the Massachusetts Cultural Council.

The mission of the Arlington Cultural District ("ACD") is to support the artistic, creative and cultural assets located within the designated district and the town, and to promote the same to surrounding communities and the region. The goals of the district per the Resolution: 1) attract artists and cultural enterprise; 2) create a stronger partnership between the business community and the nonprofit and civic sectors; 3) encourage job development and economic vitality; 4) establish tourist destinations; 5) preserve and reuse historic buildings; and 6) enhance property values.

Upon recognition by the Commonwealth of Massachusetts as a designated cultural district, the MP becomes the management entity of the ACD. The MP will be accountable to the Town of Arlington as the governing authority of the ACD.

II. MANAGING PARTNERSHIP

For a full list of partners, see the final page of this Agreement. The list of partners may be revised or added to at the discretion of the MP with a majority vote. Any member of this partnership may withdraw at any time or be removed by majority vote of the MP. There shall be a minimum of five (5) core managing partners in the MP consisting of one (1) representative from Arlington's Libraries, one (1) representative from the Town of Arlington Planning and Community Development Department, one (1) representative from the Arlington Center for the Arts, one (1) representative of the Arlington Chamber of Commerce, and one (1) representative of an East Arlington business or organization.

Each partner shall name an individual authorized to represent them in participating in ACD decision-making and activities. Each partner agrees to respond to email communications from the Coordinator, and access materials distributed via the Arlington Cultural District directory in Google drive (or a similar cloud storage method to be determined by the Coordinator). There will be a quarterly meeting of the MP. All partners are expected to attend. MP partners will also be authorized to take votes at meetings.

Roles within the MP:

Coordinator: responsible for scheduling meetings, creating and disseminating agendas, designating a minutes-taker at meetings, distributing minutes, establishing communications methods and keeping the ACD directory up to date, and assembling the ACD Annual Report.

Fiscal Manager: see section III.

Marketing Czars: responsible for coordinating efforts to market the cultural district, including the formation and oversight of subcommittees to explore the feasibility of marketing ideas raised during MP meetings or public meetings.

Impact Analyst: responsible for identifying and implementing ways to measure how the ACD is achieving the MP's goals. The Impact Analyst will assemble data from fellow MPs and/or appropriate town departments for the ACD Annual Report. All data shall be stored in the online ACD directory.

Members at-Large: not assigned or responsible for specific duties beyond the requirements outlined for MP members noted herein.

Other roles may be defined and voted upon at a later date by the MP.

III. FINANCES

Funds raised by the MP shall be managed by a representative from the Arlington Chamber of Commerce who will be known as the Fiscal Manager within the MP. A financial report will be given at each MP meeting and for the purpose of assembling the annual report to the Board of Selectmen.

The Town of Arlington is not obligated to expend any public funds by entering into this agreement. No member of this partnership shall be bound to any financial obligation without approval of the appropriate body within their organization and for expenditure of funds for their appropriated purposes.

IV. AGREEMENT

The Town of Arlington agrees to participate in efforts to create, promote and sustain the ACD by:

1. Endorsing the submission of the cultural district application to the Massachusetts Cultural Council.
2. Endorsing the cultural district goals: attracting artists and cultural enterprises, encouraging business and job development, establishing tourist destinations, preserving

and reusing historic buildings, enhancing property values, and fostering local cultural development.

3. Appointing town officials to represent the town within the managing partnership of said cultural district.
4. Encouraging all who own property or businesses within said cultural district to involve themselves and participate in the development and advancement of the cultural district.
5. Directing town agencies to identify programs, cultivate resources, and provide services that support and enhance the development and advancement of the cultural district and ensuring that those programs, resources, and services are made accessible throughout the cultural district.

The MP agrees to lead the efforts to create, promote and sustain the ACD by:

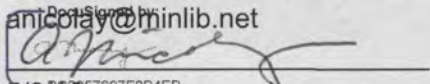
1. Participating in the governance and activities of the MP, and volunteering for subcommittee work when appropriate.
2. Encouraging local artists, makers, creative businesses and cultural organizations to identify themselves as being part of the ACD.
3. Cooperating in marketing initiatives that are identified and endorsed by the MP and its Marketing Czars, including social media blasts.
4. Representing the ACD and its goals at appropriate town committees and civic meetings as identified by the MP.
5. Supporting efforts to achieve consistency of identity through a variety of methods (i.e. signage, logo, colors).
6. Fostering partnerships and opportunities between local entities and individual artists.
7. Providing advice and stewardship of the economic sustainability of the ACD.

EFFECTIVE DATE AND DURATION OF AGREEMENT

This agreement shall take effect immediately upon its endorsement and may be amended at any time by a majority vote of the MPs.

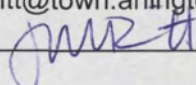
AGREED TO BY:

CORE MANAGING PARTNERS:

NAME: Andrea Nicolay
OFFICE: Director of Libraries, ACD Coordinator
EMAIL: anicolay@minlib.net
SIGNATURE: 
DATE: 5/9/16 5/9/2016

NAME: Jennifer Raitt
OFFICE: Director, Department of Planning and Community Development,
ACD Impact Analyst

EMAIL: jraitt@town.arlington.ma.us

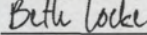
SIGNATURE: 

DATE:

NAME: Beth Locke

OFFICE: Executive Director, Arlington Chamber of Commerce, ACD Fiscal Manager

EMAIL: info@arlc.org

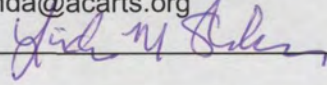
SIGNATURE: 

DATE: 30C3B437CCB648A...

NAME: Linda Shoemaker

OFFICE: Director of Arlington Center for the Arts, ACD Marketing Czar

EMAIL: linda@acarts.org

SIGNATURE: 

DATE:

NAME: Jan Whitted

OFFICE: Capitol Square Business Association, ACD East Arlington Representative

EMAIL: jan@eastbeaconline.com

SIGNATURE: JAN WHITTED

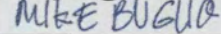
DATE: B0FC6DD1E7DE445...

MANAGING PARTNERS AT-LARGE:

NAME: Mike Buglio

OFFICE: Arlington Center Merchants Association

EMAIL: mbuglio@brook-rack.com


SIGNATURE: 

DATE: F2C582D74247438...

NAME: Sarah Buyer

OFFICE: Arlington Center for the Arts

EMAIL: sarah@acarts.org

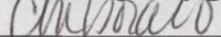
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DATE: 7 June 2016

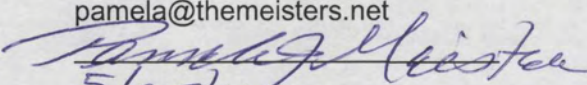
NAME: Carla Dorato

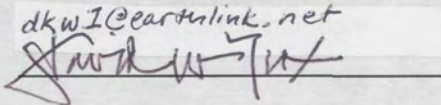
OFFICE: Arlington Center Merchants Association

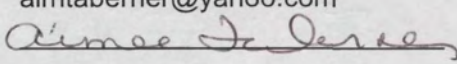
EMAIL: artfulheartgallery@gmail.com

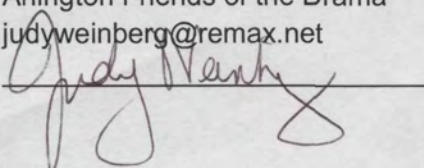
SIGNATURE: 

DATE:

NAME: Pamela Meister
OFFICE: Arlington Historical Society
EMAIL: pamela@themeisters.net
SIGNATURE: 
DATE: 5/25/16

NAME: David Wilcox
OFFICE: St. John's Coffeehouse
EMAIL: dkw1@earthlink.net
SIGNATURE: 
DATE:

NAME: Aimee Taberner
OFFICE: Cyrus E. Dallin Museum
EMAIL: aimtaberner@yahoo.com
SIGNATURE: 
DATE:

NAME: Judy Weinberg
OFFICE: Arlington Friends of the Drama
EMAIL: judyweinberg@remax.net
SIGNATURE: 
DATE:

Appendix D: Review of Zoning, Permitting, and Regulations Related to Arts and Culture

INTRODUCTION

Arlington's Zoning Bylaw reflects the town's commitment to supporting its local artists and grow arts and cultural activity in town by establishing two zoning use categories specific to the arts: Artisanal Fabrication and Artistic/Creative Production. These categories establish small-scale artistic production as separate from the light-industrial use category which would have encompassed them previously. This work has laid the foundation for a robust regulatory support structure for the town's arts and culture activity. Work remains to ensure that the use definitions are clear and distinct, that the zoning as a whole supports the goals of the Arlington Arts and Culture Action Plan, and that the general bylaws work in concert with the zoning.

DEFINITIONS

The following use definitions are critical for understanding how Arlington's Zoning Bylaws are supporting the arts and culture activities in town. Taken together, they create new opportunities for artistic and creative activities that would otherwise be prohibited in many of the areas identified as hubs of arts and culture activity in the Action Plan.

Artisanal Fabrication

ART. 6, ATM 4/16

Production of goods by the use of hand tools or small-scale, light mechanical equipment occurring solely within an enclosed building where such production requires no outdoor operations or storage, and where the production, operations, and storage of materials related to production occupy no more than 5,000 square feet of gross floor area. Typical uses have minimal negative impact on surrounding properties and include, but are not limited to, woodworking and cabinet shops, ceramic studios, jewelry manufacturing and similar types of arts and crafts, production of alcohol, or food processing.

Artistic/Creative Production

ART. 6, ATM 4/16

Creation, production, manufacture, distribution, publishing, rehearsal, performance, broadcast, selling, or teaching of the visual arts, performing arts, applied arts, literature, heritage, media, music, information technology, communications media, or digital content & applications; or the invention, design, prototyping, or fabrication, assembly, and packaging of parts for further assembly or consumer goods for sale.

Mixed Use

ART. 6, ATM 4/16

A combination of two or more distinct land uses, such as commercial, lodging, research, cultural,

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artistic/creative production, artisanal fabrication, residential in a single multi-story structure to maximize space usage and promote a vibrant, pedestrian-oriented live-work environment.

Home Occupation

ART. 12, ATM 4/93

An accessory use which is carried on entirely within a dwelling unit, and is incidental and subordinate to the dwelling use. In connection with such use, there is to be no retail sale of merchandise on the premises. Such use shall be carried on by the occupants of the dwelling unit in compliance with the provisions of Section 5.05 and shall not in any manner change the residential character of the building. Home occupations do not include such uses as barber shops, beauty parlors, commercial stables or kennels, real estate or insurance offices, teaching of more than three pupils simultaneously, and in the case of musical instruction, more than one pupil at a time.

ZONING AND PERMITTING OVERVIEW

1) Artists Working From Home:

The vast majority of artists use their home as a primary or secondary location for engaging in their creative pursuits. This use of the home for creative occupations as an accessory use is allowed all relevant zoning districts (residential, business, multi-use, planned unit development, and industrial) unless customers or pupils come to the house for business or instruction, in which case a special permit is required in all residential districts. Instructional activity as part of an accessory home occupation use is allowed in business districts B1-B5, Planned Unit Development (PUD) districts, and Industrial (I) districts. The receiving of customers or pupils is prohibited in multi-use districts. Additional restrictions apply to all accessory uses of housing for home occupations (Section 5.05 ART. 12, ATM 4/93; ART 4, ATM 4/02) including prohibitions on any nonresident being employed within the unit and on using more than 25% of the gross floor area to a maximum of 600 sf for the home occupation use (including space for storage of materials and finished products). Restrictions on the use of home offices for teaching purposes limit the number of pupils taught at one time to three or fewer in general and to only one for musical instruction with a special permit. The fact that residential spaces are inadequate to accommodate the needs of performing artists for teaching, rehearsing and performing was validated by the Action Plan's survey results. Arlington could examine the potential for an Artist Live/Work space use category to support the artistic community's need for more affordable housing and work space. In Somerville's Union Square, Artist Live/Work Space expands the allowable percentage of floor area for home occupation use to 50% and allows limited retail sales of work to be conducted out of the home. Somerville has also initiated an artist certification process, which allows them to establish and preserve space for use by artists. In Rockport, Massachusetts, the zoning bylaw defines a "Gainful Home Occupation" as "An occupation which is incidental to residence, carried on only by a person residing on the premises and no more than one additional person," which expands the use of housing for economic activity to all residents. Artists should be educated on the requirements for declaring businesses with clear information on how to properly comply with zoning ordinances.

