



Now is the time to create solutions. We have a vision for how to enrich and strengthen our civic fabric as only the arts can. I invite all Bostonians, and call on leaders in the cultural and creative sectors, to work together to achieve the goals of this plan. Together, we can show the world what we mean by Boston Creates. – Mayor Martin J. Walsh

A Letter from the Mayor of Boston

My fellow Bostonians,

Arts and culture have always thrived in our city. They are at the heart of everything that makes us the city we are today—from our storied institutions that attract visitors from all over the world to our neighborhood festivals marked by cultural heritage and pride. Arts and culture are the building blocks of community. They help connect us to one another. They teach, inspire, support, and heal us. That’s why we are committed to elevating arts and culture in the City of Boston.

We claim a number of American cultural firsts: the first public park, public library, public secondary school, public school for African American students, school for visually impaired students, and the oldest performing arts organization in the nation. We are also home to more arts and cultural organizations per capita than any other metropolitan area in the nation. Clearly, arts, culture, and creativity are in our DNA.

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As impressive as Boston’s cultural history is, however, we know that we can do better. When I was elected mayor in November 2013, as one of my first actions I formed an Arts and Culture Transition Team and charged it with an important question: “How do we make Boston a municipal arts leader?” At a standing-room-only town hall meeting, we heard the passion of Boston’s arts and

cultural community. They wanted to see increased support for the arts from City Hall. They asked that we create a sustainable cultural plan, increase performance and work spaces, and embrace the rich diversity of Boston's population by supporting a range of arts and culture traditions.

So, we got right to work. We created an office within City government focused solely on arts and culture. We increased the amount of money that the Boston Cultural Council is able to grant to arts and culture organizations. We appointed the first cabinet-level Chief of Arts and Culture in decades. But the work hasn't stopped there.

In April 2015, we officially launched Boston Creates, the first cultural planning process for the City of Boston. We embarked on an open and inclusive process, guided by a 16-member Steering Committee and a 60-member Leadership Council with representatives across sectors. We formed neighborhood-specific community teams to ensure that the resulting plan would reflect the deep diversity of Boston arts and culture. We were thrilled by the level of engagement. More than 5,000 Bostonians came to town hall meetings, filled out surveys, and participated in community conversations, groups, and individual interviews. You have all taught us how we can find better ways to support artists, organizations, and programs.

Now is the time to move from gathering input to creating solutions. We have a vision for how to enrich and strengthen our civic fabric as only the arts can. With the presentation of this plan, we enter a new stage of Boston Creates: making this vision a reality. I want to sincerely thank everyone who has participated in this conversation so far. And I invite all Bostonians, and call on leaders in the cultural and creative sectors, to continue the conversation and work together to achieve the goals of the plan. Together, we can show the world what we mean by Boston Creates.



Mayor Martin J. Walsh

A Letter from the Boston Creates Leadership Council Co-Chairs

Dear Fellow Bostonians,

It has been a privilege to serve as Co-Chairs of the Boston Creates Leadership Council. We were

honored to work with a smart, diverse, and dedicated group of leaders, who share both an abiding commitment to the arts and high aspirations for Boston.

Under the leadership of Mayor Martin J. Walsh, who served as our Honorary Chair, we were part of a dynamic and inclusive process that resulted in Boston's first-ever cultural plan. At the heart of Boston Creates has been an extraordinary community engagement process in which over 5,000 Bostonians have participated. Although this process has required a great deal of time and effort, we had an important reason for undertaking it: to reach out to all of the people and neighborhoods in the city in order to hear about your passions, struggles, and aspirations and to enable us all to learn from one another. As a result, we have not only enabled the community dialogue necessary to create this cultural plan, but we have also planted the seeds for the partnerships and collaborations that will enable us to carry the work forward.

All along, we reminded ourselves that completing a plan was never the goal. The ultimate success of this work depends on how that plan is translated to tangible action that addresses the many opportunities and challenges before us. Now, it is time for all of us to embrace the civic responsibility that this plan invites and to engage actively to ensure that the arts, culture, and creativity thrive in our city and that we advance the many exciting priorities represented in the plan.

As we begin the shift from planning to execution, we do so with gratitude to the many civic leaders and representatives of the arts community who helped to steward the cultural planning process. We especially want to thank the thousands of Bostonians who contributed their time, energy, and insight to creating a collective vision for the future of arts and culture in Boston, and to helping us all understand what we must do to realize that vision. We are excited about that future and invite you to join us in implementing this exciting vision for Boston's creative future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jim Canales".

Jim Canales
President, Barr Foundation

A handwritten signature in blue ink, appearing to read "Lee Pelton".

Lee Pelton
President, Emerson College



Boston Creates: Purpose, Values, and Vision

Boston is a city alive with creativity. The city's ever-growing innovation economy, vibrant arts and creative sectors, and neighborhoods where diverse cultural traditions are proudly celebrated all demonstrate Bostonians' love of creative work and expression. Boston residents and visitors place great value on the richness and variety of the city's arts and culture scene. At the same time, Bostonians know that their city has not yet reached its full potential for arts and culture.

The 2013 mayoral campaign took place amid a groundswell of enthusiasm for arts and culture—and of demands that the City place them in the forefront of its plans for the future. Bostonians asked for more support for the sector and more access to opportunities for *all* Boston residents and visitors to participate in it. They also expressed a desire to weave arts and culture into the fabric of the city's life.

Since taking office, Mayor Walsh has been working to ensure that arts, culture, and creativity thrive as never before in Boston. He has taken the initial steps of creating a Cabinet-level Chief of Arts and Culture for the first time in decades, increasing funding for the arts, and launching the Boston Creates cultural planning process and its implementation.

The Boston Creates cultural plan is the product of one of the most extensive and thorough community engagement processes ever undertaken in the United States as part of cultural planning. It aims to align ideas, people, and resources around a shared vision and a comprehensive set of goals, strategies, and tactics for putting arts, culture, and creativity at the very heart of the life of the city.

Why cultural planning – and why now?

Cultural planning is an inclusive process for engaging city residents, visitors, and representatives of arts and culture and other sectors to help identify cultural needs, opportunities, and resources and to think strategically about how to use these resources to help a community achieve its goals.

Many Bostonians believe that the city’s arts and culture sector, for all of its great strengths and future potential, is now at a critical juncture. People both inside and outside this sector have told us the time is right for envisioning and articulating the role arts and culture can and should play in Boston’s future, and for acting to bring this future about. The challenges and opportunities the sector faces also present themselves at a unique moment of new leadership in Boston—at City Hall, in the corporate and foundation worlds, and in the city’s arts and culture institutions.

The City of Boston has carried out the Boston Creates planning process at a time when, through Imagine Boston 2030, the City is undertaking its first comprehensive planning process in fifty years. The goals of the Boston Creates plan will be incorporated into the larger plan for the city. At this forward-looking moment, the Boston Creates cultural plan aims to show how—with leadership and participation by the City as well as private institutions, groups, and individuals from across the city—we can begin acting *now* to create a brilliant future for arts and culture in Boston.



Salsa in the Park (July 20, 2015): Salsa in the Park gathers salsa lovers during the summer at the Blackstone Community Center’s courtyard. Photo by [Leonardo March](#).

We envision a creative Boston

There are reasons why the Boston Creates process incorporated such unprecedented community engagement. This approach grew, in part, out of a core belief that creativity is not just the realm of professional artists and designers, or of the innovators who have made Boston a world leader in fields such as healthcare and technology. Everybody has creativity, and everyone should have the ability to engage in creative activity and be part of Boston's rich arts and culture scene.

Innovation and creativity are part of Boston's DNA, just as much as our fabled history. That history, in fact, is full of examples of creativity and innovation—not just in the arts, sciences, and technology but in civic life as well. In the early 19th century, for example, the city established the first public park in America, the first public school system and public secondary school, the first public school for African-Americans, and the nation's first large, free, publicly supported municipal library. These inventions responded to the need to extend educational and cultural opportunities to greater numbers of Bostonians in a city that was becoming increasingly diverse.

In today's even more diverse city, we need to continue the work of enabling more Bostonians to enjoy and benefit from the city's cultural resources—and to develop, share, and be recognized for their own creative expression. We also need to find innovative ways to support Boston artists and arts and culture organizations. The sector itself is much more inclusive than in the past, when officially recognized arts and culture in Boston were the domain of an elite few and the institutions they founded. Realizing these goals presents challenges but also furnishes an opportunity to unlock unprecedented amounts of creativity in order to strengthen the sector, foster creative solutions to problems in many other spheres, and enhance the life of the whole city.



Convite Banilejo (July 18, 2015): Every summer, the Boston community hailing from the town of Bani, Dominican Republic, gathers in a picnic style family event. Photo by: [Leonardo March](#)

As the Boston Creates process has made clear, many Bostonians today want to make arts and culture as much a part of the city's identity as its history and traditions; its world leadership in education, healthcare, and innovation; and its rich tapestry of neighborhoods, communities, and cultures. The Boston Creates cultural plan presents a ten-year framework for the City, the city's arts and culture sector, and all Bostonians who want a culturally vibrant Boston—or just want to be able to enjoy the city's arts and cultural riches to the fullest.

Through Boston Creates, as a community, we envision:

- A Boston in which arts and culture are not just part of a storied past but at the heart of the city's contemporary identity—powerfully expressing who Bostonians have been, who we are, and who we hope to be.
- A Boston that demonstrates in concrete ways how it values artists: enabling them to create and showcase their best and most innovative work, grow and develop throughout their careers, and receive the support they need to survive and flourish here.
- A Boston that celebrates diversity in all forms by inspiring and empowering all Bostonians to express their individual creativity and cultural identities.
- A Boston in which arts and culture are woven into the very fabric of urban living, where Bostonians—residents, workers, students, and visitors—participate and take pride in the vibrant cultural life to be found in every corner of the city.
- A Boston that fosters creative thinking as a way of solving our problems great and small.

Under the leadership of Mayor Walsh, we will continue to work together across social, cultural, geographic, and sector boundaries to bring the power of creativity to bear on the city's challenges, great and small, and invent the Boston we want to live in for years to come. We know we can do this because Boston educates, innovates, incubates, celebrates, collaborates, and participates—but most of all, Boston Creates.



Arts and Culture in Boston: Strengths, Challenges, Opportunities

Boston has tremendous assets in arts and culture, including vibrant theaters, landmark historic architecture, compelling public art, and award-winning artists and playwrights. At the same time, Bostonians who care about the future of arts and culture in their city understand that these face very substantial challenges. Yet the city has the creative potential—in its arts and culture sector, its public and private institutions, and every community and neighborhood in the city—to create what the Mayor has described as an “arts and culture renaissance” in Boston.

The planning process, research, and lived experience tell us that Boston’s unique set of challenges and opportunities center around infrastructure, equity and inclusion, and leadership and resources. But a larger change needs to take place before we can begin to make progress in those three areas. We need a culture shift in how we collectively value and resource arts, culture, and creativity in Boston.

Examining each of these areas below—*infrastructure, equity and inclusion, leadership and resources, and the need for a culture shift*—helps us understand the state of arts and culture in Boston today as the foundation for how we move forward, guided by the cultural plan.

Infrastructure

Supporting arts and culture and creative life requires infrastructure: work, performance, and exhibition space; educational institutions and programs; arts service organizations; artists’

housing; private and public arts funders; and government entities to provide supportive policies, regulations, and resources. Boston has both great strengths and significant deficits in the necessary infrastructure to sustain arts and culture.

From an overall perspective, Boston has a remarkably vibrant and varied arts and culture sector that reaches deeply into individual lives, neighborhoods, and communities. It is home to more than 1,500 nonprofit arts and culture organizations, giving it one of the highest per capita concentrations of such groups among major American metropolitan areas. From renowned anchor institutions with many layers of programs and activities, to small organizations often serving specific neighborhoods and communities, these organizations play a central role in Boston's creative life.

Boston is also a place where arts education thrives. Artists come to learn and train in the city's prominent art and music schools. Our valuing of arts education as a fundamental component of public education is clearly evident in two examples: the Boston Arts Academy—a high school within the Boston Public Schools (BPS), cofounded by a consortium of art schools and colleges—which has received both national and international awards for excellence; and BPS Arts Expansion, a program that has gained national recognition for its success in increasing quality arts education in schools across the district.



