

## Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

**VISION STATEMENT:**

Lawrence is nationally recognized for its collaborative spirit that boldly propels the community to reach its potential through a focus on creativity for the greater good.

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
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**A. COMMUNITY OUTCOMES**

**A.1. GOAL: BALANCE THE LOCAL – Foster an increasingly supportive environment that recognizes the myriad role of creativity and entrepreneurship across all sectors.**

**STRATEGY A.1.a. Expand advocacy and services to support artists, small businesses, farmers, food producers, culinary arts, and local enterprises ranging from specialty retail to technology innovators.**

<b>Action A.1.a.i.</b> Build stronger alliances between and among these entrepreneurs and Lawrence Cultural Arts Commission, planners, the Chamber of Commerce, Downtown Lawrence					
<b>Action A.1.a.ii.</b> Devise more integrated and comprehensive services in support of creative enterprises					
<b>Action A.1.a.iii.</b> Develop opportunities to ‘cross pollinate’ the plethora of creative and cultural activities throughout Lawrence					

**STRATEGY A.1.b: Keep creative and entrepreneurial people and organizations stimulated with external sources/ideas and new talent.**

<b>Action A.1.b.i.</b> Broaden access to outside talent and new ideas that Haskell, KU, Lawrence Arts Center, and others bring to the community on a regular basis					
<b>Action A.1.b.ii</b> Expand upon arts education opportunities for all age groups, including training and professional development					
<b>Action A.1.b.iii.</b> Advocate to maintain and build upon arts education in the public schools					
<b>Action A.1.b.iv.</b> Identify and expand upon lifelong learning opportunities such as expanding the New Generation Society and other activities for the growing senior population					
<b>Action A.1.b.v.</b> Consider partnering between the City and KU on a Creative Conversations series designed to present ideas and spark conversation on topics such as ‘how do we expand our creativity’					

**STRATEGY A.1.c : Connect and network the individual artists with ‘maker’ entrepreneurs and with the arts and cultural organizations to build awareness and foster collaboration.**

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<b>Action A.1.c.i.</b> Foster creation of and support more collaborative workspaces for artists and entrepreneurs.					
<b>STRATEGY A.1.d: Continue to facilitate the use of public spaces at minimal cost for cultural celebrations</b>					
<b>Action A.1.d.i.</b> Engage Visit Lawrence and partnerships with other civic, cultural, and educational entities to support and promote celebrations					
<b>A.2. GOAL: EMBRACE ALL – Strive for cultural equity and a healthier community through greater collaboration across all sectors – cultural, ethnic, and age groups – and across disciplines.</b>					
<b>STRATEGY A.2.a: Embrace and support the diversity of forms of cultural expression representative of the whole community, including youth, elders, and multiple ethnicities/ages/ways of thinking.</b>					
<b>Action A.2.a.i.</b> Adjust language in all City communications to be sensitive to culture and gender diversity to equitably treat a broad range of traditions and forms of expression					
<b>Action A.2.a.ii:</b> Identify gaps in cultural equality and provide ongoing feedback mechanisms and outreach for moving the equity needle.					
<b>STRATEGY A.2.b : Support and promote community celebrations in public spaces including parades and festivals that are in the aggregate relevant to all parts of the Lawrence community.</b>					
<b>Action A.2.b.i.</b> Develop a comprehensive listing of all relevant events to eliminate cross-scheduling and support collaborative presentation and promotion of creative activities where possible					
<b>Action A.2.b.ii.</b> Assess levels of support for events and festivals to evaluate appropriate and equitable support that reflects and engages long-term and new residents and cultures					
<b>Action A.2.b.iii.</b> Seek opportunities for event producers to collaborate and share vendors, services, and expertise					
<b>STRATEGY A.2.c : Support public art that recognizes the varied people, stories, and talents of Lawrence.</b>					
<b>Action A.2.c.i.</b> Establish and implement a comprehensive public art strategic plan					