Relevant Bylaws and Regulatory Requirements:

- a) Declaring a business (<http://www.arlingtonma.gov/departments/clerk-s-office/declaring-a-business>)

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- i) Required for businesses that do not have the name of the owner (first and last or last only) in the business name. Explanation of “Doing Business As”:
<http://www.arlingtonma.gov/home/showdocument?id=2220>
- b) Home Occupation Regulation in Zoning Bylaw
<http://www.arlingtonma.gov/home/showdocument?id=26500>
 - i) Section 5.05 - Home Occupation ART. 12, ATM 4/93; ART 4, ATM 4/02 For the use of a dwelling in any "R" district for a home occupation, the following conditions shall apply:
 - (1) No nonresident shall be employed therein.
 - (2) Not more than twenty-five (25) percent of the existing gross floor area of the dwelling unit in the principal building, not to exceed six hundred (600) square feet, is devoted to such use. In connection with such use, there is to be kept no stock in trade, commodities or products which occupy space beyond these limits.
 - (3) That there shall be no display of goods or wares visible from the street.
 - (4) All advertising devices visible from off the lot are specifically prohibited.
 - (5) The buildings or premises occupied shall not be rendered objectionable or detrimental to the residential character of the neighborhood due to the exterior appearance, emission of odor, gas, smoke, dust, noise, electrical disturbance, or in any other way. In a structure containing more than one dwelling unit, the use shall in no way become objectionable or detrimental to any residential use within the structure.
 - (6) Any such building shall include no feature of design not customary in buildings for residential use.

Use Category (ART. 12, ATM 4/93; ART. 5, ATM 4/00 Section 8.06 and 8.06a)	Residential Districts R0-R7	Business Districts B1-B5	Multi-Use Districts MU	Planned Unit Developments PUD	Industrial Districts I
Home occupation as accessory use for gain, or home office.	Yes	Yes	Yes	Yes	Yes
If customers or pupils come to the house for business or instruction	SP	Yes	No	Yes	Yes

2) Artists Working Outside Their Homes

Nearly 1 in 5 artists responding to the Action Plan survey indicated that their creative activities had been limited by inadequate space. This was particularly pronounced among artists in performing arts fees needing space to conduct lessons, rehearsals and performances as well as among artists engaged in creative activities requiring large and/or specialized equipment including woodshops, ceramic studios, darkrooms, photography studios, and sewing studios. Many of these activities fall within the definition of Artisanal Fabrication or Artistic / Creative Production. However, there is significant overlap between these two use categories and among these categories and the specific uses that fall under the Light Industrial section of the Zoning Bylaw use table. In addition, under Retail, the use category of “Establishments having more than 1,000 square feet of gross floor area for the manufacture, assembly or packaging of goods, provided that at least 50 percent of such merchandise is sold at retail on the premises and that all display and sales are conducted within a building” overlaps somewhat with the Artistic/Creative Production category, which includes “Creation, production, manufacture, distribution, publishing, rehearsal, performance, broadcast, selling, or teaching of the visual arts, performing arts, applied arts, literature, heritage, media, music, information technology, communications media, or digital content & applications; or the invention, design, prototyping, or fabrication, assembly, and packaging of parts for further assembly or

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consumer goods for sale.” The safest interpretation of these conflicts would be to prioritize the restrictions on the more specific uses over the more allowance of more general artistic uses. The end result is that the Artisanal Fabrication and Artistic/Creative Production categories are highly constrained in the types of spaces they allow.

As is evident from the table below, the light industrial uses that overlap with Artisanal Fabrication and Artistic/Creative Production are expressly prohibited in areas where Artisanal Fabrication is allowed with a Special Permit and in areas where Artistic/Creative production is allowed by right. This creates confusion within the bylaw as to when an activity would be considered “Artisanal Fabrication” versus “Light Industrial.” Additional detail in defining light industrial uses in terms of floor area, equipment type or volume of production may be helpful for distinguishing those uses from Artisanal Fabrication uses. Retail establishments that include the manufacture and sales of merchandise are prohibited in districts where Artistic/Creative Production is allowed by right or by Special Permit and where Artisanal Fabrication is allowed by Special Permit. This restriction should be evaluated for its impact on the goals of the two arts-oriented use categories.

Use Category	Residential R0-R7	Nhd Office B1	Bus. Districts B2-B5	Multi-Use Districts MU	Planned Unit Developments PUD	Industrial Districts I
ART. 6, ATM 4/16 Artisanal Fabrication	No	SP	SP	SP	SP	Yes
ART. 6, ATM 4/16 Artistic/Creative Production	No	SP	Yes	Yes	SP	Yes
ART. 6, ATM 4/16 Mixed Use	No	SP	SP	SP	SP	SP
Light Industrial						
7.02 Printing, binding, or engraving plant	No	No	No (SP in B2A and B4)	No	No	Yes
7.03 Light Industrial: Industrial services (including machine shop, welding shop, plumbing, electrical or carpentry shop or similar)	No	No	No	No	No	Yes
7.05 Stone cutting, shaping and finishing in enclosed buildings	No	No	No (SP in B4)	No	No	Yes

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Retail						
ART 15, ATM 5/91; ART 4, STM 5/97; ART. 14, ATM 4/01; ART. 2, STM 9/04; ART. 11, ATM 4/09; 6.18 Establishments having more than 1,000 square feet of gross floor area for the manufacture, assembly or packaging of goods, provided that at least 50 percent of such merchandise is sold at retail on the premises and that all display and sales are conducted within a building	No	No	SP	No	SP	SP

Another challenge is that the use categories relevant to creative production and artisanal fabrication are distributed throughout the zoning bylaw. Simplifying the code could be accomplished through greater specificity as to use categories and a condensing of uses within categories. In Rockport, for example, the zoning bylaw provides definitions for establishments and activities specific to artists, including Frame Shops, Galleries, and Art Studios. Rockport’s bylaw also consolidates all uses relevant to creative fabrication and retail sales of products falls under “Retail Business and Consumer Services Uses.”

Another approach is being developed and tested in Somerville, where a publicly available draft of their revised ordinance (dated June 21, 2017) establishes “Arts and Creative Enterprise” as an umbrella category of uses with the following specific uses defined in detail:

- Artisan Production
- Arts Exhibition
- Arts Sales and Services
- Co-Working
- Design Services
- Shared Workspaces and Arts Education
- Work/Live Creative Studio

This approach consolidates uses pertaining to the arts and creative industries within the code and establishes permitting considerations related to limiting noise and pollution, providing for loading and waste removal and constraining the hours of visitation and retail sales. This approach also allows a municipality to explicitly encourage and incentivize artistic and creative enterprises.

3) Arts and Cultural Assets

A variety of use categories regulate the types of assets identified as contributing to the vitality of Arlington’s arts and cultural life. Many of these categories would include businesses and organizations that may not be arts related, such as “School, college, or other institution, such as trade, driving, music, dancing, martial arts or professional school conducted as a private gainful business.” In this categorization, a change in use from a music school to a driving school would not be considered a change in use. Adopting a set of categories that regulates arts and culture uses separately would

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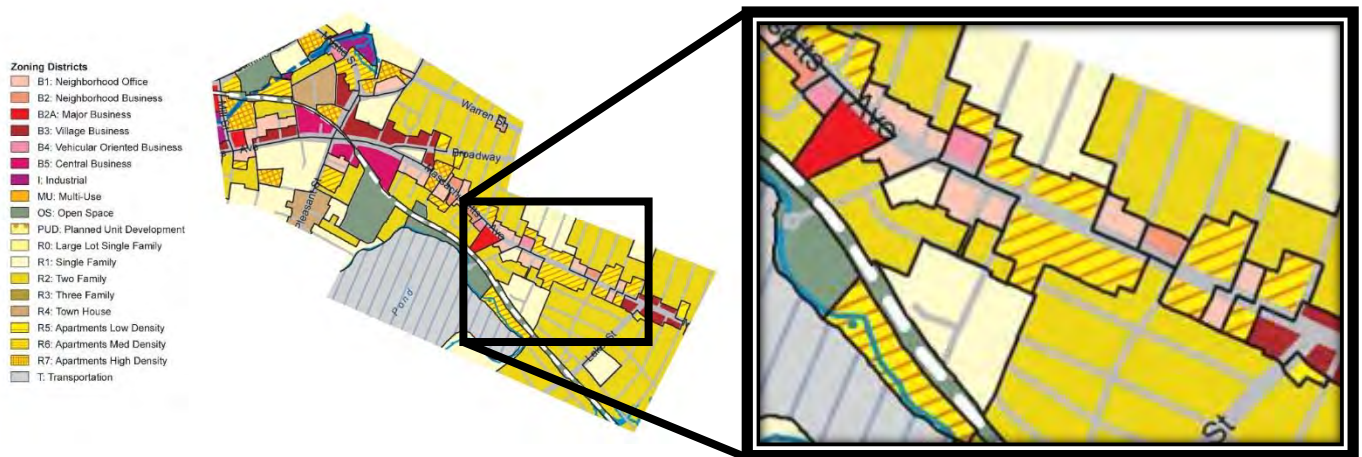
minimize incentives to switch to uses that do not strengthen the arts and cultural fabric and encourage the continued use of spaces in support of arts and cultural activity.

Use Category	Residential R0-R7	Nhd Office B1	Bus. Districts B2-B5	Multi-Use Districts MU	Planned Unit Developments PUD	Industrial Districts I
Institutional and Educational						
ART.2, STM 9/04 2.01 Community center, youth club, adult education center, settlement house or other similar facility operated by an educational, religious or non-profit institution	SP	SP	SP (Not allowed in B2A, B4)	SP	SP	No
ART.2, STM 9/04 2.02 Private club or lodge operated not for profit and for members only	No (SP in R3, R5-R7)	SP	SP (Yes in B4)	SP	SP	SP
ART. 15, ATM 5/91; ART. 5, ATM 4/00 2.05 Church, place of worship or other religious purpose	SP (R5-R7 Yes)	SP	SP (Not allowed in B2A, B4)	SP	SP	No
ART. 68, ATM3/77 2.08 School, college or other institution, such as a trade, driving, music, dancing, martial arts or professional school conducted as a private gainful business	No	No	Yes	No	Yes	No
ART. 5, ATM 4/88 2.10 Library, museum or art gallery open to the public or connected with a permitted educational use and not conducted as a private gainful business	SP	SP	SP (Not allowed in B4)	No	Yes	No
Public, Recreational, and Entertainment Uses						
ART. 2, STM 9/04 4.09 Outdoor amusement park, theater, sports facility, or recreational facility conducted for a profit	No	No	No (SP in B2A-B3)	No	No	No
4.11 Indoor motion picture theater	No	No	SP	No	SP	No
ART. 86, ATM 4/80; ART.2, STM 9/04 4.10 Enclosed entertainment and recreation facilities including a bowling alley, health club, skating rink or other recreation activity conducted for a profit	No	No	No (SP in B2A-B3)	No	No	No

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ART.2, STM 9/04 4.12 Enclosed entertainment and recreation facilities not conducted as a private gainful business	SP	SP	SP	SP	SP	SP
Eating and Drinking Uses						
ART.2, STM 9/04 6.12a Restaurant, including but not limited to lunchroom, cafeteria, under 2,000 square feet gross floor area	No	SP	Yes (Not allowed in B4)	SP	Yes	Yes
ART. 68, ATM 3/77 6.12b Restaurant, including but not limited to lunchroom, cafeteria, more than 2,000 square feet and all restaurants that are the principal use on lot greater than 10,000 square feet in area	No (SP in R7)	No	SP	SP	SP	No

4) Considerations for the Cultural District



The proliferation of cultural assets throughout the cultural district suggests that the underlying zoning is preserving opportunities for those uses to establish themselves. Some effort should be made to ensure that the zoning is not creating unintentional gaps in activity that prevent the area from becoming a cohesive whole. The stretch of Massachusetts Avenue that links the cluster of activity and assets in Arlington Center with the smaller cluster of restaurants and creative businesses in East Arlington deserves particular focus. Unlike in the rest of the district, where Village Business and Central Business districts predominate, this stretch is marked by Medium Density Apartment Districts and Neighborhood Office Districts. Within the Neighborhood Office District, “predominant uses include one- and two-family residences, houses with offices on the ground floor, or office structures which are in keeping with the scale of adjacent houses. With most locations on or adjacent to Massachusetts Avenue, the district is intended to encourage preservation of small-scale structures to provide contrast and set off the higher density, more active areas along the Avenue.” (ART. 6, ATM 4/16). Medium Density Residential districts are characterized by four-story apartment buildings with some office. Uses that “detract from the desired residential and office

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character... are discouraged.” (ART. 91, ATM 3/79). The impact of this zoning along Massachusetts Avenue is to discourage the kinds of activity-generating arts and cultural uses that would help establish the look and feel of a cohesive cultural district. If the town’s goal is to establish a cohesive district within the current boundaries of the district, it may wish to explore changes to the underlying zoning to allow specific arts and cultural uses in the Neighborhood Office and Medium Density Residential zones that would be acceptable to the community.

