



**BUILDING on LAWRENCE'S CREATIVE
CAPITAL**
A City-Wide Cultural Plan

**PRESENTED TO THE LAWRENCE CITY COMMISSION
AUGUST 18, 2015**

**Tom Borrup, Ph.D.
Christine Harris**



Acknowledgements

Letter signed by Porter and Katherine

With grateful thanks to the Cultural Plan Steering Committee:

Katherine Simmons, CHAIR, Lawrence Cultural Arts Commission

Kate Dinneen, Artist

Mary Doveton, Theatre Lawrence

Joshua Falleaf, Dean, College of Humanities and Arts, Haskell Indian Nations University

Megan Gilliland, representing Destination Management Inc. (CVB & Freedom's Frontier)

John Hachmeister, Lawrence Cultural Arts Commission

Saralyn Reece Hardy, Spencer Museum of Art

Derek Kwan, Lied Center Executive Director

Bonnie Lowe, The Chamber of Lawrence Kansas

Bob McWilliams, West Side Folk

Steve Nowak, Watkins Museum

Sarah M. Oatsvall, USD 497

Ardys Ramberg, Artist

Susan Tate, Lawrence Arts Center/Margaret Weisbrod Morris

Bill Tuttle, University of Kansas American Studies

The Consulting Team:

Christine Harris, Project Manager
Christine Harris Connections
2460 N 85th St
Milwaukee, WI 53226
414-379-1011
christine@charrisconnect.com

Tom Borrup, Ph.D.
Creative Community Builders
2929 Chicago Ave, Suite 911
Minneapolis, MN 55407
612-871-1180
tom@communityandculture.com

Managed by City of Lawrence staff:

Diane Stoddard, Interim City Manager
Porter Arneill, City Director of Arts and Culture
Kevyn Gero, Management Intern

This plan was made possible with the support of the Kansas Department of
Commerce Creative Arts Industries Commission



Table of Contents

Table of Contents	4
Executive Summary	5
Introduction	8
Background & Previous Planning	8
CULTURAL DISTRICT TASK FORCE	9
FINAL FRIDAYS IMPACT ANALYSIS	9
PERCENT FOR ART	10
EAST NINTH STREET	10
CURRENT CITY PLANNING STATUS	11
LAWRENCE CULTURAL ARTS COMMISSION	12
Research & Planning Activities	12
METHODOLOGY	12
THE SPIRIT AND CHARACTER REPORT	13
SURVEY SUMMARY	14
ASSET INVENTORY	15
A Strategic Approach	15
STRATEGIC FOCUS	15
Vision.....	16
Mission	16
Values.....	16
The Framework for Strategic Action	16
A. COMMUNITY OUTCOMES	17
1. Balance the Local	17
2. Embrace All/Celebrate Community.....	18
3. Build Places Together.....	20
4. Build and Market a Creative Brand.....	22
5. Promote Lifelong Learning.....	23
B. GETTING THE WORK DONE	24
1. Strengthen the Network.....	24
2. Mind the Gaps	25
3. Inform the Future.....	26
Timing and Implementation	27
Appendices	28
APPENDIX A – List of Participants	28
APPENDIX B – City Vision	30
APPENDIX C – Spirit and Character Report	32
APPENDIX D – Survey Results	37
APPENDIX E – Implementation Matrix	62

Executive Summary

This plan calls on Lawrence to build on the multitude of assets the city enjoys and to do so in ways that address challenges – some challenges unique to Lawrence, some common among smaller cities. The plan explicitly calls on the community’s already robust creative sector to contribute to the vision for Lawrence set forth in the City’s comprehensive plan: *to make Lawrence and Douglas County a place where creativity thrives, sustainability is a way of life, and community pride is contagious.*

Residents of Lawrence and visitors alike share a community rich in quality of life amenities as well as robust civic and educational institutions. Along with many voluntary civic organizations and community leaders, these institutions strive to shape a city that works for all. Students, tourists, and both long- and short-term residents participate in the multitude of activities and services this modest-sized city generates – from outdoor recreation, and contemporary theater and art, to sports, Pow Wows, and locally grown culinary delights. Festivals, seasonal marketplaces, cycling and running events, in addition to day-to-day creative and social activities in the public realm, enliven the city.

Pride in a progressive, creatively inspired history already appears contagious in Lawrence. This pride must not distract from important reflection on those left behind or excluded, and on past, present, and future choices related to civic and organizational policies and investments that affect the quality of life for everyone.

Weaving the historical, cultural, civic, economic, and natural environment into a cohesive whole is an ongoing challenge for every community. Lawrence does this more creatively than most. Indeed, a high level of *creative capital* is found in the people and culture of Lawrence. *Creative capital* represents the wealth of creative people and practices, the community’s creative places, and the infrastructures that support the capacity to apply creativity to every situation, profession, and challenge. It is this ‘creative consciousness’ that permeates the entire city and the ways people work and live together that this plan identifies and calls for building upon.

The City of Lawrence undertook this cultural planning process within a unique creative context and in conjunction with other civic planning. The expectation is for this plan to help build connections, relationships, and synergies between the community’s many cultural and creative resources. The plan that follows finds a variety of efforts presently in motion. These include planning for a downtown cultural district, coordinated monthly arts events, a public art program, a cultural corridor revitalization project, and comprehensive city plan that is undergoing major revision. The Lawrence Cultural Arts Commission (LCAC) with members appointed by the Mayor and a Director of Arts and Culture take leadership to coordinate these efforts.

The LCAC engaged planning consultants Christine Harris Connections and Creative Community Builders who worked with a 15-member steering committee and city staff during the first half of 2015. They met with a wide variety of community stakeholders and officials. Goals defined for the cultural planning process were: 1) document Lawrence's cultural assets, 2) define cultural priorities, 3) recommend strategies and tools which the City of Lawrence can provide to support community efforts to accomplish those priorities and to further enhance the climate for creative sector development, and 4) provide recommendations for integrating public infrastructure and other civic projects with the overall goals of the plan.

In all, over 650 citizens of Lawrence participated in this cultural planning process. The level and spirit of engagement in every aspect of this process was remarkable and rarely seen by the consultants.

This plan recommends the City adopt a strategic vision and set of coordinated activities as described below. It calls on the cultural sector to look both inwardly and outwardly towards improving the quality of life for all while building on its own strengths; it envisions Lawrence as *nationally recognized for its collaborative spirit that boldly propels the community to reach its potential through a focus on creativity for the greater good.*

Given Lawrence's strong community ethic and commitment to crafting its own unique future, identifying values was an important part of this process. The community's values of *diverse and inclusive citizen engagement, collaboration and transparency, respect for history and heritage, authenticity, health and fitness, relationship building, and making a difference* are infused throughout this plan and inform its direction at every turn.

This City Wide Cultural Plan for Lawrence moves Lawrence's creative identity and capacities forward through a series of strategic goals and activities. In most cases, the plan recommends continuation or re-emphasis of work already underway. Important and expanded efforts at cultural and social equity notwithstanding, major new initiatives are not called for in this plan. Numerous and ambitious creative and educational projects are in process. Integrating existing efforts into a cohesive strategy is more effective than launching new initiatives. Greater collaboration, awareness of impacts, and wider appreciation of ongoing efforts need to be advanced.

Goals and strategic activities that follow consider Lawrence part of a larger cultural and creative ecosystem. The City is relatively near Kansas City and Topeka and is the epicenter of Douglas County. Its strengths and unique qualities are largely in relation to that broader ecosystem and how it complements its surroundings. Two broad strategic areas emerged and are outlined as ***Community Outcomes*** and ***Getting the Work Done***.

Five goals set forth as Community Outcomes include:

- *Foster an increasingly supportive environment that values the myriad roles of creative and entrepreneurial people across all sectors.*
- *Strive for cultural equity and a healthier community through greater collaboration across all groups – cultural, ethnic, income, and age – and across professional disciplines.*
- *Achieve greater quality of life in all quadrants of Lawrence in social, cultural, recreational, educational, and physical assets available to residents through participatory neighborhood-based planning and community building.*
- *Expand the reputation and the marketplaces for cultural and creative products and activities produced in Lawrence with an eye towards building a Lawrence brand based on its creative capital.*
- *Expand opportunities for learning in cultural and creative expression and appreciation for people of all ages.*

To get this work done, three areas of activity are called for:

- *Expand and deepen relationships across Lawrence’s creative community and develop or solidify connectivity between the creative community and other community sectors.*
- *Maintain and complement physical infrastructure for creative, cultural, and celebratory activities.*
- *Make policy decisions impacting the creative sector and the community based in solid data and analysis.*

A suggested implementation process is outlined in the Implementation Matrix later in this document (See Appendix E, page XX). Identifying responsibilities and a timeline are critical to achieving success with this plan.

Creative capital has deep roots in Lawrence and is supported by a robust community of artists, creative entrepreneurs, innovators, and creative/critical thinkers. It is grounded in tradition, guided by ethical civic values, firmly planted in neighborhood life, and constantly renewed.

This plan recommends the community keep one foot planted firmly in introspection and local activism with the other foot facing outward to understand and engage in a rapidly changing global cultural and economic environment. In so doing, Lawrence can work to keep a healthy balance, maintain perspective, and pursue the most productive paths to build on its creative capital and ethical values.

Introduction

The City of Lawrence defined the goals of this cultural planning process as: 1) document Lawrence's cultural assets, 2) define cultural priorities, 3) recommend strategies and tools which the City of Lawrence can provide to support the efforts of the community to accomplish those priorities and further enhance the climate for creative sector development to thrive, and 4) provide recommendations for integrating public infrastructure and other civic projects with the overall goals of the plan.

The tasks involved in this process included Inventory Analysis and Assessment of Community Needs; Preparation of Vision, Values and Goals and Plan; Community Input; and Commission Approval.

The planning process commenced in February of 2015, overseen by the Cultural Plan Steering Committee (as identified in the Acknowledgements page). This Committee was convened under the auspices of the Lawrence Cultural Arts Commission. A list of all participants is in Appendix A.

This project concluded with presentation of the final plan report to the City Commission, August 18, 2015.

Background & Previous Planning

Lawrence is a diverse and multifaceted city that provides many of the amenities of a large metropolitan area, while maintaining a strong sense of community. The City, with robust cultural and educational amenities, is home to many arts organizations, nonprofits, the University of Kansas and Haskell Indian Nations University. Lawrence offers a rich and fascinating history, a wide range of exciting cultural experiences and some of the most unique and enjoyable shopping and dining opportunities in the Midwest. Lawrence has been frequently recognized as a top college town and a popular retirement community. Additionally, Lawrence was ranked 6th in the nation by the U.S. Census for per capita bachelor degree attainment.