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<b>Action A.2.c.ii.</b> Include schools, parks, neighborhood groups, artists, transportation activists, historic preservationists, and others in planning and subsequently in implementation of public art plans					
<b>STRATEGY A.2.d : Gain greater access for all the people of Lawrence to the creative and cultural resources at Haskell, KU and to the wide range of people and ideas they engage and bring to Lawrence.</b>					
<b>Action A.2.d.i.</b> Focus on 'asset sharing' across these resources and provide gateways for mixing and connecting					
<b>Action A.2.d.ii.</b> Initiate activities such as welcoming new university faculty members each year in a joint event in town (off the campuses)					
<b>Action A.2.d.iii.</b> Circulate inventory of spaces suitable for community events at the two campuses; include size, technical capacities, costs, and primary contacts					
<b>STRATEGY A.2.e : Build alliances between the creative sector and others seeking social justice and improved quality of life</b>					
<b>Action A.2.e.i.</b> Devise a creative connector program that regularly introduces interesting people across disciplines and sectors – perhaps as a joint committee of the Chamber of Commerce and Cultural Arts Commission					
<b>A.3. GOAL: BUILD PLACES TOGETHER – Achieve greater quality of life in all quadrants of Lawrence through participatory, neighborhood-based planning and placemaking.</b>					
<b>STRATEGY A.3.a: Retain the distinctive qualities and functions of older neighborhoods and foster the emergence of cohesive identities for newer areas.</b>					
<b>Action A.3.a.i.</b> Consider a neighborhood identity program with signage, public art, arts and cultural programming, and public policies that support neighborhood cohesion; this might include small grants for neighborhood cultural programs and event					
<b>Action A.3.a.ii.</b> Foster and highlight places of meaning and quality of life for people of all ages with thoughtfully programmed parks and green spaces, public art, and civic and cultural events					
<b>STRATEGY A.3.b: Support efforts related to the Lawrence Cultural District as outlined in the 2013 Plan.</b>					
<b>Action A.3.b.i.</b> Consider formation of a business improvement or special services district downtown to produce a revenue stream for cleaning, safety, and events (The public survey reinforced that Downtown Lawrence is the City's most significant creative asset,					
<b>STRATEGY A.3.c: Implement designs for an appropriate and community-sensitive creative spine along East Ninth Street.</b>					

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<b>Action A.3.c.i.</b> Support community stability in both an economic sense for existing residents and businesses and in terms of the identity and function of the neighborhood.					
<b>Action A.3.c.ii.</b> Reinforce participation in civic and planning processes to engage more people in a wider neighborhood vision for East Lawrence (The unique character in which people of different ethnicities and incomes share the neighborhood and in which small entrepreneurs, including artists, and retail co-exist serves as a model of social and economic sustainability)					
<b>Action A.3.c.iii.</b> Acknowledge authentic and historical assets, especially as some parts of the city evolve from being "old" to being "historic"					
<b>Action A.3.c.iv.</b> Partner with historic preservation entities and activists to evaluate neighborhood assets and apply appropriate policy tools					
<b>STRATEGY A.3.d: Develop strategic creative activity in West Lawrence.</b>					
<b>Action A.3.d.i.</b> Celebrate the relocation of Theatre Lawrence to stimulate attendance, volunteer activity, and attention on West Lawrence; utilize spaces there for a variety of civic and cultural events					
<b>Action A.3.d.ii.</b> Build on activities, such as the farmers' market, around a 'creative hub' at West Sixth and Wakarusa to stimulate involvement of the entire Lawrence community in building its creative capital					
<b>STRATEGY A.3.e: Connect East, West and North Lawrence.</b>					
<b>Action A.3.e.i.</b> Develop a 'creative trail' through Lawrence to connect and showcase creative assets in East, West, and North Lawrence. This would not only build awareness but could stimulate development of activities to fill the 'gaps' of creative activity					
<b>STRATEGY A.3.f: f. Develop a riverfront strategy, to serve as both a new place of convening as well as a connector of neighborhoods – helping to integrate west, north and east Lawrence.</b>					
<b>A.4 GOAL: BUILD A CREATIVE BRAND – Expand the reputation and marketplaces for cultural and creative products and activities produced in Lawrence</b>					
<b>STRATEGY A.4.a: a. Promote cultural/creative tourism with historic, environmental, agricultural, culinary, and creative communities actively collaborating.</b>					
<b>Action A.4.a.i.</b> Form ongoing coordinative partnerships with Explore Lawrence, the Chamber and other organizations involved with promoting or presenting Lawrence to the outside world					

