

Development of a City of Rockville Culture and Entertainment Plan

Executive Summary

Submitted to:
City of Rockville
Rockville City Hall
111 Maryland Ave.
Rockville, MD 20850

Submitted by:
Ms. Hollis Minor
President
HollisM@TheMinorGroup.com



172 West St.
Annapolis, MD 21401-2824
410.263.5641 • 800.688.4424 • fax 410.263.5643
www.TheMinorGroup.com

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Introduction

Scope of Work

The Minor Group, Inc. (TMG) was contracted to complete the first phase of the development of Rockville's Culture and Entertainment Plan. Research tasks were conducted that resulted in actionable findings to help Rockville ensure that it responds to current and changing needs surrounding its cultural, entertainment, historic, sports and fine shopping resources.

This report enables Rockville to make well-informed decisions in setting the best strategic goals and objectives specific to Rockville that will succeed in enriching the quality of life for its diverse communities and establish it as a major regional cultural center.

The report documents the results of the five research tasks:

- Inventory Rockville's existing cultural and entertainment resources
- Interview more than 60 stakeholders
- Analysis of eleven peer-city Cultural Plans
- Cost/Benefit analysis of Rockville's participation in Montgomery County's Heritage Area
- Cost/Benefit analysis of establishing an Arts and Entertainment District

Scope of Review

TMG's report documents the common findings across a wide range of data compiled from a review using several research methods:

1. Literature Review - Thousands of pages of urban economic-development and arts-and-culture related literature, PowerPoints, case studies, Strategic Plans and statistics were reviewed to identify research results that focused on: comparable initiatives around the world; the related characteristics of some of the urban areas comparable to Rockville; the economic-development/arts-and-cultural challenges and opportunities in these communities; and how similar government-supported initiatives have impacted cities.
2. Analysis of City and Metropolitan Area Data - Specific cities were targeted for specific review that resembled Rockville in terms of demographic statistics, such as population, tourism characteristics, economy base, surrounding metropolitan areas, and regional role.
3. Interviews - In addition to Rockville's stakeholder interviews, interviews were held with arts and cultural officials in eleven urban areas that have experienced initiatives related to Rockville's study topics, particularly in the last few years. This selection of cities was nationwide, to ensure geographic representation.

Additional Information

In addition to citing specific website links placed within each report, TMG supplied a disk to Rockville that included all of the research reports and other information that TMG reviewed and deemed most relevant before summarizing its observations and making recommendations.

Quality of Life is Essential

The first wave of human socio-economic development was the Agricultural Age with wealth defined as ownership of land. In the second wave, the Industrial Age, wealth was based on ownership of Capital, e.g., factories. In the current third wave, the Knowledge Age, wealth is based upon the ownership of knowledge and the ability to use that knowledge to create or improve goods and services. Most of the time, knowledge workers have a high degree of education or expertise.

It has become well recognized that associated rising real incomes mean high quality of life and place are increasingly needed to attract and retain knowledge-economy companies and workers. Highly skilled and highly paid knowledge workers place more emphasis on lifestyle factors such as the environment and the recreational quality of a region. And, companies locate where workers want to be.

For cities, this means an increased demand for vibrant places that offer a wide variety of goods and services. Ideally, this includes active, exciting characteristics, including:

- An ideal combination of the built environment and the natural environment
- A proper setting for pursuit of creative lives
- Diverse kinds of people
- A palpable sense of community in the neighborhood
- A lively community life—varied restaurant cuisines, cafés, cultural options and people engaging in outdoor activities

The City of Rockville’s Commitment to the Arts

The City of Rockville’s Master Plan for the Arts adopted by the Mayor and Council in 2001 states that Rockville values the arts as an integral element of its community and understands that the arts help to generate an identity that continues to make Rockville a destination. It is the City’s goal to have publicly accessible arts of the highest quality throughout Rockville that reflect the vitality and diversity of the people and businesses within the area, in order to:

- Enhance the economic vitality of the community
- Commemorate local values, history and progress
- Develop community pride and identity
- Improve the general welfare and quality of life
- Make the community a premiere destination
- Preserve and enrich the character of the community

Benefits of Creating Culturally Vibrant Cities

Based on TMG’s research, it was widely demonstrated that cities recognizing the importance of place and a variety of location amenities in enhancing their overall image and attractiveness as a place to live and do business gain a wide range of economic and non-economic benefits. Non-financial benefits include positive educational, environmental, cultural, aesthetic, historic and social impacts. Economic benefits consist of direct expenditures by visitors to the area and “indirect” ripple effects of those expenditures on the local economy, such as:

- Creation of new businesses and jobs
- Increased property values
- Increased private investment
- Increased spending on goods and services
- Broadened and strengthened the local tax base:
 - Property
 - Personal income
 - Retail sales
 - Sales: eating and drinking
 - Hotel rooms
 - Motor fuels
- Diversification of the local economy
- Enhanced cultural and heritage tourism spending (According to the U.S. Cultural and Heritage Travel Study released on October 21, 2009, by the U.S. Cultural & Heritage Tourism (USCHT) Marketing Council and U.S. Department of Commerce: cultural and heritage tourists, whether residents or visitors, spend more money per day and stay longer than “average” visitors)

Review of Cultural Plans from 11 Cities

Reporting Approach

A summary of each city’s Arts and Cultural Plan is included in the report. Each section begins with a description of the city’s Arts and Cultural environment establishing the context in which the plans were developed. The key plan recommendations for each city are followed by the interview summaries.

Selection Process

The Minor Group, Inc. (TMG) first examined a wide range of cities to determine which cities’ Arts/Cultural/Creative Plans would be the best to review in order to provide information relevant to the City of Rockville’s next Master Plan for the Arts. TMG studied:

- *AmericanStyle’s* 2009 Top 25 Arts Destinations (25 small, 25 mid-sized and 25 large cities)
- UNESCO cultural cities; cities in the top 10 wealthiest states (of which Maryland is included)
- Cities for which Americans for the Arts created Arts and Economic Prosperity III studies
- Micropolitans within larger metropolitan areas (since Rockville is centered within a much larger metropolitan area)
- Cities with heritage preservation arts/cultural/entertainment districts
- Cities with public arts funding mechanisms

TMG located approximately seventy plans and included them all on the disk supplied to Rockville, for the City's further reference. After scanning each plan for relevance, TMG selected the following plans for this project:

- Santa Monica, CA (population 92, 494) (Los Angeles, CA metro area)
- Berkeley, CA (population 102,743) (San Francisco-Oakland, CA metro area)
- Lowell, MA (population 105, 167) (Boston, MA metro area)
- Bridgeport, CT (population 139,008) (NYC-Stamford, CT metro area)
- Richmond, VA (population 200,123)
- Minneapolis, MN (population 368,383) (Minneapolis-St. Paul, MN metro area)
- Albuquerque, NM (population 471,856) (Albuquerque-Santa Fe, NM metro area)
- Tucson, AZ / Pima Co (population 525,529 / 902,720) (Tucson, AZ metro area)
- Portland, OR (population 538,544)
- Vancouver, BC (population 578,041)
- Austin, TX (population 743,074)

These cities' plans offer a range of robust approaches, primarily in more affluent regions around the U.S. and Canada. Some are for cities more comparable in size to Rockville and located in larger metropolitan areas (as is Rockville) and others are for cities that are more comparable in size to the immediate region surrounding Rockville. At least one Plan selected specifically addresses each of the areas that Rockville was most interested in researching: arts and culture districts, heritage/historic preservation areas, public art plans, and funding mechanisms to support the arts.

Key Observations

Creativity is Critical

Across all plans, the general consensus was that creativity—the impulse and ability to think, feel and generate something new, original and meaningful—is critical to the future. It has been demonstrated that when participants in creative processes help shape the spaces, structures, systems and processes of a city, the result is added value and richness in the lives of the city's residents and visitors.

Similar Planning Processes

The processes undertaken to create Arts and Cultural Plans varied little from city to city and most were extensive. The primary methods of research prior to strategic planning forums and plan development included:

- Focus groups, discussion groups and interviews with cultural and civic leaders, as well as community members
- Reviews of past plans and policies within the city
- Reviews of arts and cultural plans and policies in comparable cities
- Online surveys

Similar Plans

Most of the plans reviewed included brief implementation plans stating immediate action steps. A few included more comprehensive action plans with a long-term priority-level timeframe. Yet, all of the cities' plans reviewed were primarily focused on similar goals:

- Leverage strengths and creativity to stimulate a vibrant high-visibility arts and cultural sector and create growth
- Improve the connectivity between people and institutions in order to enhance innovation
- Coordinate public and private support in order to minimize redundancy, work more strategically and create a more competitive focus for the arts and cultural economy
- Embrace and enhance diversity
- Strengthen the ties between the study of arts and culture and economic development at both the K-12 levels and in higher education
- Establish a sustainable funding source for arts and cultural organizations, particularly for the small and medium-sized entities
- Identify those things that are unique to the city and develop marketing instruments that allow them to stand out in the global market

Similar Challenges

Cities identified the following items as the most significant challenges to overcome in achieving desired outcomes:

- Lack of public support
 - Awareness
 - Information
 - Funding legislation
 - Arts are not a priority
- Lack of cooperation among the arts community
 - Competition
 - Communication
 - Buy-in
- Weak infrastructure supporting the strategic plan
- Funding and the value of the dollar
- No existing recognized mechanism for convening the arts community
- Economics, e.g., fuel cost, tourism levels
- Lack of political will/ownership

Common Success Factors

Based on the interviews conducted with the selected cities, TMG suggests that the following concepts have been identified as common indicators for potential success for cultural plans (at least among the municipalities included in the research process):

- Implement the plan – do not stick it away on a shelf
- Integrate plan with all other aspects/departments of city – from public works and economic development, to transportation and housing

- Perceive the creative industry as a means to maximize economic development
- Incorporate methodology for getting buy-in/commitment and participation from all stakeholders involved (artists, education, commercial and government – up to the state level) – not just for funding – but to commit other resources as well
- Adopt a more regional approach
- Make plan less about big overarching strategic concepts and more about realistic, proactive, actionable implementation steps; perhaps even include budgets and funding mechanisms—yet be flexible enough to seize changing opportunities
- Include evaluation factors and benchmarking – more data-driven means of assessment
- Dedicate one primary cultural organization to:
 - Focus on plan implementation
 - Delegate and oversee actionable activities
 - Coordinate the arts community and connect it with the business community
 - Find dedicated, long-term implementation partner(s) to provide continuity through political changes
 - Create one primary website/calendar promoting city and/or regional arts
- City must stay integrally involved and play a catalytic role
- Develop dedicated funding sources (for other than just public art)

Variable Sectors

Each city had different views of what was included in their “Arts and Cultural” sectors and associated occupations. In addition to traditional culture categories, some cities chose to include culinary, building, healing or green arts, while others included science and technology as a segment of the creative/innovative community. Part of Rockville’s arts and cultural planning process must be to decide what categories to include in its vision and brand. As a guide, TMG provided a list of possible industries and specific job categories collected during research.

Branding

A brand is not created; it is discovered within the spirit of a place. And, the ideal brand becomes a perfect vehicle for the development goals of a community. In order for Rockville to inextricably weave its true essence with arts/culture, the mixture of attributes – tangible and intangible – must be reflected in the community’s brand in a way that helps consumers (residents, businesses and visitors) distinguish it from other cities. Then, the city must deliver that experience.

Of all the plans reviewed, a significant difference was apparent in the Tucson / Pima County Plan. It was a sense of place—considered “the soul and spirit” of the region—that was woven into every decision and action. The Sonoran desert ecology and climate, the natural and built environments, and the many layers of history and traditions of the peoples who live there—all comprise and impact Tucson and Pima County’s culture. It is a collection of characteristics melded together creating a brand that sets it apart, indelibly, from every other region in the world.

Heritage Area Analysis Summary

Reporting Approach

Major points are presented in the report, with links to more detailed information. Topics include:

- An overview of Heritage Areas, the Maryland Heritage Area Program and the Montgomery County Heritage Area—to establish context
- General costs and benefits associated with establishing a Heritage Area
- Recommended next steps for Rockville—based on the assessment that for Rockville, *the benefits of joining MCHA far outweigh the associated costs.*

Key Observations

Heritage Area Benefits

- **Economic Benefits** consist of direct expenditures by visitors to the area and “indirect” ripple effects of those expenditures on the local economy, such as:
 - Creation of new businesses and jobs
 - Increased property values
 - Increased private investment
 - Increased spending on goods and services
 - Broadened and strengthened the local tax base
 - Diversification of the local economy
 - Enhanced cultural and heritage tourism spending
- **Non-Financial Benefits** include educational, environmental, cultural, aesthetic, historical and social impacts, such as:
 - Elevated profile of the area
 - Appreciation and preservation of the community’s unique natural, cultural, social, economic, political, and architectural heritage
 - Improved quality of life as citizens take advantage of the services and attractions that tourism adds
 - Enhanced civic beauty and neighborhood pride
 - Stabilized and/or revitalized neighborhoods

Heritage Area Costs

Until specific program activities and capital projects are clearly defined, costs will be difficult to establish. However, the following are factors that may impact costs:

- Land use and urban design
- Transportation
- Infrastructure Impacts
- Management / Operations
- Economic Development Incentives
- Environmental Impacts
- Capital Improvements

Stakeholder Interview Findings

Peggy Erickson, Executive Director of the Heritage Tourism Alliance of Montgomery County, expressed to TMG that for Rockville, participation in the Montgomery County Heritage Area (MCHA) offers an avenue of funding support for which Rockville would not otherwise be able to apply. She stated that the benefits far outweigh the associated costs and her organization is ready to assist the City in any way. She also mentioned that Rockville has a significant advantage over other MCHA sites, in that Rockville is the only one accessible via metro, and provides an urban aspect of the County's heritage that is lacking in MCHA's current Management Plan.

Rockville may apply to become part of the already established MCHA; essentially an expansion of MCHA's boundaries. Rockville then becomes eligible, via MCHA, to apply for the many benefits, including grants, loans, tax credits and target-investment-zone designations available through the State's Heritage Area Program. The city will not have to develop and submit a full Management Plan. Instead it need only craft more of an "additional chapter" to MCHA's existing Plan and complete an application packet in order to join the Heritage Area.

Rockville's planning staff has already been working with MCHA to secure the application and step-by-step procedures, including draft letters, etc., to use as models. Rockville estimates the cost to be about \$5,000 for a qualified consultant to take the City's proposed amendment to MCHA's Plan through the state review process. The County and Heritage Montgomery will also pay approximately \$5,000 each. Ms. Erickson estimates that the application-through-approval process can take up to 1.5 years. Rockville is encouraged to proceed as soon as possible.

Arts and Entertainment District Analysis Summary

Reporting Approach

The final report includes:

- An overview of the history of Arts and Entertainment Districts
- Common success indicators and challenges among Arts and Entertainment Districts
- Costs and benefits associated with establishing an Arts and Entertainment District, with particular focus on property tax credits and their implications
- Different types of incentives for Arts and Entertainment Districts
- Maryland's specific Arts and Entertainment District criteria
- Recommended next steps based on the assessment that for Rockville - *the benefits of establishing an Arts and Entertainment Area at this time do not outweigh the associated costs*

Key Observations

Description

Cultural/Arts and Entertainment Districts are defined by Americans for the Arts as well-recognized, labeled, mixed-use areas with a high concentration of arts and cultural facilities serving as anchor attractions. In the U.S., most are in older cities or towns and reflect local

interests, history and culture. However, such Districts can be found in cities and communities of all types, from rural to urban, and of all sizes, from as small as Riverhead, New York, (population 8,814) to as large as New York City (7.3 million). Some Arts and Entertainment Districts succeed with thoughtful landscaping and signage, while others are involved in the renovation of existing buildings and attracting complimentary businesses. Many are found in downtown areas, but they can flourish in suburban, rural, and neighborhood locations as well.

Success Factors for Arts and Entertainment Districts

The concepts below have been identified as common indicators for potential success for Arts and Entertainment Districts:

- Each Arts and Entertainment District is unique and should reflect the specific cultural, social and economic needs of its city
- Planning for an Arts and Entertainment District should be part of wider cultural planning for the city at large
- An Arts and Entertainment District must be part of a package of many strategies to revitalize a city
- Input from the broader community is necessary to create an inclusive cultural and strategic planning and vision for an Arts and Entertainment District
- Strategic partnerships leverage community resources
- Arts and Entertainment District management requires careful coordination among diverse groups
- Sustainable artist live/work spaces provide artists and entrepreneurs with a productive environment
- Anchor institutions and special events become the cornerstones of a community and Arts and Entertainment District
- Artists are partners, not products, and are valued as members of the community
- Artist recruitment is an organized effort that shows how a community is willing to welcome new artists and facilitate their establishment
- High accessibility of venues and events ensures that arts participation in the Arts and Entertainment District is available to all community members and visitors
- Clear demarcation of the Arts and Entertainment District is reinforced through district boundaries, good signage and consistent use of logos, maps and other visual aids
- Space planning sets priorities for land use and designs solutions for housing, transportation and accessibility
- Strong and consistent marketing and promotion attract visitors, potential residents and new businesses
- Strong amenities such as restaurants, lodging and recreation bolster Arts and Entertainment Districts and their communities

Common Arts and Entertainment District Challenges

In addition to the list of associated and unpredictable issues that can impact costs, the following are challenges that Rockville should strongly consider before making a decision to move ahead with an Arts and Entertainment District:

- If artists cannot afford to live, work, and sell their art, they will likely find somewhere else to go, which means that such Arts and Entertainment Districts are not typically used in already economically successful communities with high property values or rents. They are almost exclusively used as a revitalization tool, most commonly in failing downtown districts or post-industrial areas.
- Staffing, administration, financing and securing funding prove to be the most common challenges for local Arts and Entertainment Districts.
- Long-term planning and evaluation of efforts can be time consuming and demand extra resources, but are crucial to sustaining a local Arts and Entertainment District.

Arts and Entertainment District Costs

The components of a successful Arts and Entertainment District—location, management, marketing, “product” content and funding—create a complex mix of variables that make it difficult to evaluate their true cost and impact. Many of the cities that TMG reviewed did not do a formal cost-benefit analysis prior to creating an Arts and Entertainment District. This was primarily due to the fact that they had blighted areas that were clearly in need of revitalization. A cost-benefit analysis would be beneficial to Rockville before proceeding in establishing an Arts and Entertainment District.

TMG’s Recommended Next Steps for Rockville’s Arts and Entertainment District Planning

TMG believes that Rockville can sustain a strong arts and culture environment without putting resources into a formal Arts and Entertainment District for the following reasons:

- There is sufficient evidence demonstrating that economic incentives alone will not ensure success and that artists largely just want to be in a supportive community with lots of other artists that value them. Therefore, it may not be necessary to place too much effort into crafting multiple economic incentives for artists, but rather to concentrate efforts on establishing and marketing the community as “arts- and artist-friendly.”
- Arts and Entertainment Districts are not typically used in already economically successful communities with high property values or rents.
- In today’s market environment the resources required to formalize an Arts and Entertainment District do not outweigh the benefits.

If Rockville can define an appropriate area in need of revitalization *and* gain widespread support and resources from the community and City, then it can further explore committing to developing an Arts and Entertainment District. An expanded list in TMG’s recommended next steps can be found in the Arts and Entertainment District Analysis Report.

Appendix A. Scope of Work

Task 1. Conduct Initial Planning Meeting

Task 2. Create Inventory

TMG inventoried the existing cultural and entertainment resources of Rockville, as well as those of other nearby public, private and non-profit entities. The inventory provides an overview of the area's facilities, venues and programs related to fine arts, performing arts, literary arts, entertainment, special events, sports, historic, shopping and other related assets.

Task 3. Perform Stakeholder Interviews

In collaboration with Rockville's project committee, TMG developed a questionnaire and interviewee list to ensure that appropriate information was obtained from diverse perspectives. Questions focused on assessing stakeholders' knowledge of and attitudes about Rockville's cultural and entertainment assets and environment. TMG conducted ¾- to 2-hour interviews with more than 60 representatives of selected organizations. Some were done in a small group setting, some one-to-one, and others by telephone.

Task 4. Research and Review Peer Plans

TMG first identified eleven existing Cultural Plans developed and implemented by other U.S. and international communities with similar characteristics to Rockville. TMG then reviewed the peer plans and interviewed a representative from each of these communities to assess the status, effectiveness, successes and failures of these plans.

Task 5. Analyze Montgomery County Heritage Area Participation Benefits

TMG conducted an analysis of the costs/benefits of Rockville becoming part of the Montgomery County Heritage Area with a focus on the economic development, tourism and quality-of-life impacts of participation. To accomplish this task, TMG conducted primary and secondary research regarding Montgomery County Heritage Area (MCHA), the Maryland Heritage Area Program and other jurisdictions around the country with various types of designated Heritage Areas.

Task 6. Analyze Arts and Entertainment District Benefits

TMG conducted an analysis of Rockville's potential development of an Arts and Entertainment District. It included a costs/benefits analysis, with particular focus on the implications for Rockville's property tax base. TMG conducted primary and secondary research regarding other jurisdictions around the country that have created varying types of Arts and Entertainment Districts, each supporting some combination of arts, culture, history and entertainment.

Task 7. Generate Final Report

TMG generated a Phase 1 written report for each task that included all interviews, research results, analyses and recommendations.

Appendix B. TMG’s Recommended Next Steps for Rockville’s Culture and Entertainment Planning Process

Step 1. Current Interviews Analysis

TMG provided results of the interviews in a SWOT (Strengths, Weaknesses, Opportunities and Threats) format for easier analysis. Since the information is vast, TMG recommends that the next steps of creating a Culture and Entertainment Plan include a formal analysis of the Phase 1 interviews. The information should be systematically grouped into main themes and subthemes to gain a categorized overview of the desired visions; existing strengths and weaknesses/threats to achieving the visions; key opportunities for arts, culture and entertainment in Rockville; and how to sustain diversity.

Step 2. Community Assessment

To date, TMG has conducted focus groups, discussion groups and interviews with cultural and civic leaders. However, as noted in many of the interviews summarized in this report – and in the success factors of other cities when building a Culture and Entertainment Plan – to be successful, the plan must be driven by the needs, desires and support of the community.

Therefore, TMG recommends that Rockville add one very important additional step into its next phase of the for the Culture and Entertainment Plan Planning process:

- Assess the community’s wants and needs (which should include interviews/focus groups with the residents of Rockville and a scientific survey).

Again, the resulting information should be grouped into main themes and subthemes.

Step 3. Combine and Analyze Research

Combine the results of the earlier Phase 1 research with those of the Phase 2 Community Assessment. At the same time, review all of the City’s departments’ policies and ordinances to determine what is supported and then prioritize the combined results accordingly. Prioritizing must be based not only on what is important, but also on what is possible and realistic for the City and its partners to accomplish. This step may be best accomplished in conjunction with a ½- or 1-day planning retreat with selected participants.

Step 4. Create First Draft of the Culture and Entertainment (Strategic) Plan

Create the first draft of the Culture and Entertainment Plan from the ideas that have emerged from the research. It is noted in TMG’s research results, that the most successful Culture and Entertainment Plans are those that go a step beyond the more overarching strategies and goals and include actionable objectives. Therefore, TMG recommends that Rockville’s plan include a vision, mission, strategies, goals *and the objectives* for achieving them.

TMG anticipates that during the research-analysis process, especially in the lists of subthemes under “Opportunities for Art, Culture and Entertainment in Rockville,” that specific action items will be identified and serve as the basis for developing objectives.

Step 5. Review and Finalize Strategic Plan

The draft plan should be distributed for review by selected key stakeholders and City staff to solicit reactions and suggested revisions. The final step would be to incorporate the changes and produce a final Culture and Entertainment Plan.

Step 6. Operational Planning

Objectives are the core of operational plans. Once the final strategic Culture and Entertainment Plan is approved, the City's designated staff and its implementation partners should develop operational action plans to support the strategic plan (with or without the help of a consultant). These should include for each objective: resources (human and capital), time-frames, deadlines, budgets, performance targets and who has responsibility for accomplishing it.

Development of a City of Rockville Culture and Entertainment Plan

Culture & Entertainment Inventory

Submitted to:
City of Rockville
Rockville City Hall
111 Maryland Ave.
Rockville, MD 20850

Submitted by:
Ms. Hollis Minor
President
HollisM@TheMinorGroup.com



172 West St.
Annapolis, MD 21401-2824
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Rockville General Information

About Rockville

Settled in the 1750s and incorporated in 1860, Rockville served as an important crossroads community, offering train and transportation lines. Rockville is very diverse and international and has a rich history going back 250 years. The City of Rockville prides itself in the wide range of cultural and recreational opportunities available including the new Town Center of Rockville which offers numerous restaurants, shops, galleries, and more. Rockville is the County Seat of Montgomery County. www.rockvillemd.gov.

Table Source: U.S. Census Bureau, 2006-2008 American Community Survey

Social Characteristics	Estimate	Percent	U.S.
Average household size	2.64	N/A	2.61
Average family size	3.16	N/A	3.2
Population 25 years +	39,998		
High school graduate or higher	N/A	92.5%	84.50%
Bachelor's degree or higher	N/A	57.7%	27.40%
Civilian veterans (civilian 18 years +)	3,220	7.4%	10.10%
Foreign born	19,164	34.1%	12.50%
Male, Now married, except separated (15 years +)	13,117	60.4%	52.20%
Female, Now married, except separated (15 years +)	13,065	54.1%	48.20%
Speak a language other than English at home (5 years +)	21,182	41%	19.60%
Household population	55,315		
Economic Characteristics	Estimate	Percent	U.S.
In labor force (16 years +)	32,326	71.5%	65.20%
Mean travel time to work in minutes (workers 16 years +)	29.3	N/A	25.3
Median household income (in 2008 inflation-adjusted \$)	91,178	N/A	52,175
Median family income (in 2008 inflation-adjusted \$)	105,917	N/A	63,211
Per capita income (in 2008 inflation-adjusted \$)	44,590	N/A	27,466
Families below poverty level	N/A	1.8%	9.60%
Individuals below poverty level	N/A	3.9%	13.20%
Housing Characteristics	Estimate	Percent	U.S.
Total housing units	22,219		
Occupied housing units	20,931	94.2%	88.00%
Owner-occupied housing units	13,672	65.3%	67.10%
Renter-occupied housing units	7,259	34.7%	32.90%
Vacant housing units	1,288	5.8%	12.00%
Owner-occupied homes	13,672		
Median value (dollars)	513,300	N/A	192,400

Rockville / Culture & Entertainment Inventory

Demographic Estimates	Estimate	Percent	U.S.
Total population	56,243		
Male	26,704	47.5%	49.30%
Female	29,539	52.5%	50.70%
Median age (years)	40.2	N/A	36.7
Under 5 years	4,519	8%	6.90%
18 years and over	43,862	78%	75.50%
65 years and over	7,674	13.6%	12.60%
One race	55,147	98.1%	97.80%
White	37,542	66.7%	74.30%
Black or African American	4,168	7.4%	12.30%
American Indian and Alaska Native	244	0.4%	0.80%
Asian	10,971	19.5%	4.40%
Native Hawaiian and Other Pacific Islander	0	0%	0.10%
Some other race	2,222	4%	5.80%
Two or more races	1,096	1.9%	2.20%
Hispanic or Latino (of any race)	7,454	13.3%	15.10%
N/A - The value is not applicable or not available.			

Square miles: 13.4

Publicly Accessible Art

Art in Public Places

Rockville's Art in Public Places program was established in 1978. Requires one percent of construction costs of all City construction projects to be spent on public art, supplemented by a \$1 per capita fund. To date, 44 permanent works of art have been installed along with annual temporary projects through this program.

The City of Rockville values the arts as an integral element of our community and understands that the arts help to generate an identity that continues to make Rockville a destination. It is the goal of the Art in Public Places program to have publicly accessible arts of the highest quality throughout the City of Rockville that reflect the vitality and diversity of the people and business within the area. The arts help to preserve and enrich the character of the community, improve the quality of life within the City, ameliorate the harshness of increased urbanization, and foster economic vitality of the community.

The Art in Public Places program is administered by the Department of Recreation and Parks Arts Division staff working in conjunction with the City's Cultural Arts Commission. This public art program is guided through policies established in the Master Plan for the Art in Public Places Program, which is revised every six years. In addition to being committed to an ongoing program for new permanent works of art, the Art in Public Places program annually supports temporary art projects.

Sculpture on the Grounds

The City of Rockville’s exhibit of large-scale outdoor sculptures is part of the City’s Art In Public Places Program (AIPP). The exhibit takes place from June through October on the grounds of Rockville Civic Center Park. The park—which includes Glenview Mansion, the F. Scott Fitzgerald Theatre/Social Hall, the Cottage, the Croydon Creek Nature Center and more than 150 acres of grounds—is the hub of Rockville’s main recreational, cultural and social activities.

Art in Private Development

The City of Rockville adopted a Publicly Accessible Art in Private Development ordinance in 2004 that required an expenditure for art as part of private development. Since its inception, nineteen pieces of art have been installed under this program. Numerous other developments have installed public art on their own.

Publicly accessible art enriches the urban landscape by engaging the eye, mind and spirit. It creates a sense of place and helps identify public spaces. Publicly accessible art is more than good citizenship— it is good business. By enhancing the overall quality of a project and giving it unique character not achievable in other ways, on-site art helps people and businesses define a space. Public art helps to ameliorate the harshness of increased urbanization and to foster the economic vitality of the community to the benefit of all.

Performing Arts Programs

Public Theatre Groups

Rockville Civic Ballet

<http://www.rockvillemd.gov/arts/ballet>

Address: F. Scott Fitzgerald Theatre, Rockville Civic Center Park, 603 Edmonston Drive, Rockville, MD 20851.

Director: Claudia Mangan

Telephone: 240-314-8690

Email: bwisda@rockvillemd.gov

Description: The Rockville Civic Ballet consists of 75 adult and children dancers. Since 1974, the company has annually performed the holiday classic, “The Nutcracker.” The company also annually performs a spring and summer production.

Rockville Concert Band

<http://www.rocknet.org/leisure/band/>

Rehearsal location: the Social Hall, F. Scott Fitzgerald Theatre, Civic Center Park, 603 Edmonston Drive, Rockville, MD 20851.

Director: TBD

Telephone: 240-314-8681

Email: bwisda@rockvillemd.gov

Description: All types of music are played by the band including classical transcriptions for band, original compositions for concert band, Dixieland, marches, selections from Broadway musicals, and music from the big band era. Performances of the Rockville Concert Band include

an indoor concert season at the F. Scott Fitzgerald Theatre, as well as outdoor concerts during the warm weather months. There is no admission charge for the concerts and ample free parking for performances at the theatre. The band performs about 16 concerts each year. Typically one indoor concert is played each month during the fall, winter and spring seasons at the F. Scott Fitzgerald Theatre.

Rockville Community Chorus

<http://www.rockvillemd.gov/arts/chorus>

<http://rockvillechorus.org/>

Director: Bryan Seith

Telephone: 240-314-8682

Email: jfarrell@rockvillemd.gov

Description: The chorus:

- Provides free choral concerts for the Rockville community and regional audiences.
- Presents two concerts annually (May and December) in the F. Scott Fitzgerald Theatre at Rockville Civic Center Park.
- Performs many other concerts throughout the immediate region in a variety of venues.
- Sings a varied repertoire that often features works from leading composers including Bach, Britten, Mozart, Rutter, Hindemith, Thompson, Vaughan Williams, Shaw, as well as many others. The Rockville Chorus also periodically performs/introduces works by local composers.
- Rehearses weekly Monday evenings at the Rockville Senior Center (1150 Carnation Drive).

Rockville Regional Youth Orchestra

<http://www.rockvillemd.gov/arts/rryo.htm>

Director: Bryan Seith

Telephone: 240-314-8682

Email: jfarrell@rockvillemd.gov

Description: The Rockville Regional Youth Orchestra (RRYO) consists of approximately 50-60 students. The RRYO is a unique opportunity for dedicated instrumental music students to further their abilities by participating in a beginning youth orchestra program. Plus, it's fun! RRYO is comprised of violins, violas, cellos, string basses, flutes, clarinets, oboes, bassoons, trumpets, trombones, French horns, low brass and percussion.

The Finest! Youth Performance Troupe

<http://www.rockvillemd.gov>

Artistic Directors/Choreographers: Kashi-Tara and Kelly Chauncey

Description: THE FINEST! Youth Performance Troupe is a multicultural youth performance group of actors, dancers and steppers performing plays and appearing in Rockville area parades and community events. But most importantly, THE FINEST! is a fitness program with an emphasis on healthy and productive, alternative ways for youth to spend non-school hours. Participants of THE FINEST! come from all over Rockville, Maryland and surrounding areas. Members are elementary-, middle-, and high-school students along with young adults who follow a rigorous regimen of theatre arts discipline and fitness training to encourage positive inner development. The troupe's focus is to develop theatrical skills leading to self-confidence, heightened self-esteem and personal integrity.

Other emphasis is on nutrition, holistic fitness, anger management, conflict resolution, academic excellence, self respect, and respect for others. Youth spend quality time with caring adults who are trained professionals, mentors, role-models and leaders. As an added asset for the troupe, parents are encouraged to become involved. Often parents volunteer for and perform in the productions.

THE FINEST! was established in 1989 as ‘‘MARYVALE’S FINEST’’ under the direction of (Elaine Crutchfield Hebron), with seven members. Today the group serves up to 200 students each year. One of their most notable performances is the City Of Rockville’s annual African American History Production featuring THE FINEST!, held each February at the F. Scott Fitzgerald Theatre. THE FINEST! perform at local theatres, schools, churches, community groups, parades, special events ,etc....

Non-Profit Theatre Groups

Musical Theatre Centre

<http://www.musicaltheatercenter.org/>

Address: 837 - D Rockville Pike, Rockville, MD 20852

Telephone: 301.251.5766

Fax: 301.251.5799

Email: mtcenter@musicaltheatercenter.org

President: Tom Whittum, Interim Director

Description: The Musical Theater Center (MTC) is one of the leading performing arts education organizations for young people in the metropolitan Washington area and is dedicated to providing school age students the highest quality performing arts education with a focus on training in the musical theater disciplines of voice, dance and acting. In addition, MTC’s several community outreach programs provide arts education opportunities for underserved populations. MTC’s programs currently serve over 1,800 students annually and include:

- 150+ performing and theater arts courses for children and young adults including voice, dance, acting and related theater arts at two locations: Rockville and Olney.
- Performing ensembles for middle and high school age students.
- Outreach programs/partnerships with school, community and social service organizations.
- A season of fully-staged musical productions featuring young performers.
- Musical Theater Summer Camp sessions at several locations.
- Needs-based scholarships and financial aid for all programs.

Rockville Little Theatre

<http://www.rlt-online.org/>

Mailing address: P.O. Box 4466, Rockville, Maryland 20849-4466

Telephone: 301-221-5434

Email: rockvilletheater@hotmail.com

President: David Levin

Description: Rockville Little Theatre presents a mix of old and new plays - drama, comedy, mystery - that we hope our audience will find exciting and entertaining. All performances are held in the F. Scott Fitzgerald Theater.

Rockville Musical Theatre

<http://www.r-m-t.org/>

Mailing address: PO Box 1248 Rockville, MD 20849

Telephone: 240-314-8690

Email: contactrmt@hotmail.com

President: Scott Richards / Andrew Dodge

Description: Rockville Musical Theatre (RMT) is one of the resident community theater groups of Rockville, Maryland. Our volunteer theatre group produces two high-quality, full-stage musicals each year with one in the summer and one in the fall. RMT was founded in 1974 and has received awards from Ruby Griffith Awards and WATCH. Performances are held in the F. Scott Fitzgerald Theater.

Victorian Lyric Opera Company

http://www.vloc.org/wiki/Main_Page

Mailing address: P.O. Box 10391, Rockville, MD 20849-0391

Telephone: 301-879-0220

Email: vloc@att.net

President: Blair Erg

Description: VLOC was founded in 1978 to perform musical works of the Victorian era. Their first show was Trial By Jury paired with Haddon Hall. Since that time they have performed all but two of the Gilbert & Sullivan canon many times over. They have also branched out into other European operettas and even grand opera, Mozart's The Magic Flute & Donizetti's The Elixir of Love. The mission of the company has been and continues to be to provide high quality performances of light operatic works, providing educational and performance opportunities to our community. Our membership is drawn from all over the Greater Washington Metropolitan area. Performances take place at The F. Scott Fitzgerald Theatre, Rockville Civic Center Park, 603 Edmonston Dr., Rockville, MD 20851.

HST Cultural Arts

<http://hstonline.org/dance-1>

Mailing address : HST Cultural Arts, Inc., PO Box 150, Rockville, MD 20848

Telephone: 301-294-0520

Email: hstalents@gmail.com

Executive Director: Marilyn Mullan

Description: HST has over two dozen directors/teachers and 200+ students in four different drama troupes, 16 dance classes, 5 acting classes, a tech program, a costume program, a Boys Vocal program and a Broadway Choir. HST's mission is to provide professional level training in the cultural arts to students with flexible scheduling and to make wholesome family entertainment accessible and affordable to the community. HST's goal is to make every student feel valued. We accomplish this by providing a positive, Christian-principled environment where each student is valued.

Dawn Crafton Dancers

<http://www.dcdcdance.com/>

Address: 7601-C Airpark Road, Gaithersburg, MD 20879

Telephone: 301-840-8400

Email: info@dcdcdance.com

Executive Director: Dawn Crafton

Description: The Dawn Crafton Dance Center offers professional teachers with national and international experience. A team approach provides our students with a well rounded dance education in a nurturing, creative and supportive environment where dance and the dancer can flourish.