While the City of Lawrence has engaged in civic and economic planning for some time, a formal arts and culture plan that articulates the City's role in advancing an arts and culture agenda did not previously exist.

A brief review of the plans, reports and other activities relevant to arts and culture planning in Lawrence follows.

CULTURAL DISTRICT TASK FORCE

The City of Lawrence completed a Cultural District Task Force report in December 2013, following the creation of the District in February 2013. The District consists of the area bound by 15th Street on the South, Kentucky Street on the West, the Kansas River on the North, and the Burroughs Creek Trail on the East. It was agreed to:

- Preserve historic and cultural identity; leverage these as our city's strengths.
- Identify Lawrence as a cultural destination.
- Stimulate growth of the cultural life and creative businesses in Lawrence and Douglas County.
- Elevate status of Lawrence as a destination for tourism and business investment.
- Improve community health by encouraging playing, biking, walking, community gardens, and outdoor gathering places.
- Encourage public access and participation in all varieties of the arts.
- Host regularly occurring cultural events.

The report included a cultural asset inventory, a stakeholder listing, a review of cultural district models around the country, and a set of recommendations. Those included:

- A full-time City Director of Arts and Culture
- A community-wide cultural plan
- Infrastructure improvements: 9th St Corridor, sidewalks, Burroughs Creek Trail Extension, streets and alleys
- Events, such as continuing and expanding Final Fridays
- Public art to be encouraged
- Livable and affordable artist work space
- Preservation of the character of the District
- Stakeholder involvement in future planning
- Funding

FINAL FRIDAYS IMPACT ANALYSIS

A report entitled *Lawrence Final Fridays Impact Analysis and Economic Development Recommendations* was produced in March, 2012 by Erik Kirkendall and commissioned by the Lawrence Cultural Arts Commission. The report stated that Final Fridays had positive economic and other impacts, and that arts and culture are good for business.

This is the most complete review of Final Fridays and its recommendations were to:

- Create a cultural economic development management function and position
- Develop a cultural economic development strategy and plan
- Improve Final Fridays

- Expand Final Fridays to monthly weekend events
- Develop annual national and international events consistent with the Lawrence cultural plan

Based on creative sector focus groups, strong interest was expressed in expanding the scope and role of Final Fridays in the creative life of Lawrence. In moving in this direction, it was important to ensure that additional activities are part of and not separate from the overall Final Fridays strategy.

PERCENT FOR ART

There is a City policy in place as defined by a resolution to set aside monies for public art from City capital improvement projects for new public sector construction and major renovations. The Lawrence Cultural Arts Commission administers these monies. In addition, the Commission is responsible for the art and artist for each project. This has been a sporadically activated program.

EAST NINTH STREET

Improving the East Ninth Street Corridor was recognized in the 2013 Cultural District Task Force report. The Lawrence Arts Center in partnership with the City of Lawrence received a \$500,000 grant from Artplace America for *'the infusion of art into a streetscape project along east 9th Street, from Delaware to Massachusetts, which will make the corridor more walkable and bicycle-friendly'* (from the City of Lawrence website).

This is a seven-block project serving as a corridor to link downtown Lawrence, the historic East Lawrence neighborhood, and the Warehouse District. The area is located within the previously designated Cultural District. The City contracted with el dorado, a Kansas City-based urban design firm to lead the design team.

Development of this project included the East Lawrence Neighborhood Association (ELNA), Downtown Lawrence, Inc., the Lawrence Arts Center, and a Citizen Advisory Committee. As the East Ninth project evolved somewhat simultaneously with this cultural planning process, consultants were made aware of some significant challenges aligning the interests of the neighborhood with the interests of the project design team. This project has the potential to add significant value to the city's creative capital and reputation as well as quality of life for existing residents and businesses. At the same time, it demonstrated potential to damage relationships and community fabric built over many decades.

The sum of these activities shows that Lawrence is serious about its arts and culture community, as well as the integrity of its neighborhoods, and is working diligently to ensure that robust creative activity is embedded throughout the life of the community.

CURRENT CITY PLANNING STATUS

Lawrence is in the process of updating its comprehensive city plan. Lawrence and unincorporated Douglas County began the process of creating the New Comprehensive City Plan in 1991. Twenty years later, Lawrence's population grew 34% and the city almost doubled in geographic size. This new comprehensive planning study set out to further enhance and strengthen sections of the existing comprehensive plan, while making key changes to bring it more in-line with the reality of the area today.

The New Comprehensive City Plan has a Steering Committee that meets regularly and employs a transparent process. The intention is for this Arts and Cultural Plan to be incorporated into the New Comprehensive City Plan. Information on the city website indicates concluding the New Comprehensive City Plan update by the end of 2015.

The approved two-page revised city vision, along with values, is attached in Appendix B.

The core vision is:

The City of Lawrence and rural Douglas County is one of the most desirable places in the United States to call home. A well-educated community with a unique free state spirit, we are diverse, publically engaged, and boldly innovative. We are prosperous, with full employment and a broad tax base. Our development is human-scale and our vibrant neighborhoods are livable, allowing people to age in place. We have ample choices for safe, efficient transportation including bicycling, walking and transit. The City's lively and historic downtown attracts residents and visitors for commerce and cultural arts. Our citizens value preserving and enhancing the natural environment for our enjoyment and for future generations. The proximity of rural and agricultural land to the city provides beauty and respite, and we enjoy the economic and health benefits of a robust local food system. We make Lawrence and rural Douglas County a place where creativity thrives, sustainability is a way of life, and community pride is contagious.

This vision supports the development of a creative-centric Lawrence. A robust discussion of this arts and culture plan with city leaders and planners will also add value to the comprehensive planning process.

LAWRENCE CULTURAL ARTS COMMISSION

The Lawrence Cultural Arts Commission (LCAC) is the City's formal advisory board on all matters of art and culture. The LCAC is charged to forward recommendations to the City Commission regarding construction or renovation of public buildings, purchase of artwork for the City and sponsorship of local art activities. This Commission has been involved in the Percent for Art program and the Downtown Sculpture Exhibition. In addition, the LCAC presents the Phoenix Award, a community enhancement and cultural exchange award to recognize outstanding artistic efforts on the part of individuals and/or organizations in the community.

Terms: Three-year terms, expiring January 31 of corresponding year. **Meetings:** Generally the 2nd Wednesday of each month, 7 p.m., various locations.

The LCAC is staffed by Director of Arts and Culture, Porter Arneill. The current Chair of the LCAC is Katherine Simmons.

The Lawrence Cultural Arts Commission was established by the City of Lawrence in December 1973, as the Lawrence Arts Commission. It was charged "*to promote, encourage, and coordinate the artistic and cultural activities of the community through recommendations made to the Governing Body of the City and through coordinating endeavors of those groups and organizations which identify themselves as primarily concerned with the artistic environment of Lawrence.*"

The Lawrence Cultural Arts Commission is one of 36 advisory boards to the city, and one of the few that has a budget. The Mayor of Lawrence appoints eleven members for rotating three-year terms; they may be reappointed for a second three-year term. Members are deemed competent to determine the value of artistic works, architecture, and events that affect the environment of the City of Lawrence. They are not compensated.

The chair of the LCAC, Katherine Simmons, was chair of the Cultural Plan Steering Committee and instrumental in both guiding the project and providing ongoing information to the LCAC and City Commissioners.

Research & Planning Activities

METHODOLOGY

The research process for this cultural plan included the following activities:

- Site visits: March, May, June 2015
- Review of earlier planning documents
- Interviews
- Focus groups
- Community gatherings (town hall meetings)
- Cultural asset inventory
- Public survey

The Cultural Plan Steering Committee, along with Interim City Manager, Diane Stoddard and City Director of Arts and Culture, Porter Arneill, oversaw these activities. The Steering Committee met three times in person and once on conference call during the period of engagement with consultants.

In all, over 650 citizens of Lawrence participated in this cultural planning process. The level and spirit of engagement in every aspect of this process was remarkable and rarely seen by the

consultants. Working with the Lawrence community brought a high level of satisfaction to this process.

THE SPIRIT AND CHARACTER REPORT

The first deliverable to the City of Lawrence was the Spirit and Character Report, submitted April 2015. The purpose of this report was to summarize the ‘identity’ of Lawrence – understanding and articulating what makes Lawrence unique and what aspects of cultural and community life are most valued. This report provided a context for the cultural plan development. For consultants and the Steering Committee, this shared understanding of the root of the Lawrence character provided a crucial underpinning. The Spirit and Character Report is provided in full in Appendix C. Main points are summarized as follows:

Walking Toward a Bolder Future: The community of Lawrence is proud, passionate, and committed to civic engagement. The New Comprehensive City Plan planning process, along with other creative community initiatives, speaks to their dedication to shaping their own future.

Guided by a Rich and Layered History: History is deeply embedded in Lawrence’s present and will be in its future. The Lawrence of today co-exists openly with the complicated and sometimes contentious Lawrence of the past.

Informed by an Engaged, Participative, and Intellectually Active Citizenry: Lawrence is an active and activist community. Commitment and curiosity are highly prized attributes. Residents of the 19th and 20th Centuries fought for the unique character of Lawrence and today’s Lawrence is not about to let them down.

Challenged by Place: There are challenges with the historic role of place in Lawrence. As in most communities with similar growth patterns during the latter half of the 20th century, there is geographic and aesthetic division of sensibilities and loyalties. There can also be challenges with the location of cultural amenities.

‘Not Just Anywhere USA’: A Distinctive Pride: Lawrence purposefully prides itself on being ‘weird’ and supportive of everyone being able to live as they choose. The community is comfortable with diversity, but also challenged to be more holistically integrated. Finding the balance between preserving heritage, history and ways of life and developing the next generation of businesses and residents is a significant challenge at this time.

Living with Intention: This community lives with intention. Lawrence knows there is value in the close proximity to Kansas City and to Topeka but it is clear about carving out its own unique small town experience. People living in Lawrence support each other and they are planning their future with purpose.

There is no place like Lawrence and the good folks of Lawrence are committed to keeping it that way.

SURVEY SUMMARY

In May 2015, the City of Lawrence launched a public survey designed to solicit input from the general public on the role and future of arts and culture in Lawrence. This survey was not randomly statistically valid. Rather, it was designed to reach as many people as possible – creating a large public dipstick. The survey concluded on June 15, 2015. There were 493 responses. The profile of survey respondents was less white, younger, better educated and more female than the full City of Lawrence profile. Over 90% of them identified as an interested citizen, followed closely by 74% who said they were audience members.

This survey showed that many citizens of Lawrence really appreciate and participate in the arts, culture, and creative activities available in Lawrence. They love Downtown Lawrence and are committed to the unique and independent community. Galleries, museums, and opportunities to both make and purchase arts and crafts are important to the survey respondents.