"Lo Fab Pavilion"- Design Boston Biennial (July 16, 2015): A high-tech lattice structure, designed by Mass Design Group, creates a fun and intimate space along the Rose Kennedy Greenway. Photo by [Leonardo March](#).

Despite such strengths, the Boston Creates community engagement process found a strong

consensus that Boston's infrastructure for arts and culture seems deficient in key respects. Critical issues include:

- a need for new affordable cultural spaces and facilities, and difficulties in meeting the costs of and maintaining existing spaces and facilities;
- an acute and increasing lack of affordable housing and work space for Boston artists;
- significant imbalances and gaps in funding for Boston artists and arts and culture organizations.

These factors make themselves felt in very concrete ways. Although many artists come to Boston for education and training, and often get their professional start here, they lack many support structures and resources that they need for successful careers—and that exist in several peer cities. As a result, some artists are leaving Boston. Arts and culture organizations are also facing uncertainty as they strive to place themselves within a rapidly changing real estate landscape. Some struggle to support critical ongoing maintenance needs for their facilities.

One overarching weakness in the infrastructure of Boston's arts and culture sector threatens the city's ability to respond effectively to the needs of that sector: silos. Artists, arts organization leaders, arts funders, and community leaders see neighborhoods, artistic disciplines, and various key participants—including City departments and offices—as isolated from one another and rarely, if ever, interacting, let alone collaborating. This fragmentation and isolation hinder, among other things, the relationship between arts and culture and such allied sectors as design, tourism, and commercial arts. Too many people whose joint efforts could strengthen the infrastructure for arts and culture in Boston say that they have *never been in a room together*.

This fragmentation has been pervasive in the Boston arts and culture world. The city now has a tremendous opportunity to start bringing people together across such barriers and fostering relationships that have never existed before.

Equity and inclusion

In Boston Creates' community engagement process, Bostonians spoke loud and clear about a lack of both the equity and inclusiveness that a city with Boston's diversity, and diverse arts and cultural assets, needs to have. While many Bostonians feel immense pride in, and connection to, their cultural heritage, they very often do not see their communities or artistic traditions represented or supported in the larger landscape. Particularly among the city's communities of color, residents report difficulty in accessing Boston's arts and culture riches. Youth, especially, are unsure at

which institutions they are welcome, or in which creative settings (e.g., community centers, galleries, libraries) they are meant to be included. Many feel that certain cultural venues and events in the city are “not for them.”

Issues of equity and inclusion also have geographic implications: arts and culture organizations outside of downtown are likely to be small and underfunded. Boston residents need and want access to arts and culture opportunities close to home, but such opportunities, and the resources that make them possible, are unevenly distributed across the city.

Boston has the good fortune to have arts and culture institutions—some known around the country and the world—that bring students and visitors into the city. Huntington Avenue, Boston’s “Avenue of the Arts,” is home to numerous cultural institutions that contribute enormously to raising Boston’s profile as an arts center. Valuable as these prestigious institutions are, however, they do not begin to encompass the full spectrum of arts and culture in Boston. The neighborhoods that lie beyond the well-known arts areas are filled with artists, arts and culture organizations, programs, and events—yet most visitors to Boston (as well as many who live or work in the city) know nothing about the arts and culture activity there. This speaks to a failure by the city as a whole to recognize, value, and promote all communities and cultural expressions equally.

Arts and culture not only enrich our individual lives but have enormous potential to strengthen bonds of community across a city and promote civic creativity and collective capacity. They have a unique power to foster pride within individual communities, support understanding and respect between different communities, and bridge differences across the city. This means that equity and inclusion in arts and culture—the equal valuing of all cultural traditions and expressions, and equal access for all to arts and culture activity—are not just a matter of justice. They are also a necessity for creating a thriving, healthy, and innovative city for everyone, regardless of racial or socioeconomic background. An arts and culture sector without equity and inclusion reinforces divides built on entrenched racism and exclusion, preventing us from drawing upon the creativity of *all* Bostonians to fashion a better civic future.

Leadership and resources

Strengthening Boston’s arts and culture infrastructure by addressing critical needs and forging interconnections, making this crucial sector of the city more equitable and inclusive—this requires leadership.

The Boston Creates planning process, led by Mayor Walsh, represents an important first step

toward a much more active role for municipal government in arts and culture than Boston has seen in decades. Many leaders in Boston’s arts and culture, philanthropic, educational, health, and corporate sectors have joined the Mayor by serving on Boston Creates’ Leadership Council and Steering Committee. The chairs of the community teams have played a vital role by representing residents of every neighborhood in the city, which has further empowered them as cultural leaders within their respective communities.

For some of the tasks set out in this cultural plan it is, and will be, indispensable to have leadership from the top. City government, with its legal authority and convening power, has a major role to play, as do Boston’s leading private institutions in the corporate, philanthropic, and educational sectors as well as in the arts and culture sector itself. At a moment of new leadership for the City and for many of these private institutions, the City has an opportunity, which we are now seizing, to set a new course and dedicate new efforts to making Boston a truly great city for arts, culture, and creativity.

Yet not all of the necessary leadership should, or even can, come from the top or from citywide institutions. As the Boston Creates planning process has made clear, Boston has strong arts and culture leadership at the community and neighborhood levels. For much of what Boston needs to do to strengthen its arts and culture sector, the City and prominent citywide institutions can spark or catalyze change—but the leadership for it must come from the larger Boston community.

The need for citywide leadership is especially evident given the need for resources for arts and culture in Boston. While the city’s arts and culture sector is notable for its committed individual donor base, the primary beneficiaries of this support tend to be large organizations. Compared with other cities, Boston has limited foundation, corporate, and municipal support for the arts, especially for small and mid-sized organizations and individual artists.^[1]

^[1] See The Boston Foundation, *How Boston and Other American Cities Support and Sustain the Arts: Funding for Cultural Nonprofits in Boston and 10 Other Metropolitan Centers* (2015), available at https://www.tbf.org/~media/TBFOrg/Files/Reports/Arts%20Report_Jan%207%202016.pdf (accessed June 3, 2016).

Need for a culture shift

When it comes to issues such as silos in Boston’s arts and culture world, the need for greater equity and inclusion, or the way Boston has traditionally funded organizations in this sector, many of the greatest challenges do not arise solely from the external environment. Although such

pressures as rapid development and economic factors are very real, some of the primary challenges facing the city's arts and culture sector come from outdated mindsets and approaches to the arts. Today's diverse and dynamic Boston demands new ways of seeing and acting that amount to a culture shift in how we approach arts and culture.

For example, the fragmentation in Boston's arts and culture sector, described above, is in many cases more a matter of habit and custom than the result of formal barriers. In a city where the past is always visible, the prestige of some of the larger, older arts and culture institutions creates an impression, for some, that arts and culture in Boston is primarily the domain of these major players. It will take a change in perspective, then, for the city to begin valuing all of its arts and culture institutions equally.

Moreover, distinctions between formal and informal art, or fine art and folk art, are too often a part of Boston's way of viewing arts and culture. Unfortunately they create and reinforce divisions across lines of race, ethnicity, class, and geography. Instead of maintaining these boundaries as if they were hard and fast, we should celebrate and take advantage of what the great American writer Ralph Ellison called "one of the most precious of American freedoms, which is our freedom to broaden our personal culture by absorbing the cultures of others."

Finally, newcomers to Boston have observed that our city—a world-class generator of path-breaking ideas, inventions, and enterprises—remains oddly hierarchical in where it looks for civic leadership, expecting it to come exclusively from certain major institutions.

At the same time, there has until recently been no expectation that City government and the city's major foundations and corporations would support arts and culture the way that individual patrons in Boston have long supported them. This makes Boston unlike other American cities, where arts and culture benefit greatly from coordinated public, corporate, and foundation support.

The good news is that we can change our attitudes and behavior and set new expectations. As a result of the Boston Creates cultural planning process, this change has already begun. Scores of participants in the process have noted how many valuable connections they made and collaborations they took part in while engaged in it. Boston Creates and the work of implementing the plan must continue to be a platform for achieving collaboration and change.

Boston Creates Cultural Plan Process

Community Engagement and Research Findings

The Boston Creates planning process had three goals. The first was to expand and deepen the public conversation—already underway when the Mayor launched the planning process in April 2015—about arts and culture in Boston. The second was to break down barriers, foster collaboration, empower artists and grassroots cultural leaders, and mobilize the cultural community for collective action. The process itself was designed to stimulate the kind of collaboration that will be needed to realize the vision articulated in the plan. The third goal was to create a strategic framework for strengthening the city’s arts and cultural life. This framework is intended to highlight needs, articulate opportunities, and identify ways of deploying both existing and new resources to make Boston’s arts and culture sector stronger, more sustainable, more diverse, and more widely accessible.

The cultural plan articulates a common vision for arts and culture and gives voice to Bostonians’ aspirations as well as presents ideas about how to realize them. The planning process was rooted in shared values:

- openness and transparency
- inclusiveness
- creativity
- collaboration
- a steadfast commitment to learning

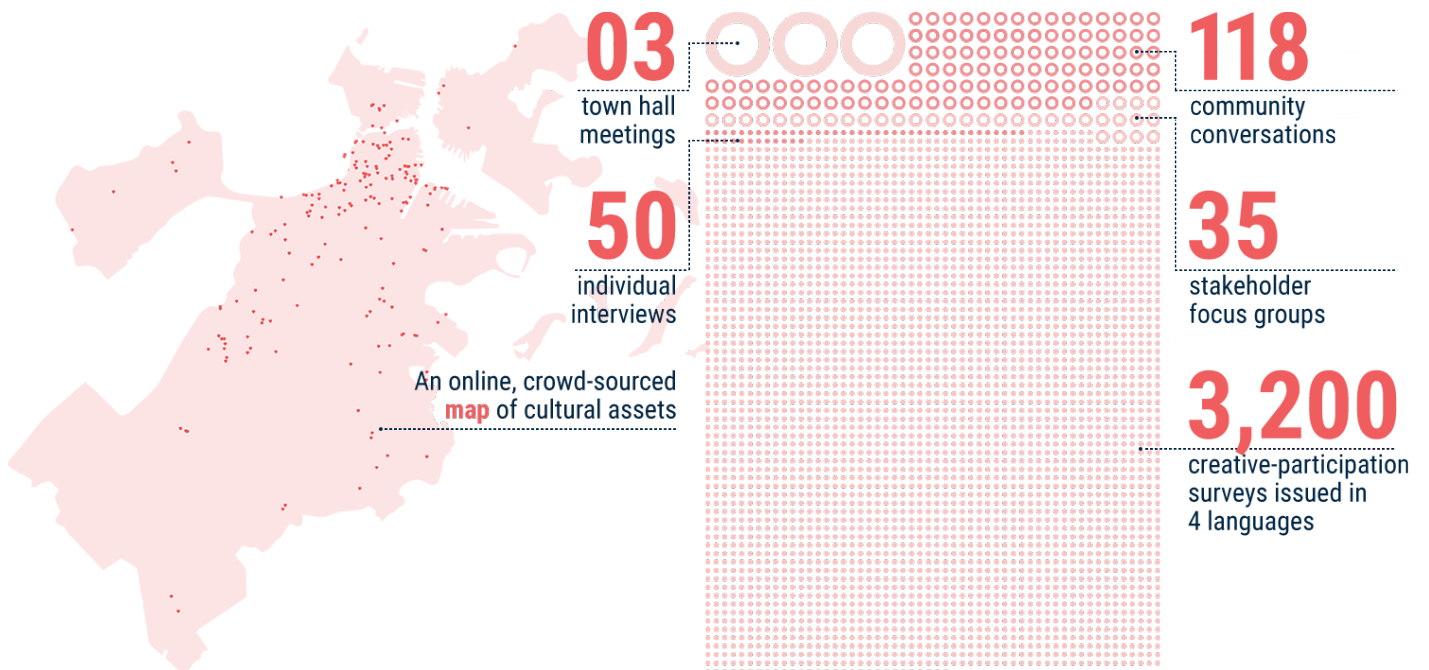
The community speaks

Boston Creates undertook an extensive community engagement process that opened with a town hall meeting on June 2, 2015 and ended on October 15, 2015 with the close of a citywide online survey.