Cultural District: Relevant Zoning Districts		
Primary (Pervasive)	Secondary (Scattered)	Tertiary (Minimal)
R1: Single Family	R7: Apartments High Density	R5: Apartments Low Density
R2: Two Family	B2: Neighborhood Business*	
R6: Apartments Med Density	B2A: Major Business*	
B1: Neighborhood Office**	B4: Vehicular Oriented Business*	
B3: Village Business*		
B5: Central Business*		
* Districts where Mixed Use structures are allowed by special permit. **Mixed Use structures without retail space are allowed by special permit. *** Mixed Use structures without residential space are allowed by special permit.		

Descriptions of Districts within Cultural District Boundaries

R1: Single Family

The Single-Family District is composed of all those areas so designated on the official zoning map. The predominant use is single-family dwellings and public land and buildings. Intensive land uses, uses which would detract from the desired residential character, and uses which would otherwise interfere with the intent of this bylaw are discouraged.

R2: Two Family

The Two-Family District is composed of all those areas so designated on the official zoning map. The predominant use is a two-family dwelling and the district is generally served by local streets only. This district is generally within walking distance of the stores and transportation facilities along Massachusetts Avenue and Broadway. Uses which would detract from the desired residential character, consume large amounts of land, or otherwise interfere with the intent of this bylaw, are discouraged.

R5: Apartments Low Density

The Low-Density Apartment District is composed of all those areas so designated on the official zoning map. The predominant use is two- to three-story garden apartments located along or near principal

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arteries. Small-scale offices would be allowed on principal arteries only. Uses which would detract from the desired residential character, consume large amounts of land, or otherwise interfere with the intent of this bylaw, are discouraged.

R6: Apartments Med Density

The Medium Density Apartment District is composed of all those areas so designated on the official zoning map. The predominant use is apartments up to four stories high with offices permitted at a smaller scale. Locations are principally Massachusetts Avenue and Pleasant Street. Uses which would detract from the desired residential and office character, or otherwise interfere with the intent of this bylaw, are discouraged.

R7: Apartments High Density

The High Density Apartment District is composed of those areas so designated on the official zoning map. The predominant use is apartments up to 5 stories high, although offices are also permitted at the same scale. Locations are principally within or adjacent to Arlington center. Uses which would detract from the desired character, such as large-scale retail uses, or otherwise interfere with the intent of this bylaw, are discouraged.

B1: Neighborhood Office

The Neighborhood Office District is composed of all those areas so designated on the official zoning map. Predominant uses include one- and two-family residences, houses with offices on the ground floor, or office structures which are in keeping with the scale of adjacent houses. With most locations on or adjacent to Massachusetts Avenue, the district is intended to encourage preservation of small-scale structures to provide contrast and set off the higher density, more active areas along the Avenue. Uses which would detract from the desired low level of activity, consume large amounts of land, or otherwise interfere with the intent of this bylaw, are discouraged. Mixed use structures without retail space are allowed in this district.

B2: Neighborhood Business

ART. 6, ATM 4/16 The Neighborhood Business District is composed of all those areas so designated on the official zoning map. Predominant uses include small retail and service establishments serving the needs of adjacent neighborhoods and oriented to pedestrian traffic. Locations are almost all along Massachusetts Avenue or Broadway. Uses which would detract from this small-scale business character, or otherwise interfere with the intent of this bylaw are discouraged. Mixed-use structures are allowed in this district.

B2A: Major Business

The Village Business District is composed of all those areas so designated on the official zoning map. Predominant uses include retail, service and office establishments catering to both convenience and comparison-goods shoppers and oriented to pedestrian traffic. Mixed-use structures are allowed and encouraged in this district. The three locations include portions of the 28 principal business areas of Arlington: Lake Street, Arlington Center, and Arlington Heights. Businesses which consume large amounts of land and activities which interrupt pedestrian circulation and shopping patterns or otherwise interfere with the intent of this bylaw are discouraged.

B3: Village Business

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The Village Business District is composed of all those areas so designated on the official zoning map. Predominant uses include retail, service and office establishments catering to both convenience and comparison-goods shoppers and oriented to pedestrian traffic. Mixed-use structures are allowed and encouraged in this district. The three locations include portions of the 28 principal business areas of Arlington: Lake Street, Arlington Center, and Arlington Heights. Businesses which consume large amounts of land and activities which interrupt pedestrian circulation and shopping patterns or otherwise interfere with the intent of this bylaw are discouraged.

B4: Vehicular Oriented Business

The Vehicular Oriented Business District is composed of all those areas so designated on the official zoning map. Uses include establishments primarily oriented to automotive traffic which require large amounts of land in proportion to building coverage; or establishments devoted to the sale or servicing of motor vehicles, the sale of vehicular parts and accessories, and service stations. Arlington has an overabundance of automotive and automotive accessory sales and service establishments; thus when one of these businesses closes, the conversion of the property to other retail, service, office or residential use is encouraged, particularly as part of mixed-use development, which is allowed in this district.

B5: Central Business

The Central Business District is composed of all those areas so designated on the official zoning map in Arlington Center. It includes retail, service, and office uses, and provides for large-scale development. The scale is intended to reinforce the Center's role as the focus of activity in Arlington. Mixed-use development is encouraged, such as the combining of residential and business uses. Activities shall be oriented to pedestrian traffic and to centralized parking. Businesses which consume large amounts of land and interrupt pedestrian circulation and shopping patterns or otherwise interfere with the intent of this bylaw are discouraged.

GENERAL REGULATIONS AND PROCEDURES RELATED TO ARTS AND CULTURE

1) Town Bylaws:

- a) Article 12 Noise Abatement, Section 3. Daytime-Only Activities.
The following acts are specifically prohibited.
 - i) B. Loudspeakers. Operating or causing to be operated a public address loudspeaker, whether mobile or stationary, after 9:00 P.M. or before 8:00 A.M.
- b) Article 12 Noise Abatement Section 4. Maximum Sound Levels.
 - i) A. Sound Measurement. When a sound source is located in public spaces, sound measurements shall be made at, and sound level determination made in relation to, any location lawfully accessible to the public. When the sound source is located on private property, sound measurements shall be made at the boundary line of such property or as close thereto as is feasible.
 - ii) B. Sound Limitations. No person or persons owning, leasing, or controlling the operation of any source or sources of sound shall permit, either willfully, negligently, or by failure to provide necessary equipment or facilities or to take necessary precautions, the production of sound with a sound level greater than 85 dB(A) at any time, other than sounds associated with construction or maintenance work.

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The maximum decibel level of 85dB(A) is significantly higher than in surrounding communities and is unlikely to be a major contributor to limiting entertainment and nightlife in town. The prohibition on the use of loudspeakers after 9:00pm may be a bigger factor. Other communities manage sound restrictions according to zoning district, time of day, and length of sound emittance. In Cambridge, the highest maximum allowable dB(A) is 70 in industrial areas anytime and the lowest is 50 dB(A) in residential areas between 6pm and 7am. A noise ordinance that provides for a range of allowable decibels in different areas at different times may create better protection from noise pollution for residential areas while allowing for zones of nighttime activity. Currently the noise ordinance bylaw exempts activities and events that have obtained permits from the loudspeaker restriction. This exemption and the related permitting process should be clearly communicated and facilitated as appropriate to facilitate desired nighttime arts and cultural activities.

2) Permits:

- a) Board of Selectmen:
 - i) Sidewalk Café Permit
(1) <http://www.arlingtonma.gov/departments/planning-community-development/permitting-regulations>
 - ii) Block Party
(1) <http://www.arlingtonma.gov/services/applications-regulations-permits>
 - iii) Common Victualler License
(1) <http://www.arlingtonma.gov/services/applications-regulations-permits>
 - iv) Special One Day Liquor License
(1) <http://www.arlingtonma.gov/services/applications-regulations-permits>
 - v) Street Performer Application
(1) <http://www.arlingtonma.gov/services/applications-regulations-permits>
- b) Department of Planning and Community Development:
 - i) Sign Permit
(1) <http://www.arlingtonma.gov/departments/inspectional-services/sign-permit-process>
- c) Zoning Board of Appeals/Arlington Redevelopment Board
 - i) Zoning Use Special Permit Application
<http://www.arlingtonma.gov/home/showdocument?id=24803>

3) Special Permit Criteria

- a) Indicate where the use requested is listed in the Table of Use Regulations as a Special Permit
- b) Describe how the requested use is essential or desirable to the public convenience or welfare
- c) Describe how the requested use will not create undue traffic congestion, or unduly impair pedestrian safety
- d) Describe how the requested use will not overload any public water, drainage or sewer system, or any other municipal system to such an extent that the requested use or any developed use in the immediate area or any other area of the Town will be unduly subjected to hazards affecting health, safety or the general welfare
- e) Describe how any special regulations for the use, set forth in Article 11, are fulfilled.
- f) Describe how the requested use will not impair the integrity or character of the district or adjoining districts, nor be detrimental to the health, morals, or welfare.
- g) Describe how the requested use will not, by its addition to a neighborhood, cause an excess of that particular use that could be detrimental to the character of said neighborhood.

Appendix E: Town Activities and Advancing Action Plan Goals & Strategies as of July 2017

This section includes information about the following studies, initiatives, and bylaws that are illustrative of current arts and culture initiatives being overseen by the town.

- TDC Organizational Assessment report
- Arts Revitalizing Town Storefronts Call to Artists flyer
- Vacant Storefront Bylaw art guidelines
- Map of proposed Arlington Cultural District
- PATHWAYS: Art on the Minuteman Bikeway

The organizational assessment from TDC is an effort to eliminate redundancies between arts and culture organizations in town. This study aims to help the town deploy the Arts and Culture Action Plan in the most efficient way possible and to maximize volunteer and staff resources across multiple organizations and the town.

The Arts Revitalizing Town Storefronts (ARTS) call to artists flyer and the Vacant Storefront Bylaw art guidelines are documents that illustrate the town's efforts to turn vacant commercial properties into pop-up art exhibit space as part of the Registration and Maintenance of Vacant Commercial and Industrial Buildings bylaw.

The Town of Arlington has submitted materials to the Massachusetts Cultural Council requesting designation of an area town as a Cultural District. Enclosed is a map of the proposed Arlington Cultural District, which stretches from East Arlington's vibrant arts community to the bustling town Center. Anchored by two theatres and connected by Massachusetts Avenue and the Minute Man Bikeway, the proposed Arlington Cultural District would be a destination for arts and culture in the town.

In addition to the four items above, in spring of 2017 Arlington Public Art (APA) commenced work on PATHWAYS: Art on the Minuteman Bikeway, a new initiative aimed at celebrating the 25th anniversary of the bikeway through a commissioning of temporary works of public art.