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<b>Action A.4.a.ii.</b> Consider the new tag line of Explore Lawrence – Unmistakably Lawrence – to view branding of Lawrence holistically.					
<b>Action A.4.a.iii.</b> Review the calendar of creative and cultural events to develop a creative brand based in substantive activities.					
<b>Action A.4.a.iv.</b> Devise and implement a comprehensive arts and culture calendar that is meaningful and useful for local cultural producers and audiences					
<b>STRATEGY A.4.b: Help creative organizations and artists grow and more expertly market their offerings – building audiences and customers.</b>					
<b>Action A.4.b.i:</b> Assist in development of web-based markets for locally made products and activities.					
<b>Action A.4.b.ii:</b> Accommodate regular and episodic creative events in public spaces such as farmers' markets and arts and craft fairs.					
<b>STRATEGY A.4.c: Measure and articulate the scope, scale, and impact of the local creative economy. (See Inform the Future B.3.b.)</b>					
<b>Action A.4.c.i.</b> Conduct an economic industry cluster analysis with US government data, NAICS and SOC codes					
<b>Action A.4.c.ii.</b> Review Lawrence data with all research vehicles with Americans for the Arts, such as Economic Prosperity and local arts index					
<b>Action A.4.c.iii.</b> Identify and survey the creative sector to understand how they are conducting business and what they need to be successful					
<b>A.5 GOAL: PROMOTE LIFELONG LEARNING – Expand opportunities for learning in cultural and creative expression and appreciation for people of all ages.</b>					
<b>STRATEGY A.5.a: Promote opportunities to learn about and engage in traditional cultural practices and contemporary creative activities.</b>					
<b>Action A.5.a.i.</b> Deepen connections between Haskell and the greater Lawrence community through activities on campus and in the community off campus					
<b>Action A.5.a.ii:</b> Expose the community to better understanding and appreciating the art and craft of making; promotion of the value of making and locally made products					

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<b>Action A.5.a.iii.</b> Engage local makerspaces in stronger promotion and access to 'try it out' activities					
<p><b>Action A.5.a.iv.</b> Support arts education and financially accessible youth programming (two of the top five activities indicated in the public survey the public wants the city to support)</p> <p><b>STRATEGY A.5.b.: Engage the community in ongoing critical thinking and public discourse.</b></p>					
<b>Action A.5.b.i.</b> Promote public programming activities with the Hall Center for Humanities at KU and host in various community locations					
<b>Action A.5.b.ii.</b> Promote the City's 'Lawrence Listens' as one avenue with weekly City Commission meetings as another					
<b>Action A.5.b.iii.</b> Regular citizen surveys, 'community conversations' around topics to expand shared learning and exploring (not just community 'venting' or 'information' sessions) would deepen citizen engagement and connectivity					
<b>Action A.5.b.iv.</b> Partner with the Library and local media on periodic public conversations					
<p><b>STRATEGY A.5.c: Expand commitment to entrepreneurship and innovation. (See Balance the Local and Build a Creative Brand)</b></p>					
<b>Action A.5.c.i:</b> Provide workshops, online resources and mentoring opportunities to expand interest in and support for creative endeavors that build the creative capacity of the community					
<b>Action A.5.c.ii.</b> Provide training and development for the creative community to both improve and expand their creative capacities as well as better promote and advance the business of art.					
<b>B: GETTING THE WORK DONE</b>					
<b>B.1 GOAL: STRENGTHEN THE NETWORK – Expand and deepen connection across Lawrence's creative community</b>					
<p><b>STRATEGY B.1.a: a. Re-tool and expand the Cultural Arts Commission and its staffing to provide enhanced organizational infrastructure for sustainable arts, culture, and creative community</b></p>					