The mixed-method research process included:

- 3 town hall meetings;
- 118 community conversations;
- 35 stakeholder focus groups and 50 one-on-one interviews;
- a creative engagement participation survey in 4 languages; and
- an online, crowd-sourced map of cultural assets.



To ensure the widest possible range of responses, the engagement process included advertising in culturally specific news outlets for the general public in addition to traditional outlets for arts and culture sector-specific news and events. We designed the process to be accessible and welcoming to a broad cross-section of residents and visitors, sector participants, and stakeholders, including:

- arts and culture audiences and participants
- artists, creators, makers, performers
- producers, presenters, programmers, teachers, architects, administrators, designers, media makers, and other representatives of the nonprofit and for-profit arts sectors
- arts and culture supporters, donors, trustees, foundations, corporate givers
- youth and young adults
- young professionals, parents, and seniors
- representatives of allied sectors such as tourism, higher education, health care, regional planning, public safety, health and human services, real estate development, finance
- representatives of City government



Jouvert (August 29, 2015): Before the Caribbean Festival starts, or perhaps to signal its beginning, Jouvert takes place in Dorchester, MA. Revelers stroll down Blue Hill Ave welcoming dawn while dancing and listening to diverse music from the Caribbean. Photo by [Leonardo March](#).

To identify individuals from whom to seek input, Boston Creates used a “Creative Capital” framework. Developed specifically for Boston and based on research attempting to measure the “cultural vitality of cities,” the Creative Capital framework suggests that a culturally vibrant city requires:

1. creatively engaged youth, families, individuals, and communities
2. a strong pool of artists and creative entrepreneurs
3. an active marketplace for arts, culture, and creativity
4. sustainable arts and culture institutions and venues

5. supportive civic/municipal policies and goals
6. active use of the arts and creative enterprises to animate and problem-solve in all aspects of public life.

Through its various outreach and engagement methods, Boston Creates involved more than 5,000 residents and visitors to Boston, thereby gaining a broad and detailed perspective on the city's arts and culture sector.

Powered by volunteers

Volunteer-led community teams were at the heart of the community engagement effort. These teams were responsible for connecting neighborhoods and communities to the process, leading community conversations, and encouraging participation in Boston Creates. They gathered ideas for the plan, empowered neighborhood cultural leaders, and fostered cohesion among local cultural organizations and artists. The team chairs are trusted leaders in their respective communities who helped Boston Creates hear from a broad range of voices. The City recruited additional team members through an open application process. A youth team, composed of volunteer high school students, led conversations with young residents of all the city's neighborhoods.

The community teams reflected the city's diversity in terms of culture, neighborhood, language, and age, and included many artists and creative workers. The teams had high levels of participation and energy and a strong sense of camaraderie. Each team collected information from its community in slightly different ways and created its own unique story about the community's experience with Boston's arts and cultural life. Participants also built relationships, formed collaborations, and generated a shared awareness of the possibilities for cultural development that is reverberating throughout Boston. It will be important to build on this work in order to move the plan forward.

Creative engagement

Department of Play (DoP)—a Boston-based collective that makes temporary play zones in public areas—assisted the community engagement process. DoP creates opportunities for city residents to step out of their everyday lives and have collective experiences of play in public spaces, taking a

break to reflect on their relationship with the city and with one another. We invited DoP to serve as a creative resource for the Boston Creates team and to engage a broad cross-section of the public.

Using the Boston Creates logo, DoP designed jumbo, interlinking foam blocks for building structures. They used these blocks at public festivals and at youth meetings, inviting people to build their visions for the future of Boston’s arts and culture. DoP also worked with the Mayor’s Office of New Urban Mechanics to add an “I imagine something here” tab and icon to the asset map on Boston Creates’ website. Using text and/or images, people could pin their ideas for art amenities to specific locations on the map. DoP contributed to the creative engagement of Boston residents during the planning process and facilitated the work of the Boston Creates artist-ethnographers.



Inside Out Faces of Dudley (October 7, 2015): The Inside Out Project, created by the French artist JR, captures portraits of community members around the world then displays them as large-format “pastings” within those communities. This is the Dudley edition. Photo by [Leonardo March](#).

Artist-ethnographers

To extend and enrich the community engagement process, Boston Creates employed three Boston ethnographers: two artist-ethnographers, Heather Kaplow and Shaw Pong Liu, and a photographer-ethnographer, Leonardo March. Selected from a pool of thirty-two applicants, these artists invited Bostonians to connect with one another—sometimes in surprising ways—and,

through shared experiences with art, to reflect about their city and the future of arts and culture here.

Heather Kapplow, a self-trained conceptual artist, creates engagement experiences designed to create unexpected intimacies. “In addition to being an artist,” she writes, “I’ve been documenting public debate/discussion and art/performance, and/or facilitating it in various ways, for a living and as a volunteer for most of my adult life.” In her culminating project for Boston Creates, *Driving Culture*, Heather created what she describes as “a design for a city vehicle using the actual handwritten desires expressed by citizens of greater Boston at [Boston Creates](#) meetings.” Her objective was to enable Bostonians’ “exact words, and the nuances of people’s individual voices” to be heard.

Shaw Pong Liu, a classically trained violinist and composer, and a teaching artist, connects people of diverse ages, backgrounds, cultures, disciplines, and ideas through the transformative power of music, stories, and interactive art-making in what she calls “genre-defying performances.” For Boston Creates, she created *What Artists Knead*, a series of bread-making parties in five Boston neighborhoods at which artists baked bread and discussed their ideas for Boston’s creative future. In a current project as one of three artists-in-residence for the City of Boston for 2016, Shaw Pong is exploring “how music can support healing and dialogue around challenging topics of gun violence, race, and law enforcement practices.”

Leonardo March, whose job was to document in photographs the listening phase of Boston Creates and make a photographic portrait of Boston’s creative life, became interested in the people behind the landscape he photographed, including what they do in their free time and how they invest their creative energy. He sees his work for Boston Creates as “expanding the image of the city in the minds of the people who live here, incorporating images of ethnic festivals, religious festivals, various entertaining events, and political protests.”

Findings: Barriers to Boston’s creative potential

Throughout the community engagement process, a number of needs, concerns, and challenges around infrastructure, equity and inclusion, and/or leadership and resources rose to the top as priorities. Issues that surfaced most often—most, though not all, mentioned above—include:

- 1. Fragmentation in the Arts and Culture Sector:** Bostonians experience the city's arts and culture sector as vibrant but fragmented. Participants in the engagement process seek opportunities for increased partnership with City government, with other sectors, and within the arts and culture sector to work collaboratively on creative ways to address the needs of the sector.
- 2. Barriers to Attendance and Engagement:** Barriers to attending cultural events are complex and differ according to neighborhood and income level. The obstacles cited most commonly by households with incomes under \$25,000 included transportation challenges, lack of social support (e.g., no one to go with), and lack of time due to work obligations. Respondents living in households with incomes over \$100,000 also identified work and family commitments as barriers to attendance at cultural events. The most prevalent barrier to participation in creative activities is work commitments, cited by 43 percent of all respondents, followed by affordability (i.e., couldn't afford materials or instruction), named by 28 percent of respondents overall but predominantly by those with household incomes under \$25,000.
- 3. Equity and Opportunity:** Participants in the engagement process seek equitable recognition and respect for diverse cultural heritages and artistic practices in Boston. They see a number of complex issues standing in the way, particularly racism and widening income disparities. People spoke of the need for several specific improvements in equity and opportunity within the arts and culture sector, including: more funding opportunities for small organizations and community-based activities; more recognition and valuing of neighborhood cultural assets; and greater exposure to artwork representative of diverse cultures.
- 4. Spaces and Facilities:** The engagement process revealed a deep and widespread need for affordable cultural spaces for people to gather, create, collaborate, and participate in the arts. Participants would like to see the use of more spaces for the arts beyond the downtown core, including libraries, the Boston Centers for Youth and Families, historic buildings, and public spaces. Within the nonprofit sector, access to facilities that are affordable and appropriate for performance and the visual arts disciplines emerged as a common theme, especially from small and mid-sized organizations. Large arts and culture organizations described challenges related to the cost of maintaining physical spaces and facilities. Performing arts organizations are experiencing a number of acute difficulties involving space.
- 5. Youth Arts and Education:** Bostonians called for more comprehensive arts education programs, more equitable access to arts education, and increased opportunities for

participation both in and out of school. Specifically, they expressed a desire to support the efforts of the Boston Public Schools to expand its arts education offerings. Boston youth and arts service providers voiced a need for more youth leadership opportunities across arts education programs and activities. Boston youth seek opportunities to create, socialize around arts activities, and enliven public spaces in innovative ways.

6. **Access to Information:** Various groups expressed a desire for a more robust and accessible information network, for a variety of reasons. Boston residents and visitors described a need for better ways to learn about arts and culture offerings. Boston artists and the nonprofit arts sector seek an effective platform for citywide and regional marketing to augment their individual and collective efforts. Boston's emergent artists and individuals working with youth stated a need for a one-stop source of information for youth-focused arts activities and opportunities.

7. **New, Sustainable Resources:** Participants identified a need for greater investment in Boston's arts and culture sector through increased public funding as well as private, corporate, and foundation support. They expressed a nearly unanimous hope that City government can serve as a catalyst for public and private resources in support of arts and culture. Participants across groups also recognized that systemic change in how arts and culture are funded in Boston will require a collective and concerted effort.



Dudley Street Neighborhood Initiative Multicultural Festival (August 8, 2015): Under the title '1 Community, Many Dreams' the DSNi Multicultural Festival was held at the Mary Hannon Park/Dudley Park to the enjoyment of many

neighbors. Horse riding, acrobatics and t-shirt painting were among the most popular attractions. Photo by [Leonardo March](#).



Boston Creates Cultural Plan Plan

A Plan for Action: Five Goals, Ten Years

The Boston Creates community engagement process produced a huge trove of observations, insights, and ideas for strengthening the city's arts and culture sector, making it more equitable and inclusive, and giving it a truly central role in the life of Boston. Beginning in October 2015, the City spent three months digesting this input and identifying and understanding the highest-priority issues and themes.

Working groups made up of members of the Boston Creates Steering Committee, Leadership Council, special affinity groups, and Greater Boston Arts Funders Group, along with staff members from the Mayor's Office and the Mayor's Office of Arts & Culture, met frequently in the early months of 2016 to create a draft framework for the cultural plan. They used the input from the community engagement process, new and existing research on arts and culture in Boston, and their own experiences with Boston's arts and culture sector to make recommendations. These fall into three categories: *goals*, *strategies*, and *tactics*.

Goals overview

The following goals represent the five core areas of focus for Boston's cultural plan. Taken together, these goals serve as an organizing set of actions that the City and its partners must undertake to achieve Bostonians' vision for arts and culture. The numbering of the goals does not indicate order of priority.

1. Create fertile ground for a vibrant and sustainable arts and culture ecosystem.
2. Keep artists in Boston and attract new ones here, recognizing and supporting artists'

essential contribution to creating and maintaining a thriving, healthy, and innovative city.

3. Cultivate a city where all cultural traditions and expressions are respected, promoted, and equitably resourced, and where opportunities to engage with arts and culture are accessible to all.
4. Integrate arts and culture into all aspects of civic life, inspiring all Bostonians to value, practice, and reap the benefits of creativity in their individual lives and in their communities.
5. Mobilize likely and unlikely partners, collaborating across institutions and sectors, to generate excitement about, and demand and resources for, Boston's arts and culture sector.

Definitions

Goals: What the city needs to do, in the broadest terms, to realize its vision for arts and culture in Boston over a 10-year time frame.

Strategies: Proposed ways of meeting the plan's goals, responding to the highest-priority needs identified in the Boston Creates community engagement process.