Our professional, licensed and inspected facility houses two climate-controlled, mirrored studios, observation window, state-of-the-art sound and video systems and floating cross cut maple wood floors. Performance, Workshop, Competition, Master Classes, Summer Musical Theatre Camp, Summer Curriculum and Travel Opportunities are open to all students.

Other Performing Arts Programs

American Dance Institute

<http://americandance.org/new/index.htm>

Address: 1570 East Jefferson Street, Rockville, MD 20852

Telephone: 301-984-3003

Fax: 301-468-5841

Email: info@americandance.org

Description: The American Dance Institute, a 501(c)(3) non-profit organization, builds artistic, athletic, confident individuals. Our faculty and staff strive to provide a nurturing environment where everyone who enters our doors feels better on the way out than they felt on the way in.

The Institute provides the Maryland, Virginia and DC metropolitan region with:

- A national center of excellence for dance instruction serving children, pre-professionals, professionals and adults.
- A national center for Pilates conditioning and teacher training.
- An incubator for dance troupes and choreographers.
- A world-class, state-of-the-art dance facility

National Philharmonic

<http://www.nationalphilharmonic.org/>

Address: The Music Center at Strathmore, 5301 Tuckerman Lane, North Bethesda, MD 20852

Telephone: 301-493-9283

Fax: 301-493-9284

Email: office@nationalphilharmonic.org

Musical Director and Conductor: Piotr Gajewski

Description: As part of its mission the National Philharmonic performs music by many composers from different epochs; this includes championing the music of contemporary composers. Recently deceased Washington Area composer Andreas Makris was a close friend of Maestro Gajewski, and the National Philharmonic has taken on the cause of championing Makris' works and maintaining his library of compositions with the assistance of the Andreas Makris Endowment at the National Philharmonic.

The National Philharmonic is vitally committed to educational outreach and is honored to have the opportunity to promote innovative arts education and music enrichment initiatives that encourage appreciation of classical music and support the musical development of the many budding musicians reached through these efforts.

Bolivian Dancers (Parade)

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=773&TOC=107;84;99;773;

Description: 2009 Labor Day Celebration

Information: 301-258-6350 or parksrec@gaithersburgmd.gov

The City of Gaithersburg and the Gaithersburg-Washington Grove Fire Department celebrate the "unofficial" end of summer with an Annual Labor Day Parade. The parade winds through the streets of Olde Towne Gaithersburg, including East Diamond and Russell Avenues.

Participants in the rain-or-shine parade may include Master of Ceremonies Kim Martucci of WUSA Channel 9 News, the Maryland Nighthawks Basketball team, dancers and mascot, Bolivian dancers, the Tai Yim lion dancers, antique highwheelers, African drummers and dancers, and an assortment of fire engines, high school marching bands, giant balloons, horses, clowns and more.

Chinese School

<http://www.rcsmd.org/>

Address: 11300 Gainsborough Road, Potomac, MD 20854

Contact information

- Language program: Mrs. Abby Duh, 301-294-9632
- Cultural Arts School & its classes: Mr. Simon Li, 301-258-0761.

Description: For over 25 years, Rockville Chinese School (RCS) has been dedicated to educating young people in Chinese language, culture & history. We design our educational programs to be comprehensive yet flexible in order to meet the needs of our diverse community. Our commitment to academic excellence makes RCS one of the top Chinese language schools in the Washington, DC Metropolitan Area.

For parents of Chinese descent, it is often difficult to find the time to pass Chinese language & culture to the younger generation. Rockville Chinese School understands this need! We offer a wide variety of classes to accommodate the linguistic & cultural requirements of the Chinese community.

For parents who are not of Chinese descent, Rockville Chinese School offers many innovative programs to help your child learn to read & write Chinese. We also attempt to instill an appreciation & understanding of China's rich cultural heritage & history. We especially welcome parents who have adopted children of Chinese descent, & who want their children to learn about Chinese language, culture & history.

School is in session on Sundays during the academic year, from mid-September to mid-May. There are two semesters in a school year, with sixteen weeks in each semester. While school is in session, RCS has the use of classrooms, the cafeteria, the dance studio, the music room, one or both gyms, & the outdoor tennis courts.

A day at Rockville Chinese School is divided into two parts. In the morning (10:00am to 12:20pm) are language & culture classes. In the afternoon are Cultural Arts School classes, such as gong fu (kung fu), karate, Chinese folk dance, arts and crafts, painting, music, & sports. You can even have lunch at school, & enjoy socializing with other parents & students.

Indian Dance Education Association (IDEA)

<http://www.ideadancers.org/EventsCalendar.asp>

Address: 13926 ROCKINGHAM ROAD, GERMANTOWN MD 20874

Telephone: 301-867-3790

Email: ideadancers@gmail.com

Contact: Shobha Subramanian, Chairman, 240-476-4680, s_shobha@hotmail.com

Description: An organization established by dancers—To serve dancers and dance lovers

- Through an organized group effort, IDEA hopes to increase the public awareness of India's rich cultural heritage among the mainstream Americans.
- An organization dedicated to educate, not only students of dance but the members of the general public, in the beauty and dexterity of the Indian art forms.
- As a group IDEA aims serve and support the dance community in several ways.
- As a group, IDEA can increase the visibility and thus winning the recognition of funding organizations and media.
- Establish communication among dancers through newsletter.
- Serve as a clearinghouse for programs thus preventing clashes in performance dates of members.
- Serve as a forum for advertising performances.
- Organize workshops, lecture demonstrations, master classes and performances by visiting artists and scholars for the benefit of dancers and dance lovers.
- Organize dance festivals and conferences in all facets related to dance.
- Create IDEA productions.

Coral Cantigas

<http://cantigas.org/>

Mailing address: P.O. Box 2212 Rockville, MD 20847

Telephone: 301.424.8296

Director: Diana Sáez

Description: Founded in 1991 by Diana V. Sáez, Coral Cantigas, is the only chorus in the Washington, D.C. area with the mission of increasing awareness and appreciation of the many rich styles of Latino (Latin American, Spanish and Caribbean) choral music, and promoting diversity by uniting communities through the joyful and transformative power of music. Coral Cantigas provides artistic excellence in creative programming; educational workshops; and bilingual, cross-cultural and collaborative performances to national and international audiences. The chorus performs in Spanish, Portuguese, and a variety of American languages and dialects such as Nahuatl, Quechua and Creole, with bilingual concert program notes and texts.

Raices de Borinquen

<http://www.raicesdeborinquen.org>

Primary Contact: Nydia Ocasio

Address: 308 New Mark Esplanade, Rockville, MD 20950

Telephone: 301-455-7971

Email: raicesdeborinquen@yahoo.com

Description: Our mission is to promote the appreciation and preservation of our Indigenous, Spanish, and West African roots and culture through the performance of Puerto Rican folkloric

dances and music, particularly in VA, MD, and Washington DC. We represent, teach, and disseminate our rich culture by performing Puerto Rican "Bomba", "Plena", "Danza", and "Seis".

Performing Arts Facilities

F. Scott Fitzgerald Theatre

<http://www.rockvillemd.gov/theatre>

<http://www.rockvillemd.gov/tours/glenview/theatretour/index.html>

Calendar of events: <http://www.rockvillemd.gov/events/theatre.htm>

Address: Civic Center Park, 603 Edmonston Drive, Rockville, MD 20851.

Contact information:

- Theatre Box Office/Tickets 240-314-8690
- Current & Upcoming Events 240-314-8690 opt 3
- Theatre Rental 240-314-8663

Description: Named for the 20th Century American writer, the F. Scott Fitzgerald Theatre was completed in 1960. This performing arts facility has a capacity of 446 and provides space for live performances, concerts and awards ceremonies. Below the theatre, the Social Hall can accommodate up to 225 people for a seated reception and may be rented separately.

The F. Scott Fitzgerald Theatre can be used for performances, concerts, trade shows, conferences, awards ceremonies, graduations and other large public assembly activities. The spacious open lobby lends itself well to displays, concessions, or receptions. The F. Scott Fitzgerald Theatre has a box office set up to sell tickets, either for "in-house" productions, or for outside events.

Montgomery College Robert E. Parilla Performing Arts Center

<http://www.montgomerycollege.edu/pac/>

Address: 51 Mannakee Street, Rockville, MD, 20850-1195

Telephone: 240-567-5301

Fax: 240-567-7542

Email: boffice@montgomerycollege.edu

Description: The theater on Montgomery College's Rockville campus hosts three performance series each year. The Guest Artist Series brings six to eight programs of dance, theater and music; the College Performing Arts Series consists of all-student productions, including two musicals, two plays and a spring dance program; and Saturday morning shows for children are performed four times a year.

The 500-seat theater has continental-style seating (no central aisle), a gently sloped floor and a traditional proscenium stage. Built in 1984, the hall was renovated in the late 1990s.

Box Office hours are Monday through Friday, 10 a.m. to 6 p.m., unless otherwise posted.

Additionally, the Box Office is open at least two hours prior to all Guest Artist, College Performing Arts, and Saturday Morning Children's Series events.

Strathmore Concert Hall<http://www.strathmore.org/>Calendar of events: <http://www.strathmore.org/eventstickets/calendarsearch/results.asp>

Address:

1) The Music Center at Strathmore, 5301 Tuckerman Lane, North Bethesda, MD 20852.

2) The Mansion at Strathmore, 10701 Rockville Pike, North Bethesda, MD 20852.

Telephone: (301) 581-5200

Email: concerts@strathmore.org

Vice President and Artistic Director: Shelley Brown

Description: Located one-half mile outside the Capital Beltway in North Bethesda, Maryland, Strathmore provides affordable, accessible, multi-disciplinary arts programming in the Mansion at Strathmore, the Music Center at Strathmore, and on its scenic 11-acre site. Founded and operated since 1981 by the Strathmore Hall Foundation, Inc., an independent, 501(c)(3) organization, the arts center presents a lively and diverse program of art exhibitions, concerts and performing arts programs, and literary lectures and events.

High quality arts programming, designed for audiences of many tastes, served with the hospitality and warmth of a family enterprise, are the hallmarks of Strathmore. Seasonal outdoor events seek to be inclusive in their programming appeal, reaching out to people of all ages, interests and cultural heritage. Artistic offerings presented by Strathmore in the Music Center include world-class performances by major national artists of folk, blues, pop, jazz, show tunes, and classical music. The Music Center is also the home to five resident artistic partner organizations to present performances in the Concert Hall and classes in the Education Center.

The Mansion at Strathmore is home to more intimate artistic programs presented by Strathmore in the warm and acoustically superb 100-seat Dorothy M. and Maurice C. Shapiro Music Room, the Gudelsky Gallery Suite exhibition spaces, the outdoor Gudelsky Concert Pavilion, and outdoor Sculpture Gardens. The Mansion also features the Strathmore Tea Room, serving Tuesdays and Wednesdays, and Shop at Strathmore.

BlackRock Center for the Arts (Germantown)<http://www.blackrockcenter.org>

Address: 12901 Town Commons Drive, Germantown, MD 20874

Telephone: 301.528.2260

Fax: 301.528.2266

Email: info@blackrockcenter.org

Executive Director: Charlotte Summers

Description: Black Rock Center for the Arts inspires the community to explore, experience and engage in the arts by providing artistically excellent programs, creating the opportunity for lifelong participation in the arts.

Our organizational goals are to:

- Present local, national and international artists of the highest quality on our stages and in our galleries
- Offer educational opportunities in a variety of arts disciplines in our classrooms and in our community

Rockville / Culture & Entertainment Inventory

- Provide leadership within our community by forging partnerships with schools, social service agencies, business, government leaders, funders, artists and arts organizations
- Encourage and facilitate participation in the arts by all people
- Maintain financial and organizational stability through a sustainable business model in support of our mission for both current effectiveness and long-term growth

Olney Theatre Center (Olney)

<http://www.olneytheatre.org>

Address: 2001 Olney-Sandy Spring Road, Olney, MD 20832

Telephone:

- Box Office: 240.644.1100
- Administrative Office: 240.644.1099
- Education: 240.585.1225

Fax: 301.924.2654

Artistic Director: Jim Petosa

Description: Located just north of Washington, D.C. in arts-rich Montgomery County, Maryland, Olney Theatre Center offers a diverse array of professional productions year-round that enrich, nurture and challenge a broad range of artists, audiences and students. One of two state theaters of Maryland, Olney Theatre Center is situated on 14 acres in the heart of the beautiful Washington-Baltimore-Frederick "triangle," within easy access of all three cities.

A professional, award-winning regional theater, Olney operates under an Actors' Equity Association Council of Stock Theaters (COST) contract, one of only three theaters in the country to operate under such a contract.

In addition to its Subscription Season, which emphasizes 20th-century American classics, new works, area premieres, reinterpretations of classics and musical theater, Olney offers a wide range of programs and affiliations including: National Players, America's longest running classical touring company (since 1949), which performs for high school and college audiences in over 25 states; a Family Entertainment Series; special school performances of Subscription Season shows; a free Summer Shakespeare Festival; post-show discussions; and a 5-week intensive summer training program for high school students.

Round House Theatre (Silver Spring)

<http://www.roundhousetheatre.org>

Address: 8641 Colesville Road, Silver Spring, MD 20910

Telephone: 301.924.3400 (box office) 301.924.4485 (administrative offices)

Email: roundhouse@roundhousetheatre.org or education@roundhousetheatre.org

Producing Artistic Director: Blake Robinson

Description: One of the largest and most acclaimed professional theatre companies in the metro Washington, DC area, Round House Theatre is led by Producing Artistic Director Blake Robison, who joined the company in June 2005. Based in Montgomery County, Maryland, Round House Theatre produces nearly 200 theatrical performances each season at its 400-seat Bethesda theatre and 150-seat black box theatre in Silver Spring. The company operates an education center in Silver Spring and annually reaches over 40,000 patrons there and across the region with strong educational programs.

Round House Theatre has been recognized nationally as a center for the development of literary works for the stage. Our critically-acclaimed Literary Works Project features new adaptations of contemporary and classical novels, re-interpreted through a theatrical prism for today's audiences. We give these stories a fresh voice, a bold visual presence, and a new relevance in our ever-changing society. The project has garnered 10 Helen Hayes Award nominations and strong notices in the regional and national press.

Other programming highlights include regular World Premiere productions, the annual Sarah Metzger Memorial Play, our school residency program Intersections, the Heyday Players, and our artists' laboratory The Kitchen.

Art Barn (Gaithersburg)

<http://www.gaithersburgmd.gov/artsbarn/>

Address: 311 Kent Square Road, Gaithersburg, MD 20878

Telephone: 301.258.6394

Email: artsbarn@gaitersburgmd.gov

Description: The goal of the Gaithersburg Arts Barn is to promote the enriching experience of participation in the arts as well as to provide a nurturing environment conducive to the creative development of local visual and performing artists. Visitors to the Arts Barn can participate in workshops and classes, attend musical and theatrical performances, and observe the creative process as artists work in their studios.

Originally built in 1900 as a stable, the renovated Arts Barn now includes two artists-in-resident studios, a teaching studio, an art gallery, and a museum shop on the first floor. The former barn loft has been transformed into a 99-seat theater for the performing arts.

Various art, music, and theatre classes, for children ages three and up, include puppetry, drama, painting, sculpture, and more. Summer camps for the performing and visual arts are available for children in 1st through 6th grades.

Rockville Visual Arts

Public and Private

Strathmore Concert Hall—Strathmore Fine Art

<http://www.strathmore.org/fineartexhibitions/exhibitions.asp>

Address: The Mansion at Strathmore, 10701 Rockville Pike, North Bethesda, MD 20852-3324

Telephone: 301-581-5109

President: Eliot Pfansteil

Description: With more than two-dozen exhibitions a year, educational programs for children and adults by professional artists and curators, and state-of-the-art gallery space, Strathmore is a premier art institution of the mid-Atlantic region.

Throughout its spacious galleries on the first and second floors of the Mansion, Strathmore offers art lovers an eye-catching and thought-provoking array of works in every medium by artists from the region, the nation, and around the world. In addition to mounting its own exhibitions,

Strathmore collaborates with renowned museums and other art institutions, such as the Baltimore Museum of Art, the Walters Art Gallery, and the Corcoran Gallery of Art.

Metropolitan Center for the Visual Arts in Rockville (VisArts)

<http://www.visartscenter.org/>

Address: 155 Gibbs Street, Suite 300, Rockville, MD 20850

Telephone: 301.315.8200

Fax: 301.315.8296

Executive Director: Robert Buchanan, Acting

Email: execdirector@visartscenter.org

Description: Begun as an initiative of the Cultural Arts Commission of the City of Rockville, VisArts' predecessor "Rockville Arts Place" incorporated in 1987 as an "artists only" organization, and three years later, moved to a space providing classrooms, galleries, and eight artist's studios. Over the next nine years, the organization added 4,000 sq. ft. offering fiber and ceramics studios, a darkroom, and four new artists' studios.

Although VisArts was a private organization, they were able to form an innovative "partnership" with the City of Rockville to construct the new art center. This unique partnership benefited VisArts by allowing it to build a high visibility, readily accessible, permanent home in a dynamic new downtown slated to become an outstanding restaurant and cultural district. It also positioned VisArts to become a major multi-faceted visual arts center for Rockville, Montgomery County and the Washington Metropolitan area. VisArts continues to develop visual arts programs and standards that have established the organization as an innovative leader and significant contributor in arts education, exhibitions, professional development, and community outreach.

Glenview Mansion Art Gallery

<http://www.rockvillemd.gov/arts/exhibits.htm>

Address: 603 Edmonston Drive, Rockville, MD 20851

Telephone: 240.314.8682

Email: jfarrell@rockvillemd.gov

Gallery Hours: Mon., Wed., Fri., 9 am to 4:30 p.m.; Tues., Thurs., 9 a.m. to 9 p.m.

Gallery Director: Julie Farrell

Description: Since 1957, the Glenview Mansion Art Gallery showcases local and regional artists on the second floor. Each month, visitors can meet the artists of the current exhibit, as well as enjoy a concert on a Sunday afternoon. Individual or group tours may be scheduled during the week, or you may tour the Mansion on your own.

Montgomery College—Rockville Art Department

<http://artsinstitute.montgomerycollege.edu/VisualArtsatMC.html>

<http://www.montgomerycollege.edu/Departments/artrv/>

Telephone: 240-567-5115

Contacts:

Dean of Arts: Deborah Preston

Visual Arts Dept. Chair: Sumita Kim

Music Dept. Chair: Jay Crowder

Theater Dept. Chair: Susan Hoffman

Rockville / Culture & Entertainment Inventory

Description: Areas of study - Art History, Ceramics, Color Theory, Crafts, Design, Drawing, Enameling, Jewelry & Metalsmithing, Painting, Printmaking, Sculpture

Jewish Community Center

<http://www.jccgw.org>

Address: 6125 Montrose Road, Rockville, MD 20852

Telephone: 301-881-0100

Contact person: Julie Grimley

Email: jgrimley@jccgw.org

Description: With two fully equipped mixed media studios and one ceramics studio, the JCC offers innovative art classes and workshops for all ages and levels of ability. Daily offerings include classes in ceramics, fused glass, drawing, painting, cartooning, digital photography and much more! Our instructors, all professional artists with a wealth of experience, bring a special blend of creative energy, passion for art and love of teaching. Children's artwork created in our after-school classes is exhibited and rotated regularly in our Art Hallway for all to appreciate. Throughout the year, visiting artists offer workshops based on major Jewish festivals and holidays. During our annual Chanukah and Purim festivals, children enjoy doing multiple hands-on projects infused with the spirit of Jewish art.

Artworks Fine Art Studio

<http://artworksclasses.com>

Address: 7740 Old Georgetown Road, Bethesda, MD 20814

Telephone: 301.656.0044

Email: art.works@verizon.net

Cost: Moderate

Ages: 2-19

Description: Artworks Fine Art Studio is dedicated to teaching the fundamentals of fine art; classes focus on the fundamentals of drawing and painting. Instructors at Artworks use a step-by-step teaching process which helps children produce beautiful works of art, while at the same time, building self esteem. Students begin by learning basic drawing and pastel techniques, and once this level has been mastered, they move on to watercolors, and eventually oils.

Summer and spring camps, for children ages six to twelve, are weekly day camps exploring many different art mediums hands-on, such as painting, sculpture, candy making, t-shirt decorating, and more.

Birthday parties consist of one hour of teaching, followed by half an hour for refreshments and an art show. Artworks provides decorated studio space and an art lesson with a finished piece each child can take home.

Rockville Art League

<http://www.rockvilleartleague.org/>

Description: The Rockville Art League (RAL) was formed by a group of professional and amateur artists in 1957. In 1958, RAL was incorporated as a non-profit organization to promote the development of the fine arts within its membership and community. Members gather in the conservatory of the Glenview Mansion to socialize, observe exhibits in adjoining room or watch an informational video prior to the meeting. The program starts promptly at 7:30 PM, with a

short business meeting followed by a guest speaker/demonstration. When the meeting concludes at about 9:30 PM members are encouraged to stay and talk to the speaker and other RAL members.

Commercial

Waygoose

<http://www.thewaygoose.com>

Address: 33 Maryland Ave Unit D, Rockville, MD 20850

Telephone: 301.279.7525

Email: waygoosecustomers@gmail.com

Description: The Waygoose showcases affordable, high quality handcrafts created by North American artisans. Our galleries are the Washington Metropolitan area's answer to the search for that special purchase with personality. As supporters of American craft, our knowledgeable, enthusiastic sales staff shares their appreciation and expertise with you, our customer.

10,000 Villages

<http://rockville.tenthousandvillages.com/php/stores.festivals/store.homepage.php>

Address: 107 Gibbs Street, Unit D, Rockville, MD (in the town square)

Telephone: 301.340.7122

Email: rockville@tenthousandvillages.com

Description: Ten Thousand Villages in Rockville, MD, is a fair trade retailer of artisan-crafted home decor, personal accessories and gift items from across the globe. Featuring products from 131 artisan groups in some 38 countries, we are part of a network of 156 retail outlets throughout the United States selling Ten Thousand Villages products. As one of the world's oldest and largest fair trade organizations, Ten Thousand Villages has spent more than 60 years cultivating trading relationships in which artisans receive a fair price for their work and consumers have access to distinctive handcrafted items. We seek to establish long-term buying relationships in places where skilled artisans are under- or unemployed, and in which they lack other opportunities for income. A founding member of IFAT- the World Fair Trade Organization, Ten Thousand Villages sees fair trade as an alternative approach to conventional international trade.

Appalachian Springs

<http://www.appalachianspring.com/cp.cfm>

Address: 1641 Rockville Pike, Rockville, Maryland 20852

Telephone: 301-230-1380

Description: Artistic. Shop for: Art Glass, Baby, Desk/Office, Dining, Home Accessories, Ed Levin Jewelry, Jewelry, Jewelry Boxes, Kaleidoscopes, Kitchen Accessories, Outdoor Spaces, Tin Woodsman Pewter, Pottery, Toys and Games, Vases and Ikebana

VisArts Too (store)

http://www.visartscenter.org/visarts_too.html

Address: 155 Gibbs Street, Rockville, MD 20850

Telephone: 301.315.8200

Email: <mailto:DTsai@visartscenter.org>

Store Manager: Diana Tsai

Description: VisArts Too! is our museum shop retail store, selling top quality contemporary crafts and artwork. We showcase the work of our own resident artists, as well as prominent local and national artists. We feature a wide range of jewelry, glass, wood, ceramics, children's items and art-related novelties. Proceeds go directly to our Education and Outreach Departments.

As Kindred Spirits

Address: Congressional Plaza, 1611 Rockville Pike, Rockville, MD 20852

Telephone: 301-984-0102

Description: Designer jewelry, wearable art, art glass, and American-craft home décor and accessories. Funds generated by offering beautiful objects de arte go to support environmental, fair trade, interfaith, and women's initiatives in the United States and developing countries.

Artisans Gallery (Gaithersburg)

<http://www.shopartisans.com/>

Address: 12189 Darnestown Rd, Gaithersburg, MD 20878

Telephone: (301) 990-3219

Email: info@shopArtisans.com

Description: With unique, handmade gifts and free gift wrap and enclosure cards, shopArtisans.com is the easiest way to send a gift to anyone in the USA.

Public Cultural Events

Rockville Sunday Afternoon Concert Series

<http://www.rockvillemd.gov/arts/sunday.htm>

Address: Glenview Mansion at Rockville Civic Center Park, Conservatory, 1st floor

Description: Sundays, 2:00 p.m. Free - No Tickets Required

Rockville Special Events

<http://www.rockvillemd.gov/events/>

City Calendar: <http://www.rockvillemd.gov/calendar/index.html>

Events by the week: <http://www.rockvillemd.gov/events/thisweek>

Comprehensive Events List

SPRING

- Rockville Baseball Association Opening Day Ceremonies
- Bicycle to Work Day
- Buskers
- Aquafina Batting, Pitching, and Base Running Competition
- Spring Festival and Native Plant Sale
- Farmers' Markets
- Hometown Holidays
- Ride and Stride for Rockville

- Memorial Day Parade

- Senior Fitness and Health Fair

SUMMER

- Buskers
- Farmers' Markets
- Thursday Night Concerts
- Out to Lunch Wednesdays
- Flag Day Ceremony
- Independence Day
- Twilight Runfest
- Wine and Music Festival

Rockville / Culture & Entertainment Inventory

FALL

- Farmers' Markets
- Out to Lunch Wednesdays
- Doggie Dip Day
- F. Scott Fitzgerald Literary Conference
- Antique and Classic Car Show
- Croydon Creep
- DarCars Halloween
- Young Run
- Rockville 10K/5K Runs

- Veterans Day
- Community Health Festival

WINTER

- Holiday Bazaar
- Holiday Open Houses
- Lunar New Year
- Martin Luther King Jr. Celebration
- "Hoop Shoot" Free Throw
- Basketball Contest

Concert in the Square

<http://www.rockvillemd.gov/events/square.htm>

Description: Free concert series in the heart of Rockville Town Square, featuring a variety of music including Jazz, Folk, Rock, Blues and Country.

First Fridays

<http://www.rockvillemd.gov/events/firstfridays>

Description: Music, food and drink on the rooftop deck of the Arts and Innovation Building in Rockville Town Square on the first Friday of the month in May, June, August and September.

Out to Lunch Wednesdays

<http://www.rockvillemd.gov/events/otl.htm>

Description: East Montgomery Avenue becomes a festival every Wednesday with great food, a farmers' market and live music.

Antique and Classic Car Show

<http://www.rockvillemd.gov/events/carshow.htm>

Description: The Glenview Mansion grounds are transformed once a year, in the fall, when more than 400 antique and classic automobiles go on display.

Uncorked Wine & Music Festival

<http://www.rockvillemd.gov/events/uncorked>

Description: Enjoy the best wines from across the state, as well as a cooking demonstration, wine seminars and three stages of musical entertainment at the Rockville Town Square.

Hometown Holidays

<http://www.rockvillemd.gov/events/hth/index.html>

Description: Memorial Day weekend festival and parade

Independence Day Celebration

<http://www.rockvillemd.gov/events/independence-day.htm>

Description: Main-stage music and fireworks at the Montgomery College - Rockville Campus

Holiday Open House

Description: Celebrate the holidays with art and music at Glenview Mansion

More Events

For more (public and private) events in Rockville, see Rockville Central:

<http://rockvillecentral.com/2009/01/events-in-rockville-12909-2809.html/>

Libraries**Rockville Library**

<http://www.montgomerycountymd.gov/apps/libraries/BranchInfo/ro.asp>

Address: 21 Maryland Ave., Rockville, MD 20850

Telephone: 240-777-0140

Events: SCORE Counseling, Spanish Conversation Club, Rockville Library Book Discussion, English Conversation Club, Kids Book Club, Preschool Storytime, Storytime for 2's and 3's, Rockville Chinese Book Discussion, Talking Book Discussion Group, African American Book Discussion Group, Cuddle ups for pre-walkers, Act it Out Kids Book Club, One Maryland One Book Community Civic Discussion

Aspen Hill Library

<http://www.montgomerycountymd.gov/Apps/Libraries/branchinfo/ah.asp>

Address: 4407 Aspen Hill Rd., Rockville, MD 20853

Telephone: 240-773-9410; 301-871-2097(TTY)

Events: English Language Conversation Club, Spanish Conversation Club, Aspen Hill Book Discussion, Tuesday Tales Storytime, Cantaré - Special Multicultural Event

Twinbrook Library

<http://www.montgomerycountymd.gov/Apps/Libraries/branchinfo/tw.asp>

Address: 202 Meadow Hall Dr., Rockville, MD 20851

Telephone: 240-777-0240 240-777-0904 (TTY)

Events: Conversation Club, Crochet Club, Storytelling Club, Piano Concert, Preschool Story Time, Twinbrook Book Club, "Circle Times" Workshop, Family Storytime, Poetry Club

Camps**Rockville Arts Camps – Public and Private****Rockville Department of Recreation and Parks**

<http://www.rockvillemd.gov/recreation/guide/summercamps.htm>

Address: Dept. of Recreation and Parks, Registration Desk, City of Rockville, 111 Maryland Ave., Rockville, MD 20850.

Fax: 240-314-8659

Telephone: 240-314-5020

Description: Variety of camps for all ages, including pottery, theatre, science, creative crafts, and dance

Camp Jam DC

http://www.kidscamps.com/Camps/Camp_Jam_DC_Rockville_Maryland-218136-62.html

Address: 6125 Montrose Rd, Rockville, MD 20852

Rockville / Culture & Entertainment Inventory

Telephone: 800-513-0930

Fax: 404-393-9967

Description: Camp Jam's multi-level curriculum schools students in every aspect of playing in a real rock & roll band. From playing techniques to stage presence, Camp Jam's variety of classes will turn the bedroom player into a bona fide rock star. Minimum age: 11. Maximum age: 17.

VisArts

<http://www.visartscenter.org/camp.html>

Address: 155 Gibbs Street, Suite 300, Rockville, MD 20850

Telephone: 301.315.8200; Fax: 301.315.8296

Executive Director: Robert Buchanan, Acting

Email: execdirector@visartscenter.org

Mt. Calvary Baptist Youth Summer Camp

<http://www.mtcbc.org/index.htm>

Address: 608 North Horners Lane, Rockville, MD 20850

Telephone: 301.424.8717

Camp Types: Nature, sports, science, technology, art & music, service.

Rockville High School: Summer Art Camp

<http://jodiart.com/Introduction.asp>

Address: 4908 Auburn Ave, Bethesda, MD 20814

Telephone: 301.280.1660

Director: Ron Lloyd

Other Arts Camps—Public and Private

Power Chord Academy (College Park)

http://www.kidscamps.com/Camps/Power_Chord_Academy_Maryland_College_Park_Maryland-213032-62.html

Address: University of Maryland, College Park, MD 20742

Telephone: 800.897.6677

Fax: 775.306.7923

Description: At Power Chord Academy, students play in a band, record a CD, make a MTV video, play concerts, meet a professional touring band, and more! We also offer a cutting edge game-musician program for the new age of musicians who play Guitar Hero or Rock Band. Loaded with competitions & prizes, students play in bands, write songs, record songs, & play a final concert and Battle of the Bands! PCA currently offers 34 Sessions in 12 US locations with musicians attending from across the world! Minimum age: 12, Maximum age: 18.

TIC Summer Camp (Bethesda)

http://www.kidscamps.com/Camps/TIC_Summer_Camp_MD_Bethesda_Maryland-1647-62.html

Address: 9600 Forest Road, Bethesda, MD 20814

Telephone: 703.241.5542

Fax: 703.534.0616

Directors: Dr. Karen J. Rosenbaum, Emily Riedel

Imagination Stage (Bethesda)

http://www.kidscamps.com/Camps/Imagination_Stage_Bethesda_Maryland-209030-62.html

Address: 4908 Auburn Ave, Bethesda, MD 20814

Telephone: 301.280.1660

Description: Founded in 1979, Imagination Stage is the region's leading theater arts organization dedicated to children, serving 100,000 children and their families per year through professional theater productions, diverse classes, and camps. Plays and musicals are staged year-round in the 400-seat Lerner Family Theatre, and the StoryTheatre Series for pre-schoolers is presented in the smaller Reeve Studio Theatre.

Monart Drawing Studio Summer Camps (Gaithersburg)

http://www.mdmonart.com/camps_MD.php

Address: 12116 Darnestown Road, Suite L-4, Gaithersburg, MD

Phone: (301) 987-0377

Email: info@mdmonart.com

Ages: 5-12

Artworks Fine Art Studio camps (Bethesda)

<http://artworksclasses.com>

Address: 7740 Old Georgetown Road, Bethesda, MD 20814

Phone: 301.656.0044

Email: art.works@verizon.net

Description: Artworks Summer Camp is a highly creative, encouraging environment for day campers ages 6-12. Through a series of week-long sessions, students explore different art media, giving an educational hands-on approach to art. Students are separated by age to ensure appropriate activities. Projects change each week, students attending multiple weeks do not do the same project twice. Campers will be involved in age-appropriate activities throughout the day. Weekly activities include: Sculpture, print-making, T-shirt design, water colors, painting, jewelry design, paper-making, origami, pastels, mosaics, and more.

Private Entertainment Events**Regal Cinemas**

<http://www.moviefone.com/theater/regal-cinemas-rockville-center-13/1750/showtimes>

Address: 199 E Montgomery Ave, Rockville, MD 20850

Telephone: 301-340-9390

House Concerts**Cheryl Kagan**

<http://www.cherylkagan.org/index.php?src=forms&ref=Contact%20Us>

Co-Founder & Host: "Folk 'N Great Music" house concerts (Non-Profit Organization)

Description: We host a series of concerts in our Rockville (MD) home featuring nationally known singer/songwriters. All proceeds go to the performers. Folk 'N Great Music is proud to be the first unionized house concert series in the country and has a collective bargaining agreement with Local 1000 of the American Federation of Musicians.

Moore Music in the House – Scott and Paula Moore

<http://users.erols.com/mooresp/>

Telephone: 301-309-0983

Email: mooresp@erols.com

Description: We've been hosting house concerts in our Rockville, MD home since 1997. In these nearly 100 concerts, we have presented our very favorite singer-songwriters. Nearly all of them we had seen perform many times -- each year we attend dozens of concerts, a few festivals and two major folk music conferences. Scott serves as a board member for Focus Music and for the Takoma Park Folk Festival. Various family members volunteer at events including the Country Roads Folk Festival, Susquehanna Music and Arts Fest, the World Folk Music Association benefit concerts and Folk Alliance international conferences.

Town Center & Congressional Plaza

<http://www.rockvilletownsquare.com/>

Marketing/Event Information: 301.998.8178

Description: A community comes together in a place that makes sense: Rockville Town Square. A pedestrian-oriented, mixed-use community created on solid principles of urban design. Stylish residences. Exciting shops and restaurants. Cultural resources and holiday celebrations. And at the heart of it all is the kind of neighborhood where people naturally gather: a beautiful town square inspired by Italy's famous piazzas. Mature trees and a centerpiece fountain. Benches for people watching. Artwork for discussion. And offering community events throughout the year for bringing everyone together.

Buskers

<http://www.rockvillemd.gov/events/buskers>

Contact: City of Rockville, Department of Recreation and Parks, Special Events, 111 Maryland Avenue, Rockville, MD 20850

Telephone: 240-314-8620

Description: Now is your chance to take your talent to the streets of Rockville Town Center. The City of Rockville Department of Recreation and Parks is accepting applications for jugglers, magicians, clowns, mimes, musicians and street performers for Rockville Town Center.

Outdoor Movies

Address: Rockville Town Square Plaza, 100 Gibbs Street, Rockville, MD 20850

Description: Free outdoor movies on the square, Wednesday Nights, 8:45 p.m. (DUSK)

Come early, dine and enjoy a movie under the stars. Many restaurants will be offering boxed dinner delivery service during the movies, movie night dinner specials and more.

Concerts

Address: Rockville Town Square Plaza, 100 Gibbs Street, Rockville, MD 20850

Description: Concert in the Square, Thursday Nights, 6–8 p.m. Enjoy live concerts on the plaza.

Restaurants (Concerts, Open Mic., etc.)

Austin Grill

<http://www.austingrill.com/index.html>

Address: 36 Maryland Avenue, Unit A, Rockville, MD 20850

Telephone: 301.838.4281

Outta the Way Café

<http://www.outta.com/>

Address: Redland Shopping Center, 17503 Redland Road, Rockville, MD 20855

Telephone: 301-963-6895

Timpanos

<http://www.timpanochophouse.net/>

Address: 12021 Rockville Pike, Rockville, MD 20852

Telephone: 301.881.6939

Fax: 301.881.6731

Email: TimpanoRockville@e-brands.net

Description: Live Entertainment Thursday through Sunday starting at 8pm.

Branded 72

<http://branded72.com/>

Address: 387 East Gude Drive, Rockville, MD 2085

Telephone: 301.340.8596

Fax: 301.762.9455

Email: info@branded72.com

Description: Open mic night every Tuesday at 7:30.

Pot Bellies

Location: 199 E Montgomery Ave, Rockville, MD 20850

Phone: (301) 738-1222

Description: 1 Year, 653 Musicians; all year long (save for the usual holidays) a musician performs live at a Potbelly store somewhere in America.

Historical

Peerless Rockville

<http://www.peerlessrockville.org/>

Address: 29 Courthouse Square, Room 110, Rockville, MD 20850

Telephone: 301.762.0096

Fax: 301-762-9455

Email: info@peerlessrockville.org

Executive Director: Mary A. van Balgooy

Description: Peerless Rockville is an award-winning nonprofit, community-based organization founded in 1974 to preserve buildings, objects and information important to Rockville's heritage. Peerless Rockville advances its goals through education, example, advocacy, and community involvement.