Even if citizens don't go to arts or cultural events, they believe the community should offer the current wide variety of arts and culture activities, support arts education, and continue with arts festivals and other outdoor events. Further, they believe that the City of Lawrence should continue strong support of the arts and culture infrastructure. In particular, they rated highest that the City support arts education, continue direct funding support of arts and culture, provide financially accessible youth programming, provide a comprehensive arts and culture calendar, and ensure greater access to cultural opportunities for people with limited means.

The entire survey results in a visual graph format are in Appendix D.

ASSET INVENTORY

An important aspect of the cultural planning process is undertaking an inventory of the arts and cultural assets. Fortunately, the US Department of Arts and Culture organization in Lawrence compiled a fairly comprehensive listing of creative assets shortly before planning began. This document was updated and sorted by a team led by Nick Carswell and including Erica Fox and Hannah Down. The inventory is not complete but what has been prepared is an excellent template for developing a comprehensive review of the creative assets of Lawrence, which can be updated over time. (See inventory at: <http://lawrenceks.org/cmo/cultural-plan>)

Completing this inventory and translating it into a cultural mapping of the arts, culture and creative assets of Lawrence is a recommended next step.

A Strategic Approach

Towards a Sustainable Community: Building on Lawrence’s Creative Capital – A high level of *creative capital* is found in the people and ways of life (or cultures) of Lawrence. *Creative capital* represents the wealth of creative people and practices, the community’s creative places, and the organizational infrastructures and capacities that support the application of creativity to every situation, profession, and challenge. It extends well beyond the arts and the larger creative sector as a creative ‘consciousness’ that permeates the entire city and ways people live and work together. *Creative capital* surely has deep roots in Lawrence and is supported by a robust community of artists, creative entrepreneurs, innovators, and creative/critical thinkers. It is grounded in tradition, guided by ethical civic values, firmly planted in neighborhood life, and constantly renewed. And, it is actively built upon by strong arts/creative education and support for starting and growing creative and culturally based enterprises.

STRATEGIC FOCUS

Creative capital has been a hallmark of Lawrence’s success yet it is often not fully recognized, understood, or appreciated. The community’s strong creative sector adds to the social, civic, and economic life of the city in many ways. Now, merging this Arts and Culture Plan with the new City vision of ‘*we make Lawrence and Douglas County a place where creativity thrives, sustainability is a way of life, and community pride is contagious*’, means building a compelling direction and vision for all that Lawrence can be. And, it means maintaining and building upon the community’s many existing assets.

To sustain and grow creative capital, it is critical to reframe decisions about economic investments and public policies related to the creative sector as core to Lawrence’s social, civic, and economic vitality.

Vision

Lawrence develops and celebrates its creative capital to become a more sustainable, equitable, vibrant, and innovative community; and to improve the quality of life for all residents by employing its creative capital to address challenges and build on assets – its people, natural environment, identity, civic institutions, and creative, cultural, and economic enterprises.

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.

Mission

In January 2007, the Lawrence Cultural Arts Commission approved a new mission statement: The mission is to enhance and enliven the community through the promotion of cultural opportunities and arts education while nurturing an environment of aesthetic vitality.

The mission of this citywide cultural plan is to *engage the Lawrence community in expressing its collective creative capacity in order to support and sustain a vibrant and robust community.*

Values

- Diverse and inclusive citizen engagement, participation, and volunteerism
- Collaboration and transparency
- Respect for local histories and heritages
- Health and fitness
- Authenticity
- Relationship building
- Making a difference; taking risks
- Lifelong learning
- Supporting creative people and entrepreneurs

The Framework for Strategic Action

This plan provides a framework of strategic initiatives for moving Lawrence's creative identity forward. In most cases, the plan recommends continuation or re-emphasis of work already underway in Lawrence. Important and expanded efforts at cultural and social equity notwithstanding, major new initiatives are not called for at this time. There are numerous large creative activities in process (e.g. the Cultural District Task Force plan, East Ninth, and creative business expansions) and integrating these efforts into a cohesive strategy is more important than starting new initiatives. Greater collaboration, awareness of impacts, and appreciation of ongoing efforts need to be advanced.

The identified strategic areas that follow are high level. They endeavor to link a wide range of activities already carried out by the City of Lawrence, Douglas County, and their private and nonprofit sector partners, as well as individuals in the community into a whole that advances the vision and the values articulated above. Strategies also consider Lawrence as part of a larger cultural and creative ecosystem. The City is relatively near Kansas City and Topeka, and is the epicenter of Douglas County. Its strengths and unique qualities are largely in relation to that broader ecosystem and how it complements its surroundings. The key strategic areas emerged as ***Community Outcomes*** and ***Getting the Work Done***.

A. COMMUNITY OUTCOMES

These outcomes are designed to articulate the contents of a strategic plan for creative Lawrence – achievements meaningful to community life.

1. *Balance the Local*

Goal: *Foster an increasingly supportive environment that values the myriad roles of creative and entrepreneurial people across all sectors.*

Assets: Lawrence enjoys robust local cultural, agricultural, and entrepreneurial sectors. Two distinctive universities of major significance serve as engines of creative and critical thinking, innovation and invention, as well as traditional and historical knowledge. The Haskell Indian Nations University and its Cultural Center and Museum, along with University of Kansas' Lied Center and Spencer Museum of Art are among leaders in bringing some of the most important global cultures and contemporary artists and thinkers to Lawrence on a regular basis. Local artists, small businesses, and nonprofits bring great vibrancy to the community and share an entrepreneurial drive while, at the same time, the community thrives because of its connections to a larger world. In support of these activities, the public survey indicated the top five activities for Lawrence to offer are arts education, outdoor and cultural events, visual art museums, public library events, and arts festivals. To build upon these assets, this plan begins with broadening the scope of 'arts and culture' to include the wider creative, entrepreneurial community as well as relationships to and activities in the natural environment:

- a. Expand the scope of advocacy, networking, and services to include individual artists, nonprofits, small creative sector business, farmers, food producers, culinary arts, and local enterprises ranging from specialty retailers to technology innovators
 - i. Build stronger alliances between and among these entrepreneurs and Lawrence Cultural Arts Commission, planners, the Chamber of Commerce, Downtown Lawrence
 - ii. Devise more integrated and comprehensive services in support of creative enterprises, such as specialized small business development or joint marketing programs
 - iii. Develop opportunities to 'cross pollinate' the plethora of creative and cultural activities throughout Lawrence
- b. Keep creative and entrepreneurial people and organizations stimulated with external sources/ideas and new talent
 - i. Broaden access to outside talent and new ideas that Haskell, KU, Lawrence Arts Center, and others bring to the community on a regular basis
 - ii. Expand upon arts education opportunities for all age groups, including training and professional development
 - iii. Advocate to maintain and build upon arts education in the public schools and outreach activities such as ConfabuLarryum.

- iv. Identify and expand upon lifelong learning opportunities such as the New Generation Society and other activities for the growing senior population
- v. 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 grow our creativity’
- c. Connect and network individual artists with ‘maker’ entrepreneurs and with arts and cultural organizations to build awareness of each other and foster creative collaborations
 - i. Foster creation of and support more collaborative workspaces for artists and entrepreneurs
- d. Continue to facilitate the use of public spaces at minimal cost for cultural celebrations
 - i. Engage Visit Lawrence and form partnerships with other civic, cultural, and educational entities to support and promote celebrations

2. Embrace All/Celebrate Community

Goal: *Strive for cultural equity and a healthier community through greater collaboration across all groups – cultural, ethnic, income, and age – and across professional disciplines.*

Assets: Lawrence has a proud history as a welcoming community, embracing diversity and working hard to ensure representation of all individual voices. The phrase ‘participation and process’ was repeated over and over again during this planning process. Lawrence is a community of active and activist citizens – no voice is unwelcome, although not all voices are always equally invited or heard. Like most communities, the voices of the underserved and poor do not have equal resonance. It does appear that the community needs to ask itself: ‘are we who we think we are? Does everyone see us as we see ourselves?’ Lawrence prides itself on and continues to devote itself to fostering an expressive, committed and engaged citizenry. This experience and intention must ensure a continual striving for serving the greater good. Lawrence boasts a variety of festivals that bring talents of local artists and the cultures of many of its people into public view that also require re-assessment. Events such as the Lawrence Public Schools’ Festival of Creativity known as *ConfabuLarryum*, as well as the *Free State Festival* bridge social, intellectual, creative, and political spheres. The city also celebrates many civic and cultural holidays. Lawrence has a public art ordinance, yet a checkered public art track record. To build upon its assets, this plan calls for acting on the intention of full citizen engagement in the development of a robust creative community:

- a. Embrace and support the diversity of forms of cultural expression representative of the whole community, including youth, elders, and multiple ethnicities, ages, and ways of thinking
 - i. 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

- ii. Identify areas in which there may be gaps in equitable cultural representation in public events, arts programs, resource allocation, and on relevant boards and commissions and provide ongoing feedback mechanisms and outreach for moving the equity needle
- 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
 - i. Develop a comprehensive listing of all relevant events to eliminate cross-scheduling and support collaborative presentation and promotion of creative activities where possible
 - ii. 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
 - iii. Seek opportunities for event producers to collaborate and share vendors, services, and expertise
- c. Support public art that recognizes the varied people, stories, and talents of Lawrence
 - i. Establish and implement a comprehensive public art strategic plan
 - ii. Include schools, parks, neighborhood groups, artists, transportation activists, historic preservationists, and others in planning and subsequently in implementation of public art plans
- d. Gain greater access for all the people of Lawrence to the creative and cultural resources at Haskell and KU and to the wide range of people and ideas they engage and bring to Lawrence
 - i. Focus on 'asset sharing' across these resources and provide gateways for mixing and connecting
 - ii. Initiate activities to welcome new university faculty members each year in a joint event in town (off the campuses); this may include events as well as information on opportunities for ongoing involvement on boards, commissions, and other volunteer activities
 - iii. Design and initiate programs that help to welcome and introduce students to opportunities, internships, and activities available in Lawrence
 - iv. Develop and circulate an inventory of spaces suitable for community events at the two campuses; include size, technical capacities, costs, and primary contacts
- e. Build alliances between the creative sector and others seeking social justice and improved quality of life
 - i. 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 LCAC

3. Build Places Together

Goal: *Achieve greater quality of life in all quadrants of Lawrence in social, cultural, recreational, educational, and physical assets available to residents through participatory neighborhood-based planning and community building.*