Tactics: Specific programs, advocacy, research, or other proposed actions to support the strategies, based on the present environment, existing partners, and current knowledge of the sector.

A timeframe for implementing each tactic is indicated: short-term (0–12 months); mid-term (1–3 years); and long-term (4–10 years). Strategies and tactics may change over the course of the plan's implementation in response to changes in the environment.

City and community roles

The City launched Boston Creates in response to Bostonians' clear desire for City government to play a much more active role in supporting and promoting arts and culture than it has in the past—a role that the City is already embracing. Yet, while calling for City leadership, participants in the community engagement effort also acknowledged that the City could not go it alone. In reviewing tactics for supporting the goals and strategies in the cultural plan, the working groups came to realize that the City will play different roles in the implementation of the various tactics, depending on the particular tasks involved:

- Some proposed tactics will be **City-owned**, with City government both leading and implementing the required actions.
- The implementation of other tactics will be **City-led**, with City government sharing ownership and implementation with partners in arts and culture and/or other sectors.
- Still other tactics will be implemented in a **City-catalyzed** process in which City government endorses ideas and convenes stakeholders, but for which it may be more appropriate for other partners to own and lead implementation because of their mission, strategic priorities, or current programming.



Boston Comic Con Parade (July 21, 2015): Days before Boston Comic Con, a Cosplay parade and competition is held at Faneuil Hall. Cosplayers of all ages gather to showcase their costumes. Photo by [Leonardo March](#).

Plan recommendations

GOAL 1 Create fertile ground for a vibrant and sustainable arts and culture ecosystem.

Creating “fertile ground” for arts and culture in Boston involves strengthening infrastructure such as facilities, organizations, programs, funding, *and* the networks and relationships that make everything else in the arts and culture sector work. Goal 1 responds to, among other things, concerns expressed in the community engagement process about Boston’s small and mid-sized organizations. Yet this is not meant to diminish in any way the importance of the city’s larger arts

and culture institutions. These large organizations remain crucial to the ecosystem—creating thousands of jobs for artists, administrators, and staff; driving arts-related philanthropy and tourism; and providing large-scale opportunities for participation in the arts. Strategies and tactics for implementing this goal respond to their needs as well.

Building networks and partnerships is another crucial component of creating fertile ground for Boston’s arts and culture ecosystem. Boston Creates itself represents one of the most significant steps for the City in its vital role as a network-builder for arts and culture.

Strategy 1 Create partnerships to develop platforms, funding streams, and networks that enable risk-taking and innovation across the arts and cultural sector.

Tactic 1.1.1 City-led Short-term

Bring together members of the arts and culture community to catalyze discussion about artistic risk-taking across Boston and provide guidance for the creation of a new grant program in support of artistic risk.

Tactic 1.1.2 City-catalyzed Mid-term

Convene funding partners and advocate for a fund for artistic risk-taking to support arts and culture organizations in the creation of new work.

Strategy 2 Support the availability, affordability, and sustainability of cultural spaces and facilities for arts and culture organizations of all sizes in Boston.

Tactic 1.2.1 City-owned Short-term to Long-term

Complete a study of Boston performing arts venues to understand the current and anticipated venue challenges of local performing arts and culture organizations, followed by an implementation phase for recommendations; provide for periodic assessment of needs based on study findings.

Tactic 1.2.2 City-led Short-term

Identify how land use tools and other policies, including financing strategies, can provide incentives and requirements for the creation of new cultural spaces in connection with real estate development or sustained support for existing cultural spaces.

Tactic 1.2.3 City-catalyzed Long-term

Convene funding partners to create a reliable and predictable source of pooled funding to mitigate depreciation costs and/or invest in facilities reserves for organizations operating arts and culture spaces and facilities in Boston.

Strategy 3 Strengthen small and mid-sized arts and culture organizations in Boston.

Tactic 1.3.1 City-catalyzed Long-term

Develop a citywide funding initiative to provide more general operating support for small and mid-sized arts and culture organizations.

Tactic 1.3.2 City-led Mid-term

Develop strategic partnerships with arts service organizations, foundations, and universities to implement capacity-building programs for arts and culture organizations in response to the needs of the sector.

Strategy 4 Enact and coordinate municipal policies to better support creative expressions and endeavors citywide.**Tactic 1.4.1 City-owned Short-term to Mid-term**

Review and streamline municipal policies and procedures affecting arts and cultural uses including permitting, zoning, and licensing.

Tactic 1.4.2 City-owned Short-term to Mid-term

Simplify the Boston Art Commission application process for permanent and temporary public art on City property by creating a more user-friendly application process as well as an insurance waiver for small-scale/low-risk projects.

GOAL 2 Keep artists in Boston and attract new ones here, recognizing and supporting artists' essential contribution to creating and maintaining a thriving, healthy, and innovative city.

Goal 2 reinforces the importance of artists in Boston. Given that resources for individual artists in the city have been extremely limited, this goal is intended to help artists do their best work by providing essential means of support. While Goal 1 addresses needs for cultural spaces and facilities for arts organizations, this goal addresses the spaces that are most important to individual artists: affordable housing and work space. The City understands that meeting artists' space needs requires innovative approaches to housing and facilities, especially in today's aggressive real estate market.

Strategy 1 Invest in individual artists in Boston.**Tactic 2.1.1 City-owned Short-term**

Make grants to individual artists living in Boston.

Tactic 2.1.2 City-catalyzed Mid-term

Encourage professional development opportunities for teaching artists or artist educators by

partnering with higher education and arts colleges.

Tactic 2.1.3 City-catalyzed Mid-term

Provide continuing education opportunities, including high-quality and affordable business and career development training, for early- to mid-career arts and culture professionals through partnerships with higher education institutions, arts colleges, and arts service organizations.

Tactic 2.1.4 City-owned Mid-term

Encourage developers to incorporate work and presentation space for artists into development efforts.

Strategy 2 Make City government more accessible, welcoming, and responsive to artists.

Tactic 2.2.1 City-owned Short-term

Create an Artists Resource Desk within City Hall, centralizing staff support for: permitting, zoning, and other regulatory requirements for arts and culture uses; communicating professional opportunities; navigating other municipal services and departments.

Tactic 2.2.2 City-owned Short-term

Facilitate exhibition, performance, and convening opportunities for artists in City Hall, libraries, and other municipally-owned spaces in neighborhood settings.

Tactic 2.2.3 City-led Mid-term

Facilitate guest curation of local artists' work in City Hall, libraries, and other municipally-owned spaces by partnering with arts and culture organizations, local galleries, and others.

Tactic 2.2.4 City-owned Short-term

Recognize and promote the significant contributions of Boston artists by expanding on currently bestowed honors such as a Poet Laureate designation, an Emerging Artist Award, and City Proclamations recognizing such contributions.

Strategy 3 Identify and pursue opportunities for affordable artist housing and presenting and production spaces.

Tactic 2.3.1 City-led Short-term

Increase the supply of affordable live/work spaces for artists by developing strategic partnerships with the Department of Neighborhood Development, Boston Redevelopment Authority, Boston Housing Authority, Boston Society of Architects, and real estate development community.

Tactic 2.3.2 City-owned Long-term

Create an inventory and promote the use of existing City- and privately-owned spaces and buildings that can be made available for individual artists creating and presenting work in Boston.

Tactic 2.3.3 City-owned Mid-term

Explore new housing models supporting artists, such as mixed-constituency housing, artist cooperatives, and university partnerships, in collaboration with the Department of Neighborhood Development.

GOAL 3 Cultivate a city where all cultural traditions and expressions are respected, promoted, and equitably resourced, and where opportunities to engage with arts and culture are accessible to all.

Goal 3 responds to a clear consensus in the community engagement process that Boston’s arts and culture sector contains barriers to full inclusion and participation—barriers arising from entrenched, systemic inequities around race, class, geography, and ability. The cross-cultural exchange envisioned in this goal involves more than the promotion and enjoyment of diverse cultures. It is about creating a two-way street for genuine learning, so that arts and culture organizations and programs of all kinds can better serve Boston audiences and residents.

Strategy 1 Address cultural disparities across race, class, ability, and geographic lines by intentionally bridging divides and promoting cross-cultural exchange.

Tactic 3.1.1 City-catalyzed Short-term to

Mid-term Advocate for the development of a cultural equity study in Boston as a complement to the disparity study that the Mayor’s Office of Economic Development is conducting.

Tactic 3.1.2 City-owned Short-term

Explore how to use arts and culture as a vehicle for dialogue within the citywide conversation about historic race and class divisions in Boston, in partnership with the City’s Chief Resilience Officer.

Tactic 3.1.3 City-catalyzed Long-term

Advocate for the establishment of a fund to support creation or presentation of artwork addressing disparities or deepening understanding across divides.

Strategy 2 Advance equity by facilitating creative, cultural, and artistic opportunities in historically underserved communities.

Tactic 3.2.1 City-led Short-term

Grow municipal resources for grassroots arts or culture projects by individual artists, community members, and unincorporated groups.

Tactic 3.2.2 City-led Short-term

Create a responsive capacity-building program for community arts and culture organizations, cultural festivals, and projects, in partnership with community leaders; the Mayor's Office of Tourism, Sports, and Entertainment; the Office for Immigrant Advancement; and the Office of Neighborhood Services.

Tactic 3.2.3 City-owned Short-term

Ensure that City funding opportunities are accessible to individuals with disabilities or for whom English is not a first language, and that diverse voices are included in funding decisions.

Tactic 3.2.4 City-catalyzed Mid-term

Determine strategies for better serving community arts in historically underserved communities by facilitating strategic partnerships among arts service organizations, advocacy partners, and community-based leaders.

Strategy 3 Leverage City departments, resources, and facilities to embed arts and culture opportunities in every neighborhood, opening access to creative engagement and arts participation citywide.

Tactic 3.3.1 City-owned Short-term

Identify opportunities for embedding arts and culture programs, classes, and activities in municipal spaces by developing strategic partnerships between City agencies and neighborhood facilities or programs.

Tactic 3.3.2 City-led Mid-term

Research systemic barriers to participation and engagement in arts and culture activities for persons with disabilities, and identify solutions and opportunities for change, by partnering with the Commission for Persons with Disabilities and VSA Massachusetts.

Strategy 4 Increase cultural competency (i.e., fluency in relating across cultural divides) within the arts and culture sector; facilitate learning opportunities among diverse populations and cultures; and promote diverse and inclusive participation in the sector.

Tactic 3.4.1 City-catalyzed Mid-term

Provide learning opportunities for the arts and culture sector on demographic changes in Boston, cultural competency, and development of cultural spaces and events welcoming to individuals of diverse backgrounds, through partnerships with arts service organizations and funders.

Tactic 3.4.2 City-catalyzed Mid-term

Support the efforts of Boston arts and cultural organizations to better serve and engage diverse

audiences and visitors through programming and marketing.

Tactic 3.4.3 City-catalyzed Long-term

Clarify career pathways in the sector, and determine avenues for stronger recruitment efforts and development of professional networks across specializations and for diverse candidates, by convening arts and culture organizations and arts service organizations.

Tactic 3.4.4 City-catalyzed Long-term

Increase awareness of the challenges experienced by persons with disabilities seeking to participate in arts and cultural events and activities, and introduce the tenets of universal design, through conversations with arts and culture organizations.

GOAL 4 Integrate arts and culture into all aspects of civic life, inspiring all Bostonians to value, engage in, and reap the benefits of creativity in their individual lives and in their communities.

Boston has an ideal opportunity to act on Goal 4 in the creation of Imagine Boston 2030 and the several other City plans currently in the works. The City intends to incorporate Boston Creates in all planning efforts and citywide visions for the future.

The City aims to fully integrate arts and culture into the public realm. This includes a range of actions, from improving City processes in order to better support artists and the arts to commissioning iconic public art created specifically for Boston's neighborhoods. Such an effort will require increased investment, and the City will take a leadership role in developing new resources for arts and culture in Boston.

An area of special concern that arose from the planning process is art in the Boston Public Schools. Arts education needs to be available in all Boston's schools, through partnerships between arts organizations and schools, as well as outside of school (whether for recreation or to help young people find career pathways in the arts).