Montgomery County Historical Society

<http://www.montgomeryhistory.org/>

Address: 111 W. Montgomery Avenue, Rockville, MD 20850

Telephone: 301.340.2825

Fax: 301.340.2871

Email: info@montgomeryhistory.org

Executive Director: Debbie Rankin

The Montgomery County Historical Society (MCHS) is dedicated to encouraging the County's residents and the public at large to discover their common heritage. To achieve this, the Society uses its historic resources (historic buildings, artifact and library collections, educational programs) and fosters partnerships with others to create a shared sense of place in a changing environment.

Summer camp programs in partnership with the Montgomery County Department of Recreation. For children entering grades 5-7

Beall-Dawson House

Address: 103 W. Montgomery Avenue, Rockville, MD 20850

Telephone: 301.762.1492

Fax: 301.340.2871

Email: info@montgomeryhistory.org

Executive Director: Debbie Rankin

Description: The Beall-Dawson House was built circa 1815 for Upton Beall and his wife and daughters. Beall, from a prominent Georgetown family, was Clerk of the Court for the county, and he wanted a home that would reflect his wealth and status. In 1815 Rockville was a small rural community, despite being the county seat and an important cross-roads town. Beall's large brick Federal-style home, built overlooking Commerce Lane (now West Montgomery Avenue), was designed to impress both inside and out.

Beall's daughters lived in the house their entire lives, and were later joined by a cousin, Amelia Somervell Dawson, and her family. The house remained in private hands until the 1960s, when it was purchased by the City of Rockville and became the Montgomery County Historical Society's headquarters.

Today, although all but one of the outbuildings are gone, the house itself still contains most of its original architectural features, including the indoor slave quarters located above the kitchen. The museum is furnished in the style of the early 19th century, and the tour interprets the lives of both the upper-class white family and the enslaved African Americans who lived here, as well as life in 19th century Rockville. Two rooms on the second floor are used as changing exhibit galleries, showcasing the Historical Society's collections.

Glenview Mansion

<http://www.rockvillemd.gov/glenview/>

Address: 603 Edmonston Way, Rockville, MD 20851

Telephone: 301.314.8660

Description: Glenview Mansion, a pillared, neoclassical, 19th century home, is nestled in the 153-acre Rockville Civic Center Park. The house can accommodate a variety of activities and

may be rented for business meetings, conferences and private social events, such as weddings and receptions. The Glenview Mansion Art Gallery showcases local and regional artists on the second floor. Individual or group tours may be scheduled during the week, or you may tour the Mansion on your own. The Mansion is located on the grounds of Rockville Civic Center Park.

Pump House at Croydon Park

<http://www.rockvillemd.gov/parks-facilities/pumphouse.htm>

Address: 401 South Horners Lane, Rockville, MD 20850

Telephone: 301-762-8855

Description: The main historic site is the Pump House at 401 South Horners Lane. A plaque on the building dates it to 1879. According to the City of Rockville Community Planning Division, The Rockville Electric Light and Water Works was built under the leadership of Mayor Joseph Reading and it generated electricity for public street lights as well as private homes. The Pump House is an anchor for the community and is now a recreation center. Currently, it is under renovation to restore the historic integrity to be used for community activities, classes and camps.

Lincoln Park Historical Society

Address: P.O. Box 1884, Rockville, MD 20849

Telephone: 301.251.2747

Email: lincolnparkHist@aol.com

Founding President: Anita Neal Powell

Description: Society is a volunteer non-profit organization that is geared towards heightening the awareness of the historic presence and contributions made by African Americans. It is dedicated to preserving the heritage of lost, pocket and historic black communities in Montgomery County, Maryland. It is also a partner in the [Lincoln Park History Project](#) online.

The Society conducts a traveling public education program entitled "Tracking the Footprints of African Americans in Montgomery County: Exhibit on Tour." The traveling program is conducted through presentations, seminars, and workshops; historic guided walking and bus tours throughout the County; and specialized exhibits focusing on the hub of segregated communities, schools, churches, skillsmanship, professions and businesses-- Negro educators, athletes, politicians, community and civil rights leaders.

The Society's goal is to build a stronger sense of community pride by working jointly with communities and organizations throughout the County on various historical projects and in assisting them with preserving their own individual community history. The Society also offers public service in the areas of research, education, training, community outreach, economic and community development, health education, family history, mentoring, cultural diversity and historic preservation.

Rockville Cemetery

<http://www.rockvillemd.gov/government/commissions/hdc/histories/Rockcemetery.pdf>

Address: 1350 Baltimore Road, Rockville, MD 20850

Description: Rockville Cemetery is a stunning example of the rural cemetery movement. This concept began in large Eastern American cities in the 1830s as a reaction to space and sanitation issues as well as the disruption caused by growth. Influenced by cemetery architects and

landscape gardeners, the movement filtered down to small towns such as Rockville as a picturesque, safe burial ground that symbolized community unity. Curving roads, attractive plantings, three-dimensional monuments, an isolated yet accessible location, and family-controlled plots carried out the rural cemetery philosophy. The roster of persons buried at Rockville Cemetery reads like a Who's Who of Montgomery County and Rockville. Examples are Upton Beall and E. Barrett Prettyman (clerks of the court), Walter "Big Train" Johnson (baseball great and County Commissioner), Judge and Mrs. Richard Johns Bowie (who lived next door), the Pumphrey family (carpenters and undertakers), veterans from the Revolutionary, Civil, Spanish-American, Korean, and Viet Nam Wars and World Wars I and II, and (for 35 years) author F. Scott Fitzgerald and his wife Zelda. The earliest remaining stone marker is that of John Harding (1685-1752), long-time vestryman and owner of a nearby farm.

Rockville Historic District

<http://www.rockvillemd.gov/historic/>

Telephone: 240.314.8230

Email: history@rockvillemd.gov

Historic District Commission Contact: Max Van Balgooy

Description: The City of Rockville has a long and rich history as the political, cultural, and economic center of Montgomery County. With more than 250 years of growth as a community, Rockville is home to many historically and culturally significant sites. The City's Historic Preservation Office manages designated historic resources through its five-member volunteer Historic District Commission. The commission is supported by staff in the City's Department of Community Planning and Development Services.

Civil War Self Guided Trail

<http://www.waymarking.com/cat/details.aspx?f=1&guid=d701d39f-46d9-4c4b-808d-060a6312e4e2&lat=39.377183&lon=-77.395433&t=4&id=Monocacy%20National%20Battlefield%20-%20Frederick%20MD&exp=True>

Description: The Civil War Discovery Trail was established to enhance the understanding of the Civil War and its enduring impact. Sites are specially selected for their historic significance and the educational opportunities afforded. Sites along the trail include battlefields, stops along the Underground Railroad, old homes, museums, parks and other sites which bring history to life. For a waymark to be listed in this category the site must be listed by the Civil War Preservation Trust as a site on the

Court House Square - "Burning with Enthusiasm" - Rockville, MD

Quick Description: Plaque marking the arrival of Gen. J.E.B. Stuart to Rockville.

The Stonestreet Museum of 19th Century Medicine

Address: 103 West Montgomery Ave, Rockville, MD 20850

Telephone: (301) 340-2825

Tours: Open for public tours Tuesday through Sunday from noon to 4:00 p.m.

Description: The Stonestreet Museum of 19th Century Medicine offers an insider's look into the developments in medical science that occurred during the career of Dr. Edward E. Stonestreet. Built in 1852, this unique one-room Gothic Revival doctor's office features medical artifacts and

implements that demonstrate the fascinating changes in medical practices from bloodletting to x-rays.

Weiner Judaic Museum

Address: Jewish Community Center of Greater Washington, 6125 Montrose Rd, Rockville, MD 20852

Telephone: (301) 881-5512

Museum Director: Ms. Karen Falk

Description: Archaeological artifacts from the Middle East, antique and contemporary Judaica (Jewish ceremonial objects), and fine art make up this museum's collection. Open Sunday-Thursday, 9am-10:30 pm, Friday ,9am-5pm. Closed all Jewish Holidays.

City of Rockville Offerings

Croydon Creek Nature Center

<http://www.rockvillemd.gov/croydoncreek>

852 Avery Road (in the Rockville Civic Center Park, east of Rockville Pike)

Rockville, MD 20851

Telephone: 240-314-8770

Description: Just minutes away from Rockville Town Center, the City of Rockville has added the Croydon Creek Nature Center amidst 120 acres of beautifully preserved forest, open meadow areas, and a winding creek bustling with a variety of wildlife. Filled with excitement and discovery, the nature center highlights nature in the urban setting. Interesting exhibits and informative programs provide educational opportunities to help visitors understand the importance of "thinking globally and acting locally." Outside the nature center, Rockville Civic Center Park offers marked and unmarked trails through the forest and by the creek for hikers of all ages to explore the natural beauty of the park.

King Farm Park

<http://www.rockvillemd.gov/parks-facilities/kingfarm.htm>

Address: 401 Watkins Pond Blvd., Rockville, MD 20850

Description: The 12-acre park features an open play field, restrooms (open during permitted activities), play equipment, a softball/baseball field (for minors' use only), a soccer/multi-use field, 2 lighted tennis courts, 4 basketball courts, a picnic area with grills and an Art in Public Places sitting area.

Mattie J. T. Stepanek Park

<http://www.rockvillemd.gov/parks-facilities/stepanek.htm>

Location: Gaither Road and Piccard Drive, Rockville, MD 20850

Description: A big beautiful 26-acre park with grassy expanses, walking and riding paths, and a large play area, at the corner of Gaither Road and Piccard Drive. The park was dedicated to its namesake, Mattie J.T. Stepanek, in October 2008 in a ceremony described here. The park also includes a fitness cluster and includes Rockville Dog Park. The dog park is free to Rockville residents, but you must complete and return a participation agreement to be eligible to use the dog park. Non-residents and unlicensed dogs and their owners will not be permitted to use the dog park.

Rockville Senior Center

<http://www.rockvillemd.gov/tours/seniorcenter/index.html>

For program, see: <http://www.rockvillemd.gov/recreation/guide/summer09/seniors.pdf>

Asian Pacific Task Force

In an effort to enrich diversity and the quality of life in the City of Rockville, the Mayor and Council created the Asian Pacific American Task Force to foster meaningful dialogue between members of the Asian-American community and the city's government. The Asian Pacific American Task Force will help Rockville become more aware of the needs of the Asian American community.

Other Offerings in Rockville

American Latvian Association

<http://www.alausa.org/>

The American Latvian Association (ALA) is the main representative organization for the Latvian American community. Through 163 member organizations, churches, clubs and some 6,000 individual members we represent over 100,000 people of Latvian descent living in the United States. We are a non-profit, tax-exempt educational and cultural organization registered as a private and voluntary organization with the U.S. Agency for International Development.

ALA supports cultural activities and facilitates cooperation within the Latvian American community. We promote the study of Latvian language, history and culture. We ensure the availability of Latvian schools, books and teaching materials for our children. We assist newly arrived immigrants with information about the USA and we provide humanitarian aid to people in Latvia.

ALA seeks to facilitate the peaceful and democratic development of Latvia by promoting understanding and support for Latvia through informational efforts in the USA.

Meadowside Nature Center

http://www.montgomeryparks.org/nature_centers/meadow/index.shtm

Address: 5100 Meadowside Lane, Rockville, Maryland 20855 (in Rock Creek Regional Park)

Telephone: (301) 924-4141

Description: Located in Rock Creek Regional Park, Meadowside Nature Center offers hands-on natural and cultural history programs for families, schools, and scouts. Visitors can spend their time hiking our 8 miles of Nature Trails or visiting our owls, hawks, and American Bald Eagle in our Raptor Aviaries. Inside visitors can explore the diverse habits found in Maryland as they crawl through a cave or look at the world from a fish's point of view in our Legacy of the Land Exhibit. Our Curiosity Corner discovery room contains books, games, puzzles, and more live animals for young naturalists to explore nature in child-friendly environment. Visitors can also experience the lives of the Maryland pioneer and Eastern Woodland Indian families in our Legacy of the People exhibit where they can try on clothes, play games, and touch animal skins.

Offerings in Gaithersburg

Raqs Roqs!

<http://www.amaraofthemoon.com/raqsroqs.htm>

Mailing Address: P.O. Box 3975, Gaithersburg, MD 20885

Telephone: 301-515-0003

Email: raqsroqs@yahoo.com

Primary Contact: Amara Moon; Founded & co-directed by Amara & El Naar Haninah.

Description: Performs dances of the Middle East, North Africa, Central Asia & Turkey at community & corporate events, schools, libraries, senior centers & private parties.

Photography Exhibit Featured at Kentlands Mansion Gallery, Gaithersburg

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=309&TOC=307;309;&id=3921

Food as a Form of Art” Featured at City Hall Art Gallery

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=309&TOC=307;309;&id=3664

Historic Sites and Museums

Gaithersburg Heritage Alliance

Gaithersburg Community Museum

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1075&TOC=107;84;99;1075;

Public Arts and Special Events

Art in Public Places

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1507&TOC=107;84;99;1507;

It is the mission of the Art in Public Places Program (AIPP) to foster vitality through the arts in developing and redeveloping areas in the City of Gaithersburg. AIPP seeks to promote the arts and educate the public. By developing public works of art throughout the City, AIPP works to create a sense of place and pride for the Gaithersburg community.

Arts Barn (Included in Report)

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=671&TOC=107;84;99;671;

Backyard Concerts and Movies

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1170&TOC=107;84;99;1170;

Description: Free Outdoor Concerts on Thursdays at 7 p.m. – Dusk.

Bark in the Park Canine Festival

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=577&TOC=107;84;99;577;

Description: City’s annual canine celebration with an obstacle course, rabies clinic, and costume parade and contest.

City Hall Concert Pavilion

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=149&TOC=107;84;99;149;

Description: Venue for outdoor concerts, movies, theater and other performances.

Celebrate Gaithersburg in Olde Towne Street Festival

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=350&TOC=107;84;99;350;

Farmers Markets

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=316&TOC=107;84;99;316;

Description: Two seasonal Farmers Markets operate separately in Gaithersburg.

Gaithersburg Community Museum

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1075&TOC=107;84;99;1075;

Independence Day Celebration

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1052&TOC=107;84;99;1052;

Indoor Flea Markets

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=263&TOC=107;84;99;263;

Kentlands Mansion

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=8&TOC=107;84;99;8;

Labor Day Parade

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=773&TOC=107;84;99;773;

Morning Concerts for Kids at the City Hall Pavilion

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1264&TOC=107;84;99;1264;

Description: Free concerts begin at 10:30 a.m. at the City Hall Concert Pavilion.

Oktoberfest at the Kentlands

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=774&TOC=107;84;99;774;

ON STAGE Concert Series

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1267&TOC=107;84;99;1267;

Performances at the City Hall Concert Pavilion

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1266&TOC=107;84;99;1266;

Description: Free concerts throughout the day at the City Hall Concert Pavilion.

St. Patrick's Day Parade

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1376&TOC=107;84;99;1376;

Summer Camps at the Arts Barn

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=864&TOC=107;84;99;864;

Winter Lights Festival

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=261&TOC=107;84;99;261;

Young Artist Awards

http://www.gaithersburgmd.gov/poi/default.asp?POI_ID=1607&TOC=107;84;99;1607;

Development of a City of Rockville Culture and Entertainment Plan

Stakeholder Interviews

Submitted to:
City of Rockville
Rockville City Hall
111 Maryland Ave.
Rockville, MD 20850

Submitted by:
Ms. Hollis Minor
President
HollisM@TheMinorGroup.com



172 West St.
Annapolis, MD 21401-2824
410.263.5641 • 800.688.4424 • fax 410.263.5643
www.TheMinorGroup.com

FINAL DRAFT

March 1, 2010

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Introduction

Scope of Work

TMG was tasked with gathering information from Rockville’s primary culture and entertainment stakeholders to determine if the City’s existing related inventory offers a robust program of fine arts, performing arts, literary arts, entertainment, special events, sports, historical programs, shopping and other related assets. Gaining insight into the current issues/views of each target interviewee also provides a sound foundation for Rockville to plan and execute a research-based culture and entertainment strategy.

TMG first worked with the City’s project liaisons to develop a questionnaire and interviewee list to ensure that appropriate information was obtained from a diverse range of perspectives. Questions were developed to assess: interviewees’ knowledge of and attitudes about Rockville’s cultural and entertainment assets; what is most important about the issues to them and their constituencies; and what resources they may be able to contribute to supporting future asset retention, improvement and/or expansion efforts.

TMG conducted primary research, including a total of 28 in-person or phone interviews/focus groups. Following are summaries of each .75- to 2-hour interview or focus group with representatives of the selected organizations—some conducted in a small group setting, some one-to-one, and others by telephone. The results are delivered in a SWOT-analysis format (Strengths, Weaknesses, Opportunities and Threats to arts, culture and entertainment in Rockville). The format is intended to help the City more quickly identify common themes.

The final section of the Report includes TMG’s recommended next steps for Rockville’s Culture and Entertainment Planning process.

The Questions

Interview Questions – For Participants in Rockville

Date:

Rockville Questions – Attendees:

1. What are your visions for arts, culture and entertainment in Rockville and why?
2. What are the key strengths of the community's arts, cultural and entertainment activities?
3. What are the weaknesses to achieving the visions and how do we mitigate them?
4. Please describe your best experience with an arts or entertainment activity that would work well in Rockville.
5. How can the Cultural and Entertainment Plan address the needs and desires of neighborhoods, businesses and other community elements?
6. How can the Cultural and Entertainment Plan address the goals of celebrating the cultural diversity of our community?
7. What ideas do you have for how your visions of arts, culture and entertainment can be achieved and who will carry out the specific tasks?

Interview Questions – For Participants Located Outside Rockville

The Minor Group (TMG) found that some of the interviewees, who did not live or work in Rockville, were not able to answer the Rockville-focused interview questions. Therefore for these interviews, TMG broadened the questions to generate responses that were based on learning experiences from outside Rockville.

Date:

Outside Rockville Questions - Attendees:

1. What are your visions for arts, culture and entertainment for an ideal community and why?
2. What are the main advantages of cultural and entertainment activities in a community?
3. What are the difficulties in achieving the ideal and how do we mitigate them?
4. Please describe your best experience with an arts or entertainment activity.
5. How can Cultural and Entertainment activities address the needs and desires of neighborhoods, businesses and other community elements?
6. How can Cultural and Entertainment activities address the goals of celebrating cultural diversity within a community?
7. What ideas do you have for how your ideal vision of arts, culture and entertainment can be achieved and who will carry out the specific tasks (individuals, organizations, government)?

Interview Results

Interview Summary - September 14, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Have Rockville become a major destination for Arts, Culture and Entertainment – for both citizens and tourists (a multi-destination-package)
- Have Rockville be known as a feeder of talent

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Rockville is the home of many artists and artistic people
- The population is “artsy”
- East Rockville has a collection of houses that bring artistic people
- The soccer field/team is located downtown, which brings many people to town

Weaknesses/Threats to Achieving the Visions

- Traffic – the city is not ready for the traffic that would come with expanding the city or developing new major destinations downtown
- Density – while Bethesda is a major cultural destination, it has a density that the city of Rockville is not prepared for or interested in
- Many buildings are from the 50s and 60s where architects “took a nap” – there’s a lack of historically interesting building with more opportunities
- Costs – in a period of financial strains, expenditure in culture, arts and entertainment are often cut first – VisArts has just had to let two employees go, etc.

Opportunities for Arts, Culture and Entertainment in Rockville

- Rockville as a multi-destination-package will serve as a magnet for businesses with an educated workforce. They can offer their employees a high quality of life, and, in turn, have less turnover.
- Bring F. Scott Fitzgerald downtown—have it become an in-town destination where people can go get a bite to eat or a cocktail, visit shops, etc., before and after a performance. The city is currently losing business because the theater is located out-of-town. The theater is considered a destination worth visiting, but many people never make it from the theater to downtown. Bethesda has a good example of theater location. Its theater is located downtown, near a metro station.
- Combine the professional soccer games with cultural entertainment during the half-times

How to Celebrate Diversity in Rockville

- Develop partnerships with diverse groups to develop culture, arts and entertainment activities that celebrate diversity. Public groups should develop the opportunities, but the city should provide the infrastructure and the staff time to support the partnerships and opportunities. Festivals especially celebrate different ethnic groups.

Focus Group Summary - September 14, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Would like to see more connectedness and cooperation between the public and private groups in Rockville, including city efforts
- Better communication and getting the word out about available programs and opportunities to both citizens and visitors/tourists
- Think out-of-the-box, less traditional – that could be a way to stand out, the niche. A staff member experienced DiVine and got inspired (Entwined around a tree or sprawled along a wall, DiVine is at first, an incognito character. Reaching a height from 9’ to 16’ tall, the living vine slowly animates, moving in and out of stunning tableaux. She gracefully leaps her way to the next location leaving her audience fascinated as once more she melds into her surroundings). People are looking for new, different and low-cost ways of embracing life.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- There is a lot of variety in offerings in Rockville
- There are a lot of free and inexpensive opportunities for the public in Rockville
- The city is on Facebook, Twitter and sends out an e-newsletter

Weaknesses/Threats to Achieving the Visions

- Duplication of efforts and competition (also for grants), instead of collaboration
- Lack of consistency in format – there’s not a link to every organization on the city website, which makes it difficult for the public to know of available opportunities (there are political/legal issues involved in this – the city can’t promote some organizations and not other)
- The Mayor and City Council changes every two years. As soon as things are coming together, new decision makers come in and ask for change.

- The IT department has a big turnover, therefore the IT/website format changes often, so both staff and the public are forced to get comfortable with the new look and navigation
- Many programs are dependent on volunteers only, and there is often a lack of consistency involved with using volunteers – people are so busy with their own lives
- Buskers program – buskers count on making tips. They’ll go to towns/Cities with more tourists to make more money.
- You have to live in the city to be on the Cultural Arts Commission – some people working in the city or participating in programs in the city may be interested in joining
- Funding cuts – difficult economic times
- Limited places for visual arts exhibits
- Limited outreach to diverse groups that don’t speak English

Opportunities for Arts, Culture and Entertainment in Rockville

- Performing arts at VisArts – such as the Black Box opportunity that was discussed to be located on the top floor at VisArts. Lack of funding/finances did not allow for this to happen.
- Chamber of Commerce should get involved in getting the word out about the opportunities in the city
- A board of people interested in the arts is needed for a Task Force. This Task Force should not only be in place until a certain goal is accomplished; it should be long-term – consisting of people who really want to make a difference and who can communicate the needs to the city and help implement them.
- Advertise on buses
- Have a top-chef competition
- Implement a coffee house – for music, poets, young people, etc. – possibly in VisArts
- Have a Dance Rockville in the streets
- Work more closely with Montgomery College

How to Celebrate Diversity in Rockville

- Get more information out to the non-English speaking population
- Add Spanish language to the website

Interview Summary - September 14, 2009

(Outside Rockville Questions)

Visions for Arts, Culture and Entertainment in an Ideal Community

- Arts, culture and entertainment in a community must be organic. It must grow out of what the community wants. The overall vision of a city/community center should therefore be based on the community members’ visions.
- Wants facility to be an arts center FOR the community – not just a community arts center, more casual atmosphere than Strathmore, family-oriented – give Germantown an arts identity
- Respond to ever changing demographics
- Would like to fill the arts gap in schools
- Art Councils and local government should be the catalyst for helping meet the needs of diverse groups, get the word out and help local groups and organizations succeed.

- The responsibility to make a program work is not up to a city. That would not make it organic. The city should support existing programs, but it is up to the public to form the programs. If you burn for something, you make it happen – form a dance troupe, etc.

Key Strengths of Arts, Cultural and Entertainment Activities in a Community

- Culture and entertainment give the community a focal point
- Professional representations can be a resource for a community, bringing people to the area. It gives the business community major advantages in economic development, education, etc.

Weaknesses/Threats to Achieving the Ideal Visions

- It is hard to have Asian/Indian populations integrated into programs – even though they are part of the community.
- There are no good statistics on different ethnic groups and the programs they are interested in – or how to reach them most effectively. What do they read/listen to?
- For a community center, it is difficult to balance booking popular, well-known, high-attendance acts and less known acts, possibly local or more “edgy.”
- There is often a tension between what the community wants and where you as a center/city want to lead them. To get beyond the tension, you must build on the community’s trust. If you bring them good programs/entertainment, they may trust you with programs or acts even if they are not familiar with them.

Opportunities for Arts, Culture and Entertainment in Communities

- Find out where people get their news to be able to do niche marketing
- Implement interactive opportunities – they work best. We’ve had success with a show based on recycled instruments that the participants had built themselves. The whole family could participate in both building the instruments and performing.
- Go into businesses to perform – get offsite - get the performers and community to mingle
- Would like to find sponsors for week-long residency artists – have them go to schools, businesses, communities – build more partnerships with schools and businesses

How to Celebrate Diversity in a Community

- Art has a language of its own. You don’t have to speak a specific language to dance, paint, etc. Everyone can understand the language of arts.
- Use art to present culture in a more interesting and creative way than in a text book
- Market to diverse families that are interested in participating
- We want to get away from arts that are “elite only”. It is important to show to all groups that this is their community center, these are your neighbors, come together and share experiences.

Interview Summary - September 14, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Rockville is the seat of Montgomery County – should represent that in arts opportunities.
- Need higher scale venues and programs.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- There are lots of offerings for audiences in the \$25-\$45 range.
- Good festivals, sports, car shows, facilities and parks.

Weaknesses/Threats to Achieving the Visions

- The Fitzgerald center has a lot of diverse offerings and is a great venue, but its offerings are parochial and pedestrian.
- We should nurture our facilities in a different direction than now. Currently it is smaller groups performing at the facilities for friends and family.
- There are no recognized offerings that will bring people from outside Rockville to the city.
- We try too hard to meet diverse needs and bring new participatory programs to the city. It is already here. We want to do it all, be everything to everybody. It gives us no focus. It is time to look at the other end of the spectrum and bring in more high-quality performances that will bring people to the city.
- We need a larger performing arts center – there is no place for large performances. Before the Town Square was built, that area could be used for large performances. In fact, a concert was conducted there years ago in front of 25,000 people. Now there are no opportunities for such performances in Rockville.
- The city supports all kinds of small organizations that should learn to stand on their own. If they can't, maybe they shouldn't be there.
- The Town Square also tries to be everything for everybody. The restaurants are pricy, but yet adults can't meet for a quiet meal/drink because the restaurants are located right next to the Fountain where screaming kids play in water. Do we want it to be a pricy place where adults can meet for dinner – or do we want it to be family-centered?
- Rockville shuts down fairly early in the evening – nothing is open after performances.

Opportunities for Arts, Culture and Entertainment in Rockville

- The city owns Kings Farm and several structures in that location. This would be a great location to turn into an arts and culture location – maybe for an arts campus with arts, music and performance space. The city has looked into this before, and it would be very expensive to complete this vision, but it could be a location that would draw people from outside Rockville to the city, as well as residents of Rockville. The location is on a huge piece of land that would offer many outdoor opportunities also.
- Find out what Rockville residents do, where they go when they leave Rockville – how can we offer the kind of things they usually leave Rockville for? (Survey Rockville residents).
- We need to find out what drives young people. They leave Rockville because it closes down early. Where do they go? Dancing in Bethesda? Why not offer them these things in Rockville? – Establish a club scene.
- Find a focus.
- Focus on one big thing – not lots of things – even if we still offer other things. (Fitzgerald is buried here for example). The question to be answered is: “Why should we go to Rockville?”

- National Philharmonic is always sold out and creates press. We need more of this type of offering.

How to Celebrate Diversity in Rockville

- We are already very good at celebrating diversity – but we need to determine if this is really an economic development driver.

Focus Group Summary – September 16, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Would like to see more connectedness and co-operation between the public and private groups in Rockville, including city efforts. All groups should get together to coordinate events.
- Better communication and getting the word out about available programs and opportunities to both citizens and visitors/tourists.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- There is a lot of variety in offerings in Rockville and much talent. “Art lives here”.

Weaknesses/Threats to Achieving the Visions

- Although the city only charges \$1/sq. foot for rent at VisArts, it has a big overhead. If the overhead remains and nothing gives, VisArts will have to start charging (more) rent to all organizations currently getting space for free or at a very low rate. This would hurt the arts community as a whole, as fewer organizations would be able to have events at VisArts.
- Different Arts, Culture and Entertainment groups compete against each other in Rockville rather than cooperating and it creates too much overlap or redundancy in offerings.
- The city has a lot of free events and kids events that draw lots of people downtown – including the fountain. The problem is that the people who go to free events are not the people who will go and spend \$ at VisArts. If the city wants to see a more blooming arts district, they’ll also need to draw people who have money to spend. These people are not from Rockville. Rockville citizens do not tend to spend much money on arts. Too many free things are not good for the economy.
- The city holds parties upstairs on VisArts’ rooftop every first Friday of the month. While the city thinks it is helping VisArts bring in people, the people who come are not interested in arts and never come downstairs. They come to drink alcohol and dance, and they make so much noise that it is not a good atmosphere for VisArts and its customers – “it kills the business”.
- The branding of Rockville is missing the sparkle. Why should people come here? We need to be better at finding out what our audience wants. People don’t relate to civil war history – it doesn’t connect Rockville to the rest of the world – or to the people we want to come to Rockville. There’s nothing big going on in Rockville – we need to make it up.
- The Mayor and City Council change every two years. As soon as things are coming together, new decision makers come in and ask for change.
- Difficult economic times.
- Empty downtown stores and buildings.

- There are no good shopping opportunities in downtown Rockville. People don't come to Rockville to shop or to spend money. The city should consider carefully who they put in the empty stores. Which stores would attract the right people that can help sustain Rockville's economic development?
- Not enough visibility of Rockville. People don't know what Rockville offers or see a reason to stop when driving by. VisArts does not have enough visibility either. The city needs more signage/banners.
- Glenview Mansion is not downtown/off-access – so even if people go there, they may not come downtown. There is no way to walk from the Mansion to downtown Rockville – or from Fitzgerald.
- Parking.
- Artists have very specific demands – they don't want to show with or to just anybody. To attract the best artist, you have to have other great artists. VisArts put on an arts fair with artists that travel all over the country. Many artists complained about the arrangements and atmosphere in Rockville. They did not like the audience – skateboarders and teenagers hanging around the fountain. The fountain brings people who want to hang around for free. Also, it is not a good idea to mix arts with food. People will hurry on to the next free tasting.

Opportunities for Arts, Culture and Entertainment in Rockville

- The Arts and Crafts Fair “Crafty Bastards” in Silver Spring works really well and has everything. Rockville can do something similar. (Silver Spring is also known for the film festival.)
- Rockville could stand out as a science town if it put a science center in Stone Street. A science center would be a great addition to the city and would bring the right people. Science mixed with arts would be a great way to stand out. Rockville could be the “Geno”, high-tech science, arts and research city. Have the whole city involved, include science teachers.
- Learn from Bethesda. It used to be a nothing town. The city turned it around. The downtown theater, the arts walk, grants to artist, student prices, competitions, nightclubs.
- An office should be established to run the coordination of arts, culture and entertainment activities and events in Rockville. It should not be a volunteer task force, but a city funded group, run by people who know and are dedicated to this industry. It is always the same 10 volunteers who show up and do the work. All others may volunteer once or twice a year.

How to Celebrate Diversity in Rockville

- We need to find out what other cultures want.

Focus Group Summary - September 16, 2009

Visions for Arts, Culture and Entertainment in Rockville

- International Cultural Center with emphasis on worldwide cultural activities – reasonably priced and high quality – offering classes in arts, creative writing, play reading groups, cooking classes, photography, music classes, and music appreciation sessions. It could be in a place that already exists.

- The government to subsidize more of the cost of the arts – arts can't pay for themselves up front, but research shows that there will be a return of \$7 per \$1 spent on the arts.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Diversity.
- There's a strong desire to keep and observe cultural traditions.
- There's a strong desire to broaden one's horizon by exposure to a variety of cultures and musical performances.
- The kids-eat-free program in town square, and the fountain (attracts people).
- National Philharmonic lets kids in for free – this is a good way to fill up the theater.
- The Chinese New Year's event.
- The Literary Conference.

Weaknesses/Threats to Achieving the Visions

- Lack of funds to invite quality performers.
- There is a need for a greater number of free or reasonably priced activities for children and seniors.
- Even when events are considered cheap, they are still too expensive for many families. A \$5.00 entrance fee for a family of four is a lot to many families. They can't afford it. It eliminates the chance for some to experience the arts. There's a basic change needed to make the arts more inclusive. Arts should not only be for people who can afford it – especially now when schools are continuously eliminating arts programs.
- There's a need for better promotion of events and opportunities – collaboration between arts groups and the city is needed for marketing and coordination.
- There's no outreach to schools to awaken interest in classical music and opera.
- There's not enough space in Rockville to have a big outdoor space for the arts. Town square is too small.
- It's hard to find a niche for Rockville. We have Bethesda. Rockville can't/shouldn't compete.
- There are no activities for people 20+.
- There are limited shopping opportunities in downtown Rockville. People don't come to Rockville to shop.
- The Greystone Grill went out of business. Now there's a chicken wing place in town square instead. It brings the rent down.
- Many programs are based on volunteers. Long-term volunteers are hard to come by.
- VisArts is too expensive.
- The city will have to spend money to provide access to arts.

Opportunities for Arts, Culture and Entertainment in Rockville

- Twinbrook Library organizes musical activities. They see a great interest in light classical music, chamber music and talent shows for young people.
- Provide opportunities for early childhood exposure to fine entertainment – it is the key to develop lifetime love for quality entertainment.
- Find ways to enter schools to expose children to classical music, opera, etc.
- Put in a shuttle bus from the Metro to Fitzgerald.

- Collaboration between the city, Montgomery County Public Libraries (MCPL) and Montgomery County Public Schools (MCPS).
- Recreation centers should widen their offerings with more focus on families. Many families want to have the whole family involved in a program. There's limited success with adult programs offered in the city. It is a place for families.
- Add events for young people in their twenties – should have alcohol.
- The theater is not used during the day – rent it out for conferences.
- Have more outdoor concerts at the Mansion.
- Have something in Rockville like the Young Professionals at the National Zoo in Washington - (<http://nationalzoo.si.edu/ActivitiesAndEvents/YoungProfessionals/default.cfm>).
- Put a Black Box Theater on the roof of VisArts. The opportunity was turned down because it would cost \$2 million to implement. To become a destination for the arts, the city will have to spend money on these types of opportunities.
- Use auditoriums in the high schools for performances.

How to Celebrate Diversity in Rockville

- Ethnically oriented programs advertised in the right places. Twinbrook draws large crowds when they plan Chinese programs and advertise them in the Chinese Newspaper.
- Identify the different cultures in Rockville and invite performers to appeal to certain ethnic groups – and to widen the community's interest in other cultures' traditions.
- Bring in Spanish dancing groups, guitar players – advertise it in the Spanish community.
- Bring in Chinese musicians to play western music or authentic Chinese instruments to bring in crowds from the Chinese community.
- Identify sponsors in the local businesses in Rockville who are open to supporting cultural development of the community.

Focus Group Summary - September 16, 2009

Visions for Arts, Culture and Entertainment in Rockville

- More of all arts: more crossover offerings, more arts in schools.
- More outreach and feedback from the public – also program participant outreach.
- Tap into new audiences. More young audiences.
- Have money no longer be a barrier for participation.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Town center.
- Rockville makes access for seniors easy. The senior bus takes seniors from downtown to Fitzgerald.
- Theater location is great. The outdoor settings at Fitzgerald are beautiful – the meadow and patio are great for outdoor performances.
- The antique-car show.

Weaknesses/Threats to Achieving the Visions

- Age issue: younger audiences are not as dedicated to their community/neighborhood program – they'll jump between programs. They want to participate in a specific performance or work with a specific person, and they will go to the place that can offer these specifics.
- Fitzgerald is too expensive to rent. Rockville wants to celebrate diversity, but it doesn't provide easy access. Coral Cantigas wants to perform in Rockville, since they are based in Rockville, but they can't afford Rockville prices. They have to go outside of Rockville – they perform in Bethesda Middle School – where they fill the room. Rockville is missing out on the broad ethnic audience that Coral Cantigas draws. Coral Cantigas also draws many people from outside Rockville – 50% of the audience is not from Rockville.
- Fitzgerald is no less expensive than renting performance space at Montgomery College.
- If you don't perform in Rockville, you can't promote yourself in Rockville – people don't think of you as being part of Rockville – it's a loss for both performance groups and the city.
- People are not aware of what Rockville offers – more promotion is necessary.
 - While the local groups in Rockville have good directors, they may not be good marketers. The city needs to help promote offerings in Rockville. Many groups are based on volunteers who have a day job. They don't have the time or necessary experience to bring the opportunities they offer to market.
- The Fitzgerald audience – mostly seniors come to the theater – we need more variety in the Rockville audience.
- Theater seating limitations, 446 seats. A smaller theater for smaller performances is better.
- While the town center brings people together, it has limited the performance opportunities downtown.
- Fitzgerald is located outside downtown.
- Budgeting for arts during these economic times is difficult. Both for the government and individuals. People have to choose. They'll spend money on what they know. Time is also an issue.

Opportunities for Arts, Culture and Entertainment in Rockville

- More community involvement in the town center. The theater user groups want to become part of downtown – they'll perform in the streets and in town square. It will bring people together that would not otherwise be together – people who would not go to an opera performance at the theater will be exposed to it in the town center. The offerings in the city would be in front of people – instead of people having to seek them out, or not even being aware of them.
- Provide easier access for all user groups to use the theater – it will bring a more diverse audience to Rockville (Coral Cantigas, etc.)
 - Make it easier for people to rent a stage in Rockville. Set the prices so they choose Rockville.
- Add theater variety to Rockville – different groups need different settings.
 - Add a Black Box Theater in Rockville for smaller, more participatory performances.
 - Connect with high schools – they have available stages.