Assets: The historical core of Lawrence, laid out in the mid-1800s, provides a thriving, mixed-use environment with housing, commercial/small businesses, industrial, social, recreational, and educational resources within walking distance. Such designs are more sustainable and allow people of different income levels to be neighbors. East Lawrence has long been the conclave of a diverse and creative population. North Lawrence stands a bit separately but has a developing artistic community. New West Lawrence was built in a different pattern with more single-use areas, each with large housing clusters for people of similar income-levels. Parts of West Lawrence, however, have begun to evolve with nodes that suggest cohesive, mixed-use focal points. Concern was expressed that city public art policy has not been fully or appropriately implemented, thus there is opportunity to review and revise a public art strategy. Such a strategy will be part of a visual manifestation of Lawrence’s creative brand and a demonstration of how it distinguishes different neighborhoods. Working to assert neighborhood identities AND build cohesion as a whole community should be a “both/and” strategy for Lawrence. To build upon these assets, this plan calls for integrating culture, creativity, and community development:

- a. Retain the distinctive qualities and functions of older neighborhoods and foster the emergence of cohesive identities for newer areas
 - i. Consider a neighborhood identity program with banners and other signage recognizing historic and cultural landmarks, public art, arts and cultural programming, and public policies that support neighborhood cohesion; this might include small grants for neighborhood cultural programs and events
 - ii. Work with Lawrence Parks and Recreation to 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. Support efforts related to the Lawrence Cultural District as outlined in the 2013 Plan
 - i. 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, notwithstanding that creative activity takes place throughout the community of Lawrence)
- c. Implement designs for an appropriate and community-sensitive creative spine along East Ninth Street

- i. Fully respect and incorporate ideas and needs of current residents and business owners in the neighborhood to avoid dislocation based on rapid economic transitions or dramatic transformation of community identity
- ii. Reinforce participation in civic and planning processes to engage more residents and stakeholders in articulation of the vision for East Lawrence (The current character in which people of different ethnicities and incomes share the neighborhood and in which small entrepreneurs, including artists, and retail business co-exist serves as a model of social and economic sustainability)
- iii. Acknowledge authentic and historical assets, especially as some parts of the city evolve from being “old” to being “historic”
- iv. Partner with historic preservation entities and activists to evaluate neighborhood assets and apply appropriate policy tools
- d. Develop a strategic creative activity hub in West Lawrence
 - i. Celebrate the relocation of Theatre Lawrence to stimulate attendance and volunteer activity, and to utilize spaces there for a variety of civic and cultural events
 - ii. Build on activities, such as the farmers’ market at West Sixth and Wakarusa, and on those taking place at Free State High School, Theatre Lawrence, and other civic organizations to stimulate involvement of the entire Lawrence community in building its creative capital
- e. Connect East, West and North Lawrence
 - i. 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; it may begin with mapping cultural assets, charting them in relation to bike paths or public transportation, and eventually creating an annotated tour map or even physical signage to mark destinations
- 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; work with the planning department as well as bike and walking trail advocates

4. Build and Market a Creative Brand

Goal: *Expand the reputation and the marketplaces for cultural and creative products and activities produced in Lawrence with an eye towards building a Lawrence brand based on its creative capital. (Given the CVB has gone to “Unmistakably Lawrence”, a community creative branding is worth exploring.)*

Assets: Lawrence has emerged as a unique creative and intellectual center with an illustrious history. Within the community this identity or brand is widely shared and externally it is increasingly known. The community’s values and aspirations are equally

remarkable. To boost its fortunes and further empower its creative sector, this brand must be actively fostered and promoted. It will be critical to have candid conversation about the ‘perceived Lawrence’ and the ‘real Lawrence’ (See Embrace All, above) because it will inform creative sector branding. Notwithstanding the outcome of such conversation, Lawrence has a tremendous creative persona that can be built into a strong brand identity that returns value to the local economy and to cultural vitality. To build upon these assets, this plan calls for establishing a ‘Creative Lawrence’ brand.

- a. Promote cultural/creative tourism with historic, environmental, agricultural, culinary, and creative communities actively collaborating. Focus on participatory creative activities (craft learning and maker-space activity) as well as audience or spectator based cultural activities (visual, performing arts, festivals)
 - i. Form ongoing coordinative partnerships with Explore Lawrence, the Chamber of Commerce and other organizations involved with promoting or presenting Lawrence to the outside world
 - ii. Consider the new tag line of Explore Lawrence – *Unmistakably Lawrence* – to view branding of Lawrence holistically
 - iii. Review the calendar of creative and cultural events to develop a creative brand based in substantive activities
 - iv. Devise and implement a comprehensive arts and culture calendar that is meaningful and useful for local cultural producers and audiences
- b. Help creative organizations and artists grow and more expertly market their offerings – building audiences and customers
 - i. Assist in development of coordinated or linked web-based marketing for locally made products and activities
 - ii. Accommodate and support regular and episodic creative events in public spaces such as farmers’ markets and arts and craft fairs
 - iii. Promote and possibly expand Lawrence Creates Maker Space and the work they have done to promote creative businesses in Lawrence, and particularly the East Ninth area
- c. Measure and articulate the scope, scale, and impact of the local creative economy
 - i. Conduct an economic industry cluster analysis with US government data, NAICS and SOC codes
 - ii. Review Lawrence data with all research vehicles with Americans for the Arts, such as Economic Prosperity and local arts index
 - iii. Identify and survey the creative sector to understand how they are conducting business and what they need to be successful

5. Promote Lifelong Learning

Goal: *Expand opportunities for learning in cultural and creative expression and appreciation for people of all ages.*

Assets: Lawrence has made a strong commitment to learning at all ages and across many topics. The presence of KU and Haskell ensures that there is an underpinning of academic

learning, new thinking and new people, challenges to the status quo, etc. The New Generation Society at KU is an example of a learning organization that sets its own agenda, connects with many activities and institutions throughout Lawrence, and is a prime example of support activity towards the City's goal of becoming a senior retirement destination. While K-12 education has come under significant pressure from State budgets, the district works hard to ensure access to creative arts and other learning experiences in conjunction with overall curriculum strategy. To build upon these assets, this plan calls for making a commitment to lifelong learning across the creative community.

- a. Promote opportunities to learn about and engage in traditional cultural practices and contemporary creative activities
 - i. Deepen connections between Haskell and the greater Lawrence community through activities on campus and in the community off campus
 - ii. Expose the community to better understanding and appreciating the art and craft of making; promote the value of locally made products
 - iii. Engage local maker spaces in stronger promotion and access to 'try it out' activities
 - iv. 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)
- b. Engage the community in ongoing critical thinking and public discourse related to arts, culture, environment, economic development, food, health, transportation and their inter-related nature
 - i. Promote public programming activities with the Hall Center for Humanities at KU and with other community partners host them in various community locations
 - ii. Promote the City's '*Lawrence Listens*' as one avenue and weekly City Commission meetings as another
 - iii. Regular citizen surveys and 'community conversations' around topics to expand shared learning and exploring (not just community 'venting' or 'information' sessions) to deepen citizen engagement and connectivity
 - iv. Partner with the Library and local media on periodic public conversations
- c. Expand commitment to entrepreneurship and innovation
 - i. Provide workshops, online resources, and mentoring opportunities to expand interest in and support for creative endeavors that build the creative capacity of the community
 - ii. 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'; consider working with entities that provide such services including Arts Incubator of the Rockies (AIR) or Artists INC in Kansas City.

B. GETTING THE WORK DONE

The following are designed to articulate both a structure and the tactical steps that will help deliver, sustain, and continually improve the community outcomes of this strategic plan for creative Lawrence.

1. Strengthen the Network

Goal: *Expand and deepen relationships across Lawrence’s creative community and develop or solidify connectivity between the creative community and other community sectors.*

Assets: The Lawrence community has a web of effective and engaging connections – both within the creative sector and between this sector and the rest of the community. The City has recently made significant investments in a full-time Director of Arts and Culture, city wide cultural planning, and maintaining a strong Lawrence Cultural Arts Commission. Engagement and support is high across the community as is evidenced by robust nonprofits and public events such as festivals. Other key civic entities such as the Chamber of Commerce also advocate for and support both the nonprofit arts sector as well as the broader creative economy. As Lawrence considers branding itself as a creative community it will be critical to ensure that these investments and advocates are maintained and that connections are as broad as possible and highly effective in managing input and effecting change. To build upon these assets, this plan calls for building an integrated web of supportive and effective networks.

- a. Re-tool and expand the Lawrence Cultural Arts Commission and its staffing to provide enhanced organizational infrastructure for a sustainable arts, culture, and creative community. (*Its current charge is to promote, encourage and coordinate the artistic and cultural activities of the community through recommendations made to the City and coordinating endeavors of those groups and organizations as identify themselves as primarily concerned with the artistic environment of Lawrence.*)
 - i. Include in the LCAC scope a role within city government to bring creative tools and culturally based thinking to bear on other matters of public policy and service
 - ii. 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
 - iii. Coordinate and encompass the cultural and creative activities of the Chamber, CVB, City, institutions, and both for-profit and nonprofit creative/cultural sector
 - iv. Continue to provide financial support for the arts and culture community, and consider additional support for individual creative, neighborhood-

- based activity, and other creative enterprises (as indicated by the public survey)
- b. Build networks among the cultural and educational sectors with creative sector businesses towards a holistic approach to integrating arts, culture, and creativity
 - i. Develop a quarterly networking event bringing all creatives together to discuss their latest projects or a current topic
- c. Collaborate with public and private agencies to promote volunteerism
- d. Develop a Creative Directory as an online resource
 - i. List all creative professionals, businesses, job opportunities, calls for work, etc.