Strategy 1 Change City policymaking and practice to integrate creative thinking into the work of every municipal department and all planning efforts.

Tactic 4.1.1 City-owned Short-term

Ensure the vision, values, and goals of Boston Creates are embedded in Imagine Boston 2030, the City's first comprehensive plan in 50 years.

Tactic 4.1.2 City-owned Short-term

Building on the Mayor's elevation of Chief of Arts and Culture to a Cabinet-level position, nurture

cross-departmental collaboration and the inclusion of an arts voice on each internal task force or working group.

Tactic 4.1.3 City-owned Short-term to Long-term

Use the Boston Artists in Residence Program to embed working artists in City departments and agencies to promote creative thought in municipal problem-solving and project implementation.

Strategy 2 Harness the power of arts and culture to engage Bostonians in civic discourse, planning, and creative problem-solving.

Tactic 4.2.1 City-owned Mid-term

Promote the City's integration of arts and culture into municipal decision-making as a model for the private sector, and enable each sector to learn best practices from the other.

Tactic 4.2.2 City-led Short-term

Promote the development of public art and performance opportunities in neighborhood settings, and explore sustainable options for public and private financing of public art, through partnerships with Boston Main Streets, community development corporations, and other community organizations and City departments.

Tactic 4.2.3 City-catalyzed Short-term to Long-term

Support the creation and promotion of arts and cultural districts and creative development opportunities within and across Boston's neighborhoods by partnering with neighborhood, community development, and other civic organizations.

Strategy 3 Make Boston a place where arts education and arts-enhanced learning are available citywide and through all stages of life.

Tactic 4.3.1 City-catalyzed Long-term

Expose families to the benefits of the arts in child and family development, and identify access points for participation, by partnering with universities, hospitals, neighborhood health centers, libraries, and early childhood education and pre-school provider networks.

Tactic 4.3.2 City-catalyzed Mid-term

Ensure arts education is a fundamental function of the Boston Public Schools as a foundational element of the City's commitment to youth arts. Communicate the value of in-school arts education for all of Boston's schools through strategic partnerships among the schools, the Mayor's Office of Education, the Boston Public Schools, EdVestors, and in-school arts providers.

Tactic 4.3.3 City-catalyzed Short-term

Revise and implement the current Boston Public Schools (BPS) Arts Education Policy to build and

sustain BPS arts education, and promote collaborative arts education discussions for all Boston schools.

Tactic 4.3.4 City-catalyzed Long-term

Enhance and expand arts education for Boston youth, and develop opportunities for youth leadership and youth-led creative activities, by means of strategic partnerships with schools in Boston and out-of-school youth-serving arts organizations.

Tactic 4.3.5 City-catalyzed Long-term

Promote pathways to creative careers, and support Boston youth and young adults in pursuing them, by developing strategic partnerships with the arts and culture community, higher education institutions, and technical skills and apprenticeship programs, including the Office of Workforce Development.

Tactic 4.3.6 City-catalyzed Mid-term

Building on the existing Mayor's Mentoring Movement and My Brother's Keeper Initiative, develop an arts and culture mentorship program for youth and young adults, creating a pipeline of future leaders in the arts and culture sector.

Tactic 4.3.7 City-owned Mid-term

Build on the arts and culture offerings and opportunities available to seniors by developing strategic partnerships with the Elderly Affairs Commission.

Strategy 4 Integrate arts, culture, and creativity into the public realm and urban environment.

Tactic 4.4.1 City-owned Long-term

Encourage designers and developers to embrace the transformative power of public art and the more imaginative architecture the Mayor has called for, by partnering with Boston Art Commission, Boston Civic Design Commission, Boston Parks and Recreation, Boston Redevelopment Authority, Boston Society of Architects/AIA, Boston Landmarks Commission, and A Better City.

Tactic 4.4.2 City-owned Mid-term

Promote the development of public art and performance opportunities in neighborhood settings, through partnerships with Boston Main Streets, community development corporations, and other community organizations.

Tactic 4.4.3 City-owned Long-term

Create a map and inventory of cultural assets across Boston to document and understand the landscape and to assess changes over time.

Tactic 4.4.4 City-owned Long-term

Promote the city's rich cultural festivals, in partnership with Boston Parks and Recreation and the Mayor's Office of Tourism, Sports, and Entertainment.



A Children's Watermelon Eating contest at a community event in Chinatown. Photo by [Leonardo March](#).

GOAL 5 Mobilize likely and unlikely partners, collaborating across institutions and sectors, to generate excitement about, and demand and resources for, Boston's arts and culture sector.

Goal 5 is intended to identify, support, and increase the many cross-sector efforts that are necessary for arts and culture to thrive in Boston. Many other sectors already understand or are shaped by arts and culture. For example, Boston has a consortium of arts and health organizations, Boston Arts Consortium for Health (BACH), made up of hospitals, teaching artists, medical professionals, and arts-therapy programs and practitioners working to advocate for the arts and health sector. These institutions and individuals recognize the importance of the arts for wellness and that Boston's cluster of outstanding hospitals, educational institutions, and biotechnology and life sciences companies position the city to be a leader in this field.

Cross-sector partnerships like this expand the definition of the arts and culture sector and help to ensure the full integration of arts, culture, and creativity into public life. This expansive definition is part of an inclusive approach to developing public support and advocacy for arts and culture in Boston.

Strategy 1 Cultivate and mobilize public support and advocacy for the arts and cultural sector.

Tactic 5.1.1 City-owned Short-term to Long-term

Engage the Mayor's Office to generate public support for Boston's arts and culture sector.

Tactic 5.1.2 City-owned Short-term

Advocate on behalf of the arts and culture sector with state and federal policymakers, emphasizing the need for sustained support for arts and culture and their integration into other sectors.

Strategy 2 Use the convening power of City government and partners to motivate and assist other sectors and professional groups in advocating for arts and culture in their respective domains.

Tactic 5.2.1 City-led Short-term to Mid-term

Leverage the Mayor's Office to ensure that arts and culture have a seat at the table when other sectors – such as higher education, science, healthcare, and regional planning – are brought together to develop cross-sector approaches to major issues.

Tactic 5.2.2 City-owned Short-term

Model successful integration of arts and culture within private-sector organizations and fields by recognizing the contributions of individual arts advocates and champions within business, finance, and other domains.

Tactic 5.2.3 City-led Mid-term

Maximize opportunities for collaboration across the nonprofit and for-profit sectors by developing strategic partnerships with creative industries such as technology, design, and commercial arts.

Strategy 3 Develop the partnerships and tools necessary for making Boston a leading cultural destination.

Tactic 5.3.1 City-led Long-term

Develop strategic partnerships with the Greater Boston Convention and Visitors Bureau, Boston Landmarks Commission, and Massachusetts Office of Travel and Tourism to improve coordination and collaboration in support of cultural tourism, increased tourism revenues from arts and culture, and greater inclusion of arts and culture in Boston's brand and identity.

Tactic 5.3.2 City-catalyzed Long-term

Develop strategic partnerships with arts service organizations and media outlets to create an information network for visitors and residents, incorporating event listings, arts learning opportunities, and community-based activities.

Strategy 4 Cultivate greater foundation, corporate, and individual philanthropy, and advance public-private and public sector partnerships, in support of the City's ambitious goals for the arts and culture sector.

Tactic 5.4.1 City-catalyzed Short-term

Engage civic, business, and philanthropic leaders to create a pooled fund to address critical sector needs identified through the Boston Creates planning process.

Tactic 5.4.2 City-catalyzed Short-term

Ensure that Boston arts and culture, and the expansive vision for them developed through Boston Creates, are at the forefront of city and state policymaking by developing strategic partnerships with advocacy groups.



Boston Creates Cultural Plan Implementation

Moving Forward: Leadership and Resources for Plan Implementation

Boston Creates has been a wide-ranging process in which the City worked with the community to identify common goals and aspirations for arts and culture in Boston. From the moment we began developing tactics for realizing the plan's goals and strategies we have focused on implementation. Specifically, for every tactic we have considered whether a particular action will be City-owned, City-led, or City-catalyzed.

These are important distinctions. Where a tactic requires a change in City policies or processes, or the City otherwise has the ability and the resources to act on its own, implementation of that tactic will be City-owned. City-led tactics will involve the City as a lead partner in implementation, using its convening power, communications platforms, or other resources to play a leadership role. Still other tactics—particularly ones with longer timeframes that may require broad consensus, wholesale shifts in thinking, and/or sustainable funding—will be City-catalyzed, with other parties taking ownership and leadership roles. This variety in tactics reflects the fact that success will take effort and leadership from many others throughout the city.

Getting started: New resources are essential

The City has been jump-starting implementation of the Boston Creates plan by providing new financial resources. In his first and second budgets, Mayor Walsh tripled funding for the Boston Cultural Council, which makes grants to a wide variety of arts organizations. In his State of the City Address in January 2016, the Mayor announced a \$1 million investment in the arts, using BRA

community benefits funds—an allocation that was a direct result of feedback from the Boston Creates community engagement process. The money, to be used in Fiscal Year 2017 (FY17), which begins July 2016, will fund:

- a full-time employee in the Mayor's Office of Arts and Culture who will work closely with the Mayor's Office of Neighborhood Services and help artists navigate City Hall—from permitting to housing to small-business advice and all other City services;
- a competitive artist fellowship program;
- an expanded second round of the Boston AIR program, which will work with the Boston Centers for Youth and Families.

Mayor Walsh's proposed FY17 budget, presented in April 2016, includes \$2.3 million for the Mayor's Office of Arts and Culture. This represents a sevenfold increase over funding in the years just preceding the Walsh administration.

The long game: A sustainable revenue stream

To fully realize the vision underlying Boston Creates, the City will need to identify new sources of revenue and form strategic partnerships with state and federal counterparts as well as with local private, foundation, and corporate supporters.

Mayor Walsh has repeatedly expressed the desire to identify a sustainable revenue stream for the arts and has made great strides using the restricted tools at the City's disposal. It is essential to note, however, that the possibility of further increases in City funding is, indeed, severely limited within the current system of municipal finance.

The City faces increasing fiscal pressure from different sources, including statutorily limited revenue tools, rising fixed costs, underfunding of charter school reimbursement, decreasing local aid, and the growing need for a wide range of city services. Under Massachusetts law, municipalities cannot levy taxes without express state authority. What this means in practice is that Boston, like other Massachusetts municipalities, relies heavily on a limited number of revenue sources—most notably, property taxes.

Boston currently depends on property taxes for 67 percent of its total revenue. This overreliance on a single source of revenue is compounded by two additional factors: Proposition 2 ½ and the tax-exempt status of most land within the city. Proposition 2 ½ is a Massachusetts statute that limits cities and towns to a 2.5 percent increase in levied property taxes each year. This means that

Boston cannot raise its total levy limit above that amount without a citywide referendum. It becomes even more challenging to identify new sources of revenue when one considers that over 50 percent of land in Boston is exempt from property taxes—the great majority of that segment is land owned publicly or by religious, educational, or medical institutions.

One program that helps ameliorate Boston’s funding challenges is Payments in Lieu of Taxes (PILOT), in place since 2012. Under PILOT, the City requests voluntary contributions from tax-exempt organizations with land holdings valued in excess of \$15 million. Boston is unique among American cities in that its largest cultural organizations are included in its PILOT program. Throughout the Boston Creates community engagement process, we heard from the arts and culture sector that the PILOT program should not include cultural institutions because they rely for funding on individual donors, who are reluctant to provide funding for PILOT payments.

It is in this context—with the City trying to rectify an inherited structural deficit while advocating for further investment from other public partners—that we affirm the City’s identification of a sustainable public revenue stream for arts and culture must be strategic, and will require a long-term effort by community organizations and individuals advocating for increased support for the arts.