Arlington Arts Agencies Study

Final Report

July 7, 2017

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Introduction

In January 2017, the Town of Arlington embarked on a study to understand five Town-associated agencies that pursue arts and cultural activities. This study was planned as a supplement to the concurrent process being conducted by the Metropolitan Area Planning Council (MAPC) to create the Arlington Arts and Culture Action Plan.

The scope of this study included the review of the following five agencies:

- Arlington Commission on Arts and Culture (ACAC)
- Arlington Committee on Tourism and Economic Development (A-TED)
- Arlington Cultural Council (ACC)
- Arlington Public Art (APA)
- Cultural District Managing Partnership (CDMP)

In the course of the study, one additional organization was added to the inquiry:

- Arlington Center for the Arts (ACA)¹

The key questions to be addressed by the study were the following:

- What are the mission and goals for each of the agencies in question?
- What kind of organizational infrastructure do the agencies have to carry out their goals?
- Is there opportunity for improved coordination among the agencies?

To facilitate this work, the Town Planning and Community Development Department hired Juliana Koo of TDC, a Boston-based nonprofit research and consulting firm, to assist in answering these questions.

This document records the results of the study, and includes the methodology used by TDC, the summary of research findings, and recommendations. The study and its recommendations will be key inputs into an organizational planning process to be pursued by ACAC in the fall of 2017.

¹ It is important to note that the ACA is, unlike the other five agencies, a private nonprofit organization, though it is associated with the Town through a facility lease.

Methodology

To conduct the study, TDC pursued the following process of research and discussion.

Initial research (January)

- Review of secondary literature on local arts agencies and arts service organizations
- Review of initial materials on the MAPC process
- Information gathering on potential benchmark cities
- Articulation of Round I interview questions

First convening (February 2)

TDC presented the above research to ACAC in February. Lisbet Taylor from ACC was a guest at that meeting. Jenny Raitt and Julie Wayman from the Department of Planning and Community Development also participated. During the meeting, we agreed to a framework for inquiry.

Round I interviews (February-March)

TDC interviewed the following representatives from the agencies:

- Adria Arch, APA
- Stephanie Marlin-Curiel and Barbara Costa, ACAC
- Angela Olszewski and Tom Davison, A-TED
- Linda Shoemaker, ACA
- Aimee Taberner and Andrea Nicolay, CDMP
- Lisbet Taylor, ACC

Benchmarking research (April-May)

TDC interviewed the following individuals to inform the benchmarking research:

- Janet Silver, Chair, Concord Local Cultural Council
- Jessica Allan, City Planner and Coordinating Committee Member, Easthampton City Arts+
- Jen Glockner, Director, Office of Cultural Affairs, City of Pittsfield
- Greg Jenkins, Executive Director, Somerville Arts Council

Round II interviews (June)

TDC interviewed the following representatives from the agencies:

- Adria Arch, APA
- Stephanie Marlin-Curiel, ACAC
- Aimee Taberner, CDMP
- Lisbet Taylor, ACC

TDC also spoke with Jenny Raitt, and was given the opportunity to review the emerging Arts and Culture Action Plan.

Final convening (June 12)

The following individuals participated in the final convening:

- Adria Arch, ACAC and APA
- Ali Carter, Department of Planning and Community Development
- Barbara Costa, ACAC
- Joseph Curro, Jr., Board of Selectmen
- David Harris, ACC
- Jonathan Hyde, ACAC
- Asia Kepka, ACA
- Stephanie Marlin-Curiel, ACAC
- Andrea Nicolay, Arlington Public Library and CDMP
- Steve Poltorzycki, ACAC
- Jenny Raitt, Department of Planning and Community Development
- Linda Shoemaker, Arlington Center for the Arts and CDMP

Summary of Findings

Initial Research

TDC reviewed information about Local Arts Agencies (LAAs) and Arts Service Organizations (ASOs) to determine a framework for the study.

- As defined by Americans for the Arts, **Local Arts Agencies** “promote, support, and develop the arts at the local level ensuring a vital presence for the arts throughout America’s communities.... [E]ach LAA, in its own way, works to sustain the health and vitality of the arts and artists locally, while also striving to make the arts accessible to all members of a community.”
- As defined by the Massachusetts Cultural Council, **Arts Service Organizations** are “organizations that provide vital services to a particular discipline or segment of the cultural community but are not themselves involved in the creative process.”

TDC reviewed two reports to form a framework for understanding the span of activities taken up by LAAs and ASOs:

- Arts Service Organizations: A Study of Impact and Capacity (The Boston Foundation, 2005)
- Local Arts Agencies in America: 2015 Local Arts Agency Census (Americans for the Arts, 2016)

Based on review of these reports, TDC determined the following range of activities undertaken by LAAs and ASOs at large.

Type	Local Arts Agency	Arts Service Organization
Advocacy & Policy	Policy Creation	Lobbying, Campaigns, Protests
Financial Support	Grants, Sponsorship, Financing	Grants, Scholarships
Visibility	Community-wide marketing, calendars, festivals, cultural tourism	Audience development, discount tickets, joint advertising
Services	Fiscal sponsorship, backoffice support, training	Professional development, group services, health insurance, legal
Partnerships & Planning	Cultural planning, interface with other public agencies, civic identity	None
Convening & Networking	None	Conferences, meetings
Facilities	Develop and operate cultural facilities	None
Programs & Events	Arts education programs, Festivals, Public Art, Historic Preservation	None

Information & Research	None	Directories, Databases, Libraries, Research studies, Publications, Websites, Surveys
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The Americans for the Arts report also included the following useful information, based on their 2015 census of LAAs:

- The census included responses from 1,127 LAAs out of 4,377 known entities. Large and mid-sized entities are better represented among the respondent sample than small ones.
- 71% of respondents were private nonprofits.
- 23% of organizations with budgets of under \$100,000 have at least one full-time paid staff person.
- 78% of respondents present cultural programming, and 50% provide grants to other organizations for this purpose.
- 75% of respondents collaborate by “working together to plan, fund, and implement programs”
- The census includes a section on advocacy and strategic messaging, noting that the following constituencies resonated with different sets of messages:
 - Elected officials: 1. Economic impact, 2. Arts and community development, 3. Arts education
 - Business leaders: 1. Economic impact, 2. Benefits to business, 3. Arts and community development
 - Private funders: 1. Arts education, 2. Improving quality of life, 3. Community livability
 - Individual donors: 1. Arts education, 2. Quality of life, 3. Arts for arts’ sake
- The census includes a section on services for different constituencies by size of resident population. Among LAAs serving communities of 100,000 or fewer residents:
 - Top services to arts organizations: Publicity and/or promotional services (37%), Facility space (37%), and Grants/financial support (32%).
 - Top services to artists: Exhibit and/or performance opportunities (59%), Exhibit and/or gallery space (54%), Information (47%).
 - Top services to the general public: Online calendar of cultural events (63%), Artistic workshops/classes/seminars (61%), Public performances (58%)
- 30% of respondents provide grants to both organizations and artists, 19% support only organizations, 5% support only artists.
- 59% manage at least one cultural facility
- Of respondents that are public entities, 79% of their funding comes from government support.
- 16% of respondents receive funds from a local option tax. Of these, 66% receive funding from hotel occupancy tax.

Round I Interviews

In TDC’s initial round of interviews with agency representatives, we noted the following distribution of missions, budgets, and activities:

	Primary Mission	Budget	Infrastructure Activities: Policy, Funding, Facilities	Programmatic Activities: Program, Marketing
ACAC	Advocate for arts to Town	FY2018 \$25,000	Arts policy and cultural plan, Catalogue cultural assets, Arlington Alive convening	
ACC	Distribute grants	FY2017 \$12,300 grants, \$615 admin, FY2016 \$12,200 grants, \$615 admin	Responsive grants	
CDMP	Support and promote arts assets in Cultural District	\$0	Cultural district designation	
APA	Enrich Arlington through public art projects	FY2016 \$11,175, FY2017 partial (7/16-2/17) \$19,541		Chairful, Storefront Stories, Parks exhibits, Transformer boxes
A-TED	Promote tourism and ec dev – arts as one strategy among others	FY2017 \$500 Arlington Alive Festival (town budget), \$2,500 for Visitors Booth		Arlington Alive (transfer to ACAC), Visitors Booth
ACA	Transform lives and build community through the arts	FY2015 \$557,324	Rentals: (performance venue, studios), Busker license connections, band database	Classes/camps, Events: Open Studios, Porchfest, etc., Gallery

It is important to note that each of the public agencies has a distinct focus on either infrastructure or programmatic activities. ACAC, ACC, and CDMP are primarily infrastructure focused, while APA and A-TED are both focused on programs. It is also notable that the missions for most of the agencies focus more on activities rather than impact. The most often mentioned impact was economic, which interviewees observed was more about securing the Town’s commitment than the intrinsic intention for arts activity. Having a broad discussion about intended impacts was a desire.

Overall, we found that the level of arts activity has stepped up strongly in the past few years. Increases in both support from the Town administration and volunteer energy have combined to create new arts events, projects, and entities. While this boom in activity has been exciting, it is also true that sweat equity has taken a toll on volunteers. Many interviewees cited the need for dedicated staff support.

Interviewees noted that staff were needed not only for capacity reasons but also there are a number of situations where it is not appropriate for the Town to rely on volunteers. These situations included fundraising (which needs expertise), installation of public art (due to structural and human safety issues), and coordination of major events (which needs sustained leadership and energy). The issue with major events was identified in two different examples, Chairful and the Arlington Alive Festival. Both of these popular events were conceived and organized primarily through the energy of a single volunteer. While the initial success was exhilarating, in both cases the volunteers found it challenging to shoulder the burden for more than a few years. It should be noted that the Town has provided small amounts of funding to support Arlington Alive. However, leadership has remained in the hands of volunteers. A more successful example of investment from the Town is in APA's Storefront Stories project, which was executed by a paid contractor, Cecily Miller. Cecily not only organized the event but also raised funds to support its expenses.

At the same time, TDC maintains that it is important for Arlington to maintain a way for resident-driven ideas to be piloted. While some ideas may have a naturally short lifespan, others may demonstrate longer-term importance and value. Having a way for residents to bring their creative energy to the table keeps the Town's arts program relevant to the changing tastes and needs of the community. It also gets new volunteers engaged. At the same time, managing a process of resident ideas is another reason to have dedicated staff, who can guide inexperienced volunteers and who has the expertise to help determine which ideas have long-term merit.

TDC's interview with ACA resulted in a new model for identifying resources for paid staff. The ACA does not have dedicated fundraising staff at this time. However, they have recently uncovered a new pool of individual donors, through a capital campaign it is completing for the build-out of their new space. It may be possible to create a new position that works for ACA as a fundraiser, cultivating their new donor pool to stay as annual supporters, and also for ACAC as an Arts Officer.

Finally, another commonly cited need was that of a townwide website and events calendar that can communicate Arlington-based arts events to regional cultural audiences. This website was seen as another reason for dedicated paid staff.

Benchmarking Interviews

To help formulate models for Arlington, TDC investigated how other communities structure their municipal arts activity.

TDC interviewed representatives from four municipal arts agencies:

- Concord Cultural Council (CCC). A volunteer council that operates in a similar fashion to the Arlington Cultural Council. No oversight or staffing by any town department or agency.
- Easthampton City Arts+ (ECA+). A volunteer commission that is staffed by an Arts Coordinator and is overseen by the planning department. Programs cover several city-wide festivals, a weekly Artswalk event, grantmaking, and public art. The programs are each run by their own sub-committees, all coordinated by the Arts Coordinator.
- Pittsfield Office of Cultural Development (OCD). A staff-run and led office that reports directly to the Mayor of Pittsfield. Cultural Development staff are the City liaisons with the Tourism Commission and the Cultural Development Committee.
- Somerville Arts Council (SAC). A staff-run and led city department that reports directly to the Mayor of Somerville. The Arts staff coordinate the volunteer Arts Commission, which oversees grantmaking.

These agencies demonstrate a spectrum of commitment to the arts pledged by their respective municipalities.