Rockville / Stakeholder Interviews

- Create lots of participatory offerings. People who move/live outside Rockville will commute back to Rockville to be able to participate in a certain play, etc.
- Promote the arts in Rockville – inside and outside of Rockville. Pull all offerings together.
 - Use “participatory arts” as Rockville’s strength or niche. This can set Rockville apart from DC where you “observe the arts.”
 - Use family focus as a strength. Kids come in for free, etc. This will also bring more Latinos into the audience. Latinos don’t use babysitters – their kids always attend events with the adults.
- Help arts organizations in Rockville apply for grants.
- Develop more cultural events such as the antique-car show – and have the band play, etc. – mix the offerings at events.
- Have an open day at the theater. Have the different groups do small performances to show people the theater’s diverse offerings. Let the kids crawl up on the stage. Make it family friendly.
- Run shuttle buses to downtown Rockville to make access to the theater easier. This will also bring people downtown so they may go to dinner in Rockville before a performance.

How to Celebrate Diversity in Rockville

- By setting the rent prices so minorities can also afford to use the theater, Rockville will gain a more diverse audience.
- Involve the schools – they have diversity.
- Many grants focus on diversity – go for some of these grants to help develop more diverse program offerings or more outreach to certain groups.
- Think of new ideas to attract different audiences - add a gospel choir in Rockville, etc.
- Use pictures of diverse people in marketing material – on the city website.
- Learn what other cultures like to do. Different cultures have their own things, and we can try to get them to come out to our shows, but they may have no interest – even if the outreach did reach them.

Interview Summary - September, 17, 2009**Visions for Arts, Culture and Entertainment in Rockville**

- Have Rockville be the hometown of the Washington Chiefs.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Variety of offerings.

Weaknesses/Threats to Achieving the Visions

- Played in Rockville 5 years ago, but the field was so bad, the team had to go elsewhere.

Opportunities for Arts, Culture and Entertainment in Rockville

- Sports are a big part of arts. They give people options. The Washington Chiefs would love to make Rockville their hometown. It is inexpensive entertainment for the whole family. People could go eat in Rockville after the game. The football team would help

promote downtown Rockville. Businesses could advertise and promote themselves at the games. Football on Saturday nights draws a large audience and media coverage. Nothing goes on in Rockville at night. This could bring people to town on the weekends. Other arts could be present at the games. Dancers could perform during half-time, etc. Image is everything, and the media present at the games could help promote Rockville. It would bring economic development. Washington Chiefs can give free tickets to families who can't afford to buy tickets. They could host raffles, give things away – such as jerseys. Rockville would be responsible for keeping and maintaining the facility.

- Washington Chiefs have camps and coaches' clinics in which children can participate.

How to Celebrate Diversity in Rockville

- All people gravitate to arts.
- Each football player gives 100 hours of community service to involve communities. They are not in it for the money. They don't get paid for playing.

Interview Summary - September 17, 2009

Visions for Arts, Culture and Entertainment in Rockville

- To have a unified plan at the city to help nonprofits.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Endless amount of talent.

Weaknesses/Threats to Achieving the Visions

- There is no unified plan to incorporate and help nonprofit programs at the city.
- There is no consistent arts publication or communication. Everyone has a limited marketing budget. "What is everybody else doing?" How can we cooperate in getting knowledge of opportunities?
- The institute calls the city and asks to be included, but no one gets back to them.
- Signage to/about the city/the American Dance Institute.
- There's a need to keep information current, interesting, consistent and fresh.

Opportunities for Arts, Culture and Entertainment in Rockville

- As one of the largest art centers in the county and nationally known, the American Dance Institute could be a major destination in Rockville. You can walk to the Institute from the Metro. They have financial aid for people who can't afford the programs, and grants for students who excel. They cooperate with high schools and send dance teachers out. They provide free space for groups to help get them started. They offer programs for cancer survivors. They have something for everyone. As a nonprofit, the institute needs help in getting the word out - it writes its own materials, but needs help with distribution.
- Put out a consistent arts newsletter. Distribute it to everyone in the area.
- The city should make businesses aware that if they collaborate and help each other, it will benefit everybody. It will bring more business to the city. Arts groups could put their materials in businesses.
- Work with the Gazette to get a regular updated program/calendar in the paper.

- The city needs an arts liaison.
- Magical Montgomery should not always be in Silver Spring. It should be in different Montgomery cities so people become aware of different cities in the county.

How to Celebrate Diversity in Rockville

- The American Dance Institute is a great opportunity to celebrate diversity. They offer various dance programs from all over the world. If you offer programs for minorities, they'll attend.

Interview Summary - September 17, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Collaboration of scheduling of arts, entertainment and culture in the city
- Offer show groups the opportunity to practice and entertain in the city.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Summer programs at town square – it brings people together – family oriented.

Weaknesses/Threats to Achieving the Visions

- Studio and show space is hard to find in the city.
- Fitzgerald is too expensive – it excludes groups, especially minority groups, from participating.
- The city does not invite performing groups to participate in events.
- Knowledge and outreach of available programs.

Opportunities for Arts, Culture and Entertainment in Rockville

- The city should have an opportunity on their website for people to sign up to receive a regular events calendar. The calendar should include private and public offerings.
- Seek co-marketing opportunities for private and public opportunities.
- The city could help performing arts groups with performance and practice space and thereby keep these opportunities in the city. Currently, groups have to look outside Rockville for this space to find something affordable. They go into schools, e.g., the college is more affordable.
- Taste of Bethesda is successful – the city could do something similar.

How to Celebrate Diversity in Rockville

- Several minority groups would love the opportunity to show the community what they do. Invite them to show at events.
- Open up opportunities to everybody.
- Realize that certain minority groups do not go out without their children. Events should be family focused.

Interview Summary - September 17, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Good venue(s) in which there are offerings every night, such as live music with various singer/song writers, poetry, photo displays, etc. – a cultural meeting place.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- New town center as destination spot.
- Festival atmosphere.
- Glenview Mansion.
- Lots of good events at the city (which he attends).

Weaknesses/Threats to Achieving the Visions

- There is so much focus on the town center that the city has lost connection with other areas of Rockville. Before the town center, there were more celebrations at the parks, which gave a better sense of community involvement.
- There is no good venue for singer/songwriter music events in Rockville.

Opportunities for Arts, Culture and Entertainment in Rockville

- Rockville needs a venue that can host small concerts. Restaurants are usually good because they are free, but the atmosphere often isn't right. The city would benefit from the people who would come downtown to attend the concert and who would likely go to dinner and visit shops in Rockville before and after the concerts. The right acts will bring new people from all over to the city who would not otherwise come. The artists would benefit because they would get their music out, they get all money from the donation basket, and they sell CDs. They also like this type of event because people are there to listen to their music – unlike in a bar.
- More Collaboration between different groups involved in arts. “We don't always see each others' opportunities.” Moore always schedules closely with Kagan so they don't book music on the same days. Both say because they don't want to compete, and also because they want to attend and help market each other's events. The city could do something similar by having a master calendar.
- VisArts could maybe host music.
- Co-marketing opportunities – Moore's email list for the house concerts includes 600 email addresses. He has a high trust level with the people on his list. If he recommends something/someone, many are willing to give it a try, even if they haven't heard about the act before.
- The Gazette supports arts. The concerts by Focus-Music (<http://www.focusmusic.org>) are always mentioned in the Gazette.
- Gaithersburg still has weekly neighborhood events in different parts of the city. That would work well in Rockville also. It would involve the whole community and bring arts and shows to the neighborhoods – instead of the neighborhoods always having to go to the town center.

How to Celebrate Diversity in Rockville

- The city could celebrate a diverse culture month. At Moore's work, they have a Hispanic heritage month.
- We must find out what "speaks to" other cultures.

Interview Summary - September 17, 2009**Visions for Arts, Culture and Entertainment in Rockville**

- Connect such activities in a manner that capitalizes on Rockville's existing strength of conveying a "warm feeling of belonging to a community" as opposed to just promoting them.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Town Square events in summer are a real draw for families, especially children.
- Wine Festival was outstanding.
- Taste of Rockville, VisArts Festival, Hometown Holidays Memorial Day, and other similar events that provide a community-connection ambiance.
- The community has been very interested in the Buy Local campaign.

Weaknesses/Threats to Achieving the Visions

- Tremendous amount of art/culture/entertainment already in surrounding area. Do we need more? Is it already oversaturated?
- Identity confusion – Rockville is not really recognized for its arts and people don't really know what is meant by Rockville. Also, some people consider Rockville to be only the downtown area and others include parts that are outside city limits. Established residents have a different vision than newcomers, who have a difficult time fitting in.
- Rockville does not get the word out very well as to what it offers in this arena, e.g., the Wine Festival was very well publicized in the city, but how much was done outside the city?

Opportunities for Arts, Culture and Entertainment in Rockville

- Plan more festivals and other promotions that bring people into Rockville (inside and outside the city limits), which is very good for businesses
- Promote all of Rockville (inside and outside the city limits) and how easy it is to drive around and park
- Provide transportation around Rockville similar to the Bethesda trolley
- To succeed, Rockville must not only provide places to go for Arts, Culture & Entertainment, but also be known as a destination for such
- Fully utilize existing venues (e.g., VisArts, historic treasures, etc.)

How to Celebrate Diversity in Rockville

- Rockville already does a good job of bringing diverse audiences together at festivals and has diverse restaurants as well

Interview Summary - September, 18, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Host national-level swim meets
- Rockville needs a larger, more robust arts center

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Rockville has a huge swim team with more than 1800 swimmers. Swimming is ingrained in the Rockville community. You have to know how to swim. The lesson program is overflowing. It brings people to town.
- Likes the outdoor offerings, such as the festivals.
- There are lots of family-oriented opportunities.

Weaknesses/Threats to Achieving the Visions

- It was discussed in the middle of the 90s to have the swim center host national swim meets. It didn't happen because of two challenges:
 - The regular swimmers at the swim center don't like the idea of hosting national level swim meets because the center would have to close for 7 days during the meet.
 - The swim center would also have to be closed while the spectator space is rebuilt to host more people during a national-level meet.
- Lack of inclusiveness, e.g., a one-day program at VisArts precluded some of his children, as the event was for 2 to 6-year olds. It was a disappointment because they thought they could go together as a family and either had to split up or not go to the event. On weekends, families often like to stay together.

Opportunities for Arts, Culture and Entertainment in Rockville

- To host a national-level swim meet. While the people who made the decision not to do this are dedicated and passionate swimmers, this decision should also be based on what is good for Rockville. What does the Mayor, the City Council and the community want? It would bring 1,000 athletes, 200-300 coaches and numerous family members and spectators to the city.
- The city could do more to support the minor league baseball and the soccer team in Rockville. These are low-cost opportunities for families.

How to Celebrate Diversity in Rockville

- Swimming brings different cultures together. It used to be mostly white people who participated in the program. Today, the Asian community is very involved. During the summer, 60% of the participants are Asian. During the rest of the year, about 40% are Asian. There is also a strong Eastern-European participation, and a fairly large senior component.

Focus Group Summary - September 18, 2009

Visions for Arts, Culture and Entertainment in Rockville

- The College to become part of Rockville's culture.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- The holiday parade. If you live in Rockville, you know of this event. It celebrates arts as a community.

Weaknesses/Threats to Achieving the Visions

- It is hard to separate Rockville from every other city. If Rockville focuses on Rockville, it doesn't make sense to someone outside of Rockville.
- "Why don't we get fliers about what is going on in Rockville?" there's no communication.
- There's no branding for Rockville arts – no geographic center for Rockville arts.
- Montgomery County focuses on Silver Spring as the arts community. Rockville needs to make its way back in.
- There's a limited number of arts venues in Rockville, such as VisArts – learn from Bethesda. Bethesda had nothing going on and is now in front.

Opportunities for Arts, Culture and Entertainment in Rockville

- The college offers opportunities that the whole community can enjoy. The college can contribute to events. Rockville can make the college part of its culture. The college will need planning time, so let them know of events far in advance. There are lots of collaboration opportunities.
- Use venues for educational purposes, have lectures, raise the awareness of arts – the college can help find the right lecturers.
- Make arts accessible by offering low rent and course fees.
- Electronic announcements from the city are almost free. Take advantage of electronic marketing.
- Add more "VisArts" and have Friday night gallery tours. Collaborate with businesses and groups of restaurants that can support arts events. Have an arts club.
- Make photography part of the arts.
- Learn from Arlington Arts Center – very progressive. It holds lectures by nationally known people who draw lots of people – it holds national competitions.
- Put some focus on all Rockville's participatory events.
- Have a Rockville arts night, at the college, etc. Think of a night to do it and contact the college so they can get it on the calendar. Involve the community.
- Have a dinner theater.
- Form a community group who lists all offerings in Rockville so the information gets out – marketing must be ongoing.
- Invite the college to participate in parades.
- The college and VisArts can co-plan events.
- The college music department will be happy to transfer a concert to Rockville to draw people. 150 seats are needed – they are usually maxed out.

- Add an arts calendar – add links to it all over – also at the college site.
- Cooperate with the college about mailings. The college has an extensive mailing list.

How to Celebrate Diversity in Rockville

- Incorporate music from other cultures. Large ethnic arts groups are already out there – why should they not come to Rockville? It is already happening.

Interview Summary - September 24, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Arts enrich lives. It should be available to everybody – children who don't have access to it at home.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- VisArts
- The many varied offerings and festivals.
- Public arts in private places.

Weaknesses/Threats to Achieving the Visions

- Marketing of offerings and Rockville should be better.
- Fitzgerald needs to be easier to access. Parking is not good.
- Economy.

Opportunities for Arts, Culture and Entertainment in Rockville

- While Fitzgerald is wonderful, it is in the wrong location. Rockville needs a downtown performance venue that is easy to access without a car. It should not be too big so it becomes a burden to fill it. It should be high-end, but still be one that the community can relate to and be proud of as their theater. It should have some professional showings.
- Access to Fitzgerald should be easier. People should be able to pull into town square with the metro, or park their cars, and take a shuttle to Fitzgerald.
- VisArts is struggling because of the economy. We should find out what the city can do to help. It is a place Rockville's citizens can be proud of.
- Would like to see someone in the city commit to the marketing of Rockville. It should be someone's sole job. Rockville needs a master calendar and a website that everybody can access. All Rockville websites should link to a specific website with all offerings and the master calendar. Silver Spring uses Geocentric (<http://www.geocentric.com/>). It works great. Contact: Jim Blakeslee, 310-960-4724, Jim@geocentric.com.
- The city and Rockville campus should connect and cooperate.
- Rockville should invite other theater users to Rockville to perform. When the economy gets better, businesses could sponsor events.
- The branding of the city – create awareness.

How to Celebrate Diversity in Rockville

- The Asian Pacific Task Force offers an opportunity to have a voice in the city, but they have not taken advantage of the opportunity.

- We need to find out how to get the message out.

Interview Summary - September 24, 2009

(Outside Rockville Questions)

Visions for Arts, Culture and Entertainment in an Ideal Community

- It is necessary to have good parking and Metro access in a city focusing on Arts, Culture and Entertainment. (Rockville seems hard to access).
- There must be a reason to be in a city at all times if it wants to focus on Arts, Culture and Entertainment. (Rockville seems dead at night).
- Rockville should look at what is already available in Rockville and decide how that fits into the city's downtown plan.
- Public/private collaboration.
 - The government should underwrite and support non-profits (current level of support is pathetic) – but the government should not build organizations themselves.
 - The partnership should be organic and be based on existing opportunities.

Key Strengths of Arts, Cultural and Entertainment Activities in a Community

- Adds to quality of life.

Weaknesses/Threats to Achieving the Ideal Visions

- Rockville seems hard to access and dead at night.
- Even as an “arts person”, one is not aware of anything going on in Rockville – what are the offerings? Rockville must let the surroundings know if it wants people to come to the city. This is difficult. Round House spends a lot of funds on marketing. Still people ask them all the time why they haven't heard of the theater before. Different people get information from different places.
- The economy.

Opportunities for Arts, Culture and Entertainment in Communities

- Round House goes out to community festivals. They are interested in family events as they have the best response at these events. (Holiday events are hard for Round House to staff – the nature of an event is important for Round House when considering whether to attend it. They have stopped attending “A Taste of Bethesda”, as people are only interested in getting to the next free food booth – they don't stop at Round House's booth.)
- Use the already established community activities to get the word out: attend neighborhood street fairs, schools, rent out venues (Round House is used for polling – this brings a lot of diverse people in that are not aware of the Theater's offerings. It is a marketing opportunity).

How to Celebrate Diversity in a Community

- Celebrating diversity mostly has to do with programming. If you draw on people's experience in a play, etc., they will come. Round House sees a lot of Latino and Hispanic attendance when they perform a play by an author with Latino background. However,

they will not come back for another play later if it is not based on their background. If you want a specific audience, play on their specific background and experience. We gravitate to what we know.

Focus Group Summary - September 24, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Take what we have in Rockville and upgrade it, upgrade the outreach for better awareness.
- Image: Rockville offers art as a participatory art – not just as observatory arts as in DC and New York.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- There is a lot of variety in offerings in Rockville.
- There are a lot of free and inexpensive opportunities for the public in Rockville.
- It does not have to be a weakness that Rockville doesn't offer many professional performances as in DC or New York. Rockville can focus on the fact that it has lots of opportunities for the amateurs – hence, the participatory arts offerings.
- Rockville is family oriented. “That is Rockville”.
- Children in Rockville get a wonderful introduction to the arts.

Weaknesses/Threats to Achieving the Visions

- It would not be wise to duplicate, or try to compete with, the surrounding cities. Rockville needs to find its own place instead of competing. There are too many offerings too close to Rockville. “If we're close to the county center, why not go there? Why go to Rockville?” “We would be unique, if we were not so close to DC”.
- There are no offerings for 20- to 30-year-olds.
- Newcomers don't know what Rockville offers.
- Many people don't know what the sports teams are doing in Rockville – or that they even exist.

Opportunities for Arts, Culture and Entertainment in Rockville

- Stay with the participatory and the family oriented approach. Make that Rockville.
- Maximize the local offerings, make what we have even stronger – instead of coming up with new things.
- The city should support arts even more, make it easier for everybody to participate. You shouldn't have to pay for a uniform in a city program, etc. Make it more open for people who can't afford to participate now.
- Put the performances on the streets, in the town center. Ballet in the town center will affect more people than in the theater – put it in front of people, make it visible.
- Add offerings for 20- to 30-year-olds. Give them somewhere to go in Rockville.
- One board member attended an event with high definition screens and signal to watch an opera/ballet – we could do the same somewhere in Rockville and make it a big event to watch something important/interesting together. People would come for that from all-over because it is not a common offering.
- Raise people's awareness of the sports teams.

- Establish sister cities friendships to raise awareness of Rockville outside of Rockville.

How to Celebrate Diversity in Rockville

- Ask different groups: “What do you want from us? What do you have to participate with? What are your interests?” When you move to another culture, you don’t feel at home. Make other cultures feel at home.
- Rockville had Black History month, we should have a month for other cultures also.
- Got to the schools and get the children to participate. The Chinese School, etc.

Interview Summary - September 25, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Available, accessible, affordable, advertised and varied.
- Good venues.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Rockville does great – interviewee has vast knowledge of all available offerings.

Weaknesses/Threats to Achieving the Visions

- Town square should have more music.
- The farmers market should be better advertised.
- Parking in town square is a huge issue. Access is less affordable with high parking fees.
- We need a good venue for music – a coffee house-style venue, etc. Concerts at restaurants can be difficult. Television in the background, people talk – don’t listen to the music.

Opportunities for Arts, Culture and Entertainment in Rockville

- It would be nice if there was a contact at the city for culture, arts and entertainment.
- Rockville needs a venue that can hold 60-85 people for small concerts. Restaurants are usually good because they are free, but the atmosphere often isn’t right. The venue should not be fancy, but in coffee house style, and it should be free of charge. The city would benefit from the people who would come downtown to attend the concert and who would likely go to dinner and stroll the streets of Rockville before and after the concerts. The right acts will bring new people from all over to the city who would not otherwise come. VisArts is not right for this type of event. The lighting is wrong. With a few changes, it could possibly be made into the right type of place. The invitations to these concerts reach a lot of people (400+). People come because they know that the acts that Focus-Music (<http://www.focusmusic.org>) books are worth seeing – they always recommend places to eat after concerts.
- Businesses need to partner with each other. It’s important to know of available opportunities for partnership. Interviewee has rented VisArts on several occasions, both for the National Scrabble Association events and for a post-election party. It was a win-win for everybody. VisArts made a little bit of money, the restaurants and shops in the city benefitted from event participants eating lunch/dinner and shopping during breaks, the event participants loved being downtown Rockville where they could walk to a restaurant for lunch. People from all over the country attended the Scrabble events. Some

people stayed overnight and enjoyed Rockville for several days. Some participants brought their families who went shopping.

How to Celebrate Diversity in Rockville

- It is important to find different people's different outlets. The challenge is to find out how we hear about each other's "stuff."
- Interviewee suggested that the city contact Joan Burns (301-588-4474), executive Director of Class Act Arts, <http://www.classactsarts.org/>.
 - Class Acts Arts is a nonprofit arts outreach organization dedicated to bringing educational and culturally diverse arts experiences to schools and communities in Maryland, Washington, DC and Virginia.
 - They specialize in reaching different audiences.

Interview Summary - September 25, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Have Rockville realize that Real Maryland FC is something it can be proud of and that it is opportunity for the city to capture an audience.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Soccer is an inexpensive sport and available to Rockville citizens as both an enjoyment (games) and a participatory sport. It also attracts many people from other places that may not have come to the city if not for a game in Rockville.
- Many opportunities – outdoor activities in the new town square and festivals.

Weaknesses/Threats to Achieving the Visions

- Parking fees.
- Rockville isn't visible. It is easy enough to access from the highway, but no picnic to access from 355. There is not enough signage to the city, or marketing about available opportunities.
- Silver Spring has cool things going on every night and the police to support and direct the congestion that comes with many events. Rockville would have to consider carefully how to fit in to what is already offered in Silver Spring, Bethesda and Gaithersburg.
- The economy and the empty spaces in downtown. You can't have empty space in a city. It doesn't look inviting and it is too expensive to sustain.

Opportunities for Arts, Culture and Entertainment in Rockville

- Real Maryland FC can bring people to the city. The soccer field at the high school is only located two blocks from downtown. The city and businesses should look at the team as an opportunity for capturing an audience. People could go downtown after games, especially on weekend. They don't think of this currently because soccer has not been connected to the city and its businesses. The soccer league attracts press and the city could leverage that. Real Maryland FC will be happy to help send people downtown.
- For hometown holidays and special weekends, add cultural fairs and arts displays on the streets, move store displays outside, use the side streets. Have free parking on these days – or have some stores/restaurants pick up the parking if you shop/eat there.

- Rockville has the right competitive nature and opportunities to advance its arts, culture and entertainment plan, but it needs to be polished. Why Rockville? Find out what will draw people?
- Rockville could do something similar to the Eastern Market in DC, which sells handmade jewelry, paintings, fresh products, flowers – near the Metro stop.

How to Celebrate Diversity in Rockville

- Soccer connects everybody. It is an international, widely recognized sport. Real Maryland FC brings people from all cultural backgrounds to the city, and they partner with cities around the world. Currently, they partner with a team in Spain, and they have a partnership in Colorado where they can exchange players for scholarship opportunities. Lots of people with a Hispanic background attend the games and soccer opportunities.

Interview Summary - September 28, 2009

(Outside Rockville questions)

Visions for Arts, Culture and Entertainment in Montgomery County (MoCo) Communities

- Convene and foster the existing arts community, raise consciousness of the arts, enhance interconnectedness between arts and business communities.
- Establish the arts as “one leg of a 3-legged stool” in terms of economic development; people must understand that the arts establish high quality-of-life worth and merit in a community that helps bring money, jobs and resources, drives business recruitment and retention and draws other industries to an area.

Key Strengths of MoCo Arts, Cultural and Entertainment Activities

- Provide high quality-of-life factors to businesses and the community.
- Draw people across all communities together.
- Meet high expectations of tremendously diverse and intellectual community of high-income peoples from all over the world that work at NIH, Smithsonian, Government, technology, etc.

Weaknesses/Threats to Achieving the Visions

- Primarily economic – finding funding for arts has always been a challenge.
- Exacerbated by the perception that the arts are “just another pretty face” as opposed to a strong economic development driver/partner.
- MoCo is not a highly philanthropic community and must be educated via community and workplace outreach to better understand the value of it.
- Too many organizations/agencies around MoCo remain insular, which dilutes or fragments efforts instead of enhances them and breaks down the value of synergy that connectedness offers. No need to re-invent the wheel. Need to partner and pool resources to really leverage power of the arts across all of MoCo.

Opportunities for Arts, Culture and Entertainment in MoCo

- Continue outreach education on the value of philanthropy to community at large.
- Continue building connections with businesses, such as having them place display tables at arts events, conduct workplace talks, etc.

- Provide business management education and support that meets the creative community's needs.
- Promote use of the do&go calendar across MoCo – to organizations posting events and to community individuals looking for events.
- Create connectedness and serve as a bridge between other arts organizations, governments, businesses and communities to really serve the community on lots of different levels and to be seen as a partner in creating economic development and quality-of-life value in the community.
- Define the success of an effort in the community as one that gives the community the feeling that it has been heard, its needs are being met and that everyone is welcome – as opposed to whether an event has drawn the most dollars, or the most people, etc.
- Promote arts/sports/shopping/cultural/heritage/history events in a manner that connects them all (any event pulls people out that then do other things, e.g., go to a restaurant, shop, attend a movie, etc.). It's a way for people to invest and re-invest in a community in a multitude of ways.

How to Celebrate Diversity in MoCo

- MoCo is a very diverse and intellectual community and the Council actively reaches out to diverse groups to assess their needs and create ways to meet those needs. This sometimes means serving the community at lots of different levels, such as keeping ticket prices down when necessary, presenting programs in schools, and providing liaisons and outreach.
- Devised MoCo Traditions program to support ethnicity-based cultural arts.

Focus Group Summary - September 29, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Offer activities for all demographics.
- Better integrate all of the marketing and programmatic activities spread out across all of the neighborhoods and community centers (too hodge-podge now).
- Increase communication, collaboration, program/activity coordination and promotion among all of the regional stakeholder groups.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Strong sense of community.
- Accessible - Metro stations.
- Good audience and offerings mix across all demographics and skill-levels.
- Good traditions and heritage in Rockville.
- Wonderful facilities – community centers in every neighborhood.
- VisArts great – wonderful rooftop level.
- Great Senior Center.
- There's more nighttime activity downtown now.
- Love the clock.
- Great Civic Center in the community and park, which gives it a tremendous amount of “local-comfort” ambiance; and it offers affordable activities.

- Strathmore lovely, but expensive, and location not really considered as “Rockville.”

Weaknesses/Threats to Achieving the Visions

- Too much battling and competition among stakeholders for the same funds and event time slots.
- Not enough information about where to park (plenty of parking, people just don’t know where to find it).
- Too much reluctance to let programs go that are clearly not working well.
- Town Center is “all the same height” and has a sort of “coldness” (it’s too big and block-like, rather than pedestrian-friendly).
- VisArts entrance is not even on the Square and is hard to find.
- Programs, especially historic/heritage, not always reflective of current trends and audiences

Opportunities for Arts, Culture and Entertainment in Rockville

- Be more like Frederick, which seems to integrate smoothly all aspects of Arts/Culture/Entertainment/Green space/Water/Walking/Signage/Shops/History/Eating/Hanging out—Broad range of activities for residents *and* visitors
- Be less like Alexandria, which is now too much like a shopping mall
- Establish some good (and diverse) Advisory Groups for various aspects of arts/culture
- Design coordinated wayfinding signage (too many different kinds now)
- Resolve pedestrian issues (congestion and safety) with signage, landscaping that shepherds them better, etc.
- Be the only Heritage Area with metro access (and promote such)
- Increase collaboration and communications between all government, arts, business and nonprofit stakeholders in the region to better coordinate efforts
- Develop a comprehensive marketing strategy and guide/website to Rockville (including social marketing) that addresses a diverse regional audience
- City government should serve as the coordinator of all of the efforts to integrate the arts/culture/entertainment communities/stakeholders/promotional efforts
- Expand and diversify the Cultural Arts Commission
- Increase city’s commitment to historic preservation (it’s been declining in recent years)
- Create a percentage for Historic/Heritage Programs, similar to the 1% for public art (or expand this to include funding for such programs)
- Weave an educational component in the Cultural Strategy Plan, e.g., address activities for schools/younger generations, libraries, etc. (such as Science, History or Arts/Culture Days)
- Coordinate with the CVB to integrate Rockville into its “destination” marketing
- Accommodate more places to stay in Rockville, including rezoning to allow B&Bs to exist within neighborhoods
- Develop education to explain the importance and value of heritage/historic elements and programs (especially its contribution to identity and what makes a community special; it helps stabilize a community, etc.)
- Create incentives to foster pride and window dressing among facilities/venues/shops (such as a prize for the best display)

- Obtain a window dresser and marketer to help with “salesmanship” of Rockville

How to Celebrate Diversity in Rockville

- We need to determine what all the surrounding ethnic groups need/want, how to engage them, what their holidays are, best times to offer activities
- Work with County, which is already reaching out to such communities and has a federal grant to do so
- Offer outreach information in several different languages

Interview Summary - October 1, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Train people to always want to ask: “What is going on in Rockville?”
- To be an ideal city for the arts, Rockville must add a night life.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- VisArts is the most exciting place.
- Downtown Square – density of people.
- Literary conference / Fitzgerald festival.
- Heritage and historic sites.

Weaknesses/Threats to Achieving the Visions

- Rockville used to be the place of the arts – it put the county to shame – then it slipped into the background.
- People are not aware of what is going on in Rockville. Get some mainstream media coverage.
- VisArts is not enough to draw people. Add small art galleries, attract artists and display crafts.
- There is no presence of performing arts in downtown Rockville.
- There is no nightlife.
- Funding. Rockville solves problems through its government – that leads to the least experienced solution. The city needs to know that it is their responsibility to get the word out, but should use non-government partners to carry it out.
- Reliability. If you build the arts in a place, it needs to be reliable – “always there in front of me when I want it.” Be online. You can’t turn it on and off – people lose faith in it.

Opportunities for Arts, Culture and Entertainment in Rockville

- Bill Cosby entertained at the college. Rockville needs big names like that to attract an audience – the city can partner with the college. Draw people downtown after events.
- Rockville has the pieces, but the government needs to step up to the leadership role and reinvent Rockville – put all the pieces in a box and go sell it. Use the press. Make offerings reliable.
- Find the right entertainment business that can attract the people for the whole industry.
- Use Kings Farm. Make many little villages of offerings and activity. Make the city of Rockville the kingdom of arts.

- Find a big publisher to support the literary conference.

How to Celebrate Diversity in Rockville

- Strathmore went looking for people. Strathmore has a marketing agent for diverse cultures. She goes to where people are and tells them what's going on in Strathmore. Go find people. Ask people – that will tell Rockville what it needs to do.

Interview Summary - October 6, 2009

Visions for Arts, Culture and Entertainment in Rockville

- The mission of Rockville Express Baseball is to get people out to games and events and to be based around the community's needs.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- The strength of offering baseball (including games) to the community is that the community can be involved. Unlike other sports, baseball is not about the money for the players, but about the love for the game. There's no money in it for college baseball players. They therefore need to stay with host families when they live in Rockville two months over the summer. Last summer they screened a player who was selected to stay with a family whose son had physical problems. It turned out to be an enriching experience for the child and the player.
- The baseball team brings college players from all over the country to Rockville.
- The baseball league brings kids to games in Rockville – these kids have often not heard of Rockville before.
- Watching a baseball game in Rockville is an inexpensive pleasure. Kids go for free. Adults \$3.
- The restaurants participating in the downtown events. Kazunas and his wife have taken advantage of restaurant offers several times.

Weaknesses/Threats to Achieving the Visions

- Communications about and coordination of opportunities offered in Rockville – also inside sports. We could help each other if we knew more.

Opportunities for Arts, Culture and Entertainment in Rockville

- Coordination of events in Rockville so organizations can schedule better – a unified approach. Maybe there's software that organizations can access and schedule their own events so everybody, also the public, can see what's going on. This could also lead to partnerships between organizations and businesses for putting opportunities and events together. We can help promote each other and the city.
- Rockville baseball could host a culture night and have a game on that night. They could let people in for free on this special night.
- Rockville Baseball has so many games during the summer. The city should use these events to advertise for Rockville. People could go downtown to eat after a game.
- The city and Rockville baseball could plan an all Rockville day where restaurants and businesses get involved and have special offerings in Rockville for people after or before attending a game.

- Currently planning a big event for opening night to celebrate the new sports complex at the college. The city could get involved.
- The city could partner with the sports teams in Rockville when having major events. The teams would be happy to schedule a game on major event days to bring more people and media. The baseball team is named after Cal Ripken and has good media coverage.
- How do we wrap it into the plan that Rockville Baseball can offer players who, over the summer, can live with families with kids that may be handicapped in some way? The players can give these kids an extraordinary experience they can carry with them for the rest of their lives?

How to Celebrate Diversity in Rockville

- Baseball has become a more international sport with cross-cultural participation. The team has a Hispanic liaison who reaches the Hispanic population – she goes where they are. The city can learn from her how to reach this population. Rockville Baseball offers free games on special days. Hispanic people come out on these days. It is free enjoyment and they can bring their own picnic. Rockville baseball will be happy to offer free games for senior citizens sometimes also.

Interview Summary - October 8, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Must support the creative class as vital participants in a vibrant community with a keen understanding of their needs/desires and economic impact.
- Must concentrate more effort on marketing to and drawing in audiences from the surrounding region and its employers/employees/students (not just serving Rockville residents).

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Good on the amateur-to-weak professional levels of arts and culture.
- Good range of affordable opportunities for participation, especially for kids.
- Great feel-good activities.

Weaknesses/Threats to Achieving the Visions

- Need to also expand the higher professional level of arts/culture/entertainment in Rockville, be more cutting-edge/sophisticated; right now the mix is more mediocre/provincial/small-town.
- Need more high-level sports activities/teams/facilities.

Opportunities for Arts, Culture and Entertainment in Rockville

- Plan more high-level festivals and other promotions such as:
 - Reno's (NV) Wine Walk (wine tastings done inside a series of stores).
 - Irish Pub with music and dancing (a more "high-level of arts", rather than the arts being "incidental" to the restaurant).
 - Cool clubs.
 - Performing Arts Open House Day (like the Signature Theatre in VA does), or even an entire weekend, where a different presentation is started every 30 minutes

(some lectures, some participatory, some performances). The focus is on “behind the scenes” revelations to the audience to give them a better understanding and appreciation of what goes into performances and other arts.

- Arts in the Parks Weekend (like in Newport News, VA), where different artists were placed in each of the city’s Parks.
- Clearly define the goals for establishing an Arts and Culture District, as well as for utilizing the Heritage Area funds; both in a manner that supports the overall Culture Strategic Plan.
- Include some benchmarking goals and basis for evaluation in the Culture Strategic Plan.
- Include in the Plan ways to develop the “business of tourism” and arts-related businesses (including nonprofits), as well as focus on efforts to build the city’s attraction to the regional creative class.
- Promote Rockville inside and outside the city limits, especially to serve employers/employees and visitors to Rockville – not just residents.
- Make Rockville attractive to the “creative class” worker too – not just support performers/artisans.
- Recognize and promote the importance and value of the creative class to corporations in attracting and retaining employees, and the economic impact of arts/culture/entertainment.
- Create one website that consolidates all arts/culture/entertainment news and educate all groups about how to populate it with events.
- Build stronger relationships among all of the stakeholders, but especially with corporations and colleges and the arts and government communities (that can add an element of leadership and guidance to the efforts).
- Develop the philanthropic community (funders, as well as nonprofits) and get some corporations/educational institution representatives to sit on arts nonprofit Boards.
- Create a more robust and diverse Arts Commission, including stakeholders from outside Rockville (right now it consists of only residents, which limits its vision).
- Organize more adult-sports leagues.

How to Celebrate Diversity in Rockville

- Canvas all ethnic groups in and around Rockville to find out what they need/want and then assist each group in fulfilling its arts/culture/entertainment goals.
- Give them easy access to public spaces and technical/business support.
- Assist them in adding their events to the comprehensive website.

Focus Group Summary - October 14, 2009

Visions for Arts, Culture and Entertainment in Rockville

- For the city to develop a Cultural Arts District.
- For the city to coordinate and promote arts in Rockville to bring more people.
- To have more offerings for adults who do not have children.
- To change the image of Rockville being the “poor” and “cheap” town.
- For the government to subsidize the cost of the arts more.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- The free kids' events. (However, some participants see these events as weaknesses, because adults without children can't enjoy downtown Rockville and the more adult culinary arts when these events take place. One member said, "My husband and I wouldn't dream of going to Rockville on a Tuesday night when kids eat for free.")
- The Chinese New Year's event.
- The Literary Conference.
- That the city is on Facebook.