Implementation efforts underway

The City has already begun implementing recommendations from the planning process. The Mayor appointed arts and culture advocates to boards and commissions, including three recent appointments to the five-member Boston Redevelopment Authority board, which stewards most of the development in the city. With a grant from the National Endowment for the Arts, the City launched Boston AIR, a program designed to inject creativity into municipal problem-solving. Interagency collaborations are now the norm in City Hall, with arts voices present in all internal planning and on task forces. The Boston Art Commission, the custodian of the city’s public art, created a streamlined application that removes many barriers for artists proposing public art projects. These are just some examples of the initial steps the City is taking to implement the cultural plan. Building on the Mayor’s initial FY17 investments in arts and culture, the City has identified five priority areas for Boston Creates year one implementation:

- Expand City support for the arts through investments in public art as part of major City infrastructure projects. *In partnership with the City of Boston Budget Office.*
- Commit to a sustainable source of affordable artist housing. *In partnership with the Boston*

Housing Authority, the Department of Neighborhood Development, and private developers.

- Commit to the inclusion of three Arts Innovation Districts in Imagine Boston 2030, the citywide comprehensive plan. *In partnership with the Boston Redevelopment Authority.*
- Work with local philanthropy to establish collaborative funding mechanisms to meet the needs of the arts and culture sector. *One such fund is being developed by the Boston Foundation and the Barr Foundation.*
- Launch a pilot program that addresses the need for affordable rehearsal space. *In partnership with private and non-profit institutions.*

These initial implementation items are opportunities for immediate action that resulted from the planning process and respond to some of the highest priority needs that we heard through Boston Creates: public art, housing, and funding for the sector. Partners both inside and out of City Hall have stepped up to support program design and implementation efforts.

Some tactics of the Boston Creates cultural plan call for further study in order for us to understand policy implications and first steps. The plan specifically calls for studies on artist housing, accessibility and inclusion, cultural equity, and performing arts venues. The City is planning to do the first three of these studies (the cultural facilities study on performing arts venues is already underway) and will take the lead on working with appropriate partners to ensure that research findings result in actionable policy. In anticipation of these studies and in order to align internal policies with study outcomes, we continue to work across departments in City Hall on initiatives like advocating for artist housing and for performance and work space.

The City will continue to lead implementation efforts beyond those named above and align partners to convene, think through ideas and solutions, make connections between efforts and individuals, and advocate for arts and culture. The City will also continue to cultivate relationships with potential funders in the philanthropic and corporate arenas. Because of the unique missions and priorities of prospective funding partners, a variety of mechanisms are being explored—for example, direct support to the City or the development of a pooled grant fund. Funding partners may also choose to align their giving with the priorities identified in the plan.

Accountability moving forward

Boston Creates cultural plan belongs to the whole city, not just City government, and should withstand changes in leadership and administrations as well as economic downturns. Effective governance is required to track the plan and its milestones in light of its dynamic nature. With input

from partners and participants in the planning process, the City will design and form a Boston Creates accountability body that will sit outside of City government. The accountability body will monitor progress and keep Bostonians fully informed about and engaged in the implementation of their cultural plan.



Achieving Our Collective Vision

Boston Creates belongs to the whole city, not just City Hall or its Office of Arts and Culture. Leadership from across the city will be imperative for bringing about the culture shift needed for real change in Boston's support for arts and culture, and for reaching the goals of the Boston Creates cultural plan over ten years.

The Boston Creates cultural plan is a living document that will be continually updated as the environment changes, strategies and tactics are implemented and prove successful or need to be adapted, and we learn more about requirements for achieving the plan's goals. No matter how much we improve the plan over time, however, without action it can have no impact. That is why Boston Creates is calling on you, Boston's community and arts leaders, to come together to make this plan a reality.

The plan proposes a host of ways to get involved. Individuals can stand up for arts and culture in local civic groups, on boards, and in city and state public processes. Funders and organizations can align their priorities and programs with the goals of the plan. The City will continue to include bringing arts leaders, supporters, and participants together to carry on the important conversations and collaborations that will help achieve the goals of the plan. Yet, achieving sustainable success will take leadership from all of us. We invite all who share in the vision of a thriving, creative Boston to maintain the conversation, work together to sustain and strengthen Boston's many creative resources, and realize the collective vision of Boston Creates.



Beach Ball Flash Mob (August 1, 2015): What do you do when you have too many beach balls at home? Organize a Beach Ball Flash Mob in Boston Common, just like a day at the beach but with dozens of flying beach balls. Photo by [Leonardo March](#).

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Juan Maldonado, Director of Arts, Culture, and Civic Engagement, Sociedad Latina

Marlee McDonald-Yepes, Program Manager, New England Conservatory

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Stephanie Nikolaou, Theater and Dance Teacher

Laura Perille, President & CEO, EdVestors

Catherine Peterson, Executive Director, ArtsBoston

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Ashley Rose, Artist and Arts Program Manager, Lena Park CDC

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Eve Rounds, Independent Arts Advocate, Boston Ballet and Boston Arts Academy

Bianca Sigh Ward, Paralegal, Nystrom Beckman & Paris LLP

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Michael Evans, Developer & Designer, Mayor's Office of New Urban Mechanics

Eve Ewing, doctoral candidate, Harvard Graduate School of Education; Outreach Coordinator, Mass LEAP

Vineet Gupta, Director of Policy and Planning, Boston Transportation Department

Ted Landsmark, President Emeritus, Boston Architectural College; Board Member, Boston Redevelopment Authority

Joyce Linehan, Chief of Policy, Mayor's Office of the City of Boston

Anne-Marie Lubenau, Director, Rudy Bruner Award for Urban Excellence at The Bruner Foundation

Michael Maso, Managing Director, Huntington Theatre Company

Myran Parker-Brass, Executive Director for the Arts, Boston Public Schools

Miguel Rodriguez, Executive Director, Boston Baroque

Laura Sherman, Director, Greater Boston Grantmaking, The Klarman Family Foundation

Abi Vladeck, Special Assistant, City of Boston Capital Planning (former)

San San Wong, Senior Program Officer, Arts & Creativity, Barr Foundation

City Community Engagement Taskforce

Arreen Andrew, Director, Boston Cultural Council (former)

Andrea Burns, Director, Age-Friendly Boston

Jordan Deasy, Senior Adviser to the Chief of Civic Engagement

Joy DePina, Director of Outreach & Engagement, Mayor's Office of Health & Human Services

Jessica Doonan, Program & Policy Specialist, Mayor's Commission for Persons with Disabilities

Abigail Furey, Neighborhood Business Manager, Office of Business Development

Stephen Gilman, Program Director, Boston Main Streets

Deron Jackson, Youth Outreach Coordinator, Department of Youth Engagement & Employment

Christina Kim, Research Manager, Boston Redevelopment Authority

An Le, Community and Public Affairs Advocacy Coordinator, Mayor's Office for Immigrant

Advancement

Alvaro Lima, Director of Research, Boston Redevelopment Authority

Elizabeth O'Brien, Advisor to the Chief of Education

Ramon Soto, Director of External Relations & Opportunity Gap Initiatives, Mayor's Education Cabinet

Francesco Tena, Mayor's Youth Council Manager

Community Team Chairs

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Ben Hires

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Vanessa Calderon-Rosada

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Clare Adala-Clark
Margaret Winikates

Stakeholder Interviews and Focus Group Participants

- Jon Abbott
- Marie Adam
- Rumiko Adamowiz
- Lee Adelson
- Nicole Agois
- Peter Agoos
- Brianna Allard
- Lynne Allen
- Carl Alleyne
- Erin Anderson
- John Anderson
- Dynell Andrews-Blake
- Alex Anmahian

- Loreto Paz Ansaldo
- Jean Antoine
- Brian Appel
- Sam Aquillano
- Maure Aronson
- Felix Arroyo
- Sabrina Aviles
- Alan Babner
- Adrienne Baker
- Kelly Baker
- Kristin Baker
- Charles Baldwin
- Browne Banjineh
- Lizzie Barker
- Veronica Barron
- John Barros
- Crystal Beck
- Erin Becker
- Barbara Beckwith
- Liora Beer
- Eunice Belacy
- Lisa Bello
- Helen Bender
- Rhoda Bernard
- Hansy Better Barraza
- Rohit Bhambi
- Kathleen Bitetti
- Julia Blake
- Andrea Blesso
- Andrea Bliss-Albuquerque
- Shaun Blugh
- Sarah Bob
- Angela Bonds
- Ellen Booker
- Anne Born
- Brian Boruta
- Julia Boynton
- Dee Brenner

- Ross Bressler
- Kara Brewton
- Eve Bridburg
- Kelly Brilliant
- Brad Brown
- Cindy Brown
- Donna Brown
- Katie Brown
- Adrian Budhu
- Tory Bullock
- Peggy Burchenal
- Kathleen Burke
- Jessica Burko
- Dillon Bustin
- Albert Caldarelli
- Vanessa Calderon-Rosado
- Jay Caldrine
- Rebecca Campbell
- Heather Champion
- Nancy Cao
- Nick Capasso
- Liz Carney
- Aubre Carreon-Aguliar
- Allison Carter
- Philip Carver
- Debra Cash
- Jake Cassman
- Maggie Cavallo
- Cori Champagne
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- Cornell Coley
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- Sara Conahan
- Rosie Connelly
- Craig Coogan
- Christopher Cook
- Dave Cordes
- Tanya Cosway
- Luis Edgardo Cotto
- Robert Couture
- Anne Cowie
- Karen Cragg
- Emily Curran
- Lynne Currier
- Nelson Da Costa
- Emily Dahlgaard
- Valeska Daley
- Lori Damon
- Jesa Damora
- Evelyn Darling
- Downa Davis
- Mike Davis
- Susan Davy
- Jordan Deasy
- Christlene Dejean
- Kelly Delekta
- Christina DeLisio
- Jason Desrosier
- Muadi Dibinga
- Musau Dibinga
- Shaumba-Yandje Dibinga
- Sheila Dillon
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- Amit Dixit
- Joe Domelowicz
- Ellen Donaghy
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- Jessica Doonan
- Turahn Dorsey
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- Betsy Draper
- Marc Drayson
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- Dan Duro
- Becky Dwyer
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- Paul Edwards
- Jennifer Efron
- Dan Elias
- Lauren Elias
- Akunna Eneh
- Jenn Erickson
- Corey Evans
- Ben Evett
- Ray Fahrner
- Elaine Fallon
- Emily Fayen
- Fabio Fernandez
- Veronica Fernandez
- Moises Fernandez-Via
- Jessica Feroli
- Ted Fields
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- L'Merchie Frazier
- Pamela Frechette
- Katherine French
- Brian Friedland
- Sarah Fujiwara
- Ty Furman
- Helena Furscio
- Tony Fusco
- Geralde Gabeau
- Jamie Gahlon
- Kay Gallaher
- Bridgit Ganson
- Monica Garza
- Ed Gaskin
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- David Hartman
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- Fulani Haynes
- Nancy Hays
- Lajos Heder
- Dawn Heinen
- Julie Hennrikus
- Angela Herbert
- Dey Hernandez
- Nigella Hillgarth
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- Hamilton Ho
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- Max Hodges
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- Patrick Hollenbeck
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- Ekuu Holmes
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- David Howse
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- Elizabeth Hudson

- Jennifer Ritvo Hughes
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- Cathy Hutchinson
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- Michael Iceland
- Jazmin Idakaar
- Jen Inglis
- Beth Ireland
- Laura Irmscher
- Gillian Jackson
- Mary Jaffee
- Kate James
- Jude James
- Stephanie Janes
- Greg Jenkins
- Meri Jenkins
- Daniel Johnson
- Allyssa Jones
- David Jones
- Kieran Jordan
- Ning Jun Yuan
- Dennis Kaiser
- Justin Kang
- Kristi Keefe
- Heidi Keegan
- Rachel Keeler
- Jim Keenan
- Barrie Keller
- Dorothy Keller
- Catherine Kernan
- Sierra Khan
- Philip Khoury
- Kathy Kiely
- YeSeul Kim
- Anthony Trecek King
- Christopher King
- Tom Kingdon