2. Mind the Gaps

Goal: *Maintain and complement physical infrastructure for creative, cultural, and celebratory activities.*

Assets: Many recent investments have been made in cultural facilities in Lawrence by the public sector, nonprofits, and private individuals. From the Lawrence Public Library to Theatre Lawrence, the Lawrence Art Center, VanGo, Lawrence Creates Maker Space and private maker-spaces and studios, and public recreational facilities – not to mention KU and Haskell – this city of 90,000 is served well. Beautiful parks and older, walkable parts of the city with a well-designed street grid supply ample public spaces. These long-term investments need to be appreciated, maintained, and re-invested in over time. To build upon these assets, this plan calls for optimizing investments in ways that support the city’s unique creative community brand:

- a. Add to the stock of affordable spaces for artists and start-up entrepreneurs to work (and/or live-work); (the public survey called for more opportunities for artists – funding, studio and housing space, financial investment, education, and incubators)
 - i. Support private and nonprofit efforts to develop affordable and appropriate spaces for artists and for incubation of new creative enterprises
 - ii. Produce a detailed inventory and condition report of all existing facilities and their operating and maintenance costs within the next 3-5 years to monitor potential gaps vis a vis evolving community needs and updating/re-investment needs
 - iii. Assess emerging physical space needs related to outdoor/public spaces
- b. Maximize community investments in facilities such as the Library, Art Center, Theatre Lawrence, VanGo, KU, Haskell, and others
 - i. Convene occasional meetings and exchange of information among facility leadership and managers
 - ii. Conduct an inventory and consider a database to increase cross-over use (*see: City of Seattle Space Inventory and Fractured Atlas SpaceFinder*)

- c. Support development of a multi-faceted transit infrastructure that provides access for all citizens of Lawrence and visitors to participate in creative and celebratory activities. This should include biking, walking, and public transit
 - i. Cultural organizations could provide preferential benefits to patrons arriving by foot, bicycle, or other alternative mode of transportation besides automobile
 - ii. Actively collaborate with alternative transportation advocates and assess value that arts may bring to their efforts
 - iii. Advocate for public transportation routes and hours of service that meet the needs of participants in cultural activities across the city

3. Inform the Future

Goal: *Make policy decisions impacting the creative sector and the community based in solid data and analysis.*

Assets: Through the development of the Cultural District Task Force Plan, Lawrence began to recognize the role of strengthening its understanding of research underpinning arts and culture development. On page four that Plan states *“a growing compendium of research makes a compelling case for the positive relationship between investment in arts and culture and economic development.”* With the establishment of a City Director of Arts and Culture position and this cultural strategic framework, an opportunity presents itself for further analysis to support, challenge, and move the creative community forward. To build upon these assets, this plan calls for expanding the role of data analysis and research:

- a. Develop and test measures of achievement that include: Entrepreneur start-ups; health of creative assets such as nonprofits in arts and culture, independent artists/creatives, and for-profit creative businesses; changes in creative economic industry values; quality of life indicators; educational achievement; artist incomes and retention; entrepreneur start-ups
 - i. Benchmark Lawrence with peer communities to establish goals and develop best practices to keep the creative community vibrant and distinctive
 - ii. Ensure full understanding and impact measurement of NEA- and ArtPlace-supported projects such as Free State Festival and East Ninth projects
 - iii. Provide full transparency on assessment of the growth and impact of the creative sector through City agencies and regular updates from the office of the City Director of Arts and Culture
- b. Build an economic contribution profile of the creative economy (businesses, jobs, wages, events) using government data (NAICS and SOC codes), Americans for the Arts Economic and Prosperity Data, and State of Kansas data
 - i. Establish annual dashboard system to track progress
 - ii. Identify peer communities to benchmark

- c. Review City codes, regulations, and procedures relevant to arts and culture including public space management, public art, live-work zoning, signage, small business licensing, etc.
- 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
 - i. Connect planning to the New Comprehensive City Plan vision, mission and strategic goals
 - ii. 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
- e. Conduct periodic “blue-sky” think tanks to assess opportunities and to envision different scenarios for arts and culture in Lawrence; harvest best ideas for consideration of changes and/or initiatives as a way to update this plan

Timing and Implementation

Achieving the vision set forth in this plan relies on identifying priorities and implementing the strategies and actions outlined in the previous section. To assist in activating this plan, an implementation matrix is included. This matrix summarizes the goals, strategies and actions as outlined above and now needs to be completed for each action with identification of primary responsibility, partners involved, the timeframe, and implications for resources.

Once the City Director of Arts and Culture and the Cultural Plan Steering Committee complete this matrix, the Lawrence Cultural Arts Commission has a road map to growing a sustainable, integrated and connected creative community that will add significant value to neighborhood and economic development across the City of Lawrence. The matrix remains a tool for future revision and use.

Appendices

APPENDIX A – List of Participants

(Additional to the Steering Committee; not including survey respondents)

Every effort was made to record a complete list of participations in the planning process. Unfortunately, someone may have been left off inadvertently. If a name is missing, please accept our apologies and inform the City Director of Arts and Culture.

Ben Ahlvers
Mike Amyx
Dr. Eric Anderson
Katie Armitage
Chip Blaser
Sarah Bishop
Mike Boring
Tamara Cash
Nick Carswell
Cheryl Chuckluck
Katy Clagett
Phil Collison
Phil Corliss
Virgil W. Dean
Paul DeGeorge
Kate Dinneen
Toni Dixon
Mary Doveton
Jean Drumm
Diana Dunkley
Brad Finkeldei
Jason Edmunds
Joshua Falleaf
Steve Fendt
Megan Gilliland
Julia Goodfox
John Hachmeister
Saralyn Reece Hardy
Bayliss Harsh
Stacy Galloway Haywood
Heather Hoy
Marla Jackson
Lara Jost
Alicia Kelly
Eric Kirkenall
Matt Kirkland
Derek Kwan

Tom Larkin
Rhonda LeValdo
Dave Loewenstein
Matthew Lord
Bonnie Lowe
Phillip Cody Marshall
Cindy Maude
Scott McCullough
Bob McWilliams
Marisa Mendoza
Hanan Misko
Julie McPike
Meredith Moore
Kathleen Morgan
Beth Murphy
Dale Nimz
Lori Norwood
Steve Nowak
Brenda Nunez
Sarah M. Oatsvall
Jane Pennington
Emily Peterson
Kathy Porsch
Josh Powers
Stephen Prue
Jim Rains
Ardys Ramberg
Richard Renner
Marilyn Russell
Bob Schumm
Josh Shelton
Katherine Simmons
Sara Taliaferro
Anne Tangeman
Susan Tate
Bill Tuttle
Leslie Soden
KT Walsh
Nicholas Ward
Jancita Warrington
Margaret Weisbrod Morris
Shannon White
Erica Fox Zabusky
Sally Zogry
Lynne Zollner

APPENDIX B – City Vision

Mission / Vision Statement

Purpose of the Plan

THRIVE is a comprehensive guide that empowers our citizens to make our community vision a reality. It sets the foundation for the type of welcoming and sustainable community we truly want to be. [Our plan] reflects urgency in an ever-changing world, and recommends goals to promote a high quality of life in both urban and rural settings. It establishes policies that guide our future growth while carefully managing our natural resources, improve public health and safety, and bolster our economic vitality. This plan is a product of substantial community input. It is intentionally flexible through the public amendment process to accommodate future development ideas and innovations that would help achieve the community vision. [Our plan] directs growth in a manner that preserves and enhances the heritage and spirit of our community and creates unique places to live, work, learn and play.

Our Community Vision

The City of Lawrence and rural Douglas County is one of the most desirable places in the United States to call home. A well-educated community with a unique state spirit, we are diverse, publically engaged, and boldly innovative. We prosper with full employment and a broad tax base. Our development is humane and our vibrant neighborhoods are livable, allowing people to age in place. We have ample choices for transportation including bicycling, walking and transit. The City's lively and historic downtown attracts residents and visitors for education and cultural arts. Our citizens value preservation and enjoying the natural environment for our enjoyment and for future generations. The proximity of rural and agricultural land to the city provides beauty and respite, and we enjoy the economic and health benefits of a robust local food system. We make Lawrence and rural Douglas County a place where creativity thrives, and our community is a way of life, and community pride is contagious.

<u>We Value</u>
Affordability
Creativity
Education
Health
Innovation
Jobs
Livability
Quality Design
Sustainability

Our Vision Will Create and Maintain:

Live:

- Places and neighborhoods that encourage healthy living for all ages.

- Neighborhoods that are compact, walkable, diverse, and connected, providing for all ages and incomes.
- A convenient and efficient multi-modal transportation system that provides for choice and flexibility and reduces automobile reliance.
- Growth in a fiscally and environmentally responsible manner with the goal of using existing infrastructure and in-fill opportunities before opening new areas for development.
- Preservation and celebration of our rich history, along with new places with unique character.

Work:

- Investment in a growing population with diverse economic opportunities, including local businesses, new primary employers, and thriving creative arts and entrepreneurial communities.
- A robust agricultural sector valued for its economic health, and cultural contribution, including the emerging local and regional food system.
- Integrated communications marketing technology that supports local business, education and entrepreneurs, providing the opportunity to compete globally.

Learn:

- World-class universities that are integrated into the cultural fabric of the local community.
- Strong network of public and private schools that strive for excellence in education and attract new residents to the community.
- Dedication and access to high-quality lifelong learning.

Play:

- Providing mixed-use activity centers, schools and parks/trails within walking and biking distance of residential uses.
- Conservation, preservation and measured use of our finite natural resources and open space.
- A historic downtown with diverse uses that is the cultural and commercial heart of the region.
- Creative arts and cultural heritage as integral components of community identity.

APPENDIX C – Spirit and Character Report

Walking Toward a Bolder Future

Lawrence is a proud, diverse, resilient, intellectually curious and weirdly interesting community. Lawrence takes great pride in the quality and level of its citizen engagement as it shapes its future while honoring its illustrious past and celebrating its ongoing accomplishments. This is a community that truly believes that it takes a village to sustain an interesting, honest and compassionate community. The citizens of Lawrence are committed to maintaining their unique ethical fortitude and the rich social, cultural, and recreational amenities it provides residents and visitors.

People of Lawrence are passionate about their eclectic, opinion-rich community that has stayed true to its local roots. Fighting off various attempts to bring big box stores or chains downtown, it has built a varied and unique local culture that draws people to visit, live and do business. Lawrence weaves together local enterprises, a rich tradition of higher education, and its fascinating historical background. The community sits within the larger fabric of metropolitan Kansas City 40 minutes down the road and within a state political environment that challenges Lawrence's values. Lawrencians have grit, determination and heart.

Now, with the New Comprehensive City Plan plan being shaped along with other planning efforts underway, Lawrence is positioning itself for a future that is sustainable for its people, its industry, its cultural ethos, and its economic prosperity. The community is both identifying the important dots that represent who it is as well as working to connect those dots in a fashion that keeps its character alive in a place that resonates with its unique spirit.

Guided by a Rich and Layered History

History is deeply embedded in Lawrence's present and will be in its future. The Lawrence of today co-exists with the complicated and sometimes contentious Lawrence of the past. As part of a rich agricultural area, the community's history is present in memory as well as in physical structures, the stone with which buildings are made, and in the names of streets and places of significance. *Embattled Lawrence* (by Dennis Domer and Barbara Watkins, 2001) is but one of many historical books about the community, a title chosen to represent the struggles experienced by residents from pre-history, to the 1850s and 60s, to more recent battles over development and preservation. Through the millenia of known settlement, Lawrence fought its way into existence and continues to fight for what is best and just.