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<b>Action B.1.a.i.</b> Include in the CAC scope a role within city government to bring creative tools and culturally based thinking to bear on other matters of public policy and service					
<b>Action B.1.a.ii.</b> Explore a joint powers agreement between the City and Douglas County for overseeing cultural and creative activities and investments; model best practices among other city-county agencies in combining authorities and budgets					
<p><b>Action B.1.a.iii.</b> Coordinate and encompass the cultural and creative activities of Chamber, CVB, City, institutions, and both for-profit and nonprofit creative/cultural sector</p> <p><b>Action B.1.a.iv.</b> Continue to provide financial support for the arts and culture community, and consider additional support for individual creatives and other creative enterprises (as indicated by the public survey)</p> <p><b>STRATEGY B.1.b: Build networks among the cultural and educational sectors with creative sector businesses towards a holistic approach to integrating arts, culture, and creativity.</b></p>					
<b>Action B.1.b.i.</b> Develop a quarterly networking event bringing all creatives together to discuss their latest projects or a current topic					
<p><b>STRATEGY B.1.c: Collaborate with public and private agencies to promote volunteerism.</b></p> <p><b>STRATEGY B.1.d: Develop a Creative Directory as an online resource</b></p>					
<b>Action B.1.d.i:</b> List all creative professionals, businesses, job opportunities, calls for work, etc.					
<b>B.2 GOAL: MIND THE GAPS – Maintain and complement physical infrastructure for creative, cultural, and celebratory activities.</b>					
<p><b>STRATEGY B.2.a: Add to the stock of affordable spaces for artists and start-up entrepreneurs (and/or live-work spaces).</b></p>					
<b>Action B.2.a.i.</b> Support private and nonprofit efforts to develop affordable and appropriate spaces for artists and for incubation of new creative enterprises					
<b>Action B.2.a.ii.</b> Produce a detailed inventory and condition report of all existing facilities within the next 3-5 years to monitor potential gaps vis a vis evolving community needs and updating/re-investment needs					
<b>Action B.2.a.iii.</b> Assess emerging physical space needs related to outdoor/public spaces					

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<b>STRATEGY B.2.b: Maximize existing community investments in Library, Art Center, Theatre Lawrence, VanGo, KU, Haskell, and others.</b>					
<b>Action B.2.b.i.</b> Convene occasional meetings and exchange of information among facility leadership and managers					
<b>Action B.2.b.ii.</b> Conduct an inventory and consider a database to increase cross-over use (see: City of Seattle Space Inventory and Fractured Atlas SpaceFinder)					
<b>STRATEGY B.2.c: Support development of a multi-faceted transit infrastructure that provides access for all citizens of Lawrence and visitors to participate in the creative and celebratory activities.</b>					
<b>Action B.2.c.i.</b> Cultural organizations could provide preferential benefits to patrons arriving by foot, bicycle, or other alternative mode of transportation besides automobile					
<b>Action B.2.c.ii.</b> Actively collaborate with alternative transportation advocates and assess value that arts may bring to their efforts					
<b>B.3 GOAL: INFORM THE FUTURE – Make Strong policy decisions impacting the creative sector and the community based in strong data and analysis.</b>					
<b>STRATEGY B.3.a: Develop &amp; test measures of achievement that include: health of creative assets; quality of life indicators; education achievements; artist incomes and retention; entrepreneur start-ups.</b>					
<b>Action B.3.a.i.</b> Benchmark Lawrence with peer communities to establish goals and develop best practices to keep the creative community vibrant and distinctive.					
<b>Action B.3.a.ii.</b> Ensure full understanding and impact measurement of NEA and ArtPlace supported projects such as Free State Festival and East Ninth projects.					
<b>Action B.3.a.iii.</b> Provide full transparency on assessment of the growth and impact of the creative sector through City channels and regular updates from the Director's office.					
<b>STRATEGY B.3.b: Build an economic contribution profile of the creative economy using government data, Americans for the Arts Economic and Prosperity Data and State of Kansas data.</b>					
<b>Action B.3.b.i.</b> Establish annual dashboard system to track progress					
<b>Action B.3.b.ii.</b> Identify 'peer' communities to benchmark					

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<b>STRATEGY B.3.c: Review City codes, regulations, and procedures relevant to arts and culture; devise revisions as deemed appropriate.</b>					
<b>STRATEGY B.3.d: Develop a mechanism for the arts, culture and creative activities to be fully integrated with the long-range planning of the City and County.</b>					
<b>Action B.3.d.i.</b> Connect planning to the Horizon 2020 vision, mission and strategic goals					
<b>Action B.3.d.ii.</b> Establish ongoing creative asset inventory and asset mapping process to continually inform and develop the creative sector and to be helpful for all city and county planning efforts					
<b>STRATEGY B.3.e: Convene periodic "blue-sky" think tank to assess opportunities and envision scenarios for Lawrence; harvest best ideas for consideration of changes to plan or new initiatives.</b>					