- Leila Kinney
- Keith Kirchoff
- Gavin Kleespies
- Jim Klocke
- Julie Arvedon Knowlton
- Daniel Koh
- Lynne Kortenhaus
- Mitchell Kossak
- Veronica Koven-Matasy
- Joe Kriesberg
- Patricia Krol
- Matt Krug
- Richard Kuhn
- Ed Lambert
- Ted Landsmark
- David Lapin
- Alison LaRosa Montez
- BJ Larson
- First Last
- Gail Latimore
- Ann Lawson
- Malia Lazu
- Van Le
- Michelle LeBlanc
- Brian LeMay
- Veronique Le Melle
- David Leonard
- Jane Leung
- Maggie Levine
- Barbara Lewis
- Pat Lewis
- Naraya Ligouri
- Larry Lindner
- John Linehan
- Walter Little
- Lori Lobenstine
- Timothy Loew
- Silvia Lopez-Chavez

- Sujei Lugo
- Derek Lumpkins
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- Kat Macias
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- Dariela Maga
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- Steve Magoon
- Tani Marinovich
- Nancy Marks
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- Carol Ridge Martinez
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- Rita McAteer
- Dan McCole
- Julie McConchie
- Daniel McConvey
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- Stella Aguirre McGregor
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- William McLaughlin
- Jermaine McNeill
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- Rafael Medina
- Jill Medvedow
- Jack Megan
- Cecilia Mendez

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- Alys Myers
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- Jeanette Neill
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- Ester Nelson
- Susan Nelson
- Ly Nguyen
- Wendy Nicholas
- Andria Nicodemou
- Carl Nold
- Abigail Norman
- Diane Norris
- Carin O'Connor
- Kristin Odmark
- David O'Donnell
- Chika Offurum
- Zahra Ohldin
- Jenny Oliver
- Alexandra Oliver-Davila
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- Richard Ortner
- Steve O'Shaughnessy
- Ramona Ostrowski
- Meaghan Overton

- Eli Pabon
- Laura Palmer
- Panos Panay
- Diana Parcon
- Myran Parker-Brass
- Brent Parrish
- Mark Pasnik
- Emily Patrick
- Prataap Patrose
- Liz Pawlak
- Haeden Peaslee
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- Paige Peltzer
- Mike Peluse
- Yaritza Pena
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- Caitlin Peterson
- Catherine Peterson
- Tina Petigny
- Mark Pevsner
- Norah Piehl
- Rebekah Pierson
- Jeanne Pinado
- Paul Pitts
- Jean Player
- Marilyn Plotkins
- Elijah Plymesser
- Sheryl Pollard-Thomas
- Deborah Porter
- David Price
- Beth Prindle
- Kate Procyshyn
- David Pruett
- Peter Pulsifer
- Alison Pultinas
- Amy Quigley
- Paul Rabin
- Shawn Radley

- Abigale Reisman
- Mauryanne Remondini
- Chelsea Revelle
- Barbara Rhodes
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- Gerald Robbins
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- Abe Rybeck
- Robert Sabal
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- Sammy Sass
- Edward Saywell
- Gabrielle Schaffner
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- Jennifer Schmitt
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- Gretchen Schneider
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- Nate Schorr
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- Bob Schwartz
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- Klare Shaw
- Audrey Shelto

- Kairos Shen
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- Gerald Slavet
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- Linda Spear
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- Leslie Swartz
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- Abby Swidler
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- Micki Taylor-Pinney
- Patrick Tedesco
- Richard Thal
- Mila Thigpen
- Zakiya Thomas
- Nielita Thompson-Brown
- Crystal Tiala
- Sharon Tingley
- Georgia Titonis
- Emily Todd
- Paula Tognarelli
- Emily Tokarczyk
- Robert Torres
- Ted Touloukian
- Louisa Trackman

- Rob Tullis
- Lisa Tung
- Raber Umphenour
- Jonathan Unglaub
- Aysha Upchurch
- Lacey Upton
- Marcie Van Cleve
- Krista Van Tassel
- Taina Vargas
- Mary Ann Veale
- Angela Veizaga
- Trip Ventruella
- Liz Vizza
- Abi Vladeck
- Mark Volpe
- Ngoc-Tran Vu
- Karen Wacks
- Anita Walker
- Brad Walker
- Charles Washburn
- Jody Weber
- Jerry Wedge
- Jason Weeks
- Meg Weeks
- Catherine Weiskel
- Kamilah Welch
- Veronica Wells
- Sarah Wenig
- Laura Wernick
- Eric White
- Beth Whittaker
- Rachel Wiese
- Naj Wikoff
- Eileen Williston
- Matt Wilson
- Meg Winikates
- Jan Woiler Meuse
- Yanina Wolfe

- Dan Yaeger
- Annie Yang-Perez
- Brian Yankee
- Tremayne Youmans
- Nina Zannieri
- Gail Zarren
- Richard Zauft
- John Zeisel

City and Consultant Team

The City of Boston
Mayor's Office

Mayor Martin J. Walsh

Joyce Linehan, Chief of Policy

Danny Green, Deputy Chief of Policy

Michael Evans, Program Director, Mayor's Office of New Urban Mechanics

The City of Boston
Mayor's Office of Arts and Culture

Julie S. Burros, Chief of Arts and Culture

Arreen Andrew, Director, Boston Cultural Council (former)

Kenya Beaman, Staff Assistant

Celene Browning, Project Coordinator (former)

Alene Burroughs, Assistant Manager, Strand Theatre

John Crowley, Curator & Exhibition Coordinator

Kara Elliott-Ortega, Director of Planning & Policy

Karin Goodfellow, Director, Boston Art Commission

Melodi Greene, General Manager, Strand Theatre

Christian Guerra, Collections Coordinator, Boston Art Commission

Dylan Hurwitz, Project Coordinator (former)

Thomas Johnston, Director of Programs

Heidi Schork, Director, Mayor's Mural Program

Edna Wilkie, Staff Assistant

The Cultural Planning Group

David Plettner-Saunders, Partner

Martin Cohen, Partner

Jerry Allen, Partner

Linda Tara Flynn, Ph.D., Partner

WolfBrown

Alan Brown, Principal

Dr. Dennie Palmer Wolf, Principal

Marc Goldring, Associate Principal

TDC

Elizabeth Cabral Curtis, President and CEO

Ashley B. Berendt, Vice President

Archipelago Strategies Group

Josiane Martinez, Founder and Principal

Athena Laines, Community Engagement Director

Carol Leon, Community Engagement Coordinator

Lydia Vega, Community Engagement Coordinator

Ana Karina Vivas, Communication Coordinator

Callanan and Klein Communications

Erin Callanan, Principal

Adam Klein, Principal

Tori Wenzel, Assistant Account Executive

Minelli, Inc.

Mark Minelli, President, Creative Director

Becca Mayfield, Strategy & Design

Sebastian Kineke, Designer

Rebekah Leiva, Designer

Department of Play

María L. Vidart-Delgado, Partner

Katarzyna Balug, Partner

Artist Ethnographers

Heather Kapplow, Conceptual Artist

Shaw Pong Liu, Violinist, Composer and Teaching Artist

Leonardo March, Photographer

Writer/Editor

Daniel Penrice

Copy Editor

Leslie Cohen

Support

The cultural planning process was funded by the [Barr Foundation](#) and the [Klarman Family Foundation](#).



Boston Creates Cultural Plan Plan Updates

City Takes First Implementation Steps

Boston, MA – Mayor Martin J. Walsh today launched the Boston Creates cultural plan: a ten-year initiative led by the City of Boston that will align public and private resources to strengthen cultural vitality over the long-term and weave arts and culture into the fabric of everyday life.

The plan identifies five strategic goals and calls for a cultural shift in the way City government and the private sector approaches and prioritizes arts and culture. This approach will include leveraging current and future municipal investments, creating new partnerships, breaking down barriers that hinder participation in the arts, creating infrastructure that supports artists, and aligning resources towards the goal of making Boston a municipal arts leader.

The City is working to create additional funding sources for the arts, including the announcement of a municipal Percent for Art program

Critical to achieving the vision of the plan is ensuring its long term-viability. This will include leadership and financial commitments from the City as well as the cultural, corporate and philanthropic sectors. In addition, the Mayor, as always, remains committed to strengthening existing and identifying new, sustainable sources of public revenue.

“We are already making substantial investments and policy changes that will have significant impacts across the city,” said Mayor Walsh “To fully achieve the goals of this plan will take time, ingenuity and collaboration, with City government, philanthropy, business and civic leaders, and the arts and culture community all working together to make the case for sustainable investment in the arts in Boston.”

The City is working to create additional funding sources for the arts, including the announcement of a municipal Percent for Art program which will leverage the City’s Five Year Capital Plan to invest in public art as part of major city construction and infrastructure projects. Through the

capital plan, the Percent for Art Program would devote funding to public art equal to approximately 1% of the City's anticipated annual general borrowing.

Separately, the Department of Public Works has made a commitment to budget \$100,000 for permanent public art as part of a road improvement project in Hyde Square.

"Setting aside units and including money for public art are the first steps in helping Boston Creates reach its goal of making art accessible to all and keeping artists in Boston."

As affordable housing for artists continues to be a challenge, today the Boston Housing Authority announced it will begin to set aside low-income housing for artists in redevelopments. As part of the redevelopment of the Bunker Hill public housing development into a new mixed-income community in Charlestown, the Boston Housing Authority and its developer partner Corcoran-SunCal will set aside 10 units of low-income housing, available to income-eligible artists. Simultaneously, new guidelines will be created for the City of Boston Artist Certification Program.

The BHA and the developer have also pledged to set aside money for public art in the project, with the details to be announced in the coming months.

"It's no secret that high housing costs make it challenging for artists to live in Boston and we're committed to working with Mayor Walsh to find innovative solutions to this problem," said Bill McGonagle, BHA Administrator. "Setting aside units at the Bunker Hill public housing development and including money for public art in the budget are the first steps in helping Boston Creates reach its goal of making art accessible to all and keeping artists in Boston. We're proud to do our part."

Imagine Boston 2030 will include a commitment to catalyze three neighborhood Arts Innovation Districts.

Ensuring arts and culture will reach across geographic and cultural borders, Imagine Boston 2030, the city's first comprehensive planning process in 50 years, will include a commitment to catalyze three neighborhood Arts Innovation Districts. Immediately, working with the Metropolitan Area Planning Council, the City will study ways to strengthen Upham's Corner as a cultural hub, building upon the City's investment in the Strand Theatre and integrating local businesses and arts into the economy. Two more locations will be identified through Imagine Boston 2030's public engagement process over the summer and into the fall.

To ensure sustained momentum over the long-term, implementation of the plan will require collaboration and leadership from the community. The Boston Foundation today announced the "Catalyze Creativity" Pooled Fund for Dance and Theater to provide critically needed, flexible support to small entities and artists working within the least institutionally-supported disciplines in the performing arts in Greater Boston – dance and theater, broadly defined. TBF will provide

\$500,000 per year for three years to pilot and establish this new mechanism of support within Greater Boston's arts ecology. The Barr Foundation will contribute \$250,000 in the first year of the Fund.

During the community engagement phase of the process and in the final Boston Creates town hall, Bostonians across geographic locations and diverse communities expressed a desire to see greater cultural equity and access to the arts in their city. To meet this demand, The Boston Foundation has committed to launching a cultural equity study later in the year, exploring how cultural equity and access to the arts can be enhanced across the city. They will also devote funding to an artist housing strategy, which will identify how the region can create sufficient supplies of affordable residential, live/work and work studios to address the needs of artists.

"The Boston Foundation is proud to provide significant funding to small organizations, collaborations, and artists historically deprived of institutional capital."

"The Boston Foundation is proud to provide significant funding to small organizations, collaborations, and artists historically deprived of institutional capital in Boston," said Paul S. Grogan, President and CEO of the Boston Foundation. "The process of Boston Creates, so ably supported by the Barr Foundation and The Klarman Family Foundation, has demonstrated a shared commitment to meaningful change to our city's approach to supporting the arts. Mayor Walsh has elevated this urgent and timely conversation, and we must further come together as a community to provide the leadership and resources to bring our shared expectations to fruition and make Boston the preeminent arts city in America."