Weaknesses/Threats to Achieving the Visions

- There are not enough upscale arts in Rockville.
- VisArts is geared towards bringing in the family element instead of bringing in sophisticated arts.
- Most events are for families. (However, some participants see this family focus as a strength and say, "That is what I love about living in Rockville".)
- One participant shares that it is not worth it for her husband, who is an artist, to show his art in Rockville. Not enough people come to Rockville for arts showings. He does not want to hold up his work for a month in Rockville when he has the opportunity to show in other places/cities attracting more people.
- There are not enough galleries in Rockville – to do arts walk as in Bethesda, etc. However, while the arts walks in Bethesda are very populated, and the restaurants benefit from the crowds eating in town, the galleries don't sell much. And, if they don't sell in Bethesda, where people have the money, they probably wouldn't sell in Rockville either – where people already don't tend to spend money on arts.
- Communications gap – there's a lot of good information in the city, but not enough promotion of it. While there are many family events in Rockville, it seems that the promotion of these events is not reaching families. While on Facebook, the city needs to advertise events sooner than the day before the event.
- Ken Lechter used to host an arts program on the city TV station. But, it was taken off air. The program was watched and was successful. People used to tell Lechter all the time that they watched the show.
- There are not enough demographics represented at Rockville Little Theater performances – it attracts mostly senior audience or friends of the cast.
- The selected plays have to be severely screened because the current audience will not/does not accept the "street" language in plays (primarily the obscenities).
- The cost of watching amateur performances in Rockville is not that much less than watching professional plays in DC. People choose to go to DC. However, there is a risk in setting pricing too low also as people will then think performances are not worth watching.
- The city will have to spend money to provide access to arts and for Rockville to become a destination.
- Fitzgerald is too expensive. There's a risk of it being empty in three years if it doesn't lower its rent.
- Fitzgerald can't have performances run for a week like other theaters because of the many community groups that use it.

- Six to seven years ago, the City raised the rents of facilities and charged more to participate in programs. Arts can't pay for themselves up front, but research shows that there will be a return of \$7 per \$1 spent on the arts. The city needs to invest more to become a destination – private arts organizations also survive on investments. Strathmore has private investors.
- Newspapers don't cover shows any longer.
- The economy makes it difficult for the city to present arts ideas to the community.
- Sports are competing with arts for available money. More people in the community will be upset if the city closes a ball field than if they close a theater.

Opportunities for Arts, Culture and Entertainment in Rockville

- Rockville can position itself as the place where people can still afford to go in this economy – “just because we charge less doesn't mean we're worth less”.
- Use public spaces to feature the arts – such as opera and theater, etc.
- Put arts in front of people instead of expecting people to seek it out. Use parks for performances, etc. – it will promote opportunities and bring new members/audiences. No one in Rockville lives more than 1 mile from a park. Use other venues for performances – including the streets.
- Find a niche for Rockville. Is it the family focus? Is it literary?
- Use the TV station more to promote the arts.
- Use the schools to promote arts.
- Collaborate with the college.
- Find ways to fill the theaters – this will make the businesses more interested in being part of the arts plan.
- Put a Black Box Theater on the roof of VisArts. The opportunity was turned down because it would cost \$2 million to implement. This opportunity would bring people.
- Use the plan put together for renovating Kings Farm. (The city has never responded to the suggestion of the use of Kings Farm.)
- Move Fitzgerald downtown – there are no businesses by Fitzgerald now. Why would businesses want to invest in the theater when it's not located nearby?
- Promote arts during halftime at sports events – a concert, etc. Can the money from the Cultural Arts Commission be spent on a band during halftime?

How to Celebrate Diversity in Rockville

- Acknowledge the demographics of the area and put on events/performances that attract these groups.
- Don't make everything a tribute to a specific group – incorporate it into American Arts – America is a melting pot, we are diverse – it's all American.

Interview Summary - October 19, 2009

(Spoke mainly about the Asian Pacific Task Force)

Visions for Arts, Culture and Entertainment in Rockville

- To show Asia's ways of living – how Asians live, what they look like, how they celebrate. To show this lifestyle to other cultures. To show other languages than English.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- The Chinese New Year event at the town center. It brought 300 people downtown. Businesses sponsored the event. Restaurants sponsored the food. Many donations. Different schools in Rockville were invited – students from many schools attended. Many different cultures attended. The feedback was good – good food, good program.
- The city has advertised the event so more people will know about it this year.
- Rockville is sister city with People's Republic of China.
- Other Asian programs. The library has an Asian section with books and movies. Asian crafts.
- The current Mayor has great experience in the arts.
- The city is open-minded. It wants to incorporate different cultures.

Weaknesses/Threats to Achieving the Visions

- It was very cold for the New Year event.

Opportunities for Arts, Culture and Entertainment in Rockville

- This year, the Chinese New Year's event will be at the Fitzgerald Theater. It will be inside. More people will come when it is not cold.

How to Celebrate Diversity in Rockville

- The Chinese New Year's event is a perfect celebration of diversity. It attracts different cultures and teaches other cultures of the Asian culture.

Interview Summary - October 22, 2009

Visions for Arts, Culture and Entertainment in Rockville

- Has only been in Rockville for two years and is not aware of what Rockville offers, but in an ideal arts community, arts should be accessible to everyone, unique and the city should feel like a welcoming place.

Key Strengths of Rockville Arts, Cultural and Entertainment Activities

- Churches offer many cultural activities such as: poetry readings, art exhibits, benefit concerts (3/year) – all events are open to the public.

Weaknesses/Threats to Achieving the Visions

- Rockville feels a bit like a suburb when you are a newcomer. It is missing the vibrancy of a city - and the sense of community.

Opportunities for Arts, Culture and Entertainment in Rockville

- Churches are eager to be a good community members and some would be happy to make their new, beautiful sanctuary available to the city/Rockville groups.
- Rockville could do something like Artscape in Baltimore. When people think Artscape, they think Baltimore. Rockville needs an event that people immediately connects with "Rockville". Artscape is America's biggest free art festival. Admission is free, but people spend money when they are inside. It is filled with music and beautiful art that people can enjoy to look at, or buy if they prefer. People buy goods from local merchants and the

whole community, including local business, is involved.

- Baltimore also has sculptures sitting around town with a specific theme – one summer, 200 fish sculptures were placed around town. Sculpturing has become a nationwide trend to attract tourists to cities. Local businesses and civic groups were asked to sponsor six-foot-long fish sculptures that were designed by local artists. (TMG research: In Chicago, a cow-sculpture display attracted about 2 million extra visitors, creating an estimated economic impact of close to \$200 million, according to the city. A charity auction of the cows raised more than \$3.4 million. Chicago’s success set off a trend, with Cincinnati following suit with pigs, Toronto with moose and Miami with flamingos. Norfolk, Va., displayed mermaids and Bloomington, Ill. put up 6-foot ears of corn. New Orleans also has used the fish theme.)

How to Celebrate Diversity in Rockville

- Use town square to promote a different culture each week/month.
- Find celebrations that all cultures can get together for and celebrate together.

TMG’s Recommended Next Steps for Rockville’s Culture and Entertainment Planning Process

Current Interviews Analysis

Since the information of the SWOT-analysis of the individual interviews is vast, TMG recommends that the next steps of creating a Culture and Entertainment Plan include a formal analysis of the Phase 1 interviews. The information should be systematically grouped into main themes and subthemes to gain a categorized overview of the desired visions; existing strengths and weaknesses/threats to achieving the visions; key opportunities for arts, culture and entertainment in Rockville; and how to sustain diversity.

Community Assessment

To date, TMG has conducted focus groups, discussion groups and interviews with cultural and civic leaders. However, as noted in many of the interviews summarized in this report – and in the success factors of other cities when building a Culture and Entertainment Plan – to be successful, the Plan must be driven by the needs, desires and support of the community.

Therefore, TMG recommends that Rockville add one very important additional step into its next Phase of the for the Culture and Entertainment Plan Planning process:

- Assess the community’s wants and needs.
 - This could include interviews/focus groups with the residents of Rockville and possibly a survey (online and/or hardcopy).

The resulting information should again be grouped into main themes and subthemes.

Combine and Analyze Research

Combine the results of the earlier Phase 1 research with those of the Phase 2 Community Assessment and prioritize them. This should be based not only on what is important, but also on what is possible and realistic for the City and its partners to accomplish. This step may be best accomplished in conjunction with a ½- or 1-day planning retreat with selected participants.

Create First Draft of the Culture and Entertainment (Strategic) Plan

Create the first draft of the Culture and Entertainment Plan from the ideas that have emerged from the research. It is noted in TMG's research results, that the most successful Culture and Entertainment Plans are those that go a step beyond the more overarching strategies and goals and include actionable objectives. Therefore, TMG recommends that Rockville's Plan include a vision, mission, strategies, goals, *and the objectives* for achieving them.

Strategies are broad statements of major approach or method for attaining the vision/mission and resolving specific issues. Goals are broad statements of what the City hopes to achieve in the next 5 years. Goals focus on outcomes or results and are qualitative in nature.

Objectives are specific, concrete, measurable statements of what will be done to achieve a goal. TMG anticipates during the grouping process, especially in the lists of subthemes under "Opportunities for Art, Culture and Entertainment in Rockville," that specific action items will be identified, which can serve as the basis for developing objectives.

Review and Finalize Strategic Plan

The draft Plan should be distributed for review by selected key stakeholders and City staff to solicit reactions and suggested revisions. The final step will be to incorporate the changes and produce a final Culture and Entertainment Plan.

Operational Planning

Objectives are the core of Operational Plans. Once the final strategic Culture and Entertainment Plan is approved, the City's designated staff and its implementation partners should develop operational action plans to support the strategic plan (with or without the help of a consultant). These should include for each objective: resources (human and capital), time-frames, deadlines, budgets, performance targets, and who has responsibility for accomplishing it.

Development of a City of Rockville Culture and Entertainment Plan

Other Cities' Cultural Plans Review

Submitted to:
City of Rockville
Rockville City Hall
111 Maryland Ave.
Rockville, MD 20850

Submitted by:
Ms. Hollis Minor
President
HollisM@TheMinorGroup.com



172 West St.
Annapolis, MD 21401-2824
410.263.5641 • 800.688.4424 • fax 410.263.5643
www.TheMinorGroup.com

FINAL DRAFT

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Executive Summary

Selection Process

The Minor Group, Inc. (TMG) first examined a wide range of cities to determine which cities' Arts/Cultural/Creative Plans would be the best to review in order to provide information relevant to the City of Rockville's next Master Plan for the Arts. TMG studied:

- *AmericanStyle's* 2009 Top 25 Arts Destinations (25 small, 25 mid-sized and 25 large cities)
- UNESCO cultural cities; cities in the top 10 wealthiest states (of which Maryland is included)
- Cities for which Americans for the Arts created Arts and Economic Prosperity III studies
- Micropolitans within larger metropolitan areas (since Rockville is centered within a much larger metropolitan area)
- Cities with heritage preservation arts/cultural/entertainment districts
- Cities with public arts funding mechanisms

Armed with these myriad lists, TMG next searched for existing Arts/Cultural/Creative Plans. It proved to be a more difficult task than envisioned, as many of the ideal cities for comparison had:

- No publically published plans
- Plans that addressed only a limited category (such as only public art or an arts district)
- Complete Plans, but which were not very robust
- Size-comparison issues (for cities that were either too small, or large for a viable comparison)
- Outdated plans (over 10 years old)
- Only short chapters within an economic development or comprehensive plan

TMG located approximately seventy plans and scanned each one for relevance. For further reference, TMG will supply a disk to Rockville that contains all of the plans downloaded. However, TMG suggested that it review the plans listed below for this project. They offer a range of robust approaches, primarily in more affluent regions around the U.S. and Canada. Some are for cities more comparable in size to Rockville and located in larger metropolitan areas (as is Rockville) and others are for cities that are more comparable in size to the immediate region surrounding Rockville. At least one Plan selected specifically addresses each of the areas that Rockville is most interested in researching: arts and culture districts, heritage/historic preservation areas, public art plans, and funding mechanisms to support the arts.

- Santa Monica, CA (population 92, 494) (Los Angeles, CA metro area)
- Berkeley, CA (population 102,743) (San Francisco-Oakland, CA metro area)
- Lowell, MA (population 105, 167) (Boston, MA metro area)
- Bridgeport, CT (population 139,008) (NYC-Stamford, CT metro area)
- Richmond, VA (population 200,123)
- Minneapolis, MN (population 368,383) (Minneapolis-St. Paul, MN metro area)

- Albuquerque, NM (population 471,856) (Albuquerque-Santa Fe, NM metro area)
- Tucson, AZ / Pima Co (population 525,529 / 902,720) (Tucson, AZ metro area)
- Portland, OR (population 538,544)
- Vancouver, BC (population 578,041)
- Austin, TX (population 743,074)

Key Plan Observations

Cities Have Similar Issues

Across all plans, the general consensus was that Creativity—the impulse and ability to think, feel, and generate something new, original and meaningful—is critical to our future. Multiple studies and experiences demonstrate that when participants in creative expression and creative thinkers help shape the physical spaces and structures, systems and processes of a city, the result adds value and richness to the lives of the city's residents and visitors.

The processes undertaken to create Arts & Cultural Plans varied little from city to city and most were extensive. The primary methods of research prior to strategic planning forums and plan development included:

- Focus groups, discussion groups and interviews with cultural and civic leaders, as well as community members
- Reviews of past plans and policies within the city
- Reviews of arts and cultural plans and policies in comparable cities
- Online surveys

Most of the Plans reviewed included brief implementation plans stating immediate action steps. A few included more comprehensive action plans with a long-term priority-level timeframe. Yet, all of the cities' Plans reviewed were primarily focused on similar goals:

- Leverage strengths and creativity to stimulate a vibrant high-visibility arts and cultural sector and create growth
- Improve the connectivity between people and institutions in order to enhance innovation
- Coordinate public and private support in order to minimize redundancy, work more strategically and create a more competitive focus for the arts and cultural economy
- Embrace and enhance diversity
- Strengthen the ties between the study of arts & culture and economic development at both the K-12 levels and in higher education
- Establish a sustainable funding source for arts and cultural organizations, particularly for the small and medium-sized entities
- Identify those things that are unique to the city and develop marketing instruments that reflect them to stand out in the global market

Cities identified the following items as the most significant challenges to overcome in achieving the desired outcomes:

- Lack of public support
 - Awareness
 - Information
 - Funding legislation
 - Arts are not a priority
- Lack of cooperation among the arts community
 - Competition
 - Communication
 - Buy-in
- Weak infrastructure to successfully carry out strategic plan
- Funding and the value of the dollar
- No existing recognized mechanism for convening the arts community
- Economics ex: fuel cost, tourism
- Lack of political will/ownership

Success Factors

Based on the interviews conducted with the selected cities, TMG suggests that the following concepts have been identified as common indicators for potential success for Cultural Plans (at least among the municipalities included in the research process):

- Use the Plan – do not stick it away on a shelf where it does not get used
- Integrate Plan with all other aspects/departments of City – from public works and economic development, to transportation and housing
- Perceive the creative industry as a means to maximize economic development
- Incorporate methodology for getting buy-in/commitment and participation from all stakeholders involved (artists, education, commercial and government – up to the State level) – not just for funding – but to commit other resources as well
- Adopt a more regional approach
- Make Plan less about big overarching strategic concepts and more about realistic, proactive, actionable implementation steps; perhaps even include budgets and funding mechanisms—yet be flexible enough to seize changing opportunities
- Include evaluation factors and benchmarking – more data-driven means of assessment
- Dedicate one primary cultural organization to:
 - Focus on Plan implementation
 - Delegate and oversee actionable activities
 - Coordinate the arts community and connect it with the business community
 - Find dedicated, long-term implementation partner(s) to provide continuity through political changes
 - Create one primary website/calendar promoting City and/or regional arts
- City must stay integrally involved and play a catalytic role
- Develop dedicated funding sources (other than for just public art)

Variable Sectors

Each City had different views of what was included in their “Arts & Cultural” sectors and associated occupations. Some even considered science and technology as a segment of the creative/innovative community. Before Rockville begins its Arts & Cultural Plan, it must decide what categories that it wants to include in its vision and brand. The following is a list of industries and specific job categories collected during research. However, it may not necessarily be all inclusive and should be used only as a guide.

- Literary / Writing
- Publishing (Newspaper, Periodical, Book, Electronic)
- Motion Picture and Video
- Sound Recording
- Broadcasting (Radio & TV)
- Architecture Design
- Building Arts (Including Sustainable)
- Landscape Architecture
- Floral Design
- Interior Design
- Photography
- Advertising and Public Relations
- Commercial & Industrial Design
- Graphic Design
- Multimedia Design
- Digital Media
- Fine Arts (Painting, Sculpture, Illustration)
- Folk Arts
- Fiber / Textile Arts
- Art Dealers
- Performing Arts
- Actors
- Entertainers
- Sports Athletes
- Dancers and Choreographers
- Music (Musicians, Directors Composers)
- Museum (Archivists, Curators, Technicians)
- Fashion Design
- Culinary Arts
- Libraries and Archives
- Schools (Art, Drama, Music)
- Healing Arts
- Green Arts
- Innovative Science and Technology
- Spoken Word (from civic dialogue to poetry readings)

- Informal Arts (defined as artistic and creative activities in which people engage more as direct producers of art rather than as audience members of professional art programs; these activities are usually hands-on, avocational, and often take place in private spaces or public spaces not conventionally defined as art venues (e.g., sing-along”, karaoke bars/clubs and church choirs; hobby groups, such as stitching, cooking, scrapbooking, reading/book, board and other gamers etc.; web-based, interactive creative outlets, such as YouTube, My Space)

Branding

Of all the Plans, a significant difference was apparent in the Tucson / Pima County Plan. It was a sense of place considered “the soul and spirit” of the region that was woven into every decision. The Sonoran desert ecology and climate, the natural and built environments, and the many layers of history and traditions of the peoples who have lived and live there—all comprise and impact Tucson and Pima County’s culture. It is a collection of characteristics that melded together create a brand that sets it apart, indelibly, from every other region in the world.

A brand is not created; it is discovered within the spirit of a place. And, the ideal brand becomes a perfect vehicle for the development goals of a community. In order to inextricably weave a City’s true essence with Arts/Culture, the mixture of attributes – tangible and intangible – must be reflected in the community’s brand in a way that helps consumers (residents, businesses and visitors) distinguish it from other cities. Then, the City must deliver that experience.

Reporting Approach

A summary of each City’s Arts and Cultural Plan follows. Each begins with a description of the City’ Arts & Cultural environment to enable the reader to understand better the context in which the Plans were developed. The key Plan recommendations follow.

Funding Mechanisms

Because funding was a common and significant challenge, many cities addressed funding mechanisms. When possible, these were noted in the Plan reports. The following is a partial list of some of the funding concepts identified that were not specific to any particular city:

- Several states (Rhode Island, Kentucky and Maryland, among others) offer tax abatements and support of various kinds to attract creative individuals, organizations and businesses and incent the development of cultural venues and activity.
- Make municipal funding available for neighborhood-based cultural activities and new partnerships that emerge from these projects.
- Use public or business improvement districts (PID, BID) to fund programs of established districts.

Updates

For Cities that published an update, TMG has included a summary.

Interviews

For cities that responded to a request for an interview, a summary of the conversation is included.

Santa Monica, CA, *Creative Capital*, December 2006

City Cultural Overview

Santa Monica's residents share a vision for their community that interweaves the arts, cultural activities, entertainment and education throughout their lives, work, cityscape and neighborhoods. They view culture as an inseparable component of what makes Santa Monica exceptional, desirable and economically competitive. And they seek to integrate culture more thoroughly into the fabric of the community.

Santa Monica has been a destination and a haven for artists for more than a hundred years. The city has something very special—an extraordinary population of creative professionals, which shapes its cultural identity and informs the vision. It is also home to perhaps the largest concentration of creative employment in the US and a great proportion of residents working in creative fields. For many, culture literally sustains them: 43% of Santa Monica's adults make all or part of their living in arts-related fields. And the city has by far the highest rate of creative employment among the top 20 U.S. cities by creative sector. This employment spans the commercial and nonprofit worlds, as well as individual, small business and corporate endeavors.

Santa Monica's residents show extraordinarily high levels of personal participation in cultural activities and an expansive understanding of their role in a community. For example, residents visited an art museum or gallery at twice the national average (83% compared 41%) and they believe having public art in a community to be nearly as important as good public schools. Seventy-two percent of families with children involve them in arts activities outside of school. Residents value the presence of the arts in the community, rate Santa Monica's cultural scene as strong, and want even more opportunities to participate.

The arts and culture contribute to a sustainable community, enhancing education, diversity, human dignity and the built environment. The cultural community has embraced this goal and views itself as an integral partner in creating a “seventh generation” community.

Primary Arts & Cultural Plan Recommendations

The Plan presents three comprehensive strategies, each with primary recommendations for fulfilling the community's cultural vision.

- Celebrate Innovation
 - Cross-Sector Innovation
 - Recognize and support the importance of individual artists to Santa Monica's cultural ecosystem.
 - Adopt the theme of innovation and creative individuals as the basis for programming and marketing of Santa Monica's creative identity.
 - Capitalize on the extraordinary concentration of creative people and resources by fostering communication and leveraging partnerships for innovative cultural programming.
- Increase Cultural Participation
 - Marketing and Coordination

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- Publish a comprehensive directory of Santa Monica's arts and cultural resources.
 - Develop a communitywide marketing program to build audiences for Santa Monica's arts and culture programs, increase cultural participation and access, and increase community awareness of local arts and culture.
 - Explore the evolving creative potential of electronic communication to support Santa Monica's cultural community.
 - Cooperate with Santa Monica College, the Santa Monica-Malibu Unified School District and other providers of lifelong learning programs to enhance the accessibility of their cultural programs to the community.
- Festivals
 - Continue and further develop existing arts and cultural festivals, such as the Santa Monica Festival and Jazz on the Lawn.
 - Develop major new arts and cultural festivals, to celebrate and explore Santa Monica's cutting-edge cultural identity and address the community's desire for more festivals.
 - Facilitate the provision of small-scale festivals or showcases that highlight the arts and culture, or contain a cultural component, through a co-sponsorship arrangement.
- Integrate Cultural Programming
 - Seek further opportunities to integrate arts and cultural programming into non-traditional venues and programs such as the 415 PCH project, community centers, parks, and other open and/or public spaces.
 - Expand the cultural programming partnership between the Cultural Affairs Division and the Santa Monica Public Library.
 - Enhance accessibility for senior citizens to arts and cultural programs through integration of programs into existing venues and services for seniors, and by promoting partnerships through the network of lifelong learning service providers.
 - Cooperate with the Santa Monica-Malibu Unified School District and the Santa Monica-Malibu Educational Foundation in furthering the implementation of its Arts for All plan.
- Public Art
 - Develop a public art in private development program that supports a Cultural Trust Fund flexible enough to help fulfill the community's arts and cultural vision.
 - In future years conduct an assessment of both the public and private public art programs to gauge their effectiveness in meeting the community's cultural needs.
- Enhance Sustainability
 - Cultural Facilities
 - Establish Santa Monica Arts Alleys as zones for the concentration and development of small-scale arts uses, such as creative businesses, artists' studios, small performing and exhibition spaces, and other cultural uses; and create a downtown cultural district for the development of Arts Alleys

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- Commit to a cultural use of the Santa Monica Civic Auditorium in line with the community's vision for this facility and approach development of the Auditorium as a key component within a larger cultural campus encompassing the Civic Center, Santa Monica High School, the Pier and adjacent areas.
- Develop, or facilitate the development of, small (under 500 seats), flexible and affordable performance venues, and visual arts spaces.
- Develop policies and ordinances that encourage and even mandate the creation of affordable artist live/work and day-studio spaces in new residential and industrial development, at a minimum in the Light Manufacturing Studio District (LMSD).
- Retain and enhance current arts uses at the Pier, Bergamot Station, the Santa Monica Airport and 18th Street Arts Complex.
- Support and enhance the emerging concentration of cultural uses along Pico Boulevard.
- Provide appropriate assistance to the 18th Street Arts Complex to encourage the retention and growth of their artist spaces.
- Cultural Funding
 - Work to increase the total amount of the City's Cultural Funding program budget towards a benchmark of 10% of the total operating budgets of Santa Monica's arts organizations.
 - Expand and restructure the Cultural/Arts Organization Support Grant Program into two categories, cultural and heritage, and implement procedural refinements that best reflect and support Santa Monica's cultural diversity.
 - Create new cultural support programs: Artists Fellowship Program, Capital Grants Program and organizational capacity building and technical assistance programs to support nonprofit arts and cultural organizations, and Opportunity Grants Program for unusual and short-term arts and cultural project opportunities.
 - Explore ways to enhance community access to cultural funding programs, while improving administrative effectiveness, through such tools as egranting, online data collection, and collective insurance for grantees.
- Leadership
 - Reactivate the Santa Monica Arts Foundation as a fundraising and leadership development organization by confirming its mission and role, and developing a plan to partner in the implementation of Creative Capital.
 - Provide in-kind support and seed-funding to the Foundation to enable it to provide increased community cultural leadership.
 - The Foundation should work to develop a workplace giving program, united arts fund, annual arts leadership awards program, and an active program of leadership development.
 - Reduce the size of the Arts Commission from 13 members to seven members to facilitate effectiveness and flexibility and retain the current use of subcommittees that include non-commissioners to provide opportunities for wider community involvement.

- Alter the composition requirements of the Arts Commission to balance the need for qualifications in cultural policy and advocacy with the need for professional arts qualifications.
- Work to diversify the membership of the Arts Commission to more accurately reflect the demographic diversity of Santa Monica.

Interview Summary

Santa Monica, CA – Jessica Cusick, Cultural Affairs Manager, Jessica.Cusick@smgov.net, 310-458-8350

Cultural Plan Effectiveness in Achieving Vision

- Served as an ideal guidebook over the last three years (when it was adopted)
- Completely changed the cultural complexion of the City

Key Successes Resulting from Cultural Plan

- Almost doubled staff
- Doubled grant funding since inception, enabling us to offer lots of new grant programs, including a direct-to-artist fellowship
- Both arts organizations and artists feel empowered by the City
- No need to establish an A&E District – the entire City has really become *the* A&E District (size is a contributing factor – the City's only about 10 square miles)

Most Successful Program or Aspect of Cultural Plan

- Created a clear political consensus (arts and culture have been “codified into the entire political process,” from land use to transportation)

Things Not Working as Well as Hoped and Recommendations for Improvement

- Slow to reactivate the nonprofit Arts Foundation's involvement (currently the City's Arts Commission is serving in a singular capacity, whereas one of the goals was to share responsibilities between City government and non-government entities)
- Slow to get a workplace-giving initiative in full swing (but that's also partly due to the economy)
- Hard to convince government personnel that we're not criticizing them and saying “they have been doing a bad job,” but rather that we're trying to motivate them and saying “we need to do more, or sometimes do it differently than we have in the past”

Do differently in the Next Plan

- Nothing; we set about crafting a Plan reflective of the community that had a perfect balance of low-hanging (achievable actionable items) fruit and long-term visioning to be organic enough to be implementable

Berkeley, CA, Arts and Culture Plan, July 2004

City Cultural Overview

Berkeley is a culturally rich, vibrant community characterized by its diversity, its collective nature, and its remarkable history as a home for creative and intellectual movements. The city is famous for its distinguished university, beautiful natural setting, positive environment for innovative business, and highly educated population. It is a city where one can hear live music and poetry at the farmer's market and spend an afternoon browsing eclectic street-arts fairs; a place where one can attend world-class theater and award-winning performances; a community that regularly celebrates its diverse ethnic traditions at various cultural venues. It is a city known for its flair and endless variety of attractions.

The population of Berkeley is more diverse than typically found in a city of just over 100,000 residents. Its creative community comprises a large number of renowned artists and arts organizations that range from the solo artist to large-scale institutions. Within Berkeley's borders alone are seven museums, over 20 art galleries, a dozen major performance centers, an impressive number of independent publishers and some 50 theater, dance and music organizations.

The arts have proven to be an effective generator of economic growth and stability. Ranking as one of the largest economic sectors in Berkeley, the nonprofit arts sector includes over 130 arts and culture organizations. The economic impact of these 130 nonprofits alone is impressive. Together they provide an estimated 3,400 jobs, reach an annual audience of 1.7 million people, and have combined budget of \$70 million. In 2002, these organizations reached over 75,000 students and teachers regionally, through residencies, performances, in-school and afterschool programs, and professional development workshops.

The quality of Berkeley artists and arts organizations has been acknowledged by numerous awards and grants, giving testament to the importance of the arts within Berkeley and the larger region. In 2002, Berkeley was honored by the California Association of Local Economic Development (CALED) with the Grand Prize for the Addison St. Arts District, Best Economic Development Program in the State. In 2003, five Berkeley artists received fellowships from the California Arts Council for their "exemplary" accomplishments in the visual arts. The National Endowment for the Arts, in 2003, awarded over \$500,000 in grants to 13 Berkeley nonprofit arts and culture organizations for various achievements and innovations in the arts.

Primary Arts & Cultural Plan Recommendations

- Increase arts space and infrastructure
 - Artist housing and live-work units. Small to midsize, mixed-use performance spaces designed for theater, film, dance, literary arts and musical use.
 - Gallery space to support the visual arts.
 - A centralized Community Arts Center to be used for arts classes, performances, visual art exhibitions, film festivals, poetry readings, youth activities and support services.
 - A portable stage, assistive listening systems for the hearing impaired and seating for community events and festivals.

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- Arts districts could be used citywide as a mechanism to promote and cultivate the arts and increase community participation.
- Protection and enhancement of existing arts facilities.
- Increase marketing of the arts
 - Cultivate “localism” by building local participation in arts and cultural activities within Berkeley’s city limits.
 - A centralized box-office.
 - An arts and culture resource center.
 - A Berkeley Arts Website with citywide arts and culture links and arts related information.
 - A Berkeley Community Arts and Culture Calendar of Events.
 - A public registry of Berkeley artists and arts organizations.
 - A special initiative to provide arts information to young populations.
- Increase teachers’ education for all age groups and levels
 - More arts teachers in schools and a higher quality and diversity of arts programs.
 - More after-school programs, both on and off campuses.
 - More outreach to and special arts programming for teens and “at-risk” youth.
 - An artist in residency program for Berkeley schools.
 - Attention to art education for all age groups and levels, including adults, the elderly and the disabled community.
- Increase the diversity of participants in the arts
 - Increase the diversity of participants in the arts through outreach to minority, low-income and disabled populations.
 - Include all segments of the community and all levels of artists in a citywide effort to cultivate the arts.
- Assess and improve physical access to the arts
 - Preserve existing baseline parking facilities to accommodate the growth of visitors to arts-dense areas.
 - Promote the use of public transportation to all areas of Berkeley.
 - Ensure that performance venues and arts and culture activities are accessible and available to all people.
- Increase funding and support for arts and cultural activities
 - Establish a multifaceted and more sophisticated Grants Program that would include multiple levels of operating support for large and smaller organizations.
 - Increase funding for art related education.
 - Increase funding for the Civic Arts Grant Program.
 - Increase funding for public art by expanding the current 1.5% for Public Art Program to 2% of the value of public construction projects.
 - Support a vigorous effort by the Arts and Cultural Affairs Division to establish a base target of public financial support of arts and cultural programs of not less

than \$25 per capita per year from the General Fund for the expansion and improvement of the Civic Arts Grant Program and the Public Art Program.

- Create a Fund for the Arts to support and expand the grant program.
- Invest in staff and administrative resources, thus improving the Civic Arts Program's ability to serve as a hub of communications, planning and funding.

Funding Mechanisms

The Civic Arts Program. The City's Civic Arts Program works with the Civic Arts Commission to support and strengthen all art disciplines throughout all areas of the city and to assist in the beautification of the city through public art.

Technical Assistance. The Program provides training and professional education to artists and nonprofit art agencies to assist in strengthening and realizing their strategic goals.

Publicity and Marketing. Program staff conducts fundraising activities and marketing of the arts through press releases and serve as the contact for press and media correspondents. Civic Arts staff also represents the Berkeley arts community in various local, state and national arts organizations, bringing news, advocacy and funding information back to the community.

Public Art Program. Berkeley's Public Art Program was initiated in 1999 by Resolution No. 60,048.N.S. that allocates 1.5% of the funds for capital improvements by the City to the Public Art Fund.

The Civic Arts Grant Program. The City of Berkeley has provided grants to artists and arts organizations through its Civic Arts Grants Program for two decades. The amount of funding available for arts grants varies each fiscal year, depending on the allocation from the city's General Fund approved by City Council.

Interview Summary

Berkeley, CA – Mary Ann Mercker, Civic Arts Coordinator, MMercker@ci.berkeley.ca.us, 510-981-7533

Cultural Plan Effectiveness in Achieving Vision

- Plan is used all the time
- Very effective

Key Successes Resulting from Cultural Plan

- Created a significant asset from the marketing plan: the www.510arts.com website, which now serves as the regional arts-community portal (4 cities worked together on this project that took 2 years)
- The site is now fully funded by private foundations
- Measureable economic development, probably because the City's arts-related positions sit within the Economic Development Department and the City realizes the significance of making arts businesses viable and sustainable
- Beginning to build dedicated staff

Most Successful Program or Aspect of Cultural Plan

- Able to give the Council and the community a specific document for understanding the importance of the arts, which:
 - Created substantial community buy-in, including the development community
 - Spurred new funding sources and more public-private collaborations

Things Not Working as Well as Hoped and Recommendations for Improvement

- Not enough City funding to implement everything we'd like to do (all California-government funding is a mess)
 - On the positive side, it has helped us look elsewhere for funding and now we're collaborating with local nonprofits that can gain foundation funding that the City cannot

Do differently in the Next Plan

- Nothing; it took us five years to create this one, and we'll simply build upon this one
- Will add more fact-based, data-driven accountability to better evaluate the progress (incorporate mapping/GIS, which is so big now)

Lowell, MA, *City of World Culture*, June 2007**City Cultural Overview**

The Lowell community has embraced the arts for decades. In 1998, the City dedicated itself to the development of a thriving Arts District and welcomed new artists to the community, demonstrating a powerful commitment to Arts and Culture as a revitalizing element. Today, a thriving arts community comprised of visual, literary and performing artists brings vitality to Lowell's historic downtown. The birthplace of cultural icons, such as writer Jack Kerouac, artist James McNeill Whistler, actress Bette Davis and several other legends, Lowell continues to support the arts with passion and perseverance.

Residents claim Lowell's National Park is this country's greatest tribute to the Industrial Revolution and the textile industry that boomed in New England in the nineteenth century. It captures the living history of an industrial mill town, teaching residents, visitors, and students, alike, about the harsh demands of the textile industry. The museums of the National Park, along with seven other museums, all combine to make Lowell a "Destination City" for culture.

Trolley rides, canal boat tours and several museums further complement the rehabilitated mill buildings. The 2,800-seat Lowell Memorial Auditorium hosts many of the country's best performers at affordable prices. The Merrimack Repertory Theater, which is also located in downtown Lowell, is one of the few self-sustaining repertory theater groups in the northeast. The state-of-the-art Tsongas Arena, home to two hockey teams, hosts many fabulous shows and special events. This planned urban community is built around the Merrimack River and its diverse canal system, which provided power to the early manufacturers. Today the city is a revitalized urban center with cultural attractions and fine dining including a wealth of ethnic restaurants available.

Lowell is a "Festival City" that brings the community together through various festivals and cultural events. The Lowell Folk Festival (the largest free folk festival in the United States), an annual WinterFest event, the Lowell Film Festival, Puerto Rican Festival, African Festival, Lowell Quilt Festival, Lowell Open Studios, and the Southeast Asian Water Festival along the Merrimack River all round out a variety of cultural events and festivals in Lowell.

The Office of Cultural Affairs & Special Events (CASE) is the official arts and events agency for the City of Lowell, MA. Established by City ordinance in May 2008, CASE's mission is to help create a high quality cultural environment that offers appealing experiences to the city's diverse population, stimulate economic development in the City, and encourage people to participate in the culture of the community. As both a service and presenting organization, CASE accomplishes this mission by stimulating public awareness of and support for the arts, preserving and celebrating the City's diverse cultural and historical heritage, planning yearly community events and supporting local festivals.

The Cultural Organization of Lowell (COOL) is a 501(3)(c) tax-exempt corporation affiliated with the Office of Cultural Affairs & Special Events. The twenty-two member COOL Board is comprised of trustees appointed by the City Manager and responsible for the fiduciary activity and adherence to the by-laws of COOL.

Primary Arts & Cultural Plan Recommendations

Purpose

Utilize and strengthen Lowell's cultural assets in order to:

- Enhance community revitalization and pride
- Develop leadership and build human capital
- Create new economic opportunities

Guiding Principles

- Make **Authenticity** the key to successful cultural economic development. Lowell's strength lies in the city's culture: its people, its heritage, its cultural organizations, and its mills, rivers, and canals.
- **Broaden** the thinking beyond funding. While increased funding is undeniably important to a healthy creative economy, so too are good marketing, high quality products, and smart business practices.
- **Collaborate**—within and beyond the city—to create connections, economic efficiencies, and expanded cultural offerings.
- **Dare** to think bigger and act larger. Concentrate on a few strategic initiatives rather than many smaller activities.
- **Execute** the plan with a high quality process, broad institutional and social inclusion, strong organizational capacity, and enough capitalization to support its success.
- **Focus** on existing cultural assets, strengthening, expanding, and connecting what is already there before embarking on new initiatives.
- **Gauge** performance. Make sure that every organization that receives public and private resources is accountable to its investors.
- **Hone** the message—create a clear and concise image for the city's cultural sector.

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- **Integrate** all of the different groups into the civic life of the community and guarantee that the immigrant community moves from the margins of the city's cultural infrastructure and becomes part of its core.

Goals, Actions & Objectives

- **GOAL 1: Strengthen Lowell's Cultural Organizations and Artists**
 - 1.1 Action: Strengthen and Broaden the Role of COOL
 - Objective: Consolidate and increase funding and support for cultural activity in Lowell under COOL.
 - 1.2 Action: Streamline Approach to Festivals and Events
 - Objective: Take the existing events and festivals in Lowell to the next level of scale by increasing their capacity in fundraising, marketing, and operations.
 - 1.3 Action: Increase Cultural Collaboration
 - Objective: Reduce the costs of existing cultural organizations by creating economies of scale and other efficiencies through collaboration.