	Concord	Easthampton	Pittsfield	Somerville
Total Budget	\$6,500	\$90,000	\$150,000	\$589,000
Budget from Municipality	\$2,000	\$30,000	\$110,000	\$500,000
Paid Staff	0	1	2	5
Budget for Staff	0	\$40,000	\$83,000	\$341,000
Serves as LCC? ²	Yes	Yes	No	Yes
Cultural district present?	Yes ³	Yes	Yes	No

² LCC stands for “local cultural council.” A local cultural council is an entity that receives funding from the Massachusetts Cultural Council to regrant to local cultural programs.

³ While Concord does have two designated cultural districts, our interviewee was not aware of it. TDC was not able to interview the Concord Chamber of Commerce, a private nonprofit that manages the districts. Based on review of the Chamber’s 2015 Form 990, the organization does not receive support from any public entities, including the Town of Concord.

What is the rationale for each of these agencies? What is driving their existence and programs?

Economic development is a driver in the three larger agencies, though most overtly in Pittsfield. The Pittsfield Office of Cultural Development was started to help the city identify a new economic engine after the departure of GE as a major employer. Arts-focused events have served as a key way for the city to communicate its identity and to push more foot traffic downtown. The OCD's budget includes \$12,000 earmarked for tourism, and the OCD staffs the city's tourism commission.

The economic development message is softer in Easthampton and Somerville. In Easthampton, ECA+ got its start after the town planning department did a study on local artists and found a "hidden economy" there. The drive behind most of the activities conceived of since then has been around visibility and advancement for artists rather than for the town per se.

In Somerville, creative economy has been in the town's lexicon since the early 2000s: so much so, that SAC believes that its artists have become a victim of the city's success. SAC has turned to conceiving of ways for artists to remain able to afford to live and work in rapidly gentrifying Somerville.

In Concord, the CCC is focused on cultural vibrancy, acting as a classic LCC. Interestingly, CCC takes its charge as a regional one, making grants to organizations outside of the town of Concord. CCC reasons that town residents attend programs throughout the region.

What types of programs and activities do the agencies conduct on a regular basis?

	Concord	Easthampton	Pittsfield	Somerville
Festivals	No	Artwalk (\$2K), Buskerfest (\$2K), Bookfest (\$2K), Cultural Chaos (\$10K)	Third Thursdays (\$20-30K); 10x10 arts festival (\$15K)	30 events - 20 city produced, 10 partner produced (\$190K)
Cultural district	No	Manages cultural district	Manages cultural district	No
Grantmaking	\$5,000 MCC regrants + \$2K from City	\$9K MCC regrants, \$2,500 emerging artist support	None	\$55K - \$35K from MCC, \$20K from City - orgs, artists, field trips
Promotion	No	Promote their own events	Weekly email with arts events, website promote their own events	Extensive website, plan online arts calendar
Public art	No	\$10K toward public art projects	Transformer box project	Storefront art, transformer boxes, etc.
Information	No	Online artist directory, public art inventory	No	Online artist directory, public art inventory, online resources
Technical Assistance	No	Workshops	Ad hoc support on permitting	Permitting support
Facilities	No	Two public galleries	Public gallery and studio space	Artist space program, Artfarm

A few notes on the above activities:

- Festivals and Events – In Pittsfield, OCD raises the budgets noted above through grants and sponsorships; these monies get contracted back out to the field to local artists. In Somerville, about \$51K of the \$190K is earned through products, tuition, and vendor fees, \$17K raised from sponsorships, and the rest coming from the city. In Somerville, the SAC has taken on the role of organizing large municipal events: Family Fun Day and the Fourth of July Celebration.
- Public Art – In Easthampton and Pittsfield, the arts agency staff coordinate shows and events in city-owned and managed art galleries. In Somerville, staff organize visual art displays in storefronts and in City hall. Each agency has a transformer box project. Easthampton and Somerville maintain extensive online inventories of local public art.
- Grantmaking – Easthampton’s LCC serves as a sub-committee of the ECA, and continues to offer annual grants totaling to about \$9,000. The ECA has also offered separate grants to emerging artists outside of the MCC regrant funds. Somerville grants over \$60,000 per

year to organizations, artist fellowships, and school field trips; the city supplements the \$50,000 received from MCC for regrants with another \$15,000-20,000.

- Promotion – Agencies focused primarily on promoting their own events. However, Pittsfield does promote other local events through their weekly email blast, and Somerville includes links to local arts organizations on their website. Somerville is planning to organize a local arts calendar.
- Technical assistance – Easthampton was the only agency that had artist capacity building workshops. Somerville and Pittsfield mainly saw their role as helping arts organizations and artists work with the government on getting approvals and permits for arts-related projects.
- Facilities – Both Easthampton and Pittsfield run public galleries; Pittsfield also have artist studios that it manages. Somerville manages an artist live/work space program through a new zoning rule that mandates the creation of cultural spaces in new city development, and is developing a creative placemaking project, ArtFarm. It sees its role as helping artists combat the effects of gentrification.

Where are these agencies situated in their town governments?

Pittsfield’s OCA and Somerville’s SAC are both city agencies that report directly to the mayor. Easthampton’s ECA+ operates under the aegis of the planning department; its sole staff person reports to the head of planning. Concord’s CCC is a Town-appointed council of volunteers.

Are there other arts agencies present?

- In Concord, the Cultural Council is the sole public arts-focused agency.⁴
- In Easthampton, ECA gained the “+” 6 years ago when the LCC became a sub-committee under the ECA.
- Somerville Arts Council has always served as the LCC. The Parks and Recreation Department also oversees some youth arts activities, as does the library.
- In Pittsfield, the LCC was maintained as a separate volunteer-run agency – because it works and its role is distinct enough from the OCD to maintain a separate identity.

⁴ As noted above, the two cultural districts are managed by a private nonprofit, the Concord Chamber of Commerce.

What is the role of staff? What is the role of volunteers?

	Staff	Volunteers
Easthampton	<ul style="list-style-type: none"> • Arts Coordinator supervised by town planning department, whose director sits on the coordinating committee of the ECA. • Salary is \$40,000 (not counting value of benefits). • Attends and staffs all meetings of coordinating committee and sub-committees, and coordinates work among committee members • Manages social media and handles promotion of ECA events • Coordinates shows in three galleries, and staffs two of them • Grantwriting • Manages ECA budget and purchasing for arts events 	<ul style="list-style-type: none"> • Sit on the coordinating committee and sub-committees and do tasks as agreed upon
Pittsfield	<ul style="list-style-type: none"> • Two staff people – Cultural Office Director (\$53K) and Administrative Assistant (\$30K) • Assistant manages the gallery and coordinates Third Thursdays • Director does the networking, attends meetings, and is the primary marketer; gets sponsorships and raises funds; coordinates bigger projects • Contractor produces weekly email blast 	<ul style="list-style-type: none"> • Serve on Cultural development board and Tourism Commission – these are people in their institutional capacity, not regular residents • Interns staff gallery
Somerville	<ul style="list-style-type: none"> • Five staff people • Director: planning, fundraising, grantmaking (\$91K) • Cultural director: grantmaking, arts special projects/programs (\$66K) • Events director: event coordination, civic events (\$62K) • Youth Arts Coordinator (\$72K) • Office manager/program associate (\$50K) 	<ul style="list-style-type: none"> • Board chairs grantmaking panels • Staff big festivals

Is there a cultural district? What is its role?⁵

Among the four, Pittsfield was the only one that wholeheartedly endorsed the cultural district concept. OCD sees the cultural district as a focal point for the city's arts activities and gives people the signal that the city cares about the arts. The OCD's office sits in the middle of the cultural district, and gives it the imprimatur as the leader of the city's cultural community.

In Easthampton, ECA manages the Cottage Street Cultural District. It was the central focal point for ECA's two main programs: Artwalk (monthly programs) and Cultural Chaos (festival). ECA reports that there has been a lot of turnover among the small businesses in the district, and the group has lost its core. They are currently surveying the local businesses to see what value they think the district could bring.

In Somerville, the SAC has never felt the need to apply for the designation. The city is already known as a local creative place. In some ways, they believe that Somerville has already outgrown the value that a cultural district could bring at this point. However, if new legislation is passed that allows cultural districts to collect funds like a Business Improvement District, they may change their minds.

What is the role of the city in the agencies' funding?

- Concord: The Town began matching MCC regrant funds with \$2,000 three years ago. No other funds are provided.
- Easthampton: The City contributes most of the Arts Coordinator's \$40,000 salary (plus provision of benefits, at a value not quantified), or roughly one third of the budget. In prior years, MCC's Adams Grant program provided one third of the budget, and ECA raised the remaining third. With the demise of the Adams Grant program, ECA plans to raise two thirds of its budget. While fundraising has increased in the past year, there is no clear assurance that ECA will be able to produce \$60,000 toward its costs, and the Coordinator has already begun to shave costs off the budget.
- Pittsfield: The City contributes all of OCD's core operating costs, including staff and a small budget toward promotional costs and contracted labor. OCD raises funds for its programs through fundraising and sponsorships.
- Somerville: The City contributes all of SAC's core operating costs and also provides support for a large portion of programs including funds toward grantmaking. SAC for its part does raise funds toward programs and in the past year has been raising substantial funds toward its placemaking project, ArtFarm.

⁵ TDC did not receive any information about Concord's cultural district from our interviewee.

Implications for Arlington

Staffing. Easthampton is the most analogous situation to Arlington with the addition of a staff member. The Easthampton model, however, is hampered in several ways:

- The gallery program is a distraction – in addition to coordination, the staff person needs to fill and staff three galleries. This means that she comes to the committees with an already full plate. A high risk of burnout exists here.
- The city does not fully support the staff position – with the demise of the Adams Grant program, the Arts Coordinator will need to spend more time covering her salary rather than coordinating arts activities.
- The position is not paid enough – there is high turnover and uneven skills in the position. The planning director and coordinating committee chair had to step up to fulfill the duties of the role for a season while they worked to fill the vacancy.

For Arlington, we recommend that a staff position be compensated at a higher level than coordinator – a marketing person with events experience would have greater skills to negotiate sponsorships and to think strategically about how the activities can add up to greater impact.

Grantmaking. In both Easthampton and Somerville, the LCC function has been subsumed into the larger whole. These examples show that it would be possible for the Arlington Cultural Council to be integrated into ACAC.

Mission articulation. In Somerville, TDC notes that the mission for SAC extends beyond economic development to one of cultural vibrancy, which allows consideration of programs that focus on issues such as the effect of gentrification on artists. Pittsfield, on the other hand, focuses on economic development and tourism. Arlington’s various agencies lean toward economic development with some mention made of general cultural vibrancy. Does Arlington have a prioritization on these two elements of its mission?

Recommendations

TDC prepared a summary presentation of the findings and a framing document to facilitate the final meeting, which was held on June 12. The agenda of the meeting was to discuss the implications of the findings, shared ideas on impact and outcomes for Town-led arts activities, and potential changes to structure and staffing. TDC reflected on the results of this discussion to present the following recommendations.