The Kansas River figures prominently in the foundations of Lawrence yet in the modern era it hasn't dominated life like in so many other river cities. The age of the river is amplified by fossils found on its banks and bed during low water. It supplied fish and transportation for earlier residents but in the past 150 years steamboats and other vessels discovered it's too unpredictable for navigation. The dam at Lawrence is now the only waterpower source in the

state of Kansas, yet the river has not been fully embraced as have so many other waterfronts in American cities. Only recently have trail systems developed to bring it into wider consciousness as a major asset.

Informed by an Engaged, Participative and Intellectually Active Citizenry

Lawrence is a very active community. There are lots of opportunities to take part in a wide variety of events and organizations. The people of Lawrence like being visitors in their own hometown, enjoying basketball, creative and cultural activities, parades, festivals, farmers markets, local pubs and restaurants, artisan foods and brews. Folks actively participate in personal growth opportunities, demonstrating a commitment to lifelong learning. City government meetings now occur weekly because there is so much interest in participating in the process of making community 'work'. Curiosity is a highly prized and very active attribute in Lawrence, and it is rewarded with a respect for engagement. Fitness is a serious pursuit for many and more so as a social, group, or team activity than in most cities. Running groups, biking groups, kickball teams, and a variety of races were cited. Development of social capital comes in many forms in Lawrence.

Residents of Lawrence in the 19th and 20th centuries fought for the unique character of Lawrence and today's Lawrence is not about to let them down. An activist element is present and accounted for. There is strong involvement in organizing for the greater good. People strongly form ideas and opinions and aren't afraid to share them, but commit to working things out in the long run. In Lawrence, you can disagree vehemently and remain steadfast friends. As someone quoted, "we have two important P's that go together – participation and process". Lawrence is a highly participative community that values a respectful process, even if that means protracted or time-challenged decisions.

The transient nature of most of the populations of the University of Kansas (KU), Haskell Indian Nations University and other higher education facilities means that there is always new blood circulating throughout Lawrence – students, staff and faculty. The Lied Center at KU hosts major performing artists from around the world as well as other local and regional conversations; similarly the University's Spencer Museum of Art has major permanent collections and contemporary exhibitions. Haskell Indian Nations University and its Cultural Center and Museum are vital centers of culture, tradition, and creativity that are available to the community. Because of these and other resources, there is a constant revitalization of ways of thinking, worldviews, political perspectives, and life experiences that adds to the richness of people who live, work and play in Lawrence. Intellectual pursuits and general intellectual curiosity are highly valued.

KU has a strong influence on the entire community. Many believe that the 'town-gown' relationship is a healthy one and others continue to strive to the relationship. From the first classes at the University in 1866, students became well integrated into the community. Many in recent decades prefer to remain in Lawrence after graduation. The fact that no on-campus housing was built for students until 1923 may have contributed to establishing that culture. KU

alumni are a well-regarded asset for the Lawrence area. The KU community is global and highly educated. It brings a multi-national and multi-disciplined connectedness into the area.

The Haskell University of today is the result of additional battles – tireless efforts of the American Indian community to create an institution that is about sharing tradition and knowledge across tribal communities and with the rest of the world. It is no longer the “training school” for Native people as it was founded by the U.S. government in 1884. The cultural and intellectual richness of Haskell, and the desire for greater connections and exchanges of knowledge, add to the overall wealth of experience available to the people of Lawrence.

Not to be underrated congruent with the intellectual prowess of KU, the devotion to KU basketball borders on the insane. Local, alumnae, and national devotion to the Jayhawks is legendary and each home game brings thousands of people to Lawrence. Connecting these participants to other Lawrence activities, such as staying overnight to enjoy a fine local dining experience or participate in a creative activity is seen by many to be a potential significant growth opportunity.

Challenged by Place

There are challenges with the historic role of place in Lawrence. As in most communities, there is a geographic division of sensibilities and loyalties. Original residents from indigenous tribes were pushed out and replaced by many eastern tribes in the early 1800s. They were displaced again, pushed south to Oklahoma. Emigrants from Massachusetts who came to help build a Free State were challenged by neighbors with opposing views, but they fought to stay. In the current era, students coming to Haskell and KU sometimes feel welcomed, sometimes not. East Lawrence retains a different mindset and economic platform than West Lawrence. The railroad and floodplains of the Kansas River form a boundary for East Lawrence and much of the newer development has gone west. North Lawrence, once an independent municipality, was annexed by Lawrence. People, places, and enterprises remain dynamic and in motion.

The Free State designation and spirit, proudly worn for 150 years, brings challenges as well. Not all American Indians and African Americans in Lawrence feel fully included and empowered to this day. Liberal, inclusive rhetoric can seem tired, if not hollow. Struggles to achieve the communities stated values are not over.

There can sometimes be challenges with location of cultural amenities too. On the one hand, more cultural activities on the west side of Lawrence has given more accessibility and participation from those residents while on the other hand, some people are committed to downtown being the center of cultural and creative activity. Development and change downtown and on the 9th Street Corridor represent one current challenge. Haskell and KU both maintain their respective campuses outside central business and residential districts, and notwithstanding efforts to connect ‘town and gown’, they remaining largely self-contained.

“Not Just Anywhere USA”: A Distinctive Pride

Lawrence purposefully prides itself on being ‘weird’ and is not giving up that title to Portland or Austin anytime soon! Permission to be ‘weird’ and to accept and enjoy the weirdness about each other – is a mark of accomplishment. Embracing differences is such that being open with each other and seeking common ground is considered a community art form. Some have said they ‘live together in parallel with differences’. Lawrence is very comfortable with diversity and yet the ethnic and racial connections are not nearly as demonstrable as how well the diverse economic, professional and philosophical approaches live together. Many people in Lawrence believe with a sincere heart that there are opportunities to be better integrated, and to be more holistically unified. Even with the underlying commitment to tolerance and acceptance, many admit they just don’t know how to go about better integrating Lawrence.

The diversity of ways people in Lawrence express themselves reveals the richness of the community’s cultural and creative life. For a community the size of Lawrence, the number and quality of creative activities and organizations is astounding. From the historically rich artist community centered in East Lawrence connecting with the newly developing Warehouse District to the downtown renaissance including Lawrence Arts Center, Liberty Hall, the new Library, and renovated Carnegie building to the beautifully cultural campus of Haskell and KU and to the increased cultural offerings in West Lawrence with Theatre Lawrence, the community of Lawrence is a rich and varied cultural mecca for the region.

Pride is also reflected in the visible support of a strong LGBT community – both on and off campus. The culture of Lawrence is one that fosters openly expressing who you are and provides a unique surround of support. Having said that, there is an identifiable push-pull between the old and young, the big vision and the grassroots. The very grit that pushed back on big box development encroaching on downtown can also display itself pushing back when something comes along that calls for out of the box thinking, a different vision. The current development of the 9th Street Corridor is an example of a cultural process that has folks ‘positioning’ between preserving heritage, history and ways of life, developing the next generation of creative businesses, and bringing more people to live in the eminently walkable and active downtown. Based on its historical patterns, there is an inherent tension between what is and what could be in Lawrence. As new economic opportunities are sought to ensure a sustainable community, this tension will have a tendency to magnify. A fair and well-considered process as well as creative solutions require more time and extraordinary efforts for all parties to sit at the same table.

It seems that many have long memories and are challenged to relinquish their point of view. In order to move the community forward, resolving differences with animated civility will need clarity of expectations and a willingness to accept the will of the people when a consensus is clear.

Living with Intention

Lawrence is a community that lives with intention. It knows there is value in being close to Kansas City but it is clear about carving out its unique small town experience. No one needs to be anonymous in Lawrence and yet there are always more people to get to know. The community provides endless opportunities to refresh residents' thinking, revitalize the spirit and re-calibrate views.

Lawrence is a compassionate, nurturing community. It is a great place for families and kids. It's a community that cares deeply about others. Like other cities, it accommodates homeless and mentally ill. However, like few others, it responds in a caring and inclusive way. As the community as a whole struggles to find solutions, individuals step up to help and to advocate. Lawrence pays attention to voices not just check books – the community is less governed by the pocket book, although as economic challenges increase the tension between check book and voice intensifies. The people of Lawrence listen and share stories.

People living in Lawrence support each other. Artists watch out for each other; the community has a priority commitment to making the community a safe and interesting place for young people to find a home and for seniors to retire; and people are deeply committed to the whole being greater than the sum of its parts.

Lawrence is also planning its future with intention. The focus of the Chamber of Commerce and economic development efforts looks to nurture homegrown business, to support entrepreneurs, and to work in partnership. The long range planning activities; the creative placemaking initiatives of 9th Street Corridor and Free State Festival; the development of the Warehouse District; the Busker Festival; the growth of the Freedom Frontier National Heritage Area; development in West Lawrence; new leadership of Visit Lawrence and the Chamber, along with other developments are spearheading a new era of purposeful growth and change.

There is no place like Lawrence and the good folks of Lawrence are deeply committed to keeping it that way!

APPENDIX D – Survey Results

In May 2015, the City of Lawrence launched a public survey designed to solicit input from the general public on the role and future of arts and culture in Lawrence. This survey was not conducted as a randomly statistically valid survey, rather, it was designed to reach as many people as possible – creating a large public dipstick. The survey concluded on June 15, 2015. There were 493 responses, with the following profile:

- 73% white (Lawrence is 82% white)
- 45% have lived in Lawrence 21 years or more
- 83% have four-year and/or graduate degrees (compared with 52.6% of Lawrence’s population)
- Highest percentage of respondents was 25-34 at 22% (that age group in Lawrence represents 17.1%); 37% were aged 55 and above (Lawrence is 8%)
- 60% were female (Lawrence is 49.8%)
- 50% from zip code 66044 Downtown and East Lawrence

The profile of survey respondents was less white, younger, better educated and more female than the full City profile. Over 90% of them identified as an interested citizen, followed closely by 74% who said they were audience members.

The entire survey results in a visual graph format are in Appendix D. Highlights are below.

With respect to what is most important about living in Lawrence, the top three items were 1) arts, culture and creative activities; 2) Downtown Lawrence; 3) the community of people who live in Lawrence. When asked about the arts, culture and heritage programs they have participated in, they listed the top three as 1) art museums/galleries; 2) purchasing original art or craft; and 3) art and music festivals.

Along the lines of where folks choose to participate, they were asked where is the first place you would take a friend/visitor for a cultural experience and the answer was overwhelmingly Downtown Lawrence followed by the Lawrence Arts Center and Massachusetts Street.