- **GOAL 2: Enhance the Cultural Product**
 - 2.1 Action: Create Merrimack Valley Cultural Corridor
 - Objective: Create new signature events that involve Lowell in a broader cultural market.
 - 2.2 Action: Develop New Cultural Center
 - Objective: Create a new community cultural center that can meet the need for a mid-sized venue and bring together much of the small and community-based cultural activity in the city.
 - 2.3 Action: Develop an Urban Cultural Residency Program
 - Objective: Increase the visibility of Lowell in the national and international cultural world.

- **GOAL 3: Promote Creative Business Development**
 - 3.1 Action: Support Creative Entrepreneurial Activity
 - Objective: Develop a more focused effort to support individual artists and craftspeople.
 - 3.2 Action: Promote Commercialization of Creative Activities at MCC and UMass Lowell
 - Objective: Utilize technological and creative expertise in higher education to create new creative enterprises.

- **GOAL 4: Build New Leadership and Civic Engagement**
 - 4.1 Action: Engage Students in Lowell Cultural Life
 - Objective: Develop next generation of youth leaders in Lowell.
 - 4.2 Action: Establish Lowell Cultural Gateways Project
 - Objective: Involve all communities in Lowell in a creative and collaborative process that builds new relationships.

- **GOAL 5: Shape the Image and Improve Marketing**

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- 5.1 Action: Lowell Image Project
 - Objective: Develop consensus around the Lowell “brand” and develop a branding process that goes beyond the tagline.
- 5.2 Action: Develop a Detailed Marketing Strategy for the City
 - Objective: Improve the effectiveness and efficiency of current marketing activities being undertaken by the City of Lowell.
- 5.3 Action: Create Unified Cultural e-Blast
 - Objective: Create one very high quality cultural newsletter and calendar for Lowell.

Implementation Activities

Convene Working Groups

- Marketing and Support Infrastructure
- Merrimack Valley Corridor
- Entrepreneurial Development
- Cultural Collaboration

Funding Mechanisms

- Explore new public sources
 - 1% for Arts
 - National Foundation Grants
 - Federal Agency Grants

Example of Federal Funding Opportunity

The Federal Office of Community Services’ (OCS) Job Opportunities for Low-Income Individuals (JOLI) program helps low-income individuals achieve economic self-sufficiency. Grants can be used to create a revolving loan fund and make at or below market rate loans to eligible beneficiaries for business development activities. Grantees also attempt to integrate their projects with the larger economic development strategy within the target communities. Grants are awarded through a competitive process to nonprofit organizations having 501(c)(3) or 501(c)(4) status with the Internal Revenue Service.

Interview Summary

Lowell, MA - LZ Nunn, Director of Cultural Events & Special Events, LZNunn@lowellma.gov, 978-674-1480

Cultural Plan Effectiveness in Achieving Vision

- It has served as a great guide and we use it regularly to methodically implement each goal
- It has focused us on developing and marketing the creative industry to increase its economic development impact via creating sustainable arts/cultural/heritage organizations/businesses
- Has also served as Strategy Plan for COOL (the nonprofit arm of Lowell’s arts endeavors)

Key Successes Resulting from Cultural Plan

Rockville / Other Cities' Cultural Plans Review

- Made more investment in infrastructure to accommodate artists moving into the City
- Received federal grant through Preserve America to market Lowell's arts/culture/heritage; part of grant was devoted to creating citywide promotional banners and signage
- Unified the City's Cultural Council with COOL
- Strengthened the business community's participation in COOL
- Unified City's branding
- Unified the cultural community and communications
- Created a strategic approach across all festivals (which are very big in Lowell)
- Established a new level of technical support to arts organizations and event planners
- Designated a leader for arts/cultural efforts
- Established a more regionalized approach to collaboration and communication
- Became a great locale for film, recording, green arts
- Greatly integrated our colleges in arts/cultural activities

Most Successful Program or Aspect of Cultural Plan

- Established a strong arts/cultural organization (COOL) that has successfully coordinated the arts community and connected it with the business community

Things Not Working as Well as Hoped and Recommendations for Improvement

- Need even more regionalism in approach to programming and promotion

Do differently in the Next Plan

- Add benchmarking and evaluation requirements
- Beef up the Cultural Gateways project for better visual welcoming
- Focus even more on building the Creative Industries (much like the *Innovation Philadelphia* initiative is doing) to improve economic impact

Bridgeport, CT, Cultural Plan, December 2007

City Cultural Overview

Creative economy. The Bridgeport Master Plan acknowledges that arts and entertainment are a significant part of the local economy. In fact, arts and entertainment jobs are one of just four categories of employment growing in Bridgeport. Urbanomics reports, "between 2000 and 2003, the number of workers employed in the arts and entertainment sector rose from 680 to 835" and remained fairly constant through 2006 ." This is in contrast to declining jobs in nearly every other sector of the Bridgeport workforce.

Cultural organizations. Citizens enjoy quality arts, heritage, and interpretive science programs from a wide range of Bridgeport cultural institutions. Coastal Fairfield County's new cultural directory lists contact information for 53 organizations that offer cultural programs or services in Bridgeport.

Cultural diversity. The city has a growing population of people from many cultures and nations, making Bridgeport a most ethnically diverse city. City demographics are 45% White, 31%

African American, 0.5% Native American, 3% Asian, and 15% from other races, and 6% from two or more races. Hispanic or Latino of any race 32% of the population. Over 36,000 people speak Spanish in their Bridgeport homes.

Artists and creative workers. There is a growing concentration of visual and performing artists, writers, and other creative professionals. An accurate count of Bridgeport artists is difficult, but the Housatonic Art Museum lists 1,300 Greater Bridgeport artists, the Read's building houses 60 artist residents, and City Lights has 80 artist members. Other creative businesses include film, radio, and television professionals as well as designers for industry, web, publishing, and graphics; Broadway staging; architects; publishers; advertising companies, and more.

Cultural tourism. The Coastal Fairfield County Convention and Visitors Bureau and the Connecticut Commission on Culture and Tourism are working to help develop Bridgeport and Coastal Fairfield County as destinations for visitors. The Visitors Bureau does market research and promotes events with advertising and an online events calendar.

History and heritage. Bridgeport's history is still evident with 24 historic districts and an incredible 3,000 registered historic sites. Place names, like the Black Rock neighborhood, recall the deep water port and its historic maritime industry. Much of the city's beautiful architecture is preserved. The Barnum Museum reminds visitors of the city's famous citizen, P. T. Barnum.

Parks, gardens, and waterfront. The city has beautifully preserved parks, gardens, and beaches. The city boasts two historic Olmstead gardens, the Beardsley Zoo and Botanic Gardens, and Seaside Park. Developers are working with the City to renew waterfront access.

Primary Arts & Cultural Plan Recommendations

- Goal 1. Cultural Development. Strengthen Bridgeport cultural sector's capacity with leadership, funding, and marketing, to advance the city's quality of life and prosperity.
 - Establish a professionally-staffed and funded Bridgeport office of cultural affairs, overseen by a representative citizen commission, charged with responsibility to represent the cultural sector and lead implementation of this plan. (*highest priority*)
 - Increase public and private funding for the cultural sector (*second highest priority*)
 - Create a comprehensive, three-year capacity-building initiative for Bridgeport nonprofit cultural organizations. (*fourth highest priority*)
 - Build nonprofit capacity with ongoing training and assistance for improved effectiveness in areas such as: governance, accountability, grants-writing, fundraising, and marketing.
 - Coordinate marketing of Bridgeport cultural attractions to locals and regional residents and tourists.
 - Advocate for increased awareness and support of Bridgeport's cultural sector, which is integral to Bridgeport's quality of life, economic development, and business decisions to locate or stay in the city.
 - Develop the downtown cultural district by encouraging downtown cultural organizations, creative businesses, and cultural events.

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- Goal 2. Jobs in the Creative Economy. Create sustainable jobs in the creative economy with policies, regulations, and facilities that actively encourage artists and creative businesses to live and work in Bridgeport.
 - Develop policies, programs, and facilities to actively recruit and retain artists and creative businesses, making Bridgeport a center for creative industries. (*third highest priority*)
 - Integrate cultural development into the City's Master Plan and economic development plans.
 - Develop artist housing and studios with adaptive re-use and artist incubators.
 - Connect artists with continuing professional education to enhance their arts, business, and marketing skills.

- Goal 3. Equity of Access. Celebrate the city's diversity and assure cultural opportunities throughout Bridgeport's neighborhoods.
 - Celebrate Bridgeport's diverse cultures as a multi-ethnic community with a rich variety of cultural traditions.
 - Encourage cultural programming in community centers.
 - Encourage cultural centers in neighborhoods so that residents are served by cultural institutions downtown and throughout the city.
 - Assure neighborhood access to cultural programs, education, and services.
 - Assure cultural organizations' programs are accessible to people with disabilities and compliant with the Americans with Disabilities Act.

- Goal 4. Education. Assure quality education that includes arts, history, and science.
 - Assure every public school student has access to a sequential program of arts and science education taught by certified professional teachers.
 - Help complement arts and science education with enrichment programs with cultural intuitions.
 - Help match artists with in-school residencies.
 - Promote after school and out of school learning opportunities for all ages.

- Goal 5. Environment. Create a quality environment with good design and preservation of buildings, open spaces, and public art.
 - Create a municipal Conservation and Open Space Commission.
 - Preserve parks, open spaces, and historic sites.
 - Establish a public art program that places and maintains art in public places.
 - Establish standards for good design in buildings, landscapes, signs, and other land uses.
 - Promote environmentally sustainable development.

Authorization. The Bridgeport Cultural Assessment Steering Committee voted to approve this Bridgeport Cultural Plan December 11, 2007. The Bridgeport Cultural Plan addresses Bridgeport's specific cultural community and creative economy sector. It complements the Coastal Fairfield County Cultural Plan, which links Bridgeport to initiatives in Fairfield County.

Recommendation to the City of Bridgeport. The Committee recommends this plan be incorporated into the City of Bridgeport's Master Plan and that the City establish an office of cultural affairs as outlined in this plan. The Steering Committee also recommends specific changes to draft Master Plan Policies and draft Master Plan of Conservation and Development.

Interview Summary

Bridgeport, CT – Charles Carroll, Public Art Program Manager, 505-768-3833

Not Available

Richmond, VA, *Creative Richmond: Regional Cultural Plan, March 2009*

City Cultural Overview

The regional cultural action plan encompasses the City of Richmond and three surrounding counties – Chesterfield, Hanover, and Henrico. Along with its other attributes, the region is rich in arts, culture, history, and heritage assets that include museums, performance spaces, parks, historic sites and battlefields, as well as an impressive mix of arts and cultural organizations and artists. Richmond generally houses the larger cultural and historic organizations and facilities while the counties have a wealth of historic sites, including battlefields, and an increasing number of cultural facilities.

Arts, culture, history, and heritage contribute at least \$300 million annually to the local economy by conservative estimates. The cultural sector helps make the Richmond region a special place to live and work, offering reasons for corporations, creative businesses, and 21st century creative entrepreneurs to relocate to the region. Individual artists and creative workers enliven the communities and contribute to urban revitalization. Galleries, studios, and live-work spaces have increasingly reclaimed blighted parts of urban landscape at no cost to the taxpayers. An emerging commitment to creative education – both in school and in the community – offers cutting edge ideas for preparing a 21st century workforce of innovators, scientists, and creative thinkers.

The racial divide in the region between the two largest demographic groups (white and African American) has deep historical roots and speaks to cultures that have grown up in the same area but in different neighborhoods and with very different traditions. This has implications for the cultural community since the patterns of participation are quite different. Whites tend to be far more heavily represented in the audiences of formal activities like symphony, ballet, and art museums—those most often associated with major venues, those with fees attached to participation, and those with their origins largely in western European traditions. African Americans participate in events more closely associated with their neighborhoods, families, and churches that are often less formal and free to participants. It is crucial, as the region analyzes the current state of cultural participation and plans for the future, that both traditions are respected and supported.

Primary Arts & Cultural Plan Recommendations

- Goal 1: Increase the contribution of arts and culture to the economic vitality of the region.
 - Increase cultural tourism.

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- Integrate arts and culture into economic planning for the region.
- Implement a culture-friendly downtown development strategy.
- Foster creative collaborations in the work place.

- Goal 2: Expand cultural participation on a regional basis.
 - Encourage events and activities that address the unfulfilled cultural interests of regional residents.
 - Develop a regional network of non-traditional spaces for cultural activities that encourage events and activities at the neighborhood level.
 - Foster the growth of satellite programming in the counties by Richmond-based cultural organizations as well as partnerships across geographic boundaries.
 - Encourage greater participation and new audiences through improved transportation, subsidized ticketing, and other audience development strategies.

- Goal 3: Promote cultural equity and build on cultural diversity.
 - Encourage and promote more ethnic, historic, and religious festivals and celebrations that reflect the rich multi-cultural traditions of the region.
 - Support the reuse of facilities to enhance the historic assets of neighborhoods and provide culturally diverse organizations and artists with low cost performance/exhibition/office space.
 - Develop a grant program to provide greater access to funding to culturally-specific artists, organizations, and audiences.
 - Foster greater dialogue on issues of race, ethnicity, and cultural heritage and their implications for cultural policy.

- Goal 4: Build a coordinated, equitable, and innovative system for creative education.
 - Develop mechanisms that bring coherence to the organization and promotion of arts and cultural education.
 - Offer new approaches to program delivery that overcome barriers of cost, transportation, and safety for families.
 - Create sustained pathways for learning that connect K-12 students to arts and culture from pre-school through early adulthood.
 - Create a variety of opportunities and rewards that recognize and support young people for their engagement in arts and culture.
 - Build support for arts and cultural education through linkages to other types of activities and funding in the areas of after-school, youth employment, crime prevention, and school-to-work preparedness.

- Goal 5: Sustain the Richmond region's artists and cultural organizations.
 - Offer incentives for mergers, shared services, and strategic alliances for cultural organizations of all sizes.
 - Provide opportunities for technical assistance for artists and organizations.
 - Develop an online system to assist artists in finding space and connecting with opportunities to show or perform their work.
 - Establish programs to assist working artists and emerging cultural organizations in navigating City and county government.

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- Develop more rational and effective systems for coordinated funding and grantmaking.
- Goal 6: Provide for ongoing coordination, advocacy, and dialogue on behalf of arts and culture.
 - Build on the nascent sense of collaboration that has informed the cultural planning process, working together as a sector, avoiding fragmentation, and forging broad networks that cross traditional boundaries.
 - Work with the Richmond Metropolitan Convention & Visitors Bureau to develop a computerized regional cultural calendar, a cultural tourism initiative, and other vehicles to promote the arts, culture, history, and heritage.
 - Complete the plan for a regionally-appropriate coordination mechanism for arts and cultural education in performing arts, visual arts, history and heritage, science and nature, and literary arts.
 - Work with the leadership of the Arts Council of Richmond to transform the agency into a regional body capable of coordinating the implementation of this cultural plan after the first year.

Interview Summary

Richmond, VA – Brian Little, Cultural Arts Program Manager, Brian.Little@richmondgov.com, 804-432-8164

Cultural Plan Effectiveness in Achieving Vision

- Just rolled out Plan in spring 2009, so not much impact as yet
- The entire process leading up to it opened the door for more communication between the arts and business communities

Key Successes (*Anticipated*) Resulting from Cultural Plan

- Establish new guidelines for the Parks to play a role as a backdrop for cultural events
- Promote more regional cooperation
- Implement some real revitalization
- Fund a performing arts center that is not a City building

Most Successful Program or Aspect of Cultural Plan

- Arts Council of Richmond morphed into CultureWorks, with a 24-member Board that will put a new face on a region-wide effort to coordinate arts activities and endeavors and facilitate whatever the local arts community needs in order to grow

Things Not Working as Well as Hoped and Recommendations for Improvement

- Plan has lots of Vision, but it doesn't really tell us how to connect the dots and make it all happen
- Cultural Arts Program needs a high-level leader – a “czar” or CEO to spearhead proactive efforts, as well as to evaluate and react to appropriate opportunities as they arise (such as Recovery funding currently)

Do differently in the Next Plan

- Add benchmarking and evaluation criteria
- Go beyond the overarching goals only (as in current Plan)
- Add a budget/funding goals
- Build even more on regionalism
- Build on the revitalization goals

Minneapolis, MN, *Plan for Arts and Culture, June 2005*

City Cultural Overview

The largest city in Minnesota, Minneapolis, has more theaters than Boston, more parks than Denver, and more golfers per capita than any other city in America. Minneapolitans support a dozen large art, cultural, science, and historical museums alongside smaller galleries and museums, four large ballet, dance, and folkdance companies, as well as filmmakers groups and numerous theater companies.

Nearly 40,000 people live in downtown Minneapolis, ensuring that it's alive 'round the clock. The City is fortunate to have live music performances of all kinds. *Prince* is its most famous musical progeny, who with fellow local musicians, many of whom recorded at Twin/Tone Records, helped make First Avenue & 7th Street Entry and Minneapolis one of the most important music venues in the United States.

The region is second only to New York City in live theater per capita and is the third-largest theater market in the U.S. Minneapolis purchased and renovated three historic theaters on Hennepin Avenue, which are leased and managed through 2035 by a non-profit trust and guaranteed by Clear Channel Communications' subsidiary SFX Entertainment and spin-off Live Nation. The Loft Literary Center founded in 1974 and The Playwrights' Center support many of the writers, poets, and playwrights who flourish in the area. A number of dance and performance arts organizations are also based in Minneapolis.

The Warehouse District adjoining downtown was a hub of studio and gallery activity in the 1980s and early 1990s, but increasing rents and a surge of condominium and retail development caused many artists and galleries to relocate to other areas of the city or to the Lowertown District of downtown Saint Paul. Today, despite the negative effects of gentrification on the neighborhood's art scene, the Warehouse District continues to be home to various studio buildings, commercial art galleries, and nonprofit arts organizations.

Primary Arts & Cultural Plan Recommendations

Introduction

In 2005, the City approved the Minneapolis Plan for Arts and Culture, a ten-year strategic plan that defined the role of the City in supporting arts and culture, as well as the role of arts and culture in accomplishing the City's broader goals. A deliberate effort was made throughout the planning process to correlate plan recommendations with the City's 8 Master Plan goals, so that

cultural strategies would be integrated into the City's general programming activities. The city publishes updates to *The Plan for Arts and Culture* annually.

In 2004, an Advisory Committee set expectations for the Plan's long-term outcomes:

- A greater understanding of the roles and value of arts and culture in the City's identity and vitality
- An infusion of the arts into all facets of life across the City
- The City as a world-class cultural capital
- A celebration of the uniqueness in expressions of all cultures
- Sufficient support and affordable spaces to sustain the presence of individual artists and small organizations
- Increased opportunities for lifelong learning through cultural participation

Top Recommendations and Objectives

The 2005 Plan identifies seven recommendations listed in order of importance, and the priority objective for each, except for the fifth one, which did not have one specified:

- 1. Integrate and utilize arts and culture as a resource for economic development.
 - Create policies and procedures for cultural facilities development, operation and management. The proposed policies are intended to address City support of arts and cultural capital projects through funding, guidelines and incentives.
- 2. Develop robust leadership on behalf of cultural development.
 - Propose a series of efforts to provide arts and cultural leadership within the City government, including strengthening the Department of Community Planning & Economic Development's (CPED) and the Minneapolis Arts Commission's (MAC) involvement in arts and cultural affairs, and creating an "Arts & Culture Team" of City staff.
- 3. Increase resources for arts and culture in Minneapolis.
 - Identify a dedicated public funding mechanism for cultural support.
- 4. Strengthen the City's public art program by providing a definite funding commitment and confirming policy.
 - Establish a City policy for funding public art, including dedicating two percent of the City's annual net bond and requiring certain private developments to dedicate funds for public art.
- 5. Promote the City's arts and culture to residents and visitors, and to civic and community leadership, as an integral aspect of Minneapolis' identity, quality of life, economic vitality and civic health.
- 6. Promote collaborations among arts and cultural organizations and artists, and with the City and other partners.
 - Convene regular meetings and workshops with arts and cultural organizations, including sessions about how artists and organizations can assist the City in addressing issues and City goals.
- 7. Preserve and strengthen arts education opportunities for Minneapolis youth.
 - Advocate for arts education and lifelong learning through the arts.

Funding Mechanisms

A variety of support mechanisms have been tapped, including:

- Business Development funds
- Commercial corridor development funding
- Community Development Block Grants
- Federal Empowerment Zone funding
- Low interest loans
- Neighborhood Revitalization Program

Interview Summary

Minneapolis, MN – Matthew James, Cultural Arts Administrator,
Matthew.James@ci.minneapolis.mn.us, 612-673-5449

Cultural Plan Effectiveness in Achieving Vision

- The Cultural Planning process coincided with the City's Comprehensive Planning process, which provided the opportunity to weave arts/culture goals into every aspect of the broader Comprehensive Plan, which strengthened impact

Key Successes Resulting from Cultural Plan

- Made the City more aware of creative industries and more proactive in terms of economic development, including bioscience, biotech, etc.
- Increased lines of communications between arts community, governments/all departments, Boards & Commissions, businesses
- Annual Progress Reports help to keep it on track and allow for tweaking as needed
- Set up a 4-year Agreement between the schools and libraries, whereby the libraries will serve as exhibition spaces for school art projects
- Increased funding for public art from 1% to 2%

Most Successful Program or Aspect of Cultural Plan

- Established a 17-member Committee that includes representation from a diverse range of stakeholders (from outside the normal circles/perspectives) to oversee activities and keep a finger on the pulse of communications

Things Not Working as Well as Hoped and Recommendations for Improvement

- Finding dedicated funding sources for things outside public art
- Without dedicated funding, it is tough to provide ongoing program support
- Too few long-term participants in the efforts, e.g., some of those in the planning process weren't even around when the next steps began; it's harder to get buy-in and encourage sticking to a Plan when the ranks change frequently

Do differently in the Next Plan

- Focus on continuity, not only for programs, but also among implementation partners

Albuquerque, NM, A Cultural Plan for Albuquerque, July 2001

City Cultural Overview

AmericanStyle magazine calls Albuquerque eclectic and “quirky” and ranks it as the seventh largest city of the Top 25 Arts Destinations in the country. The dynamic and diverse visual arts scene in Albuquerque is locally supported and world-renowned and it benefits from the rich arts in the area as a neighbor to some of the world’s top-rated arts markets, like Santa Fe and Taos. From contemporary and ethnic art, sculpture, photography, and fine art prints to classic work by internationally collected artists, western and American Indian art, the City offers something for everyone, from the casual gallery visitor to the serious collector.

A Report by the University of New Mexico’s Bureau of Business and Economic Research (BBER) describes Albuquerque’s Arts and Cultural Industries as having depth and diversity, including:

- For-profit design, architecture, digital, media, spectator sports, tourism, and retail companies that serve both local and national markets
- Thousands of artists and artisans, many of them self-employed
- Non-profit organizations that educate, entertain, and create jobs
- Public institutions engaged in education, training, and economic development
- World-class scientific and technical resources that contribute to the creativity of the community

Public Art. Albuquerque has one of the country’s oldest Public Art Programs which is apparent with the murals, statues, paintings and even bus stops all over town, from the airport to Old Town, the University and all along Route 66.

Downtown. Downtown Albuquerque is in the middle of a successful 10-year, multi-million dollar revitalization that will highlight its prominence as the State’s center of retail, culture, entertainment and employment. The Downtown offers a bustling nightlife along Central Avenue (Route 66), including many nightclubs, theaters, restaurants and events. The Convention Center is located downtown and is home to a 12-screen movie theater, thriving restaurants, trendy shops, art galleries and a lively entertainment district. Several of the area’s older buildings have been converted into stylish lofts, eclectic lounges and venues for live music, all of which are within easy walking distance of Downtown’s high-rise hotels. The Civic Plaza is home to many festive events, including weekly Summerfests.

Historic Old Town. Historic Old Town Albuquerque has been the heart of Albuquerque since the city was founded in 1706, and today remains the City’s center for culture, architecture, shopping, art and cuisine. It offers seven museums and more than 300 shops, galleries and restaurants.

Primary Arts & Cultural Plan Recommendations

Goals & Objectives

The intent of the 2001 Cultural Plan is to support, encourage, expand and celebrate cultural expression in our diverse city. Ultimately, the long-term goal is to increase the benefits of arts

and culture for individual growth, community identity, and local economic strength. One of the few difficulties identified with the original 1995 plan was the fact it had six goals – too many to remember and recite easily in an “elevator speech”. At the end of the strategic planning sessions, the six had been pared down to the following three, easy-to-remember goals.

- Goal 1: Arts Education: Advocate for the Best Arts Education for Young People & Families as a Foundation for Life-Long Participation in the Arts. (Arts education is critical as a tool for academic and workplace success, as a means of encouraging creativity, and as a foundation for developing life-long participation in the arts.)
 - Objective 1.1: Advocate for a comprehensive, sequential program of arts education in all schools and strengthen support for parental and extended-family involvement.
 - Objective 1.2: Encourage artists and arts organizations to provide arts-related opportunities that support and enhance school curriculum and meet state and national standards in the arts and then strengthen support for their coordination, marketing and funding.
 - Objective 1.3: Advocate for the inclusion of arts courses in post-secondary requirements for elementary classroom teachers.

- Goal 2: Increase Opportunities for Involvement in the Arts. (The artistic, cultural and ethnic resources are the essence of Albuquerque’s identity and experiencing the arts directly helps individuals come to understand the value of the arts and the role they play in creating a cohesive community that celebrates its diversity.)
 - Objective 2.1: Make arts programming available to all ages, populations, and cultural and socio-economic backgrounds by developing partnerships between community centers and arts organizations.
 - Objective 2.2: Establish a centralized arts and cultural information and referral service and implement a well-publicized and publicly accessible arts information and referral service.
 - Objective 2.3: Maintain and expand the Heritage Council and establish a heritage resource center and heritage archive for Albuquerque’s diverse cultures.
 - Objective 2.4: Promote Albuquerque’s diverse arts, cultural and ethnic activities.
 - Objective 2.5: Support and advocate for adequate community-based facilities to provide office, meeting, rehearsal, exhibition and performance spaces.

- Goal 3: Secure Sustainable Funding for Arts & Culture. (Establishing predictable, sustainable funding will enable organizations to focus on broadening citizen participation through local, regional and national marketing, thus providing an even greater economic impact on our community.)
 - Objective 3.1: Promote Albuquerque as an artistic community locally, regionally and nationally, especially via increased education on the value and economic impact of the arts.
 - Objective 3.2: Integrate culture and the arts into the Albuquerque metro area’s overall strategy for economic development. Establish a downtown arts district.
 - Objective 3.3: Develop and implement a strategic plan to secure sustainable funding for arts and culture.

- Objective 3.4: Provide educational opportunities related to philanthropy, fundraising and board development.

Update

Arts and Cultural Industries Action Plan, September 2008

In 2008, more than 40 representatives of the arts and cultural community came together for 2½ days to participate in a strategic planning process designed to address issues surrounding the economic development of local arts and cultural industries. The focus question for the event was: “How do we stimulate a vibrant arts and cultural sector that enhances economic development in the region?”

Conference participants defined the “Most Desirable Future” for Albuquerque as: “We have implemented a unifying strategic arts plan that ensures life-long art opportunities accessible to all. The artists and arts organizations have a unified supporting infrastructure providing education, resources and passionate support that allows them to thrive, increases quality of life and brings greater wealth to the region. The uniqueness of the arts community is promoted, regionalized and preserved. We have achieved new long-term major funding sources that provide core support to the arts community that eliminates survival as an issue and allows creativity to thrive.”

A Single Meta-Goal

Based upon the identified challenges, participants then broke into their smaller groups to develop initial goals they believed that when accomplished would overcome barriers and work towards the achievement of their “Most Desirable Future”. All groups identified a single meta-goal:

- By mid 2009, create an organization to accomplish the following key initiatives:
 - Information and communication
 - Advocacy
 - Implementation of a strategic plan
 - Develop and distribute new funds
 - Track trends to promote the economic vibrancy of arts and culture

Objectives Identified to Create the Organization

- Objective 1. Identify stakeholder groups, conduct needs analyses, and establish relationships / partnerships (e.g., community leaders, artist, art groups, funders, donors, volunteers, board, consumers, patrons, vendors, professional associations, educators, government, cultural groups, ethnic groups, arts institutions, arts facilities, arts businesses, tourists, chamber, business associations, neighborhood associations)
- Objective 2. Establish an organization to successfully implement the strategic plan by providing a unified voice for the arts and culture communities by spring 2009 (determine organizational form/type/model, form it legally, and identify and secure resources)
- Objective 3. Build buy-in from arts community of Most Desirable Future
- Objective 4. Promote the artistic community (create public awareness campaign of the value of the arts)

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- Objective 5. In 2-3 years create attitudes favorable to enacting a transformational funding effort (create a mechanism for advocacy /outreach for buy-in by government, education, corporate institution and media)
- Objective 6. Develop advocacy strategies for arts education at all levels and accessibility to arts for residents and visitors
- Objective 7. Increase support for arts as measured by increases in: funds, audience, sales, and participation by 5 % per year, using the University of New Mexico's Bureau of Business and Economic Research (BBER) report as baseline
- Objective 8. Get more money and make it go further (define a desired mix of sustainable funding sources needed, develop and implement a strategic plan to secure sustainable funding for arts and culture and distribution of the funds, e.g., art taxes, quality-of-life tax, philanthropic, government, advertising money for the arts via the state tourism and cultural affairs mechanism)
- Objective 9. Track trends that will assist in promoting the economic vibrancy of arts and culture and the artistic community

Interview Summary

Albuquerque, NM – Sherri Brueggemann, Public Art Program Manager,
SBrueggemann@cabq.gov, 505-768-3833

Cultural Plan Effectiveness in Achieving Vision

- Current Plan (2001) – 100% success – in the arts community, which is now very cohesive
- Updated Plan (2008) - Had first meetings to create an arts organization to oversee City's/Arts Community's objectives
- (2008) Completed all legal requirements to get a ballot referendum to create a quality-of-life tax for funds to be distributed to the arts organizations (voters agreed for to have referendum appear on next ballot)

Key Successes Resulting from Cultural Plan

- Arts education community is getting their message out very well, strong advocacy
- Sustainable funding mechanism (quality-of-life-tax) is poised to appear on next ballot
- University conducted two regional cultural-economic-impact studies, which helped to provide data, as well as to bring the community together
- Now partnering with Santa Fe and other regional entities
- The local CVB formed a Cultural Council to help bolster cultural tourism
- Established strong Heritage Council that brought myriad ethnic groups together and helped sustain the Heritage District (Old Town)

Most Successful Program or Aspect of Cultural Plan

- Set up the “Downtown Albuquerque” District, a designated Main Street and Arts & Cultural District. Before, it was too many things to too many people. Now, it is being viewed as a huge opportunity to infuse the area with an identity that will get people back downtown.

Things Not Working as Well as Hoped and Recommendations for Improvement

- We do not have a performing arts center yet
- Prior Plan (2001) was really developed by a nonprofit arts organization, for the arts community, with little City oversight and minimal direction on who would lead the efforts and how we would get buy-in necessary to implement it

Do differently in the Next Plan

- Need to incorporate methodology for getting buy-in/commitment and participation from all stakeholders involved (artists, education, commercial and government – up to the State level) – not just for funding – but to commit other resources as well

Tucson, AZ / Pima County, *Pima Cultural Plan, November 2007*

City Cultural Overview

The Tucson and Pima County region has been continuously inhabited by indigenous people for 4,500 years, making it the oldest continuously inhabited community in the U.S. In addition to Native, there are many other layers of history and culture: Spanish, Mexican, ranching, railroad, mining, Chinese and contemporary. This diversity finds expression in a robust variety of performing and visual arts, crafts and traditional arts, cultural businesses and historic and contemporary architecture that showcase the rich ethnic and cultural heritage of the region.

Besides Tribal arts, the region is rich in a large number of other ethnic-specific and occupational folk art forms, steeped in foods, language, and folklife traditions. In addition to a very successful commercial culinary industry locally, there is also a culturally-grounded culinary field, including Farmer's Markets that feature locally-grown foods and traditions: Marana cotton, Green Valley pecans, honey, and prickly pear products. Unique musical expressions include Waila, mariachi, corridos, conjunto Norteno, banda, Western folk ballads and swing.

The Sonoran desert climate, natural environment and physical sense of place are huge factors in the sense of identity of the area. Residents speak regularly of unique flora and fauna as conjoined with aesthetic value and quality of life. The presence of the Arizona-Sonora Desert Museum, Tohono Chul Park, the Tucson Botanical Gardens and many parks and open spaces preserved by Pima County reflect the strong ethos of environmental stewardship. Open spaces also serve as important destinations for major athletic events (golf, spring training). The County maintains an active natural, heritage and cultural resources management program.

Tucson has been called a "Mecca" for the arts and culture and is referred to in Arizona as the oldest or first fine arts city. It is home to major cultural institutions such as the Arizona Historical Society, Arizona Opera Company, Arizona Theatre Company, Tucson Symphony Orchestra, Tucson Museum of Art, Museum of Contemporary Art, U.A. Poetry Center and many multi-cultural and avant-garde performance groups.

The City has a thriving Home Design cluster with strong roots to design that reflects the environment and culture of Arizona and many artisans engaged in practices rooted in Hispanic and Indigenous traditions, such as tile, furniture, wrought-iron, adobe, etc. There is a relatively

high concentration of small architecture, landscape architecture and interior design companies. The University of Arizona has a strong College of Architecture and Landscape Architecture with a specific focus on “the identity of the Sonoran Desert, the geography of Arizona and the culture of the Southwest.”

Pima County is also home to nationally and internationally renowned local innovators of traditional and sustainable building design and building practices, including rammed earth and straw bale construction, innovative rainwater harvesting, xeriscaping and solar energy projects. When public art and gathering places are integrated with these design approaches, sense of place begins to reflect these values and artistic expression takes on a vital “messaging” role.

Health and wellness have long been associated historically with the desert and nature/heritage tourism to the area. The region offers an expansive “Healing Arts” sector with many spas, wellness centers, resorts, institutes, and nationally known healers. Embedded within the natural beauty of the area, the Healing Arts attract visitors from around the world and overlaps with the broader cultural community in the uses of art, creative therapy, and non-western healing.

There are almost 12,000 people employed in Pima County’s creative sector, over 3.4 % of the workforce, and above the creative sector employment rate, nationally. This sector is larger than traditionally defined clusters such as financial services and transportation, and is growing faster than overall employment in Pima County. Many of the jobs are well within the “living wage” range that is a primary target for the Tucson Regional Economic Opportunities, Inc.’s economic development efforts.

Primary Arts & Cultural Plan Recommendations

Values & Vision

At the beginning of the planning process, over the course of its first two meetings, the Cultural Plan Leadership Coalition developed this broad Vision, or hoped for outcomes of planning, in a ten year timeframe.

- The region will define its authentic identity, grounded in its heritage, natural beauty and cultural plurality.
- Our welcome signs will say, “Settled in 2300 BC, the oldest continuously inhabited community in the U.S.”
- We will build on our positive assets and work together to make a “good community into a great community.”
- Tucson and Pima County will be a place where creative people and organizations prosper, want to be located, and contribute significantly to a growing regional creative economy.
- The region will have many gathering places where people can come together to celebrate the rich and diverse cultures.
- There will be strong, diverse and collaborative leadership for the arts and culture, able to articulate their many benefits and values.
- There is strong public and private support for the many and diverse manifestations of the arts and culture.

Overarching Goals & Key Recommendations

- **Identity and Distinctiveness:** The region's cultural resources are fully understood and valued for their indelible contribution to an authentic identity rooted in history, heritage, culture and place. Tucson's and Pima County's cultural vibrancy is expressed and experienced powerfully both as a regional ecosystem, redolent of the interplay of natural and human habitat and history – and in its diverse neighborhoods, which are important building blocks for regional identity.
 - Support the P.L.A.C.E. initiative (People, Land, Arts, Culture and Engagement) to plan and implement neighborhood scaled cultural preservation and development strategies.
 - Reformulate and extend design guidelines and review processes to support goals
- **Creative Economy:** Grow jobs, wealth and opportunities within Tucson and Pima County's creative sector and enhance community understanding of its significance to the regional economy as crucial to attracting and retaining talent and businesses.
 - Capitalize on the market potential of some of the region's stronger Creative Economy segments to grow jobs and wealth.
 - Develop a Cultural and Heritage Tourism Program
- **Arts, Cultural and Natural Spaces and Facilities:** Assure there are adequate natural, heritage and cultural spaces – for performance, exhibit, studio, rehearsal, instruction, office, storage, incubator, live/work and cultural businesses – and to preserve and enjoy the region's natural environment. These are critical to quality of life and the economy in the City of Tucson and Pima County
 - Establish a Cultural Facilities Committee of the Tucson Pima Arts Council
 - Preserve and redevelop the Warehouse District as an enclave for artists' studios, galleries and other cultural businesses.
 - Provide incentives and address barriers to of additional artists housing, live/work and other cultural spaces development (zoning, financing, ownership, and management models).
 - Support further development and enhancement of additional cultural districts.
- **Public Art:** Maximize the contribution of public art to Tucson's and Pima Counties' civic spaces and community.
 - Create a Public Art Master Plan to guide proactive siting of works to best enhance public spaces in the region.
 - Increase the Percent for Art requirement of both the City of Tucson and Pima County from 1 to 2 percent via an ordinance and reserve one-half of 1% for a fund for maintenance and conservation of the public art collections.
- **Capacity Building and Business Development:** Increase the capacity and effectiveness of individual artists, creators, and arts and cultural organizations by enhancing collaborations, resource sharing and professional development.
 - Create a Cultural Directory: a data base and interactive web site to facilitate collaboration, scheduling, and marketing, and to provide information about training and resources.