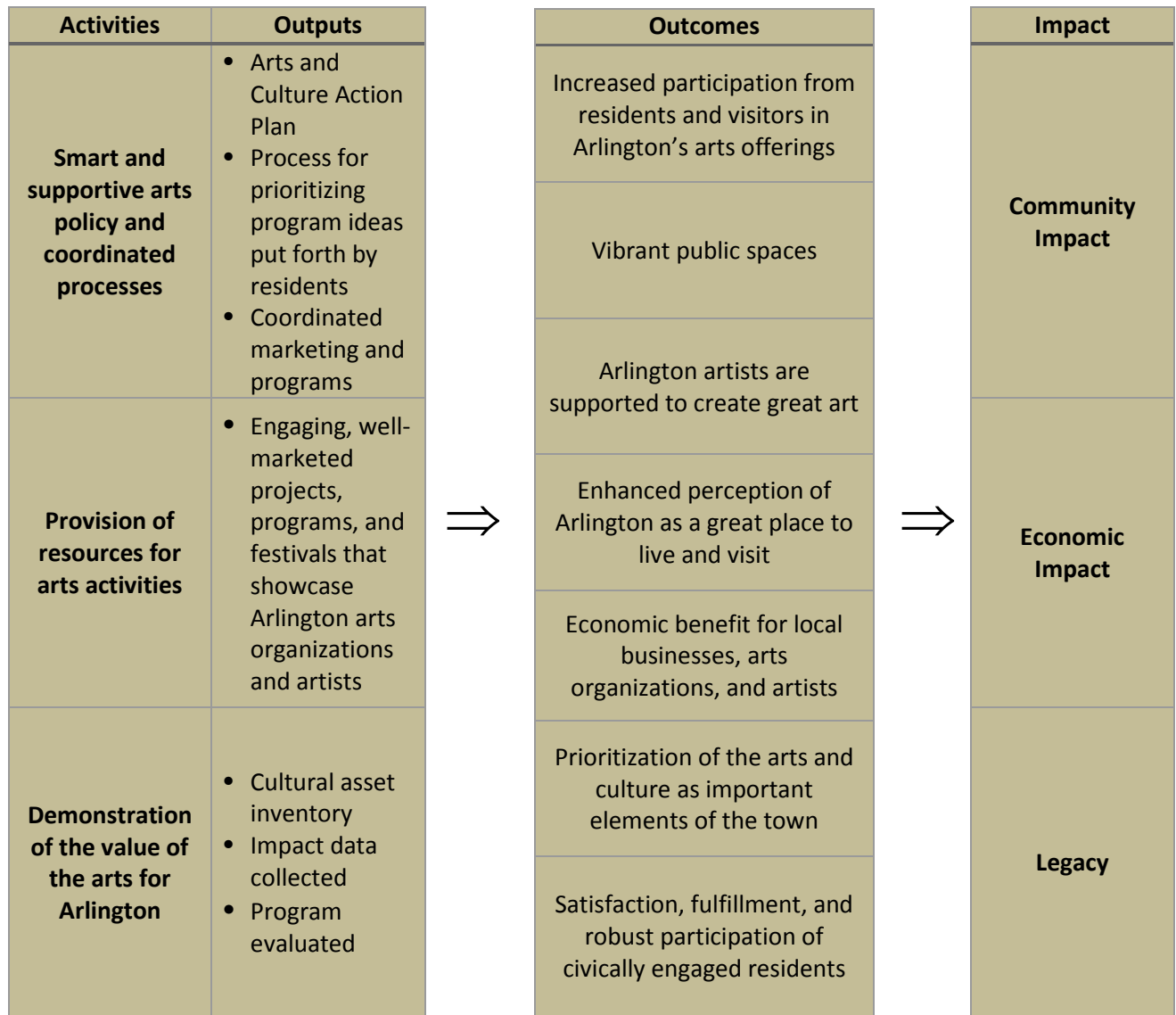
Impact

TDC identified three key areas of impact: Community Impact, Economic Impact, and Legacy. The group concurred with these three broad areas. We came to a shared understanding of the key elements of each of these areas of impact, as shown below:

Community Impact	<p>The arts help make Arlington a great place to live.</p> <ul style="list-style-type: none"> • Vibrant cultural offerings that enhance residents' quality of life, and encourage their participation. • Beautiful and engaging public spaces that promote residents' happiness and well being. • Strongly supported community of local artists and arts organizations. • Increased social capital; capacity to nurture and engage in the community; civic engagement.
Economic Impact	<p>The arts help build Arlington's reputation as a great place to visit, work, and run a business.</p> <ul style="list-style-type: none"> • Thriving local businesses and arts organizations that attract investment into Arlington through tourism and employment opportunities. • Strong perception of Arlington has a cultural destination.
Legacy	<p>The arts are supported to ensure that Arlington remains a great place for our children and grandchildren.</p> <ul style="list-style-type: none"> • Well maintained infrastructure of cultural assets. • Inclusive and equitable access to the arts for all. • Broad awareness of Arlington's arts and cultural history and identity. • Formal processes that encourage effective and inclusive town-wide collaboration.

Logic Model

The discussion turned to thinking about what activities, outputs, and outcomes might lead to those impacts.



Structure and Staffing

TDC created the following analysis of what activities and outputs that the current structure can support and what elements are not yet possible.

Activity	Outputs	Existing activities/ outputs	Potential activities/ outputs
Smart and supportive arts policy and processes	<ul style="list-style-type: none"> Arts and Culture Action Plan Process for prioritizing program ideas put forth by residents Coordinated marketing and programs 	<ul style="list-style-type: none"> ACAC and CDMP meetings ACAC Arts and Culture Action Plan completed 	<ul style="list-style-type: none"> Formal process for decision making and planning Coordinated online arts calendar Annual program and marketing plans
Provision of resources for arts activities	<ul style="list-style-type: none"> Engaging, well-marketed projects, programs, and festivals that showcase Arlington arts organizations and artists 	<ul style="list-style-type: none"> ACC-supported programs APA programs (Cecily) Arlington Alive festival ACA Porchfest, Open Studios Programs in space rented from ACA 	<ul style="list-style-type: none"> Strategic fundraising Dedicated funding stream⁶ Dedicated capacity to plan town-wide/CD events Expansion of public cultural facilities⁷
Demonstration of the value of the arts for Arlington	<ul style="list-style-type: none"> Cultural asset inventory Impact data Programs evaluated 	<ul style="list-style-type: none"> Arts and Culture Inventory ACA band database 	<ul style="list-style-type: none"> Collection of impact data and evaluation⁸

To effect the potential activities and outputs, TDC recommends:

Events calendar

Noting the common agreement that a townwide arts calendar was critical, TDC recommends the adoption of ArtsBoston.org syndication. ArtsBoston is an arts service organization that serves Greater Boston. A number of years ago, it created an online arts calendar, based on the request of its membership. Arts organizations were dissatisfied with existing online listings, such as Boston.com, which were often not geared toward the arts. ArtsBoston joined the Artsopolis

⁶ It was suggested that a dedicated funding stream be pursued. One idea was to provide residents with the opportunity to make a voluntary contribution through the town water bill. Such a fund already exists to raise funds for a scholarship fund.

⁷ An element included in the Arts and Culture Action Plan.

⁸ An element included in the Arts and Culture Action Plan.

platform. Artsopolis was custom built for use as an arts calendar by Silicon Valley Creates, an arts service organization in San Jose, CA.

Through a syndication agreement, ArtsBoston can create a filtered version of the arts calendar, allowing an organization to show a subset of events on the total calendar. Organizations and artists can post their events for free – eliminating the need for a staff person to collect and post events. An additional benefit for those who post events is that their events will appear on ArtsBoston.org as well as other syndicated calendars. ArtsBoston is currently negotiating relationships with WBUR and Boston Magazine.

According to John Beck, ArtsBoston’s Deputy Director, syndication involves a setup fee, which could range from \$0-2,500 depending on the level of customization required. There is also an annual fee, which would range from \$2,500-5,000. These costs compare favorably to hiring even a part-time staff person to operate the calendar.

TDC recommends that Arlington pursue a syndication agreement that will allow the events calendar to appear on multiple websites, including that of ACAC, the Library, the Chamber of Commerce, and the Town. John mentioned that they are developing the ability to have a micro version of the calendar for this purpose.

Staff

TDC believes that a staff person is necessary to coordinate the remaining activities and outputs, some of which are noted as key elements in the Arts and Culture Action Plan. The proposed duties for the Arlington Arts Officer are:

- Works with arts agencies, arts organizations, artists, and the community at large to implement the Arts and Culture Action Plan.
- Administers funds for arts agencies and provides guidance on budgeting.
- Facilitates discussion with volunteer committees and town officials regarding arts policy, maintains documentation, and coordinates implementation with committees.
- Facilitates program planning with volunteer committees to identify annual activities.
 - Include public process in planning every two years.
- Coordinates townwide and CD programs/festivals, including management of sub-contractors, fundraising, and marketing.
- Coordinates data collection, cultural asset inventory, and evaluation of programs.
- Coordinates Arlington Arts website and events calendar.

As found in the benchmarking process, TDC believes that the Arts Officer should be a highly skilled and experienced professional. The Arts Officer should possess proven expertise in fundraising, program development, marketing, facilitation, and board management. TDC also recommends that the salary and benefits for the Arts Officer be guaranteed to avoid the pitfalls experienced in Easthampton. To attract the most qualified applicants, the position should include a benefits package. If the Arts Officer is hired on soft money, TDC believes that he or she will be focused on fundraising toward salary expense rather than executing toward impact. Finally, TDC

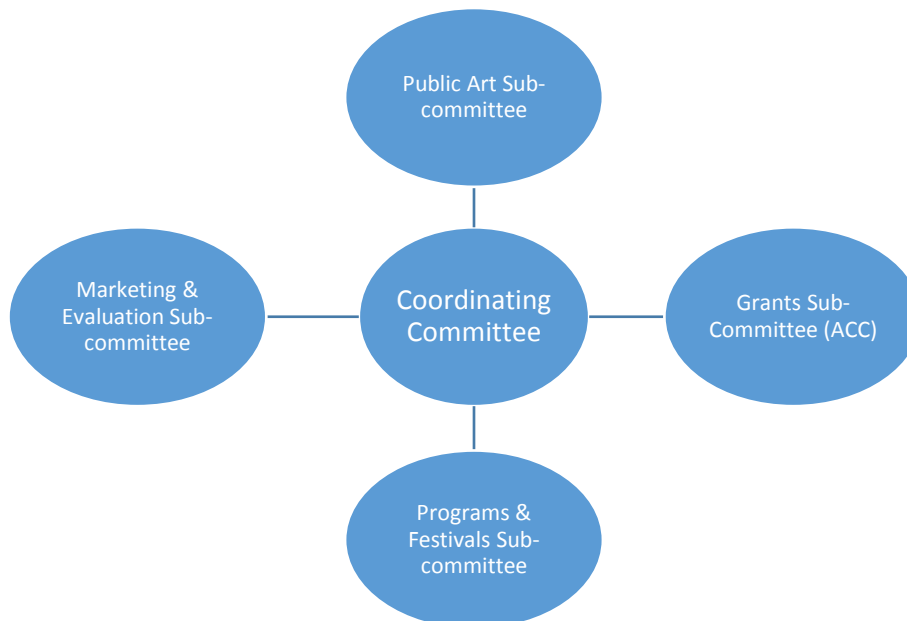
recommends that the Arts Officer’s duties be focused on planning, facilitation, relationship building, marketing, and fundraising, rather than the nuts and bolts of program execution. Contractors such as Cecily Miller should continue to be hired to manage the direct activities related to programs. ACA is another option for a program contractor. ACA is already experienced in successful townwide programs, such as Open Studios and Porchfest. The Town could contract with ACA to manage programs such as the Arlington Alive Festival.

TDC supports the idea of coordinating a joint hire with ACA for the following reasons:

- If the Town is unwilling or unable to provide enough funds to hire a highly skilled and experienced professional, enough funds may be found through a joint arrangement – even if it is implemented through two separate contracts.
- Shared fundraising capacity can sometimes result in conflict. TDC believes that this risk may be mitigated in this case since ACA’s donor pool is focused on individuals while that of the Town will most likely be composed of foundations, public agencies, and corporations. If the Arts Officer has experience as a consultant, than he or she will be skilled in managing multiple relationships.
- ACA’s new space will be leased from the Town through the Planning and Community Development Department. Since these two entities already have a relationship, it may make it easier for the Arts Officer to manage the joint position.
- As the ACA’s lessor, the Town has an interest in ACA developing a more robust revenue stream. The work of the Arts Officer to build ACA’s fundraising for annual operations will enhance ACA’s ability to maintain its lease.

Structure

TDC presented three options for structure at the June 12 meeting. The group created a fourth idea, illustrated below.