When constructing a cultural plan for a municipality, it is important to look at what arts and cultural amenities should be offered whether you personally attend or not – assessing what is important for the community to offer for present and future generations. The survey respondents indicated, on a scale of 1-4 with 4 being very important, that at least seventeen activities out of the 23 listed earned a rating of 3.0 or more – thus indicating that the respondents were in favor of the vast majority of amenities offered. The top five activities were 1) arts education; 2) outdoor arts and cultural events; 3) visual art museums; 4) public library events; and 5) arts festivals. This is a community that likes its arts and creative activities and wants to continue the large variety of offerings.

Ensuring that arts and cultural amenities remain strong, the survey asked what resources and services would be helpful to arts, culture and heritage development. Those resources that were considered most important by the respondents included 1) ensure continued City funding for arts and cultural initiatives; 2) provide greater access to cultural opportunities for people with limited means; 3) provide arts education opportunities; 4) coordinate the marketing of creative activities, including a calendar of events; and 5) advocate the value of the nonprofit sector to public officials. Just as informative are those resources that the respondents did not think were important, although nothing was ranked under 3 out of a 4 scale. Those items deemed least important were providing technical support programs for arts and culture organizations and individual creatives, and advocating the value of for profit and independent creative businesses to public officials.

From asking about what would be helpful to arts and cultural development, the survey asked directly about what the City of Lawrence should be providing to support arts, culture and heritage. Again, on a scale of 1-4 with 4 being most important, the top ranked items were: 1) support arts education; 2) continue direct support for arts and culture activities; 3) provide financially accessible youth programming; 4) provide a comprehensive arts and culture calendar; and 5) provide greater access to cultural opportunities for people with limited means.

Additionally, the survey asked if there were any barriers. The top mentioned barrier was 'multiple events at the same time', with the second most mentioned barrier 'don't know enough about available events'. Most respondents only listed two or less barriers, so there doesn't seem to be a significant issue with getting people to engage with arts and culture. With respect to 'multiple events at the same time', more coordinated scheduling may be useful but the reality of lots of offerings helps make a vibrant, interesting city. The issue of not knowing enough about available events can be addressed by reviewing all of the available options for distributing information and looking for more efficient and effective methods of communication across the community.

The survey also asked about what arts, culture and heritage resources the City of Lawrence should consider developing. Common write-in answers included more opportunities for artists – studios, funding, loans, education, artist-in-residence, galleries; keeping arts and culture strong downtown; better promotion of arts and culture; central, online resource for arts and culture activities; public art; historic preservation; and more culinary experiences. The desire for more centralized access and promotion of arts and culture is congruent with the barrier of not knowing enough about what is happening.

After reviewing the full results of the survey, it was decided to produce two cross-tab analyses – one based on age and the other on zip code. Highlights of the cross-tab for age are listed below.

- In terms of important amenities offered in Lawrence, the under 35 year olds were slightly more interested in arts, culture and creative activities and Downtown Lawrence than the other respondents. The 19-24 year olds ranked these activities much higher than any other age category. The 'freedom to be different/do your own thing' was ranked highest by 25-34 year olds.

- Participation in arts, culture and heritage varied widely. All age groups ranked art museums/galleries the highest while the under 35 year olds had increased participation in music in non-traditional venues, indie rock and purchasing art/craft. The 35-54 year olds liked public library events, art and local film and festivals. The over 55 year olds had higher participation in parades, festivals, community theatre and heritage activities.
- With regard to what activities are important for Lawrence to offer whether you go or not, there was little difference from all respondents. Some notable highlights are the under 35 year olds were more interested in arts education, art and local film, public library events, opportunities for direct participation, historical and heritage activities, and all types of music; the 35-54 year olds had stronger interest in children's activities, youth and adult theater, and all types of music; the over 55 year olds were more interested in visual art, and classical art forms.
- In considering barriers to participation, the 25-34 year olds had the greatest response to barriers, citing 'don't know enough', 'hard to make time to get out', and 'multiple events at the same time' the highest, in that order. The highest barrier recorded was by 65 and over for 'multiple events at same time'.
- The resources and services desired to support arts and culture were generally consistent throughout all ages with the highlight that the under 35 year olds were more interested in providing access to those with limited means and to ensure continued funding for arts and culture.
- In terms of what the City of Lawrence can directly provide to arts and culture, the only significant variance among all respondents is that the under 35 year olds were more interested in 'support affordable housing and studio space downtown', 'invest in new artistic or creative developments', 'leadership of creative and cultural planning', 'provide resources for independent businesses' and 'subsidized arts and culture events' than the rest of the respondents.

When developing programming, event planning and communication, it would be helpful to refer to this cross-tab analysis to target audiences according to their needs and interests.

Highlights of the cross-tab for zip code are listed below. The ranking of zip code responses were 66044 Downtown, East and North Lawrence; 66049 West Lawrence; and 66046 Southeast Lawrence.

- With regard to important amenities offered in Lawrence, 66044 and 66049 were generally aligned in all categories. 66046 had higher rankings for natural resources, history and heritage, recreational opportunities, and activities at Haskell Indian Nations University. 66049 ranked community of people who live in the area and the lifestyle/do your own thing less than 66044.
- In terms of participation in arts and culture, 66044 participated at a much higher level across all activities than almost all other zip codes combined. Their highest ranked activities were music in a non-traditional venue, indie rock and other music, creative 'maker space' activities, and specialty/craft food production. 66046 and 66049 were

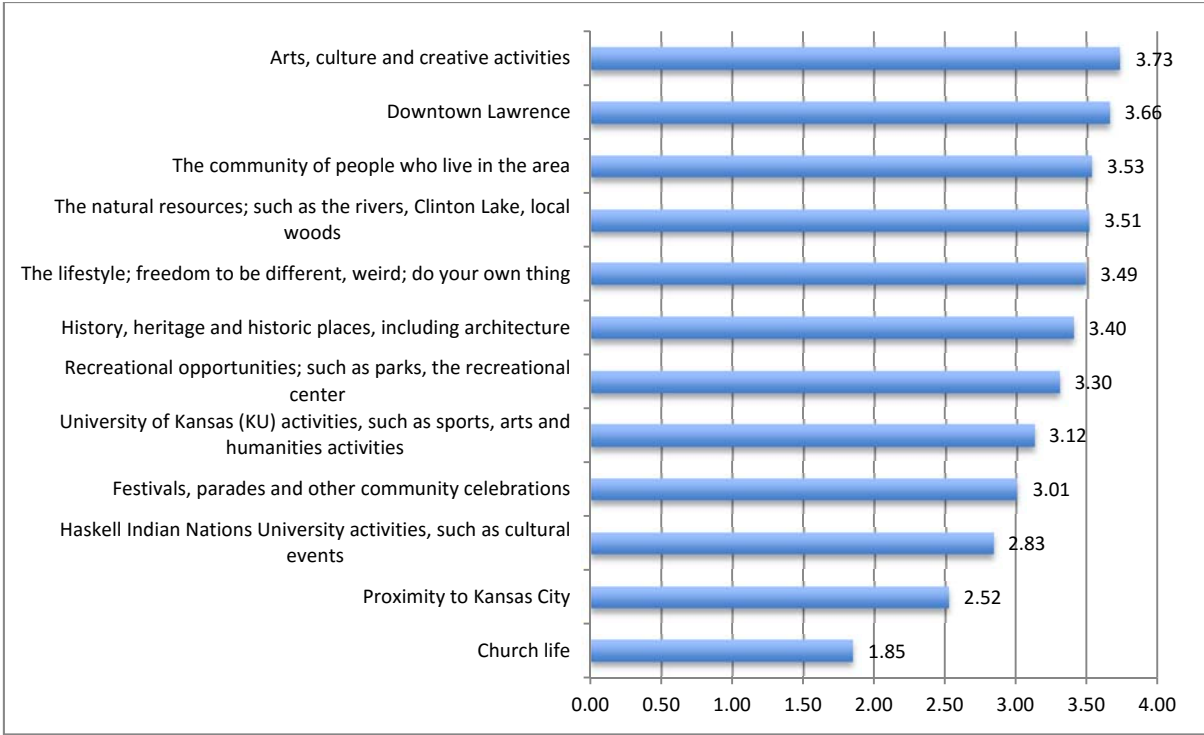
closely tied in arts and culture participation but much less than 66044. The highest participation levels in 66046 were events at Haskell, public library, art and local film, and children's activities. The highest participation levels in 66049 were in all theatre, children's activities, classical music, and recreational activities.

- With regard to what arts and culture amenities are important for Lawrence to offer whether you go or not, there was generally little difference among the zip codes. There was a slight preference from 66044 for public library events, outdoor events and visual art museums; and a slight preference from 66049 for youth and adult theatre, and classical music. Code 66046 had a slight preference for heritage events and children's activities.
- In considering barriers to participation, 66049 ranked not wanting to come downtown higher than other codes. 66044 ranked driving distance higher than the other codes. And 66046 ranked don't feel comfortable or welcome higher than the other codes.
- The resources and services the respondents desired to support arts and culture were generally consistent across the zip codes. 66044 was more interested in a better connection with Haskell's activities than all other zip codes. 66046 was less interested than the other zip codes in advocating for for profit and other creative businesses as well as documenting economic impact.
- In terms of what the City of Lawrence can directly provide to arts and culture this also was generally consistent across the zip codes. Some differences included 66044 being more interested in greater access for youth and people with limited means, subsidizing events, and investing in resources and other support for the creative sector. 66049 expressed a slight preference for a centralized online calendar of events and concurred with 66044 on continued support for strengthening nonprofit arts and culture.