Showcasing the types of partnerships it will seek to catalyze, the City announced Emerson College and the Mayor's Office of Workforce Development will partner to commission a feasibility study to look at designing and implementing a Creative Industries workforce program. It is expected that such a partnership would also utilize the area's community colleges to identify Bostonians who would be trained for jobs in the city's arts and culture institutions and industries.

In another new partnership, the Museum of Fine Arts Boston will advise the City of Boston on conservation of the City of Boston's art collection, sharing its expertise and best practices on care and preservation as well as evaluating the current state of the collection. The City looks forward to leveraging the very specific expertise at the MFA in an effort to protect and preserve artwork owned by the City. In addition, the City and the MFA will work collaboratively to site sculpture from the MFA's collection on parkland contiguous to the museum's Huntington Ave. location.

Additionally, The Alternatives Spaces Pilot Project will use underutilized private space as rehearsal space for arts organizations. Beginning with space commitments from Massachusetts Eye & Ear, AT&T's flagship store on Boylston Street and the Plumbers Local 12 Union Hall, the Mayor's Office

of Arts and Culture will help these entities write and distribute an RFP for use of their spaces for rehearsals on a regular basis, for a minimum of one-year commitment. The program will expand as other companies and organizations with available space step forward.

Arts organizations can forge new cross-sectoral relationships with companies and institutions.

“We are particularly excited about this innovative, low-cost program,” said Joyce Linehan, Chief of Policy for the City of Boston. “It not only answers a need for rehearsal space that we heard loud and clear, but it also serves as an avenue for arts organizations to forge new cross-sectoral relationships with companies and institutions.”

At the forefront of a cultural shift is creating the infrastructure that ensures artists can thrive in Boston. Guidelines for two new grant programs are forthcoming. The first is the Boston Opportunity Fund for Artists, a rolling grant program designed to help artists take advantage of immediate opportunities to showcase their work. \$10,000 will be available monthly for distribution to artists, in amounts of \$500 and \$1,000. Later this year, the City will launch a highly competitive artist fellowship program. The City of Boston continues its second round of the innovative Boston AIR in which artists are in-residence in City agencies.

“Keeping artists in Boston and creating a fertile environment where they can work is a key goal of the cultural plan,” said Julie Burros, Chief of Arts and Culture for the City of Boston. “From the establishment of an Artist Resource Desk to a significant increase in grant funding and creating ways to help artists take advantage of these grants, we are working to find ways to help Boston artists- veteran and new – showcase their work and thrive here.”

Funding

Percent for Art

Percent for Art will leverage the City’s Five Year Capital Plan to invest in public art as a part of major City infrastructure projects. Through the Capital Plan, the Percent for Art Program would devote funding to public art equal to approximately 1% of the City’s anticipated annual general borrowing. These public art projects would be sited at or near select City capital projects such as libraries, schools, parks, public safety facilities, and special roadway projects. The City will develop policies and procedures to govern usage of the funds, processes for project and artist selection, and long-term maintenance of public art. The City will initiate a pilot of the program in FY17, with a full roll out planned in FY18.

Catalyze Creativity – Pooled Fund for Dance and Theater

Aligned with the goals of the cultural plan, The Boston Foundation today announced the “Catalyze Creativity” Pooled Fund for Dance and Theater, collaborative fund to provide critically needed, flexible support to small entities and artists working within the least institutionally supported disciplines in the performing arts in Greater Boston – dance and theater, broadly defined. TBF will provide \$500,000 per year for three years to pilot and establish this new mechanism of support within Greater Boston’s arts ecology. The Barr Foundation will contribute \$250,000 in the first year of the Fund.

Artists Grants

Guidelines for the previously announced artist grant programs, funded through the Mayor’s Million Dollar Investment in Artists, are forthcoming. One of these programs will be the Boston Opportunity Fund for Artists, a rolling grant program designed to help artists take advantage of immediate opportunities to showcase their work. \$10,000 will be available monthly for distribution to artists, in amounts of \$500 and \$1,000. Later this year, the City will launch a highly competitive artist fellowship grant program.

Anonymous Artist-Endowed Trust Grant

A \$50,000 grant to the Fund for Boston Neighborhoods that will be split equally between individual artist grants from the Boston Cultural Council and the Artist in Residence Program at Boston Centers for Youth and Families.

Eastern Bank

As the first corporate partner on board, Eastern Bank has made a grant to support the Boston Cultural Council to continue to work of convening the cultural community.

Integrating Arts Through the Fabric of the City

Imagine Boston 2030 – Creation of Arts Innovation Districts

Arts, culture, and creativity will be an integral part of Imagine Boston 2030, Boston's first citywide planning process in 50 years. Boston Creates has and will continue to inform the goals of the comprehensive plan.

The plan will include a commitment to catalyze three neighborhood Arts Innovation Districts. Immediately, working with the Metropolitan Area Planning Council, the City will study ways to strengthen Upham's Corner as a cultural hub, building upon the City's investment in the Strand Theatre and the integration of local businesses and arts into the economy. At least two more locations will be identified through Imagine Boston 2030's public engagement process over the summer and into the fall. These districts will build on existing and emerging nodes for arts and culture and feature innovative opportunities, incentives, and pilot projects to cultivate arts and innovation.

Boston Artist-In-Residence Call for Artists

Also announced in January, The City of Boston continues its second round of the innovative Boston AIR program, in which local artists are embedded in city departments to help promote creative thinking within municipal government. In FY 17, the program will be expanded to place artists in Boston Centers for Youth & Families. Later this month, Boston AIR will detail the call for artists, including the timeline and how many artists will be selected.

Public Works Commitment

The Department of Public Works has announced a road improvement project in Hyde Square, where \$100,000 has been budgeted for permanent public art.

City Hall Guest Curators and Collaborations

The Museum of Fine Arts, List Visual Arts Center, Peabody Essex Museum and the DeCordova Museum have committed to curate temporary galleries at City Hall. In addition, the Mayor's Office of Arts and Culture will collaborate with the Institute of Contemporary Art to host a teen art show at City Hall.

Public Art Collaboration with the Museum of Fine Arts (MFA)

Museum of Fine Arts Boston will advise the City of Boston on conservation of the City of Boston's art collection, sharing its expertise and best practices on care and preservation, as well as evaluating the current state of the collection. The City looks forward to leveraging the very specific expertise at the MFA in an effort to protect and preserve artwork owned by the City. The MFA and the City will also work collaboratively to site sculpture from the MFA's collection on parkland contiguous to the museum's Huntington Avenue location.

Support for Artists

Housing for Artists

Boston Housing Authority (BHA) announced it will begin to set aside low-income housing for certified artists into redevelopments. Immediately, as part of the redevelopment of the Bunker Hill public housing development into a new mixed-income community in Charlestown, the Boston Housing Authority and its developer partner Corcoran-SunCal will set aside 10 units of low-income housing, available to income-eligible artists. The BHA and the developer have also pledged to set aside money for public art in the redevelopment project, with the details to be announced in the coming months. Simultaneously, new guidelines will be created for the City of Boston Artist Certification Program

This follows the recent announcement of Boston East, a development by Trinity Financial in East Boston, a residential community that includes 174 market-rate and 26 affordable units, including six artist live-work-sell units, where artists can have small galleries as part of the unit, open to the public.

Aligned with the plan, The Boston Foundation announced they will devote funding to develop an artist housing strategy, which will identify how the region can create sufficient supplies of affordable residential, live/work and work studios to address the needs of artists.

Assets for Artists

Partnering with MASS MoCA's Assets for Artists program, the City of Boston will fund 10 Boston artists to receive matching grants of \$1,000 to \$2,000 each, coupled with training in money management, business planning and other professional skills needed to ensure success. In

addition, the City's Office of Financial Empowerment will provide free one-on-one financial coaching credit building workshops to the cohort of 10 artists.

Artist Resource Desk

The staff position for this new function within the Mayor's Office of Arts & Culture will be posted later this month. Working closely with the Mayor's Office of Neighborhood Services, this person will serve as a liaison between artists and arts producers and City Hall, helping with permitting, licensing, housing and other functions.

Boston Community Access Low Power FM Radio Program

When the City's LPFM station signs on later this year, it will feature a new program produced by the Mayor's Office of Arts and Culture, highlighting arts offerings throughout the city and showcasing Boston talent.

Space and Facilities

Alternatives Spaces Pilot Project

This initiative will identify underutilized private space as rehearsal and performance space for arts organizations. Beginning with space commitments from Massachusetts Eye & Ear, AT&T's flagship store on Boylston Street and the Plumbers Local 12 Union Hall, the Mayor's Office of Arts and Culture will help these entities write and distribute an RFP for use of their space for rehearsals on a regular basis, for a minimum of one-year commitment. The program will expand as other companies and organizations with available space step forward.

Civic and Cultural Space RFP

Later this summer, continuing Mayor Walsh and Director Brian Golden's push improve the way that the Boston Redevelopment Authority engages with the public on planning efforts, the BRA will issue an RFP for an additional civic and cultural space in the South Boston Waterfront. This follows a successful RFP for cultural space at 100 Pier 4, awarded to the Society for Arts & Crafts last year, which will open exhibition and retail galleries this fall. The SAC will also include space for lectures

and workshops, a planned public craft library and programming for the civic plaza.

Cultural Facilities Study

Last fall, The City launched a cultural facilities study, the current facilities landscape and determine the best next steps for supporting, developing, and sustaining performing arts spaces. The results of the study will be released later this summer.

Cultural Equity

Cultural Equity and Access Study

Across geographic locations and diverse communities, cultural equity and access to the arts was consistently brought up as an issue during the community engagement phase of the process. The Boston Foundation has committed to launching a cultural equity study later in the year, exploring how cultural equity and access to the arts can be enhanced.

A survey to evaluate the depth and breadth of the use of the arts healthcare settings

In preparation for encouraging even deeper engagement in the arts and healing moving forward, the Mayor's Office of Arts and Culture will partner with BACH, Boston Arts Consortium for Health to design a survey to evaluate the depth and breadth of the use of the arts in a variety of healthcare settings including hospitals, community health centers and senior centers but also assessing how the arts are improving community and individual health in other organizations such as youth development facilities, schools, and prisons. We anticipate its dissemination in the fall of 2016.

Arts Education and Training

Emerson College/Office of Workforce Development Creative Industries Workforce

Study

Emerson College and the Mayor's Office of Workforce Development will partner to commission a feasibility study to look at designing and implementing a Creative Industries workforce program. It is expected that such a partnership would also utilize the area's community colleges to identify Bostonians who would be trained for jobs in the city's arts and culture institutions and industries

Boston Public Schools Arts Education Policy

Boston Public Schools will revise the Arts Education Policy to reflect progress and next level of commitment to quality arts education, to align with the arts education goals of the cultural plan and to ensure sustained quality sequential arts education programs for all Boston Public School students.

The current Arts Education Policy was adopted in 1994, endorsing sequential training in Music, Visual Arts, Theater, Dance and Literary Arts as part of the core curriculum, including collaboration with Boston's professional arts and cultural community, the establishment of site-based Arts' Planning Teams, student enrichment and honors programs, festivals and exhibits to showcase student artwork, and professional development for arts teachers.

Despite the accomplishments made, the landscape for quality arts education has remained uneven in the schools. In the Spring of 2008, BPS launched a planning process to develop a coherent framework for District-wide expansion of arts education. Based on the results of the planning process, a multi-year, three-part strategy was launched focused on Expanding direct arts education: Building capacity at the district level to support systematic growth throughout the district: and Strengthening coordination: recognizing the importance of strong and sustainable partnerships between schools and the rich and diverse arts, cultural and higher education institutions.

2016 BPS Arts Expansion Fund Grants

EdVestors today announced the 2016 BPS Arts Expansion Fund Grants, a commitment of \$680,000 in grants to schools working with nonprofits and/or teaching artists to expand, sustain or deep access to arts education for BPS students. This includes grants to 65 schools and 34 nonprofit arts partners to continue to expand arts learning opportunities in our schools as well as to nonprofit arts organizations to provide professional development for BPS arts teachers.

These grants complement the increased public funding, which has led to an 80% increase in BPS

Arts Specialists since 2009. Combined, this has resulted in 17,000 additional students receiving arts educations during the school day compared to 2009.