Since there is so much overlap between ACAC and CDMP – both in terms of membership and intended activities – TDC recommends that these two entities merge. This merger will avoid confusion and duplication of efforts. It will also reduce the number of meetings and inter-agency communication required. In addition, TDC recommends that APA and ACC also merge with ACAC, and conduct their activities as sub-committees of ACAC. In this way, it will be easier to ensure that their work is aligned with the overarching logic model as articulated here as well as with the Arts and Culture Action Plan. TDC also recommends that ACAC form two new sub-committees: Programs & Festivals and Marketing & Evaluation. In this structure, the Arts Officer will staff the Coordinating Committee and the sub-committees.

Coordinating Committee. In this structure, ACAC and CDMP merge to form a Coordinating Committee. Membership of the Coordinating Committee should include the current ACAC and core CDMP membership, including representatives from the Planning and Community Development Department, the Arlington Public Library, ACA, and the Chamber of Commerce.

The Coordinating Committee will serve in the function of the executive, finance, fundraising, and governance committees of a board. It will set overarching policy and conduct an annual process to set the year's implementation plan. The annual implementation plan should include:

- A statement of annual goals that tie to the logic model and the Arts and Culture Action Plan, showing how the year's activities will further the Town toward achieving its intended outcomes and impacts;
- An approved list of programs (as recommended by the Programs & Festivals and Public Art sub-committees);
- A schedule including program dates, grant application deadlines (as recommended by the Grants Sub-committee), and key Coordinating Committee and sub-committee meetings;
- Marketing and evaluation plans (as recommended by the Marketing & Evaluation Sub-committee);
- Grant guidelines (as recommended by the Grants Sub-committee);
- A fundraising plan (as recommended by the Arts Officer);
- A recruitment plan for the Coordinating Committee and sub-committee membership; and
- A policy plan that highlights the key policy items ACAC will pursue;
- A budget.

The Coordinating Committee will manage the community-wide partnerships of the Cultural District. At least one Coordinating Committee member should sit on each sub-committee.

Public Art Sub-committee. TDC recommends that APA merge with ACAC to form the Public Art Sub-committee. This sub-committee will be charged with conceiving of, managing, and publicizing an annual slate of public art projects for the Town, with the assistance of the Arts Officer and contracted program staff.

Grants Sub-committee. TDC recommends that ACC merge with ACAC to form the Grants Sub-committee. This sub-committee will be charged with granting funds to Arlington-based arts projects that further the goals and policies set by the Coordinating Committee.

Programs & Festivals Sub-committee. TDC recommends that ACAC form a new sub-committee that oversees programs and festivals. This sub-committee would be charged with reviewing new program ideas and determining which programs should be implemented each year. The sub-committee will work with the Arts Officer to manage contracted program staff and ensure that the programs are executed successfully, including program-related publicity. The sub-committee will also field new ideas for programs and festivals generated by Arlington residents.

Marketing & Evaluation Sub-committee. TDC recommends that ACAC form a new sub-committee that oversees strategic marketing and evaluation. This sub-committee would be charged with helping the other sub-committee determine and track key evaluation metrics for their programs and projects. The sub-committee will collect these data each year and prepare an evaluation report for the Coordinating Committee. The sub-committee will oversee the Events Calendar, and extract data regarding townwide arts activity. The sub-committee will work with the Planning and Community Development Department and A-TED to ensure that the arts are included in townwide marketing efforts, and work with the Arts Officer to coordinate any townwide marketing efforts that focus on broadcasting the message that Arlington is a vibrant cultural destination. It should be noted that this sub-committee will focus on strategic marketing efforts, rather than publicity efforts for individual programs coming out of other sub-committees. The Arts Officer will assist the other sub-committees with program marketing, using common templates to ensure that marketing materials have an aligned and professional look.

Branding and marketing

TDC believes that branding and marketing efforts should be focused on selling Arlington as a cultural destination and specific programs rather than ACAC to the general public. It is critical that stakeholders in Town administration, the Board of Selectmen, program partners, and funders understand ACAC's role. Educational efforts with these stakeholders are best handled through one-on-one communication and participation in meetings, conducted by ACAC members and the Arts Officer. However, for the general public's participation in the town's cultural offerings, no knowledge of ACAC is required. As noted above, the public should not have to know to go to a specific website to view the events calendar. Rather, it should be accessible through all Town websites that have a connection to the arts.

A final note on branding: TDC does recommend that – should the Town adopt the recommended structure – the ACAC, ACC, and APA websites merge with a common look and feel. There should be links to this website from the Library, Town, and ACA sites.

Conclusion

TDC has set forth a recommendation that calls for consolidation of the arts-focused public agencies in Arlington into one agency, ACAC. We believe that this streamlined structure will improve the volunteer experience by streamlining communications, reducing the number of duplicative meetings, and reducing confusion. We also believe that it will allow Arlington arts to make faster progress, by aligning energy toward common goals and impact.

With the addition of an expert, paid, dedicated Arts Officer, ACAC's ability to achieve impact will be even more enhanced. The Arts Officer will further streamline communications, serve as institutional memory, and raise outside funds. More importantly, the Officer will serve as the strategic partner for the dedicated volunteers on ACAC and its sub-committees, guiding their passion and vision toward implementation and impact.

We hope that this report has provided a helpful set of concepts for ACAC to ponder during its fall planning process. TDC has been honored to assist the Town of Arlington in finding a path toward a more effective structure for realizing its commitment to an arts-rich and culturally vibrant community.

ART REVITALIZING TOWN STOREFRONTS (ARTS)

CALL FOR ARTISTS

CONTACT ALI CARTER
ECONOMIC DEVELOPMENT COORDINATOR
ACARTER@TOWN.ARLINGTON.MA.US

Submit a proposal or learn more at
arlingtonma.gov/arts



VACANT STOREFONT ART GUIDELINES
Town of Arlington, MA

All artwork exhibited in vacant storefronts per Title V Article 16, Section 4(C) of the Town Bylaws will be reviewed by the Department of Planning and Community Development prior to installation. Please fill out attached application and submit to Ali Carter, Economic Development Coordinator, at acarter@town.arlington.ma.us.

Procedures for vacant storefront art installations are as follows:

1. Artist completes application and submits it to the Department of Planning and Community Development. The proposal must include:
 - i. Proposal—Brief narrative description of the artwork
 - ii. Design—Images of artwork to be displayed
 - iii. Budget—Include costs for installation, maintenance, removal, and insurance coverage
 - iv. Site Plan—Elevations of storefront display proposal
 - v. Timeline for installation and duration of the project
 - vi. Liability Insurance Certificate

2. Optional documents include:
 - i. List of Artist(s), organizations, subcontractors or community members involved in the project
 - ii. Resume or samples of previous work

Unless otherwise specified, Artist is fully responsible for any loss, theft, damage, or injury that may occur during the construction and during the life of the installation. The Artist certifies that this work is original and does not infringe on the copyright or rights of any person and that every effort to ensure quality, durability, and safety of the artwork will be made.

Cost of installation and insurance will be the responsibility of the (circle one)	Artist	Property Owner
Maintenance will be the responsibility of the the (circle one)	Artist	Property Owner
Liability will be covered by insurance belonging to the the (circle one)	Artist	Property Owner

The Property Owner agrees to make a reasonable good faith effort to maintain the integrity of the artwork and to notify the Artist in writing 15 days prior of a rental of the property that would require or removal of the artwork.

The artist agrees that other criteria for removal might include:

1. Excessive deterioration beyond reasonable repair
2. Discovered to be fraudulent
3. A threat to public safety
4. Change in use of space making artwork no longer appropriate
5. Excessive and recurrent vandalism

The Artist should be given the following options when applicable:

1. Reinstallation of the work in an appropriate location if costs are mutually agreeable
2. Opportunity for documentation or reproduction of the work
3. Opportunity for community celebration of the work with invitations made to all participants and community partners as well as members of the public

All parties to the agreement will retain the right to publish and distribute photographs of the work for promotional, educational or scholarly purposes. No party may reproduce the work for commercial use without written permission from the other signatories on the agreement. All photographs and reproductions must credit the artist, title of work, year of creation, site and town where it is installed, and include any acknowledgments specified below.

Acknowledgements required (i.e. funders or sponsors):

Agreed to by:

Artist (Signature)

Artist (Print Name)

Date: _____

Property Owner (Signature)

Property Owner (Print Name)

Date: _____

Attachments:

_____ Proposal

_____ Design

_____ Budget

_____ Site Plan

_____ Liability Insurance Certificate

VACANT STOREFRONT ART TERMS OF AGREEMENT
Town of Arlington, MA

Name/Description of Artwork: _____

Name(s) of Artist(s): _____

Email Address: _____ **Phone :** _____

Mailing Address: _____

Name of Property Owner: _____

Email Address: _____ **Phone :** _____

Mailing Address: _____

Community partner org (if applicable): _____

Contact: _____

Email Address: _____ **Phone :** _____

Mailing Address: _____

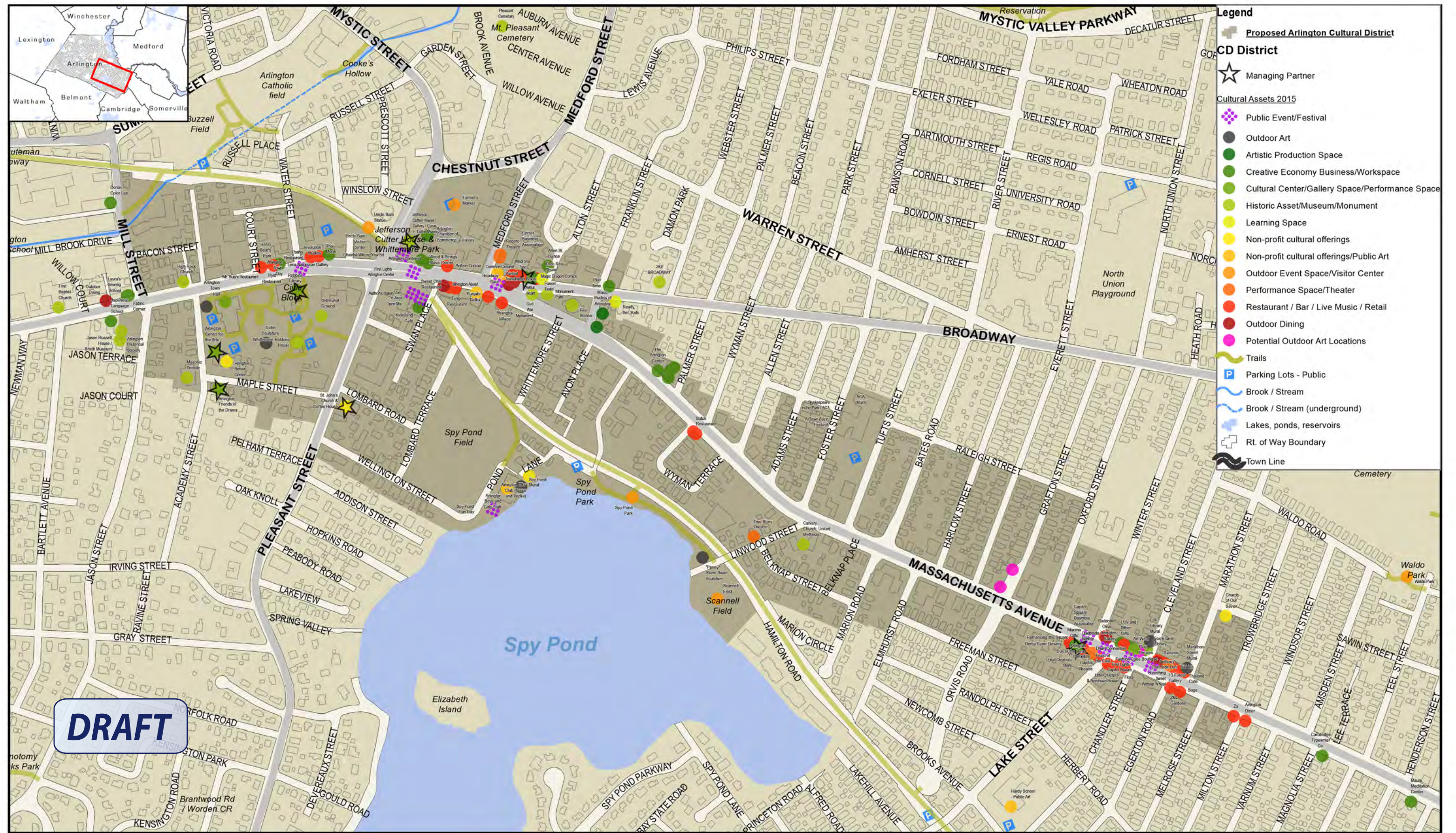
Please specify duration of exhibition: _____

Date installation will begin: _____

Planned removal date: _____

Materials used:

Plans for public safety during fabrication and installation:

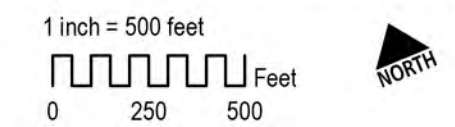


DRAFT

ARLINGTON, MA: Potential Cultural District Boundaries

Updated Version:
September 10, 2015

The information shown on this map is from the Arlington Geographic Information System (GIS) database and is intended for informational purposes only. The Town of Arlington has made reasonable efforts to ensure accuracy of the content, but does not guarantee the accuracy of the information. Users are responsible for determining its suitability for their intended use or purpose.