Rockville / Other Cities' Cultural Plans Review

- Advance skill sets and management practices for artists, creators, cultural businesses and arts and cultural organizations through workshops, online resources and funding.
- Support an Artists Consortium to provide resources for creative workers, including: Group Healthcare; Tucson Artists and Musicians Healthcare Alliance (TAMHA); Advocacy; Legal services; Small business management and development services; Financial planning/retirement strategies; Marketing/Public Relations.
- Arts and Cultural Education: Increase lifelong learning and engagement in the arts and culture as a primary right and privilege of Pima County residents – through formal school and community-based instruction programs and informal learning opportunities.
 - Inventory arts and cultural education program providers and build a Central Cultural Learning Database.
 - Build upon local and national models for connecting artists and educators, creating year-round professional development for teachers, administrators and teaching artists and design a “systematic” approach to increasing access and impacts.
 - Expand and coordinate community-based, out-of-school arts and culturally-based youth, adult and senior programs that provide opportunities for learning, reflection, self-expression, mentoring, social development and constructive community engagement.
- Government Policy: Forge government policy and infrastructure to nurture and sustain regional arts and culture as a strategic priority. Policy and infrastructure should leverage diverse stakeholders’ support to maximize resources available.
 - Strengthen the Tucson Pima Arts Council (TPAC) and its role with regard to the City of Tucson, Pima County, Tribal Nations and other governments in the region.
 - Develop a strong and clear intergovernmental policy setting out, in detail, the role, relationship, duties, funding expectations and benchmarks for TPAC with regard to the City of Tucson and Pima County government.
 - Strengthen TPAC’s board.
 - Establish appropriate consistent conduit relationships with Tribal Nations.
 - Develop multi-jurisdiction support to enhance collaborative efforts by strengthening relationships with other cities, townships and the Pima Associations of Government.
- Resources: Increase private and public funding for the arts and culture.
 - Explore strategies to grow public funding and support for arts and culture in Tucson and Pima County with a goal to reach or exceed the national average of \$6.13 per capita, annually.
 - Support innovative ways to grow revenue streams, via marketing and development of new cultural products.
 - Explore strategies to grow private philanthropy in Pima County, such as: provide high quality fundraising training; develop a workplace giving program; provide

more recognition for donors; develop a cultural funding leadership group; and build a strategic messaging campaign around the role and value of cultural development, based on the Pima Cultural Plan.

Funding Mechanisms

Pima County citizens have passed several major bond measures over the last 30 years to rehabilitate cultural venues, purchase and preserve open space, heritage sites and cultural resource landscapes for preservation and public use. Several cultural facilities have been refurbished, including the Temple of Music and Art, the Rialto and the Fox Theatres, and the Curley School Artisan lofts redevelopment in Ajo, all with a mix of public and private funding, including the Downtown Tax Increment Financing (TIF) pool. The TIF district will support approximately \$550 million in bonding to fuel an ambitious revitalization of downtown centered around a cultural plaza.

Tucson and Pima County have many fine examples of public art. Funding for the majority of these artworks derives from the City of Tucson and Pima County's Percent for Art Programs, with 1% of capital improvement project budgets allocated for art.

The American Institute of Architects (AIA) Center for Communities by Design has selected Tucson to receive technical assistance under the Sustainable Design Assessment Team (SDAT) Program in 2007. The program goal is to help communities create sustainable relationships between humans, the natural environment and place.

Interview Summary

Tucson, AZ / Pima Co (population 525,529 / 902,720) (Tucson, AZ metro area)
Non-responsive

Portland, OR, *Act for Art: Creative Action Plan, Spring 2009*

City Cultural Overview

Portland's arts and culture scene has taken an exhilarating turn in recent years, garnering worldwide attention for its meld of enriched classical institutions and innovative new venues, with an influx of young creatives to feed them all. Portland offers a selection of urbane cultural offerings that one would expect to find in a city twice its size—symphony, opera, ballet—as well as an ever-expanding list of more than 150 galleries, progressive productions and venues. It's this continuous infusion of fresh talent, artistic style and creative energy that has landed Portland on *AmericanStyle Magazine's* list of the country's "Top 25 Arts Destinations" every year for nearly a decade.

Portland has a vibrant, people-friendly Cultural District that has drawn comparisons to New York City and Washington, D.C., where cultural institutions border Central Park and the Mall. But here the focal point is a 12-block, linear stretch of greenery, statuary, flowers, green grass and tall trees known as the South Park Blocks. It's a short walk to any of the surrounding museums and theatres and the best of visual arts, Northwest heritage, and hands-on scientific exploration and education.

The Portland Art Focus is a group of nine arts and cultural institutions in Portland, Oregon, who have come together to raise the national and international visibility of the vibrant culture happening in the city, from culinary arts and collecting museums to contemporary art festivals. Through strategic marketing campaigns in media markets across the country, Portland Art Focus seeks to increase cultural tourism to the city and the region—an influx of visitors to enhance the local economy, benefit citizens, and make the city a desirable place for residents and cultural tourists alike.

Primary Arts & Cultural Plan Recommendations

Visions, Goals, & Strategies

- VISION 1 - To link creativity, innovation, and a vibrant economy by supporting diverse cultural offerings in all disciplines throughout the tri-county region.
 - Goal 1: Strengthen our Cultural infrastructure
 - Improve Public Funding - Implement a dedicated, sustainable public funding mechanism for arts and culture that will yield \$15-\$20 million per year.
 - Increase Private Sector Giving - Leverage public funds to stimulate more giving from the private sector and increase total private sector giving to the arts by 10-25%.
 - Help Arts Spaces Flourish - Support public and private efforts that make our region's performance and exhibition venues, rehearsal and office spaces, studios, and live/work sites more exciting, more affordable and more accessible.

- VISION 2 - To enrich the quality of life for our community and inspire innovation by integrating the arts into our schools and the daily lives of all who live in and visit the Portland region.
 - Goal 2: Improve access to the arts and arts education
 - Access to the Public - Provide more free and reduced-cost arts and culture experiences for the citizens of the region.
 - Expand Arts Education - Integrate arts learning into the education of every K-8 student in the region, and dedicate more public funds to support arts learning throughout the community.
 - Build the Brand - Position the Portland metropolitan region as a center of excellence for art and design with an increase in national and international media visibility and cultural tourism.

- VISION 3 - To have public policies that encourage creative expression and contribute to the Portland region as a destination where consumers visit from all over the globe, both physically and virtually, to access top designers and creative talent.
 - Goal 3: Invest in creative talent
 - Support Artists - Eliminate barriers and support the basic needs of artists and other creative professionals in the region.
 - Network - Create opportunities for artists to network with other creatives, supporters, and consumers – locally, nationally and internationally.

- Buy Local - Increase the purchase of locally produced art and create more cultural consumers. Support collaborations that help the entire creative services sector thrive.

In addition, Portland's Plan included action items for each strategy and described results desired by 2014.

Update

In fall 2008, a new nonprofit organization, Creative Advocacy Network (CAN), was formed to ensure that the local arts community does not lose the gains of the past few years; to expand grassroots outreach and advocacy efforts; and to mobilize the arts community as needed. CAN is also conducting additional research on the viability of various dedicated funding options; the final objective of securing public support (either on the ballot or through other legislative action) is expected to be achieved within three to five years.

Although much of Portland's progress will depend on the speed of the economic recovery and other factors that are beyond control, many civic leaders are committed to moving this plan forward.

Interview Summary

Portland, OR – Jennifer Yokom, Arts & Cultural Director, Jennifer.Yocom@ci.portland.or.us, 503-823-4277

Cultural Plan Effectiveness in Achieving Vision

- Old Plan (2000) was very extensive and set a great foundation. The New Plan (2009) is more of an Action Plan to continue building on the momentum.

Key Successes Resulting from (Old) Cultural Plan

- City now more focused on regionalism (one of the 2000 goals)
- Created a regional advocacy group to help educate the community and just hired a permanent director for it
- Built infrastructure/facilities
- Expanded Public Art Program and funding went from 1% to 2%
- Made significant progress increasing awareness among the public, which is now ready to establish an arts funding program (to be on next ballot)
- Helped the arts and cultural community pull together, organize around advocacy, see the bigger picture, and understand the roles each one plays
- Currently making decisions and creating policies to guide future funding decisions (how to determine when it should go to infrastructure, education, etc.)
- Creating evaluation processes to help determine what works best

Most Successful Program or Aspect of Cultural Plan

- Recognition of value to create one cultural calendar, and motivating a private firm to spearhead the initiative

Things Not Working as Well as Hoped and Recommendations for Improvement

- The biggest challenge is timing. We worked so hard over the last two years, and are straining to keep up the momentum being damaged by the economy.

Do differently in the Next Plan

- The biggest challenge for this Plan is obtaining new funding. If we're successful, a whole new set of issues will arise by the time we do our next Plan, which we'll use to build on this Plan. The next challenge to address is expected to be how to focus on "excellence."

Vancouver, BC, Culture Plan 2008-2018: Creative City, January 2008

City Cultural Overview

Vancouver is a dynamic, multicultural city set in a spectacular natural environment. Hailed as one of the most livable cities in the world, Vancouver is the gateway to the Pacific Rim. With a total population of almost 600,000, the City lies in a metropolitan region of more than 2 million people. The City is home to a wide range of cultures, a vibrant arts scene, from Aboriginal and Asian dance to classical opera and avant-garde theatre, modern art to state-of-the art animation technology and a burgeoning creative industries sector. Some of Canada's best performers, most creative minds and most successful creative entrepreneurs live and work in the community.

More than three million citizens and visitors annually attend a wide spectrum of entertainment experiences, including live performances, screenings, exhibitions, festivals and special events every year in the City. Festivals in parks and community centers offer more than 1,800 performances. Music, dance and theatre groups present more than 540 different live productions and the city's numerous galleries and major museums feature more than 600 exhibitions annually.

Vancouver has the highest concentration of artists on a per capita basis in Canada. With a flourishing arts and cultural sector, film and television production, new media and new technology sectors, the creative workforce is both large and diverse. And the sector continues to grow. Cultural employment has increased at a significant rate – 23.7% over the period 1996 to 2001, compared to the general labor-force rate of 5.3%.

The City is home to a varied and layered cultural heritage. Since the influx of nonnative settlement over a century ago, Vancouver has been a city of newcomers, with immigrants from all corners of the world settling in the City and calling it home. The 2001 census found that 46% of Vancouver residents are immigrants and that more than two-thirds of all recent immigrants had come from Asian countries. The city also has a relatively young population compared with other municipalities. It is anticipated that the population and diversity will continue to grow in the coming years as world attention focuses on Vancouver as an extraordinary place to live, work and play.

Vancouver is Host City for the 2010 Olympic and Paralympic Winter Games and is committed to supporting an event rich in sporting and cultural memories to enable both Vancouverites and visitors to share in them and create legacies for the future.

Primary Arts & Cultural Plan Recommendations

Vision

Over the next ten years, the core vision of the Culture Plan is to develop, enliven, enhance and promote arts, culture, and cultural diversity in the City of Vancouver to the benefit of our citizens, our creative community, our business sector and our visitors.

Because culture is the cornerstone upon which vibrant resilient, competitive and creative industries are built, the City is committed to supporting the growth and diversity of cultural activities and offerings in Vancouver.

Like any healthy ecosystem, our cultural ecosystem will continue to flourish because of the diversity and interdependence of its players, including individual artists, the not-for-profit sector, the creative industries and a wide range of cultural consumers. This diversity will serve as source of strength and inspiration for artists and creators and be respected and celebrated by Vancouver citizens.

Cultural awareness and understanding will be the hallmark of city-making in Vancouver; culture will be seen as a critical dimension of development, a benchmark of maturity, sophistication and tolerance.

Values

- Creativity
- Excellence
- Diversity
- Openness
- Accessibility
- Collaboration

Key Goals & Strategies

- Goal 1: Innovation

Recognize Vancouver – locally, nationally and internationally – as a city of creative innovation, a city of ideas, a city which leverages the unique and authentic voices of the diverse, young and growing cultural community, a city which realizes its full creative potential, a city on the leading edge of cultural activity and development.

 - Strategy: The City of Vancouver will collaborate with our partners in the community to take actions which foster innovation in all aspects of our cultural policies, programs and services that support the incubation of cultural ideas and expression.
- Goal 2: Learning

Build on Vancouver's reputation as a city of learning, a city that embeds cultural exchange, cultural curiosity and cultural development as part of lifelong learning – from the very young to the elderly – to ensure that all our citizens have the opportunity to engage with and participate in cultural education throughout their lives and to ensure that every citizen has the opportunity to develop his or her expressive capacities.

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- Strategy: The City of Vancouver will support the goal of lifelong learning for all the citizens of Vancouver by collaborating with our partners in the community to embed cultural awareness, instruction and programming within all our institutions and systems.
- Goal 3: Connecting People, Ideas and Communities
Take advantage of Vancouver's position as a creative city where connectivity is a hallmark of our cultural system – artists, creative industries, institutions, communities, and neighborhoods. It is a city engaged in a dynamic conversation, an ongoing dialogue and an exploration of cultural enterprise and opportunity on a regular and consistent basis, connecting people and communities, sharing innovative ideas and programs.
 - Strategy: The City of Vancouver will play a leadership role and with our cultural partners find practical ways: to create an environment of collaboration, to create opportunities for continuing dialogue among cultural partners, and to invite citizens to engage and participate in cultural activities.
- Goal 4: Neighborhoods
Highlight Vancouver as a city of vibrant creative neighborhoods by showcasing the talent, enterprise and diversity of our artists, communities and neighborhoods for our citizens and visitors. Build on the unique identity of our neighborhoods – engaging local residents, artists and businesses – to ensure that the rich culture, creativity, diversity and innovation of Vancouver lives and is accessible to all.
 - Strategy: We will support neighborhoods to develop their own cultural plans by seeking new partnerships and collaborations and by encouraging new initiatives and activities that make neighborhood cultures a central facet of Vancouver's cultural life.
- Goal 5: Valued and Valuable
Ensure that citizens and taxpayers of Vancouver experience in real and concrete ways the value that arts and culture bring to the city and their lives, families and businesses; promote our growing reputation as an international cultural tourism and entertainment destination known as a place where culture is vibrant and happening and where we value and celebrate the rich multicultural and intercultural expression that is unique to Vancouver.
 - Strategy: Increased public participation means increased financial viability for quality cultural experiences. Therefore, we will work with our partners in the non-profit arts and cultural sector, cultural industries, business and public sectors to develop new and innovative ways to highlight and profile the creative sector to the citizens of Vancouver and promote Vancouver's reputation as a Creative City.

Stewardship

To maximize the contribution of all partners in the community and to ensure the ongoing dialogue between the City Council and the community, the Creative City Task Force recommends that the Council establish and appoint a Council Advisory Committee on the Creative Sector to advise the Council on trends and issues within the community.

Subject to the Council's approval of the New Culture Plan for Vancouver 2008-2018 a comprehensive Implementation Plan will wrap together the program reviews currently underway as well as the additional plans and studies identified in this document by the end of June 2008. The integrated Implementation Plan will then inform the City's Cultural Services annual operating plans. We will develop a feedback mechanism which will include indicators and performance measures to ensure that we keep the Plan alive and moving forward through 2018.

Interview Summary

Vancouver, BC, Canada – Richard Newirth, Cultural Services, Acting Managing Director, Richard.Newirth@vancouver.ca, 604-871-6455

Cultural Plan Effectiveness in Achieving Vision

- Mixed answer. We were ready to implement a lot and then the economy tanked, which put some advancements on hold.
- Goals are at least being “infused” into our activities, e.g., setting priorities, developing criteria for allocating funds, writing policies, so when the economy revives we'll be ready

Key Successes Resulting from Cultural Plan

- Two new department positions were added
- New grant guidelines written
- Lots of subsidiary Plans have been written, e.g., public arts plan, grants plan, etc.

Most Successful Program or Aspect of Cultural Plan

- We had a big infusion of funding for the public arts (related to the 2010 Olympics). It has funded a lot of projects that have served as a catalyst for other initiatives and has garnered a lot of public respect for the department and its activities

Things Not Working as Well as Hoped and Recommendations for Improvement

- Much has been put on hold, including a cultural tourism strategy
- The Plan is very “high-level,” more about strategic directions and could use more specific-action items

Do differently in the Next Plan

- While the public process for developing the Plan created a good relationship with the community, we still have a long way to go
- Would like to see the community set up a Task Force and stay involved

Austin, TX, *CreateAustin Cultural Master Plan, April 2008*

City Cultural Overview

Austin has historically drawn large numbers of creative individuals. The creative sector workforce is one of the major sectors of the local economy with almost 44,000 permanent jobs. This has fueled a strong experimental drive in the City's creative scene, leading to an unusually large output of locally generated creative work—new plays, films, contemporary dance, songs, books, computer games, art, etc.—for a city of Austin's size.

A recent study released by the Urban Institute and quoted in an *American-Statesman* article, listed Austin as the #2 major U.S. city in the number of non-profit community celebrations, festivals, fairs and parades per thousand population. In the study, Austin ranked #11 in artists' jobs per capita and #13 in both non-profit arts organizations per thousand population and arts establishments (nonprofit and commercial) per thousand population.

Austin's cultural sector includes leading-edge discipline hybrids that connect the arts and creativity to sustainability and livability frameworks. One is a "green" art community (<http://www.austingreenart.org/>) that utilizes collaboration and the transformative power of the creative arts to engage participants and provide first-hand knowledge about issues relating to conservation, sustainability and the environment. Austin also offers examples of combined arts and healing strategies (Dell Children's Hospital incorporates public art, dance and physical therapy and cultural programs).

A 2006 City of Austin Cultural Assessment Survey found that the most pressing issues facing the cultural development of Austin are: 1) the lack of adequate funding; 2) lack of affordable facilities; 3) the increasing cost of living in Austin; 4) restrictive policies; 5) lack of media outlets and inadequate promotion.

Primary Arts & Cultural Plan Recommendations

Key Themes & Goals

The *CreateAustin* Cultural Master Plan presents Recommendations organized into the following six topical chapters, each with a Goal Statement, that reflect the breadth of the planning process.

- Support for Individual Creativity
 - Goal Statement: Enhance the environment in Austin so that individual creators in all fields — music, film, theatre, dance, the visual arts, architecture, design, digital media, the culinary arts, fashion, and other creative disciplines — can live and work affordably, create their best work and contribute to the Austin community.
- Built Environment
 - Goal Statement: Invigorate and support the creative and cultural sectors by assuring that the built environment and infrastructure in Austin are adequate and sustainable over the next 10 years to serve the needs of individual creators, nonprofit cultural organizations and creative businesses. Austin should reach for the highest standards of design and accessibility in creating its architecture and public spaces of the future.
- Creativity and Learning
 - Goal Statement: Expand and enhance K–16 cultural education and lifelong learning through accessible creative educational opportunities of the highest quality.

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- Communications and Collaborative Ventures
 - Goal Statement: Enhance marketing of cultural activity to residents and visitors. Increase the overall visibility, positioning and effectiveness of Austin's creative sector by enhancing communications and collaborations within the sector and with other sectors so that it is valued and supported as a critical asset.
- Financial Resources
 - Goal Statement: Increase and develop new resources for creative individuals and organizations while also maximizing efficient use of currently available resources.
- Cultural Infrastructure
 - Goal Statement: Strengthen and focus messaging and advocacy, leadership, organizational functions, and action for Austin's next phase of cultural development.

In addition, Austin's Plan documents offered extensive information regarding funding alternatives, as well as models from other cities to review for every recommendation and action step proposed.

Ten Principal Recommendations

While there are thirty-three recommendations in the Plan, the following ten emerged as the most important principal recommendations of *CreateAustin*. The first three were given the highest priority.

- Establish a Leadership Task Force of *CreateAustin* participants and other community stakeholders that will report regularly to City Council and the community on Plan progress.
- Create a City Department of Arts and Culture to consolidate all arts, culture, music and film activities into one department charged with creativity development to raise the importance of these issues within the City organization and make their work more effective.
- Form a community-based Creative Alliance to provide essential services and networking opportunities to artists and creative individuals, organizations, and businesses.
- Launch a focused public-will building and public awareness campaign based on community values research to "reposition" the creative sector with Austin leaders, and enhance audience development.
- Forge partnerships between area universities and colleges and the creative community to maximize and expand cultural resources around cultural education and training and professional development.
- Increase private sector support via the creation of educational tools and networking opportunities, and explore new mechanisms such as: fundraising training (including efundraising), developing an incentive-based matching fund, and workplace giving.
- Increase business development and technical assistance service and look for ways to enhance service organizations' programs to specific sectors in order to create a stronger, sustainable cultural ecosystem long term.

Explore and support “ground up” development of cultural and heritage community/neighborhood districts and promote these as part of the mix of cultural amenities and destinations.

- Develop all types of affordable and accessible public and private cultural spaces and work more closely with stakeholders to encourage affordable access to existing spaces.
- Inventory cultural and creative education programs and services and design for systemic improvement, including integrated curriculum and professional development for teachers and creative individuals providing arts education opportunities to ensure equal access to creative and cultural education programs across ages, arts disciplines, geography and class.

Interview Summary

Austin, TX – Vincent Kitch, Cultural Arts Program Manager, Vincent.Kitch@ci.austin.tx.us, 512-974-9310

Cultural Plan Effectiveness in Achieving Vision

- The entire planning process and implementation of the Plan has been a great experience and it has served to bring the community together to work collaboratively toward the same goals
- Plan is actively used, not stuck on a shelf somewhere

Key Successes Resulting from Cultural Plan

- Expanded the City's technical assistance to arts organizations
- Increased grants
- One organization became the natural choice and is creating one unified website/calendar for City's arts and cultural community

Most Successful Program or Aspect of Cultural Plan

- Expected 30 community leaders to come together to form a “Creative Alliance” to help shepherd and oversee planning and Plan implementation, and instead 70 signed on.
 - Created seven issue-based Task Forces

Things Not Working as Well as Hoped and Recommendations for Improvement

- Economy is tough on the community
- Politics changes the support players, which in turn slows the process down
- Lack of advocacy focus

Do differently in the Next Plan

- The City will continue to play a key catalytic role

Development of a City of Rockville Culture and Entertainment Plan

Heritage Area Analysis

Submitted to:
City of Rockville
Rockville City Hall
111 Maryland Ave.
Rockville, MD 20850

Submitted by:
Ms. Hollis Minor
President
HollisM@TheMinorGroup.com



172 West St.
Annapolis, MD 21401-2824
410.263.5641 • 800.688.4424 • fax 410.263.5643
www.TheMinorGroup.com

FINAL DRAFT

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Introduction

Scope of Work

TMG was tasked with providing an analysis and recommendations regarding the City of Rockville's consideration of joining the Montgomery County Heritage Area (MCHA) in terms of its ability to enhance Rockville's perception as a cultural destination.

TMG focused on assessing the costs/benefits of MCHA's programs to determine whether they provide the best investment opportunities, incentives and conservation / stewardship opportunities to enhance Rockville's cultural and entertainment assets, including the economic development, tourism and quality of life impacts of participation.

To accomplish this task, TMG conducted primary and secondary research regarding MCHA, the Maryland Heritage Area Program, and other jurisdictions around the country with various types of designated Heritage Areas. TMG presents only the major points in this Report, with links to more detailed information for those who wish to learn more.

The Report

The Report begins with a general overview of Heritage Areas. The background is intended to provide contextual information to assist Rockville during the process of defining the various aspects of the types of programming for which it may seek MCHA funding and other support.

Information is also included regarding the costs and benefits associated with establishing a Heritage Area. This information is intended to serve as a basis for Rockville's Finance and Budget staff to use as a tool in completing a more detailed cost/benefit review once specific City programs are clearly defined.

There is also a streamlined section describing the Maryland Heritage Area Program and one about the Montgomery County Heritage Area for reference.

TMG concludes the Report with recommended next steps for Rockville, based on the assessment that for Rockville, *the benefits of joining MCHA far outweigh the associated costs.*

General Background

What Is a Heritage Area?

A heritage area is defined as both a place and a concept.

As a place, heritage areas are regions with concentrations of important historic, cultural, natural, and recreational resources. They are known for their unique culture and identity, as well as being good places to live and visit.

As a concept, heritage areas combine resource conservation, interpretation, education, and economic development (typically in the form of tourism) with the goal of creating more livable and economically vital regions.

Typical projects that heritage areas pursue are:

- Developing educational programs and materials for students
- Rehabilitating and restoring historic buildings, adapting them for new uses such as shops, offices and housing
- Enhancing programs and exhibits at museums that highlight local history and customs
- Creating guides to hiking/biking activities and scenic driving tours

Primary Heritage Area Goal

The primary purpose for establishing Heritage Areas is: to support sustainable economic development through cultural and heritage tourism.

Why? The number one reason is that cultural and heritage tourists spend more money per day and stay longer than “average” visitors. To learn more, visit www.culturalheritagetourism.org.

In general, tourism is big business. In 2006, travel and tourism directly contributed \$740 billion to the U.S. economy. Travel and tourism is one of America’s largest employers, directly employing more than 8 million people and creating a payroll income of \$178 billion (Source: U. S. Travel Association, December 2006).

It is important to note that good cultural and heritage tourism must improve the quality of life for residents, as well as serve incoming visitors. While it should provide interesting and accessible cultural and heritage tourism opportunities for a broader audience, it must also be balanced to:

- Increase the number of residents who are knowledgeable about local heritage
- Increase local visitation at heritage attractions
- Provide more local school children with access to fun, educational activities at heritage sites

In fact, the biggest beneficiaries may be the local citizens who gain a renewed appreciation of their own community and its unique history.

Definition of Cultural and Heritage Tourism

Cultural and heritage tourism means traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes irreplaceable historic, cultural and natural resources.

Cultural and Heritage Travel - Study Results

- 2003 Study
According to a 2003 national research study (*The Historic/Cultural Traveler* by the Travel Industry Association and Smithsonian Magazine) 81% (118 million) of U.S. adults who traveled in 2002 were considered cultural and heritage travelers. These travelers included historical or cultural activities on almost 217 million person-trips last year, up 13 percent from 192 million in 1996. Visitors to historic sites and cultural attractions stay longer and spend more money than other kinds of tourists. Cultural and heritage visitors spend, on average, \$623 per trip compared to \$457 for all U.S. travelers

excluding the cost of transportation. (Source: 2003 The Historic/Cultural Traveler, TIA).

- 2009 Study

Following are the results of a U.S. Cultural and Heritage Travel Study released on October 21, 2009. It was conducted for the U.S. Cultural & Heritage Tourism (USCHT) Marketing Council, in conjunction with the U.S. Department of Commerce. Heritage Travel, Inc., a subsidiary of The National Trust for Historic Preservation, and its website www.gozaic.com was lead sponsor of the study.

The new study reveals a large, affluent cultural and heritage traveler market seeking authentic destinations with historic character and educational experiences in its travels. 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year. These cultural and heritage travelers:

- Spend an average of \$994 per trip, contributing more than \$192 billion annually to the U.S. economy
- Are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months versus non-cultural/heritage travelers with 3.98 trips
- Are more frequent business travelers and are more likely to have taken an international trip in the past 12 months than their non-cultural/heritage counterparts
- More than half agree that they prefer their leisure travel to be educational
- Nearly half said they spend more money on cultural and heritage activities than on non-cultural/heritage activities
- Are likely to travel farther to get the experiences they seek: about half of most recent overnight leisure trips were 500 miles or more from home. More than a third said they traveled between 100 and 300 miles for a day trip.
- Are more likely to participate in culinary activities, such as sampling artisan food and wines, attending food and wine festivals, visiting farmers' markets, shopping for gourmet foods, and enjoying unique dining experiences as well as fine dining
- Activities identified by travelers include visiting:
 - Historic sites (66%)
 - Historical re-enactments (64%)
 - Art museums/galleries (54%)
 - Art/craft fair or festival (45%)
 - Professional dance performance (44%)
 - State/national parks (41%)
 - Shopping in museum stores (32%)
 - Exploring urban neighborhoods (30%).
- The vast majority of these travelers (65%) say that they seek travel experiences where the "destination, its buildings and surroundings have retained their historic character"

Other Heritage Area Goals

- Raise the profile of the area's heritage
- Safeguard heritage
 - Encourage preservation, adaptive re-use and stewardship of diverse buildings, architectural styles, patterns of development and design preferences and sites that reflect phases of the area's cultural, social, economic, political, or architectural history
 - Create economic opportunities that make retaining public and private historic structures and cultural landscapes financially feasible and worthwhile
 - Foster the continuity and authenticity of cultural arts, heritage attractions and traditions indigenous to the region
 - Conserve natural areas important to the area's character and environment
- Optimize the use of heritage resources to benefit the public (local residents and visitors) by providing enjoyment, entertainment, education and appreciation of the past
 - Link and market diverse historic, recreational, and cultural resources as coherent units to enhance the visitor experience
 - Direct heritage tourism activities to where they are wanted and needed and away from where they are inappropriate
- Foster civic beauty and neighborhood pride
- Enhance property values
- Stabilize and/or revitalize neighborhoods

Typical Management Required

Services typically provided by coordinating agencies for Heritage Area programming may include:

- Program support
 - Property management, leasing and facility rental
 - Grant writing
 - Event promotion and publicity
 - Events programming
 - Box office services
 - Centralized heritage program management services
- Business and non-cultural property support
 - Space development
 - Business development
 - Property and facilities management
 - Urban design and streetscaping
 - Security and sanitation
 - Office and administrative support
 - Marketing and outreach - One of the major potential economic development benefits would be for the City to develop a broad-based and comprehensive marketing campaign branding itself as a leader in cultural and heritage tourism, and ensure that it is well-integrated with the overall Culture and Entertainment Plan, including the possible A&E District. A critical part of promoting the City as such is ensuring that information about efforts is widely known both within the

City, as well as beyond—even possibly internationally.

- Management and accountability - Develop very clear definitions of programs and an oversight structure to ensure that the goals are being achieved. The program policies should require periodic reviews to be made public and include language about the collection of data.

Typical Success Factors for Heritage Areas

The concepts below have been identified as common indicators for potential success for creating a sustainable cultural and heritage tourism program:

- Collaboration
- Find the fit between a community and tourism
- Make sites and programs come alive
- Focus on quality and authenticity
- Preserve and protect resources

Typical Heritage Area Challenges

Every Heritage Area is unique, but the following challenges can occur:

- When a community’s heritage is the substance of what it offers visitors, protecting that heritage is essential. So a major challenge in cultural and heritage tourism programs is ensuring that increased tourism does not destroy the very qualities that attract visitors in the first place.
- While tourism is generally a “clean” industry; no smokestacks or dangerous chemicals, it does put demands on the infrastructure—on roads, airports, water supplies, and public services like police and fire protection.
- Tourism is essentially a service industry, which means it depends on the competence of people in many different jobs and locations to serve visitors that expect high-quality products, services, and authentic historical interpretation.
- Private overnight accommodations are critical, since the impacts come not just from increased visitation, but even more so from the shift in visitors from day visits to overnight visits and a general lengthening of the stay in the area.

Heritage Area Benefits and Costs

Primary Findings

As with Arts & Entertainment Districts, cost-benefit analyses regarding Heritage Areas are based on myriad economic and societal variables, many of which are unpredictable. Also, impacts are gradual, taking place over a period of years.

However, in its research TMG did locate numerous Heritage-Area-related “cost-benefit analyses” in the form of “Return on Investment Analyses” (benefits), in conjunction with “Budget Projections” (costs).

Both are based on creating a Management Plan that defines a specific level of effort. Then, financial, market and demographic assumptions are made (including numbers of visits, direct visitor spending, and the impact of these expenditures in the Heritage Area, e.g., on employment, income tax receipts, and sales tax receipts) in order to establish projected costs and benefits for the Heritage Area.

At this time, because Rockville is joining an already established Heritage Area, it is not required to submit an extensive cost/benefit analysis. However, TMG has provided two lists compiled from its research, which Rockville can use in future cost/benefit analyses for specific programs for which it applies for Heritage Area grants, loans, or tax credits.

One list is of benefits identified by Heritage Area participants. The other lists many of the cost-related issues that may need to be considered prior to the organized development of a Heritage Area Program. While not all of the elements will affect Rockville's Heritage Area implementation costs, they serve as a checklist of issues for the City to consider while estimating associated costs and potential return on investment.

Possible Benefits

- **Economic Benefits** consist of direct expenditures by visitors to the heritage area and “indirect” ripple effects of those expenditures on the local economy, such as:
 - Creation of new businesses and jobs
 - Increased property values
 - Increased private investment
 - Increased spending on goods and services
 - Increased tax revenues:
 - Property
 - Personal income
 - Retail Sales
 - Sales: Eating and Drinking
 - Hotel Room
 - Alcoholic Beverages, Cigarettes
 - Motor Fuels
 - Diversification of ways the local economy can prosper
- **Non-Financial Benefits** include educational, environmental, cultural, aesthetic, historical and social impacts, such as:
 - Provide people opportunities to define and understand the beliefs, hopes and aspirations of past generations expressed in cultural heritage
 - Increase building restoration or rehabilitation
 - Improve quality of life as citizens take advantage of the services and attractions that tourism adds
 - Build community pride, which grows as people work together to develop a thriving tourist industry
 - Create new opportunities for residents and tourists to gain an understanding of an unfamiliar place, people or time and gain a new appreciation of their community and its unique history
 - Preserve the community's unique nature

- Communicate the importance of these places and objects and the stories which gave meaning to them, as well as explaining the importance of their protection
- Retention and reuse of older buildings (and “greening” them when necessary), instead of demolishing them and replacing them with new ones, are good ways to conserve energy and achieve responsible stewardship of our environmental resources

Estimating Economic Benefits

The steps generally used to estimate the projected return on investment of a Management Plan (and/or a specific project) are as follows:

- Project the increment in visitation to the Heritage Area over current trends
- Estimate the economic impact of this increased visitation on the local economy, including a multiplier effect on local businesses and total business receipts, employment, and earnings
- Analyze specific needs for commercial tourism facilities that would result from increased visitation, including hotels, restaurants, retail, and associated services
- Project tax impacts originating as a result of the increased visitation and business activity

Example 1: Four Rivers Heritage Area Management Plan / ROI Section:

<http://www.fourriversheritage.org/pdf/5.0-Return-on-Investment.pdf>

Example 2: Southern Maryland Heritage Area Management Plan / Economic Performance and

Impact: http://www.southernmdisfun.com/smhp/Batch15Section_20_Econ_Performance.pdf

Example 3: Heart of the Civil War Heritage Area Management Plan / ROI Section:

<http://www.heartofthecivilwar.org/pdf/section-6.pdf>

Possible Cost Factors

Until specific program activities and capital projects are clearly defined, costs will be difficult to establish. However, the following issues should be considered as a finer grain of cost estimating is developed to support specific programs.

Note that unless Rockville’s programming is heavily weighted with capital projects, the economic impact is not as obvious as a more capital-intensive heritage area activity might be. Rockville should establish relevant financial, market and demographic assumptions to identify at least loose projections of each program for which it applies for assistance.

Factors that may impact costs include:

- Land Use and Urban Design
 - Development of specific zoning (e.g., to allow for B&Bs)
 - Development of specific design standards
 - Acquisition of privately held properties
 - Demolition and relocation needs
 - Historic preservation

- Transportation
 - Capacity and Traffic Impacts
 - Context-Sensitive Design / Streetscapes
 - Parking Management
 - Transportation Linkages, Assets and Liabilities
- Infrastructure Impacts
 - Water and Waste Water
 - Parks and Recreation
 - Schools
- Management / Operations (see earlier *Typical Management Required* section)
- Economic Development Initiatives
- Environmental Impacts
- Capital Improvement - The preservation of historic facilities is an expensive undertaking but one that can result in tremendous benefits, both culturally as well as financially, having a significant positive economic impact on a region. In identifying the financial resources necessary to implement such facilities, not only must renovation costs be considered, but so too must soft costs including fixtures, furniture and equipment; architectural and engineering fees; permits; and construction contingencies. In addition, it is recommended that a 15% overall contingency be applied for unforeseen conditions as well as refinement in program needs.

Example 1: The link shows a budget projection based on a level of effort established in Southern Maryland Heritage Area's Management Plan:

http://www.southernmdisfun.com/smhp/Batch12Section_14_Projects_Budget.pdf

Maryland Heritage Areas Program

Introduction

Established in 1996, the Maryland Heritage Areas Program establishes locally designated and State certified regions where public and private partners make commitments to preserving Maryland's historical, cultural and natural resources for sustainable economic development through heritage tourism.

At the local level, Heritage Areas focus community attention on often under-appreciated aspects of history, living culture, and distinctive natural areas, thus fostering a stronger sense of pride in the places where Marylanders live and work. The Maryland Heritage Areas Authority (MHAA) does this through targeted State financial and technical assistance within a limited number of areas designated as "Certified Heritage Areas."

By investing public dollars to create tourism-related products, spark matching private investment, and motivate local leadership, MHAA seeks to promote a balanced, sustainable level of heritage tourism that strengthens communities and improves the state's quality of life.

To read more about the program, visit http://mht.maryland.gov/heritageareas_program.html.