PATHWAYS: Art on the Minuteman Bikeway

Arlington Public Art, a committee of the Arlington Commission on Arts and Culture has commissioned temporary works of public art for a section of the Bikeway running from Linwood Circle to the entrance at Swan Way near the Kickstand Cafe. Starting in June 2017, three pieces will be unveiled by artists Nilou Moochhala, Stewy, and collaborators Claudia Ravischiere and Michael Moss. Two more commission will be installed in September, by Frank Vasello and Adria Arch and Arlington's community of knitters.

It's all part of the celebration of the Bikeway's 25th Anniversary and a tribute to the rustic beauty of this strip of well-traveled green space that runs through our Town, used and enjoyed by thousands every day. We also hope to join the Center and Capitol Square as part of our interest in becoming a designated Cultural District through the Massachusetts Cultural Council. The idea is to enliven the stretch between the two parts of town with a series of temporary art installations.

PATHWAYS is supported by a grant from the Arlington Cultural Council, a local agency, and the Massachusetts Cultural Council, a state agency.

Appendix F: Arts and Cultural Asset

List

Map Category	Asset Name
ARTIST WORK SPACE	
Artist Work Space	Morningside Music Studio
Artist Work Space	Music Studios of Arlington
ARTS EXHIBITION SPACE	
Arts Exhibition Space	13 Forest Gallery
Arts Exhibition Space	ACA Theater
Arts Exhibition Space	Artful Heart
Arts Exhibition Space	Capitol Theatre
Arts Exhibition Space	Lena Nargozian Gallery
Arts Exhibition Space	Regent Theatre
Arts Exhibition Space	True Story Theater
ARTS OR CULTURAL ORGANIZATION OR BUSINESS	
Arts or Cultural Org or Business	Alton St. Dance
Arts or Cultural Org or Business	Arlington Boys and Girls Club
Arts or Cultural Org or Business	Arlington Centered
Arts or Cultural Org or Business	Arlington Community Media
Arts or Cultural Org or Business	Arlington Community Media Studio B
Arts or Cultural Org or Business	Arlington Elks Club
Arts or Cultural Org or Business	Arlington Sons of Italy Lodge 1349
Arts or Cultural Org or Business	Armenian Cultural Foundation
Arts or Cultural Org or Business	Art Beat Creativity Store
Arts or Cultural Org or Business	Art Lounge
Arts or Cultural Org or Business	Art Wear
Arts or Cultural Org or Business	ArtisTRY Studio
Arts or Cultural Org or Business	Body & Brain Yoga and Taichi
Arts or Cultural Org or Business	Cambridge Typewriter Co.
Arts or Cultural Org or Business	Clay Dreams
Arts or Cultural Org or Business	Dance Place
Arts or Cultural Org or Business	Dorian Color Lab
Arts or Cultural Org or Business	Drum Connection
Arts or Cultural Org or Business	Fabric Corner
Arts or Cultural Org or Business	Frames with a History
Arts or Cultural Org or Business	Henry Bear's Park

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Map Category	Asset Name
Arts or Cultural Org or Business	Ink Jam Tattoo Studio
Arts or Cultural Org or Business	Involution Studios
Arts or Cultural Org or Business	Japanese Language School
Arts or Cultural Org or Business	Laura's Sewing School
Arts or Cultural Org or Business	LUV and Other Gifts
Arts or Cultural Org or Business	Magic Dragon Comics
Arts or Cultural Org or Business	Maum Meditation Center
Arts or Cultural Org or Business	Maxima Gifts
Arts or Cultural Org or Business	Mosaic Oasis
Arts or Cultural Org or Business	Music Together of Arlington
Arts or Cultural Org or Business	Philharmonic Society of Arlington
Arts or Cultural Org or Business	Play Time
Arts or Cultural Org or Business	Ready, Set, Kids
Arts or Cultural Org or Business	St. John's Church & Coffee House
Arts or Cultural Org or Business	Shaker Workshops
Arts or Cultural Org or Business	The Arlington Ballet Academy
Arts or Cultural Org or Business	The Arlington Center
Arts or Cultural Org or Business	The Book Rack
Arts or Cultural Org or Business	Things We Love
Arts or Cultural Org or Business	Upholstery on Broadway
Arts or Cultural Org or Business	Wood & Strings Music Center
Arts or Cultural Org or Business	Zhen Ren Chuan
HISTORIC LANDMARK OR ATTRACTION	
Historic Landmark or Attraction	Arlington Historical Society
Historic Landmark or Attraction	Arlington Post Office
Historic Landmark or Attraction	Civil War Monument
Historic Landmark or Attraction	Fire Station
Historic Landmark or Attraction	Jason Russell House / Smith Museum
Historic Landmark or Attraction	Jefferson Cutter House / Gallery / Cyrus E. Dallin Museum
Historic Landmark or Attraction	Masonic Temple
Historic Landmark or Attraction	Monument Park
Historic Landmark or Attraction	Mount Pleasant Cemetary
Historic Landmark or Attraction	Old Burial Ground
Historic Landmark or Attraction	Old Schwamb Mill
Historic Landmark or Attraction	Play Fair Arch at Spy Pond Field
Historic Landmark or Attraction	Whittemore Robbins House
Historic Landmark or Attraction	Whittemore House
RELIGIOUS INSTITUTION	
Religious Institution	Calvary Church, United Methodist
Religious Institution	Center for Jewish Life Arlington-Belmont

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Map Category	Asset Name
Religious Institution	Church of Our Savior
Religious Institution	First Baptist Church
Religious Institution	First Parish Unitarian Universalist of Arlington
Religious Institution	High Rock Church
Religious Institution	Park Ave Congregational Church
Religious Institution	St. Anne's Chapel
Religious Institution	St. Athanasius the Great Greek Orthodox Church
PUBLIC ART OR EVENT	
Public Art or Event	Arlington Alive!
Public Art or Event	ACA Mural
Public Art or Event	Arlington Day of the Dead
Public Art or Event	Arlington International Film Festival
Public Art or Event	A-Town Jazz Festival
Public Art or Event	Arlington Greek Festival
Public Art or Event	Arlington Town Day
Public Art or Event	Author's Salon
Public Art or Event	Chairful Where You Sit
Public Art or Event	Council on Aging Chinese New Year Celebration
Public Art or Event	Dallin Sculpture
Public Art or Event	Dallin Sculpture
Public Art or Event	Farmer's Market
Public Art or Event	Feast of the East
Public Art or Event	First Lights - Capitol Square
Public Art or Event	First Lights - Arlington Center
Public Art or Event	Fox Library Mural
Public Art or Event	Hardy School - Public Art
Public Art or Event	Jam n Java Open Mic
Public Art or Event	Lag Baomer Drum Circle and Picnic
Public Art or Event	Marathon Street Mural
Public Art or Event	Painted Transformer Boxes
Public Art or Event	Painted Transformer Boxes
Public Art or Event	Painted Transformer Boxes
Public Art or Event	Painted Transformer Boxes
Public Art or Event	Park Ave Congregational Church Concert Series
Public Art or Event	Patriots Day Parade
Public Art or Event	"Penny" Stone Swan Sculpture
Public Art or Event	Romancing the Square
Public Art or Event	Shakespeare in the Park / ACA
Public Art or Event	Spy Pond Fun Day
Public Art or Event	Spy Pond Mural

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Map Category	Asset Name
Public Art or Event	Uncle Sam Statue
PUBLIC FACILITY OR OUTDOOR PUBLIC SPACE	
Public Facility or Outdoor Public Space	Alewife Brook Reservation
Public Facility or Outdoor Public Space	Arlington Community Education
Public Facility or Outdoor Public Space	Arlington Center for the Arts
Public Facility or Outdoor Public Space	Arlington Friends of the Drama
Public Facility or Outdoor Public Space	Arlington Reservoir
Public Facility or Outdoor Public Space	Arlington Senior Center
Public Facility or Outdoor Public Space	Arlington Town Hall
Public Facility or Outdoor Public Space	Broadway Plaza
Public Facility or Outdoor Public Space	Crusher Lot
Public Facility or Outdoor Public Space	Cutter School Park
Public Facility or Outdoor Public Space	Fox Branch Library
Public Facility or Outdoor Public Space	Hill's Hill
Public Facility or Outdoor Public Space	Magnolia Field
Public Facility or Outdoor Public Space	Menotomy Rocks Park
Public Facility or Outdoor Public Space	Minuteman Bike Path
Public Facility or Outdoor Public Space	Wellington Park
Public Facility or Outdoor Public Space	Robbins Farm Park
Public Facility or Outdoor Public Space	Robbins Library
Public Facility or Outdoor Public Space	Scannell Field
Public Facility or Outdoor Public Space	Spy Pond Park
Public Facility or Outdoor Public Space	Thorndike Field
Public Facility or Outdoor Public Space	Uncle Sam Visitor Center
Public Facility or Outdoor Public Space	Waldo Park
EATING AND DRINKING PLACES	
Eating and Drinking Places	Acitron Cocina
Eating and Drinking Places	Anthony's East Side Deli
Eating and Drinking Places	Arlington Bakery
Eating and Drinking Places	Arlington Diner
Eating and Drinking Places	Barismo
Eating and Drinking Places	Brick Stone Cafe and Pizzeria
Eating and Drinking Places	Comella's
Eating and Drinking Places	Common Ground
Eating and Drinking Places	Derby Farm Flowers
Eating and Drinking Places	Fashion Cake Boutique
Eating and Drinking Places	Flora
Eating and Drinking Places	Fusion Taste
Eating and Drinking Places	Kickstand Café
Eating and Drinking Places	La Posada

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Map Category	Asset Name
Eating and Drinking Places	Pasha Restaurant
Eating and Drinking Places	Penzeys Spices
Eating and Drinking Places	Punjabi Tadka
Eating and Drinking Places	Quebrada Bakery
Eating and Drinking Places	Little Q Hotpot & Szechuan House
Eating and Drinking Places	Madrona Tree
Eating and Drinking Places	Menotomy Grill
Eating and Drinking Places	Mr. Sushi Restaurant
Eating and Drinking Places	Ristorante Olivio
Eating and Drinking Places	Sabzi Restaurant
Eating and Drinking Places	Scutra
Eating and Drinking Places	Shanghai Village
Eating and Drinking Places	Something Sweet Without Wheat
Eating and Drinking Places	Sugo
Eating and Drinking Places	Sweet Chili Restaurant
Eating and Drinking Places	Szechuan's Dumpling
Eating and Drinking Places	Tango Restaurant
Eating and Drinking Places	Thai E-Sarn
Eating and Drinking Places	Thailand Cafe
Eating and Drinking Places	Thai Moon
Eating and Drinking Places	Tiki Inn
Eating and Drinking Places	Toraya Restaurant
Eating and Drinking Places	Tryst Restaurant
Eating and Drinking Places	Za
Eating and Drinking Places	Zhu Gardens