Benefits of Certification

Nonprofit organizations, local jurisdictions, individuals, and business entities within Certified Heritage Areas may be eligible to apply for the following:

- *Matching Grants.* Heritage tourism project grants are available and must be matched, at minimum, dollar for dollar. There are several grant programs that assist organizations and local governments in preserving and interpreting Maryland's past through rehabilitation, research, documentation and educational heritage tourism-related projects involving historical, cultural, or natural resources, events, or properties.
- *Loans.* Loans are available to acquire and/or rehabilitate historic properties that contribute to: the enhancement of heritage attractions and visitor amenities and services; or to the conservation of significant historical, natural, or cultural resources of the Certified Heritage Area (CHA). The outcome must create economic benefit for the Heritage Area in the form of added jobs, increased visitation, and/or increased tourism revenues.
- *Maryland Heritage Preservation Tax Credit.* Rehabilitation tax credits are available to residential and commercial property owners and some non-profit organizations to rehabilitate eligible historic properties. The cost of new construction, such as additions, is not eligible. Buildings in Heritage Areas do not have to be eligible for inclusion in the National Register of Historic Places if the MHAA certifies the project as having a significant heritage tourism impact.
- *Target Investment Zone (TIZ).* This is a prioritized area that receives incentives to generate private investment beyond those available in the Heritage Area at large. More than one TIZ can be designated within a proposed heritage area.

Each program has different eligibility standards and operating regulations. Therefore it is essential for Heritage Areas to craft activities that fit eligibility guidelines. The project must address or complete a priority activity outlined in the heritage area's approved Management Plan and must be endorsed by the heritage area management entity.

Maryland Heritage Area Impacts

A study conducted by the Maryland Heritage Areas Authority in 2003, "Investing in Our Communities: Maryland's Heritage Areas Program," documented that for every \$1.00 of awarded heritage areas grant funds, \$4.61 in State and local tax receipts alone were generated from heritage tourism-related spending. To read the complete report, visit http://mht.maryland.gov/documents/PDF/MHAA_EconomicImpact_2003.pdf.

It is likely this figure is even higher today as the development of Certified Heritage Area tourism sites, facilities, and amenities attracts more visitors to the state. To date, \$12,753,240 has been invested in the 13 Recognized and Certified Heritage Areas with impressive results in the leveraging of non-State funds for the protection and enhancement of Maryland's historical, cultural, and natural resources.

Through 2007, more than \$33.9 million in non-State direct matching investment was leveraged by MHAA grants alone. In part, this is due to the Heritage Area grant program's stringent matching requirement which calls for applicants to provide a 1:1 match, 75% of which must be in cash. Additional significant investment is undoubtedly being generated by projects that likely

would not have occurred without the other non-grant incentives such as specialized Heritage Areas-only tax credits available through MHAA. Furthermore, businesses such as restaurants, hotels, and tourist-oriented retail shops have been created or expanded in response to increased visitation to Maryland.

Case Study – FRHA Results

The following case study demonstrates the impact of the Four Rivers Heritage Area’s (FRHA) programs.

Since the FRHA was certified by the Maryland Heritage Areas Authority in 2001, making its partners eligible for grants and low-interest business loans, more than \$1.431 million in matching grants and loans have come into the community through this program. Leveraging other funding, the grants have supported projects with total costs of more than \$6 million.

With support from the Maryland Heritage Areas Authority, Anne Arundel County, and the City of Annapolis, Four Rivers created a mini-grant program in 2004. Mini-grants of up to \$2,500 are available annually to nonprofit heritage-related organizations with heritage area borders to develop new products, activities and programs that incorporate FRHA’s interpretive themes, foster collaborative partnerships, and enhance heritage tourism. Over the past four years, 35 mini-grants have helped support development of new products and activities. Some of these projects have been small; others have leveraged significant funding from other sources for larger projects.

Tourism provides a strong boost to the community by diversifying its economy. Visitors spent \$1.5 billion in Annapolis and Anne Arundel County in 2005, generating \$65.9 million in tourism tax revenue. Those figures translate into \$222 savings in taxes for every household in the county.

A Heritage Tourism Market Analysis conducted by economic consultants for FRHA, determined that half of all sales by entertainment and amusement establishments and services, comprising a wide range of activities, such as sporting events, boat rides and tours, cultural events, and arts/crafts galleries, were to FRHA visitors. These establishments and services were concentrated within downtown Annapolis, Westfield Mall area, and Parole.

Montgomery County Heritage Area (MHCA)

The specific details and goals of the MCHA are expressed in detail in its Management Plan. The County is eligible to apply for extended boundaries to include Rockville. To read the complete Plan, visit http://www.heritagemontgomery.org/documents/heritage_plan.pdf

MCHA Benefits

In addition to matching grants and loans from the Maryland Heritage Areas Authority, the benefits of inclusion within the borders of the Montgomery County Heritage Area for Rockville include:

- Technical assistance from the staffs of the Montgomery County Heritage Area and the Maryland Heritage Areas Authority

- State income tax credits for the rehabilitation of certified heritage structures, even if not located in a listed historic district, including some non-historic structures
- Broad program support from state government, including priority consideration for funding from many state agencies for activities that are consistent with the heritage area Management Plan
- Inclusion in heritage area interpretation, educational, marketing and promotional activities

MCHA Results

Montgomery County already enjoys an exceptionally high quality of life, which is a major factor in attracting and keeping businesses. The county owns a number of important historic sites and invests in historic preservation activities. The Heritage Area initiative is seen as connecting residents – newcomers, natives, families, and kids – more consciously to the place they call home, thereby adding quality of life value. The interpretive framework becomes a powerful context that links lives today to the stories of people, places and events that have shaped the county.

The projects and programming are also intended to appeal to incoming travelers. Many already come to stay in Montgomery County, and if only a small percentage extend their stay to experience the heritage area, the county will derive economic benefit. The Heritage Area initiative offers the county the opportunity to capitalize on the growing number of travelers who seek authenticity and opportunities to learn about other times and other cultures. In responding to this opportunity, we learn about ourselves.

Matching funds from the Heritage Area have enabled many heritage partners to create exhibits, programs and events around these three core ideas. Heritage and nature trails in parks and town centers have informative waysides that enable people to understand the landscape that surrounds them. Several institutions have expanded their audiences with enhanced facilities, exhibits, and programs. Major heritage events, including Farm Tour and Harvest Sale, Heritage Weekends, and Maryland Emancipation Day are particularly popular with families and children. As a result of strong partnerships with Montgomery County Schools, children throughout the county are engaged in a variety of innovative learning experiences and have a strong sense of their community's heritage.

TMG's Conclusions Regarding Rockville's Heritage Area Planning

Introduction

The Heritage Area offers another avenue of funding support for which Rockville would not otherwise be able to apply. Peggy Erickson, Executive Director of the Heritage Tourism Alliance of Montgomery County, noted that the State's annual budget dedicated to Heritage Area support for the entire state has been about \$3 million, which can fluctuate with the overall economic situation. She expressed to TMG that for Rockville, the benefits far outweigh the associated costs and her organization is ready to assist the City in any way.

Ms. Erickson mentioned that Rockville has a significant advantage over other Montgomery County Heritage Area sites, in that Rockville is the only one accessible via metro. She further stated that her organization has encouraged Rockville to join, noting that it provides an urban aspect of the county's heritage that is lacking in the current MCHA Management Plan.

It is TMG's understanding that Rockville can apply to become part of the already established Montgomery County Heritage Area; essentially an expansion of MCHA's boundaries. Hence, in order to be eligible to apply for the grants, loans, tax credits and target-investment-zone designations available through the State's Heritage Area Program, via MCHA, Rockville will not have to develop a full Management Plan. Instead it need only craft more of an "additional chapter" to MCHA's existing Plan, and complete an application packet in order to join the Heritage Area. Once the City is included in the certified MCHA, there are no requirements for maintaining the status.

Rockville's planning staff has already been working with MCHA and has secured the entire application with step-by-step procedures, including draft letters, etc., to use as models. Rockville estimates the cost to be about \$5,000 for a qualified consultant to take the City's proposed Amendment to MCHA's Plan through the state review process (the County and Heritage Montgomery will also pay approximately \$5,000 each). MCHA estimates that the application-through-approval process can take up to 1.5 years, based on the steps/phases involved, and the fact that the State's review committee meets only once per quarter.

Recommended Next Steps

To join MCHA, TMG suggests that Rockville's next steps should be to:

- Work collaboratively with MCHA to define the purpose and what the City wants to achieve in becoming part of Montgomery County's Heritage Area, in a manner that best reflects the specific cultural, social, economic and environmental goals of Montgomery County that also integrates with Rockville's other strategic plans, e.g. Comprehensive Plan, A&E District, Culture & Entertainment Plan, etc.
- Complete defining the possible initial programming, development, and interpretation activities for the heritage area to achieve the purpose. If Rockville plans to apply for a Target Investment Zone, it should prepare to do so as early as possible in the process.
 - According to Robin Ziek, Historic Preservation Planner, the City has already identified some initial programs, including:
 - Participation in the development of an iPod Tour on the Civil War in Montgomery County, where Rockville was a major player.
 - Other smaller projects being considered include historic plaques around town, or brochures such as a bicycle tour.
 - One big project is the rehabilitation of King Farm for a public use, which will take millions, and this State program helps make that more available, making this an opportune time to get positioned for this by joining the program now.
- Review the application packet provided by MCHA and begin the process with the Letter of Interest, of which a sample is included in the packet. This Letter generates a review by the Maryland Heritage Authority, which will schedule a future public hearing.

Rockville / Heritage Area Analysis

- Craft additional application documents in conjunction with MCHA.
 - A formal Return on Investment Analysis and Projected Budget similar to MCHA's (pg.58-62 of its Management Plan) are not required (combined serve as a cost/benefit analysis).
 - Instead, once Rockville's application is approved it will generate such cost/benefit impact documents on a "per program" basis when it applies for grants.
- Where possible, establish accountability criteria for evaluating the impact of programs.
- Attempt to find an individual or a group that would provide an advocacy role with energy and conviction, both:
 - Within the City government; and
 - Outside City government (most likely a non-profit arts organization).
- Strategically integrate the City's arts, entertainment, culture and heritage goals and action plans together, especially in public education, outreach and marketing.
 - Based on the 2009 Study cultural/heritage tourism results (page 4), it is clear that to the cultural/heritage tourist (whether local residents or out-of-town visitors) there is much blurring of the lines between historic, heritage, culture, entertainment, recreation and arts offerings.
 - Many offerings cross over more than one category.
 - This tourist tends to visit all such venues, and once in place, visits other establishments as well.

Development of a City of Rockville Culture and Entertainment Plan

Arts & Entertainment District Analysis

Submitted to:
City of Rockville
Rockville City Hall
111 Maryland Ave.
Rockville, MD 20850

Submitted by:
Ms. Hollis Minor
President
HollisM@TheMinorGroup.com



172 West St.
Annapolis, MD 21401-2824
410.263.5641 • 800.688.4424 • fax 410.263.5643
www.TheMinorGroup.com

FINAL DRAFT

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Introduction

Scope of Work

TMG was tasked with providing an analysis and recommendations regarding the City of Rockville’s consideration of the development of an Arts and Entertainment (A&E) District, with particular focus on the implications for Rockville’s property tax base. While there are numerous designations for such cultural districts, for purposes of this Report, the term A&E District will be used.

Following the *Introduction* section is a general overview of the history of A&E Districts. It is intended to provide contextual background information to assist Rockville during the process of defining the various aspects of its “customized” version of an A&E District—one that most optimally fits community needs.

Information is included regarding the costs and benefits associated with establishing an A&E District, with particular focus on property tax credits and their implications. This information is intended to serve as a basis for Rockville’s Finance and Budget staff to use as a tool in location selection and to complete a more detailed cost-benefit review once a specific location is clearly defined.

There is also a section on the different types of incentives for A&E Districts, as well as a streamlined version of Maryland’s specific A&E District criteria for reference.

Primary General Findings

TMG conducted secondary research regarding other jurisdictions around the country that have created varying types of A&E Districts, each supporting some combination of arts, culture, history, and entertainment. Although the legal authority to establish these Districts varies from state to state, TMG found several common threads:

- If artists cannot afford to live, work, and sell their art, they will likely find somewhere else to go, which means that such A&E Districts are not typically used in already economically successful communities with high property values or rents. They are almost exclusively used as a revitalization tool, most commonly in failing downtown districts or post-industrial areas.
- It is difficult to determine the precise impact of tax incentives on revitalization, as there are many other factors at play in the establishment of an A&E District.
 - Their use as an economic development tool means they are often used in conjunction with Historic or Main Street/Downtown Development Districts, making it difficult or impossible to quantify the effects of any one of the types of overlapping Districts.
 - The components of a successful A&E District—location, management, marketing, “product” content and funding—create a complex mix of variables that make it difficult to evaluate the true impact of incentives.
- It is necessary to clearly define both the artistic products and the individuals that would be covered by incentives to eliminate countless hours debating what/who should be included in the programs.

- There is a tendency to turn the marketing and management of A&E Districts over to a local nonprofit group and provide them some level of funding for the effort, while the City serves as a “catalyst.”

Success Factors for A&E Districts

The concepts below have been identified as common indicators for potential success for A&E Districts:

- Each A&E District is unique and should reflect the specific cultural, social and economic needs of its city
- Planning for an A&E District should be part of wider cultural planning for the city at large
- An A&E District must be part of a package of many strategies to revitalize a city
- Input from the broader community is necessary to create an inclusive cultural and strategic planning and vision for an A&E District
- Community support helps to ensure continued success
- Strategic partnerships leverage community resources
- A&E District management requires careful coordination among diverse groups
- Sustainable artist live/work spaces provide artists and entrepreneurs with a productive environment
- Committed developers understand the power of arts and culture in community and economic development
- Anchor institutions and special events become the cornerstones of a community and A&E District
- Artists are partners, not products, and are valued as members of the community
- Artist recruitment is an organized effort that shows how a community is willing to welcome new artists and facilitate their establishment
- High accessibility of venues and events ensures that arts participation in the A&E District is available to all community members and visitors
- Clear demarcation of the A&E District is reinforced through district boundaries, good signage and consistent use of logos, maps and other visual aids
- Space planning sets priorities for land use and designs solutions for housing, transportation and accessibility
- Strong and consistent marketing and promotion attract visitors, potential residents and new businesses
- Strong amenities such as restaurants, lodging and recreation bolster A&E Districts and their communities

Common Challenges

Every A&E District is unique, but the following challenges can occur:

- Forcing artists into buildings or A&E Districts that are architecturally inappropriate can backfire (e.g., in Providence, R.I. the City attempted to create artist space in old office buildings that did not attract artists).

- Staffing and administration prove to be one of the most common challenges for local A&E Districts.
- Financing and securing funding for A&E Districts is one of the most difficult challenges a local district administrator faces. Even when creative partnerships are used to augment resources, funds for planning and promoting local A&E Districts can be difficult to secure.
- Districts face hardship when they do not have the support of their own community. Relevance to local residents needs to be considered with equal respect to efforts that attract tourism.
- Long-term planning and evaluation of local efforts can be time consuming and demand extra resources, but are crucial to sustaining a local A&E District.
- Speculators sometimes hold vacant properties, making them inaccessible for purchase or use within an A&E District. When owners of key structures keep central properties off the market, it may impede the progress of the A&E District.
- As the value and “hip” factor of such neighborhoods increases, gentrification can be an unintended consequence of success. Artists become displaced and priced out of the neighborhood due to rising property taxes, rents, and high demand for downtown living among white collar professionals. This ultimately can lead to the loss of the area’s unique and authentic identity and diminish local support.

TMG’s Recommended Next Steps for Rockville’s A&E District Planning

If Rockville can define an appropriate area in need of revitalization *and* gain widespread support and resources from the community and City, then it can further explore committing to developing an Arts and Entertainment District. The following would be TMG’s recommended next steps:

- Define the purpose of the A&E District and what the City wants to achieve (e.g., in some cities galleries have not stimulated high volumes of foot traffic, in which case an area with a majority of galleries and little else do not seem vibrant and busy, making it less appealing for other retail or restaurant operations to locate).
 - It should reflect the specific cultural, social and economic needs of the City.
- Determine where the A&E District could be located in the City and define the appropriate tools and programs, to achieve the purpose.
 - There is sufficient evidence demonstrating that economic incentives alone will not ensure success and that artists largely just want to be in a supportive community with lots of other artists that value them. Therefore, it may not be necessary to place too much effort into crafting multiple economic incentives for artists, but rather to concentrate efforts on establishing and marketing the community as “arts- and artist-friendly.”
 - Create a manageable layout/size (e.g., Prince George’s County created a large, linear District along several miles of Route 1 and had trouble creating any sort of “identity” for the District).
- Create relevant financial, market and demographic assumptions and develop a cost/benefit analysis for the proposed area(s).
- Where possible, establish accountability criteria for evaluating the impact of programs and economic incentives offered.
- Decide whether to apply for an A&E District directly, or in combination with the County.

- In either case, during TMG’s interview with Suzan Jenkins, Arts & Humanities Council of Montgomery County, she indicated that the Council would be happy to work closely with Rockville in establishing such an A&E District. She said that the Council can offer a great deal of insight regarding what other County jurisdictions’ communities have wanted and what has worked well.
- Craft and pass any necessary resolution prior to submission of the application (see page 14, *Required Incentives*).
- Attempt to find an individual or a group that would provide an advocacy role with energy and conviction, both:
 - Within City government; and
 - Outside City government (most likely a non-profit arts organization)

General Background – Arts & Entertainment (A&E)/Cultural Districts

Description

Cultural/(A&E) Districts are defined by Americans for the Arts as well-recognized, labeled, mixed-use areas with a high concentration of arts and cultural facilities serving as anchor attractions. In the U.S., most are in older cities or towns and reflect local interests, history and culture. However, such Districts can be found in cities and communities of all types, from rural to urban, and of all sizes, from as small as Riverhead, New York, (population 8,814) to as large as New York City (7.3 million). Some A&E Districts succeed with thoughtful landscaping and signage, while others are involved in the renovation of existing buildings and attracting complimentary businesses. Many are found in downtown areas, but they can flourish in suburban, rural, and neighborhood locations as well.

Typical Categories

No two Cultural/A&E Districts are exactly alike. Each reflects its city’s mission, unique environment, history of land use, urban growth and cultural development. Districts can largely be divided into one of five categories:

- Cultural Compounds - The oldest A&E Districts in the United States are Cultural Compounds, established in the late 19th century through the 1930’s. They are usually made up of major museums, large performance halls, theaters and auditoriums, schools, colleges, libraries, planetariums and zoos, have generally been built somewhat removed from the community center, and have the appearance of a university campus.
 - University Circle, Cleveland
 - Fair Park, Dallas
 - Cultural District, Fort Worth
 - Forest Park, St. Louis
- Major Arts Institution Focus - Major arts institutions such as large concert halls, playhouses, libraries and museums, anchor these A&E Districts. Smaller arts organizations and entertainment facilities such as nightclubs and cinemas are often a part of these districts. Many of the Major Arts Institution districts are located close to the central business district and often near convention and other tourism sites. These A&E Districts can have a particular culture genre, such as museums or theaters.

- Dallas Convention Center: linked to the Dallas Arts District by a light rail system.
- David L. Lawrence Convention Center: Directly adjacent to the Pittsburgh Cultural District.
- Moscone Convention Center: Located in San Francisco's Yerba Buena Center.
- Will Rogers Memorial Center: Major exposition center located in the Fort Worth Cultural District.
- Within close walking distance of their cities' convention centers:
 - New Orleans Arts and Cultural Sector
 - Philadelphia Avenue of the Arts, SOFA Arts and Entertainment District, San Jose
- Arts and Entertainment Focus - These A&E Districts focus on popular attractions for younger audiences and tend to have a more bohemian feel than the Major Arts Institution districts. Small theaters, private art galleries, nightclubs and cinemas are the primary anchors of attraction, but some major arts facilities may also be present.
- Downtown Focus - An A&E District that encompasses most of the downtown area, including the central business district, and uses most or all of a community's cultural attractions to attract citizens and visitors. "Culture" in these A&E Districts is broadly defined and includes major arts institutions, popular attractions, restaurants, nightclubs, movie theaters, parks and tourism sites. This model tends to be established in smaller communities where the downtown can be more easily packaged as a destination.
- Cultural Production Focus - In these districts, the focus is less on the presentation of the arts and more on arts production or arts education. Such districts can include spaces such as artist, dance and music studios, as well as media production centers, as the primary cultural facilities. These areas may also have arts centers with classroom space for visual or performing arts, specialized spaces such as darkrooms and ceramics studios, arts-oriented high schools or colleges and presentation spaces such as galleries and small theaters. Cultural Production Districts generally focus more on inner-city neighborhood development than on attracting visitors. These areas usually include a higher percentage of residential space – particularly housing for artists – than other A&E Districts.

Typical Designations

- Arts District
- Arts and Entertainment District
- Arts and Science District
- Artists Quarter
- Cultural District
- Museum District
- Theatre District

Typical Facilities

- Performance spaces
- Museums
- Galleries
- Artist Studios
- Arts-related retail shops

- Music or media production studios
- Dance studios
- High Schools or Colleges for the Arts
- Libraries
- Arboretums and gardens

Typical Programming

- Arts classes and education
- Arts creation and rehearsal
- Arts-related street vendors
- Art sales
- Craft shows
- Exhibitions
- Festivals and fairs
- Film/Media Screenings
- Gallery Hops
- Literary Readings
- Parades
- Performing Arts Events
- Public Art

Typical Goals

- Provide financial support to residents who produce/support cultural products
- Make the jurisdiction a magnet for creative talent and creative businesses
- Revitalize a particular area of the city
- Create new businesses and new jobs
- Offer evening activities, extending hours during which the area is in use
- Make an area safe and attractive
- Provide facilities for arts activities and arts organizations
- Provide arts activities for residents and tourists
- Provide employment and housing for artists
- Connect the arts more intimately with community development
- Take advantage of other city attractions such as:
 - Historic features
 - Convention spaces
 - Natural amenities

Typical Management Required

Services typically provided by A&E District coordinating agencies include:

- Arts support
 - Property management, leasing and facility rental
 - Event promotion and publicity
 - Events programming
 - Box office services

- Centralized arts management services, including grant writing
- Business and non-cultural property support
 - Space development
 - Business development
 - Property and facilities management
 - Urban design and streetscaping
 - Security and sanitation
 - Office and administrative support
 - Marketing and outreach - One of the major potential economic development benefits would be for the City to develop a broad-based and comprehensive marketing campaign branding itself as a leader in the development of the cultural economy. A critical part of promoting the City as “arts- and artist-friendly,” is ensuring that information about eligibility for any incentives established is widely known both within the City, as well as beyond—even possibly internationally.
 - Management and accountability
 - Develop very clear definitions of eligibility and an oversight structure to ensure that the definitions are being followed. The policies should require annual reviews to be made public and include very strong language about the collection of data, such as the:
 - Number of individuals and corporations participating in the programs
 - Income ranges of the individuals benefiting from the programs
 - Income and size of the organizations benefiting from the programs
 - Benefits by the different segments of the cultural industry
 - Total cost of the program to the jurisdiction
 - Program compliance data for tax-credit properties
 - The following two case studies demonstrate other ways to measure the impact of A&E Districts.
 - Example 1 - The number of events in the Pittsburgh Cultural District increased from 250 in 1986 to nearly 600 in 1994 with audiences doubling to more than one million annually. In its first decade of operation, the district generated \$33 million in public investment and \$63 million in private and philanthropic funds, which in turn triggered \$115 million in commercial activity. Tax revenues in the district from real estate and performances increased from \$7.9 million in 1986 to \$19.1 million in 1994.
 - Example 2 - Three years after establishing the Tucson Arts District, 26 of the 112 businesses in the arts district were new, 54% had increased their sales volume, and 53% made renovations, with an average cost of \$105,272 each. Within four years, the retail vacancy rate declined by 50% and city sales tax revenues in the arts district increased 11.7%, compared with a citywide increase of 7.4%.

A&E District Benefits and Costs

Primary Findings

Many of the cities that TMG reviewed or interviewed did not do a formal cost-benefit analysis prior to creating an A&E District, because:

- There are so many variables involved in development
- Most of the variables create unpredictable scenarios
- Development is gradual—over a period of years
- The community and city already understood the value of a creative economy and the commitment to developing an Arts and Entertainment District was in place, primarily in order to revitalize a specific area (Arts and Entertainment Districts are almost exclusively used as a revitalization tool, most commonly in failing downtown districts or post-industrial areas)

The only A&E District-related cost-benefit analyses that TMG was able to locate in its research were all based on a specific major building or renovation project that was to serve as a primary anchor within the District, and which had clearly definable costs and incentives.

Therefore, TMG has provided two lists compiled from its research, which Rockville can use in its costs-benefits determination. One is of benefits identified by cities with A&E Districts. The other lists many of the issues that cities considered prior to the organized development of an A&E District. While not all of the elements will affect Rockville's A&E District implementation costs, they serve as a checklist of issues for the City to consider while estimating associated costs.

Possible Benefits

- Beautify and animate cities
- Create a sense of identity, place, and pride
- Attract residents and tourists to the city
- Encourage business and job development/employment opportunities
- Complement adjacent businesses
- Enhance property values
- Expand the tax base
- Attract well-educated employees
- Contribute to a creative, innovative environment
- Establish tourism destination
- Enrich recreation opportunities
- Contribute to health and wellness
- Encourage cross-cultural understanding
- Help at-risk youth

Possible Cost Factors

- Land Use, Urban Design and Zoning
 - Development of specific zoning
 - Development of specific design standards
 - Evaluation of:
 - Existing home values
 - Occupancy/abandonment rates
 - Vacant land
 - Owner/renter mix
 - Public assets and liabilities
 - Private assets and liabilities
 - Existing level of investment
 - Acquisition of privately held properties
 - Demolition and relocation needs
 - Historic preservation requirements
- Transportation
 - Capacity and Traffic Impacts
 - Context-Sensitive Design / Streetscapes
 - Parking Management
 - Transportation Linkages, Assets and Liabilities
- Infrastructure Impacts
 - Water and Waste Water
 - Parks and Recreation
 - Schools
- Management / Operations (see pages 7-8, *Typical Management Required*)
- Economic Development Initiatives
- Environmental Impacts
- Capital Improvement - The construction of arts facilities is an expensive undertaking but one that can result in tremendous benefits, both culturally as well as financially, having a significant positive economic impact on a region. In identifying the financial resources necessary to implement such facilities, not only must construction and renovation costs be considered, but so too must soft costs including fixtures, furniture and equipment; architectural and engineering fees; permits; and construction contingencies. In addition, it is recommended that a 15% overall contingency be applied for unforeseen conditions as well as refinement in program needs.

A&E District Incentives

Typical Incentives

Throughout the world, jurisdictions of all sizes, from countries to municipalities, are beginning to develop a full package of tax incentives to promote the growth of creative industries and arts-related revitalization. A&E Districts vary widely in the economic and regulatory incentives that they offer. Jurisdictions look at their goals and the potential incentives they have available to them and decide on their best course of action. Common tax-related incentives used across the U.S. in A&E Districts are as follows:

- Income tax credit for artists living and working within the A&E District (Ireland and Quebec offer a credit regardless of place of residence within the given jurisdiction)
- No taxes on royalty income (Hawaii)
- Sales tax credits or exemptions for goods produced or sold within the A&E District (Rhode Island jurisdictions)
- Property tax credits or exemptions lasting up to ten years for qualified renovations or construction on properties located within an A&E District
- Amusement/admission tax waivers for events within the A&E District
- Preservation tax credits for historic property renovations and rehabilitation
- Research & Development (R&D) tax credits for cultural industries (assumption: artists, creators and producers provide the equivalent of the R&D that other industries do, such as biotech)
- Specific “creative” industries (e.g., film, television, sound recording, etc.) are designated as eligible for tax credits based on how much production and related spending occurs in a given jurisdiction (Ontario)
 - Generally such tax credits fall into 3 categories:
 - Production expenses
 - Payroll
 - Investment - credit to individual taxpayers, angel investors, etc., for investments made in “certified” production and/or infrastructure projects

Other incentives associated with A&E Districts:

- Modified zoning to allow artists to live and work within the same structure (Prince George’s County)
- Subsidized building, or renovation of structures that provide studio, gallery, and living space for artists, generally to make them more affordable
- Special loan funds, generally with highly flexible financing terms
- Homebuyer purchase incentive programs (Lowell, MA) to help artists purchase homes within the Arts District through low-interest loans or grants

Property Tax Credits

Why Tax Credits?

For the purposes of this Report, a “property tax credit” is defined as a reduction in property taxes for a finite period of time, usually 4 to 10 years, with the hope that reducing the initial property tax payments will make locating in the A&E District more affordable.

Those who favor property tax incentives argue that it is an essential tool in leveraging private investment and the creation of new jobs as well as the retention of existing jobs. Since the property tax credit is only allowed on new, rather than existing investment, the city does not actually lose tax revenue. Also, new jobs create additional revenue from local income tax, which helps to offset the property-tax-credit reductions.

It can also be argued that if the land were to remain vacant, the City would not collect on the value of the new building because it wouldn’t exist. Plus, it does not apply to non-qualifying properties/residences, so property tax earned from those stay the same. A tax credit then, just

delays collection of the new taxes on new buildings, or building improvements—it does not reduce the property tax money already coming in from the property.

In addition, property tax credits are typically granted on a sliding scale over a period of years. Therefore, while the local government does not immediately collect on the value of the new building on the property, the phase-in process allows that at least some level of new assessed value creates a larger tax base immediately, with more each subsequent year (see page 13, *Example Table*). In this case, Rockville would continue to receive its baseline tax revenue, as well as any increments based on its proposed phase-in formula.

Also, property tax credits are generally granted conditionally—based on the developer’s ability to achieve project goals. Developers who fail to complete their project or otherwise fail to achieve the requirements reported in the incentive application can have their incentives terminated.

Summary of Benefits

- Provide the ability to compete with other communities for top-quality businesses
- Increase tax revenue from new businesses
- Increase employment opportunities close to home for residents
- Reduce dependence on residents to cover the costs of city services
- Promote investment in the long-term stability of the community
- Create future increases in property tax revenues once the incentive terms expire

Typical Concerns

- Granting property tax credits to a new firm may provide it with a short-term competitive advantage (during the length of the incentives) over similar firms that are already located in the community and paying their full share of property taxes.
- Impact on all local taxing units should be considered, particularly schools. If a large number of new jobs is being created, will a large number of new families be moving to the area? If so, is there excess school capacity or would new facilities be required? If new costs are high, does the existing tax base (and levy limits) have the capacity to meet the increased costs?
- Within a region, do various local governments compete against each other with tax credit options?
- Tax credits may result in the incentivized firm paying less in property taxes than it receives in services, thus resulting in the cost of providing services to the new firm being paid by other taxpayers in the same taxing units as the incentivized property.

Property Tax Credit Impacts

Without detailing the layout of a specific Arts and Cultural District, and making assumptions about the potential property developments, it is impossible to say what the exact fiscal impact of property tax credits would be in terms of revenue loss to a city. However, it may be possible to give very rough approximations of the general scope of the revenue impact being considered.

Example: In Maryland within an A&E District, a property tax credit may be granted for a maximum of 10 years on property improvements that enhance the value of a property and are

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related to the arts. The credit applies only to the incremental difference between the old and new property tax assessment if a property is redeveloped for art-related purposes. Below is an example of tax implications resulting from a phased-in process. Calculations are based on Rockville's real property tax rate of 29.2 cents per every \$100 of assessed value (the City collects \$292 for every \$100,000 of assessed value on a property).

Example Table: Rockville Property Tax Credit Calculation										
	Base Assessment Before Improvements	Rockville City Tax Rate	Original Property Tax Payment	Base Assessment After Improvements	Improved Property Tax Payment	Improvement Value	Hypothetical Credit %	Amount Eligible for Credit	Credit Amount	What Rockville Collects - Assuming Improvements
Column #	1	2	3	4	5	6	7	8	9	10
Formula			1 x 2		4 x 2	4 - 1		6 x 7	2 x 8	5 - 9
Year 1	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	80%	\$240,000	\$701	\$1,635
Year 2	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	80%	\$240,000	\$701	\$1,635
Year 3	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	80%	\$240,000	\$701	\$1,635
Year 4	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	80%	\$240,000	\$701	\$1,635
Year 5	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	80%	\$240,000	\$701	\$1,635
Year 6	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	70%	\$210,000	\$613	\$1,723
Year 7	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	60%	\$180,000	\$526	\$1,810
Year 8	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	50%	\$150,000	\$438	\$1,898
Year 9	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	40%	\$120,000	\$350	\$1,986
Year 10	\$500,000	0.00292	\$1,460	\$800,000	\$2,336	\$300,000	30%	\$90,000	\$263	\$2,073
Ten-Year Totals			\$14,600		\$23,360				\$5,694	\$17,666
Sample Only - assumes no further property-value increases (columns 1 and 4) and no tax-rate change (column 2) during the ten-year credit period.										
The tax credit is calculated only on the assessment related to the improvements - not the total assessment.										

This is a completely fictional example, as it is impossible to predict exact scenarios, but it presents an idea of the scope of the impact a property tax credit might have for one property. Over ten years, even with the tax credit (\$5,694), the City stands to collect more tax revenue (\$17,666) than it would if there were no arts-related improvements made to the one property in the designated area (\$14,600). Once the 10-year credit period ends, the City collects the entire amount.

Maryland Arts & Entertainment Districts

History

Maryland is proud to be the first state in the country to sponsor A&E Districts as a way to stimulate the economy and improve quality of life. Legislation created in 2001 enables local jurisdictions, municipalities, counties, or a combination thereof, to apply for state designations for the A&E Districts within their boundaries and offer tax incentives as provided by law. The legislation's tie to the State's Smart Growth/Priority funding programs connects the arts with broader state goals of neighborhood revitalization and economic development.

Oversight

Maryland State Arts Council www.MSAC.org (Agency of DBED)

Information

Elizabeth Affleck Carven, Deputy Director, MSAC; 175 W. Ostend Street, Baltimore, MD 21230; Phone: 410-767-8831; email: ecarven@msac.org

State Goals

Develop, promote and support diverse artistic and cultural centers in communities throughout Maryland that spur economic revitalization, preserve a sense of place, provide authentic local experiences and neighborhood pride. Strategies include:

- Create accessible, authentic, arts destinations
- Connect culture and commerce for revitalization
- Leverage state's regional identities, natural resources and heritage
- Create a magnet for business, tourism, new resident population
- Provide artists—visual, literary, performing and folk—opportunities to live, work and craft an economically prosperous future
- Invest in the power of place

Criteria

- Threshold concentration of artistic, cultural or entertainment
- Boundary overlaps with other revitalization designations
- Local government and private redevelopment resources
- Incentives available must be capable of increasing residents/business

Required Incentives

MD Applicants must show evidence that the county, municipal corporation, or both in the case of a joint application, will offer the following incentives to arts and entertainment enterprises and qualifying residing artists if the request for designation is approved. If local law requires a resolution, the resolution must be passed prior to submission of the application, but it may include a statement that the resolution is rescinded if the proposed district does not receive the Arts and Entertainment Designation.

- A property tax credit for renovations that create live-work space or space for arts and entertainment enterprises, including the percentage and applicable years;
- Exemption from the Admission and Amusement Tax;
- Acknowledgement of the potential effect of the income tax subtraction modification for income gained from artistic work sold by qualified resident artists;
- Any additional incentives and initiatives the political subdivision may provide or establish to encourage arts and entertainment enterprises and qualifying residing artists to locate within the proposed district. Include a statement from the attorney representing the jurisdiction(s) certifying that the enclosed resolutions, ordinances, public hearings, etc., meet local requirements.

List of Maryland A&E Districts

- Annapolis (Anne Arundel County)
- Berlin Arts and Entertainment District (Worcester County)
- Bethesda Arts and Entertainment District (Montgomery County)
- Cambridge Arts and Entertainment District (Dorchester County)
- City of Frostburg - Mountain City Arts and Entertainment District (Allegany County)
- City of Salisbury (Wicomico County)
- Cumberland Arts and Entertainment District (Allegany County)
- Denton Arts and Entertainment District (Caroline County)
- Downtown Frederick Arts and Entertainment District (Frederick County)
- Elkton Arts and Entertainment District (Cecil County)
- Gateway Arts District (Prince George's County)
- Hagerstown Arts and Entertainment District (Washington County)
- Havre de Grace (Harford County)
- Highlandtown Arts and Entertainment District (Baltimore City)
- Silver Spring Arts and Entertainment District (Montgomery County)
- Snow Hill Arts and Entertainment District (Worcester County)
- Station North Arts and Entertainment District (Baltimore City)
- Wheaton Arts and Entertainment District (Montgomery County)

Other Cities with A&E/Culture Districts

- Ames, IA | Main Street Cultural District | Gateway District |
- Asbury Park, NJ | Arts District
- Asheville, NC | River Arts District
- Berkeley, CA | Downtown Berkeley Arts District | Ashbury Arts District
- Carmel, IN | Carmel Arts & Design District
- Chattanooga, TN | Bluff View Arts District
- Columbus, OH | Short North Arts District
- Covington, KY | Covington Arts District
- Fayetteville, AR | Cultural Arts District
- Ft. Lauderdale, FL | Riverwalk, the Arts and Entertainment District
- Ft. Worth, TX | Cultural District | www.fwculture.com

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- Kansas City, KS | Entertainment District
- Kansas City, MO | Accardo Arts District | Crossroads Arts District | Sprint Arena & Entertainment District
- Mineral Point, WI | Arts District
- Oak Park, IL | Harrison Arts District
- Oklahoma City, OK | Paseo
- Pittsburg, PA | Cultural Arts District | www.pgharts.org
- Providence, RI | Arts & Entertainment District of Providence | West End Arts District
- Reno, NV | The Riverwalk District
- Richland, WA | Three Rivers Arts & Entertainment District
- Riverhead, NY | Arts District | www.eastendarts.org
- Saratoga Springs, NY | Beekman Street Art District
- Scottsdale, AZ | Arts District
- Worcester, MA | Arts District