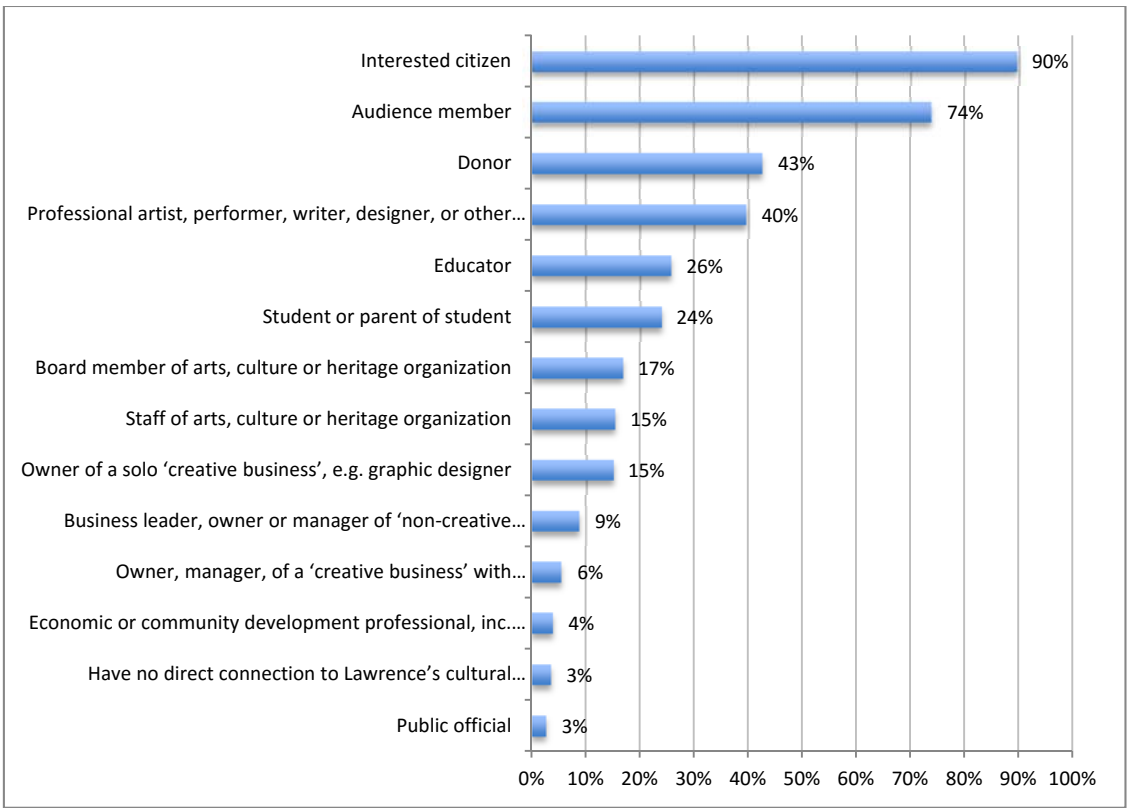
While there was a lot of agreement across the zip codes, it might be relevant to note that West Lawrence has a stronger interest in theatre (not a surprise considering the strong presence of Theatre Lawrence), children's activities and recreational activities; and that they don't have the same 'community' and 'lifestyle' attraction as 66044. Downtown Lawrence has a stronger affinity for public library events and outdoor activities. The interest in a centralized online resource for events was across all codes.

PUBLIC SURVEY – ALL RESPONDENTS

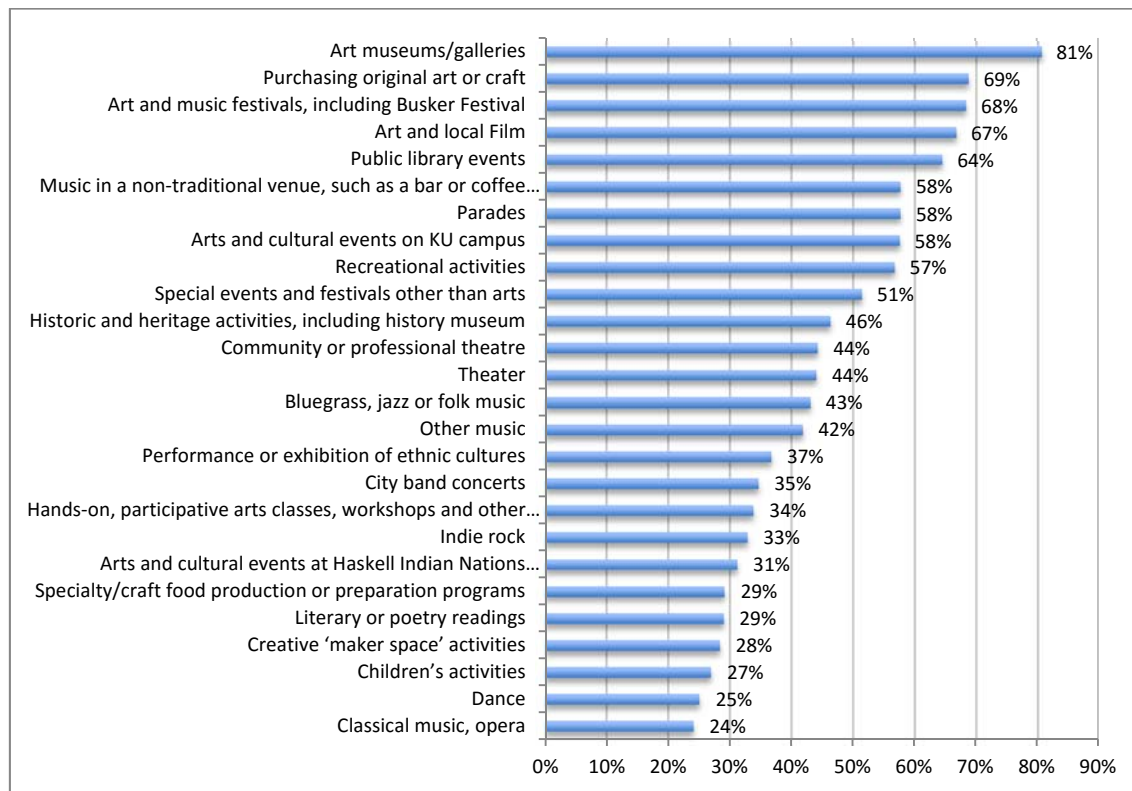
Q1. What best describes how important the following are to you about living in Lawrence, with 1 being unimportant and 4 being very important?



Q2. How do you connect to the Lawrence community? Please check all that apply.



Q3. Which of the following arts, culture and heritage programs have you participated in at least once in last 12 months?

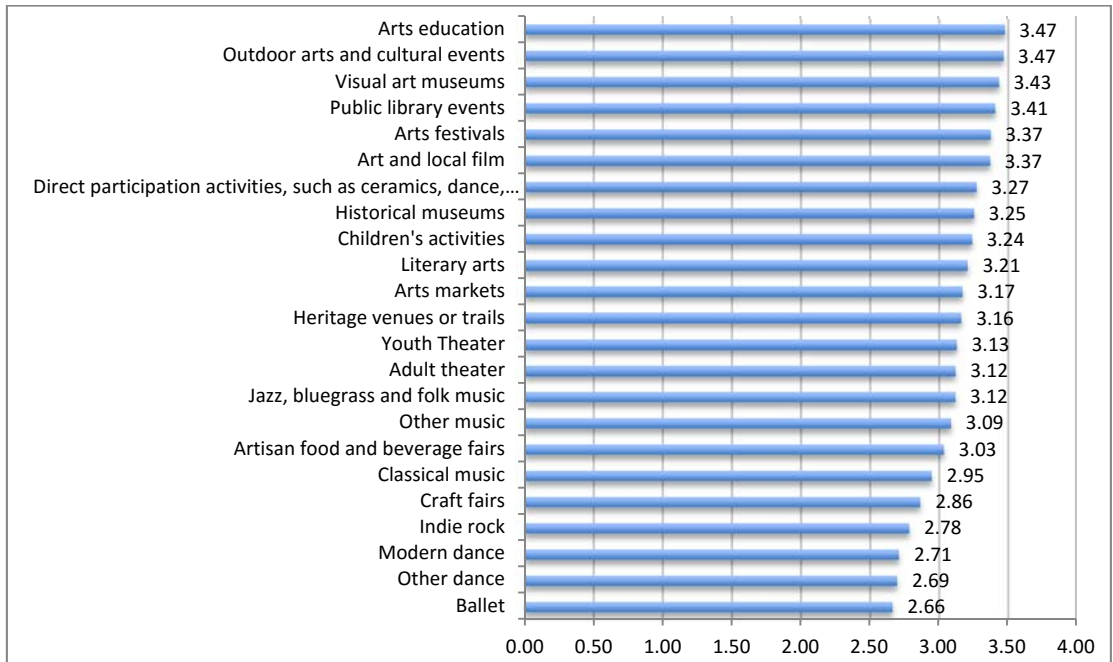


Q4. Where is the first place you would take friends/visitors for a cultural experience?

Based on representative sample of write-in answers:

Downtown	54%
Lawrence Arts Center	22%
Mass Street	12%
Other	12%

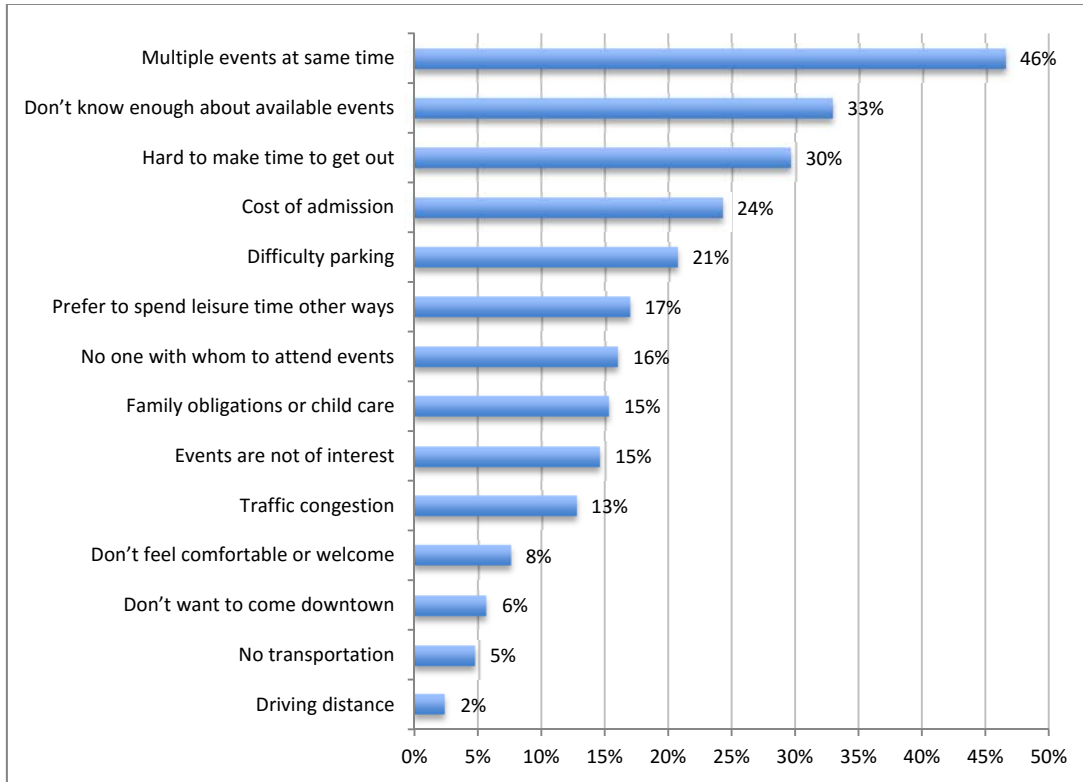
Q5. Which arts, culture and heritage sites are important for Lawrence to offer whether you go or not, with 1 being unimportant and 4 being very important?



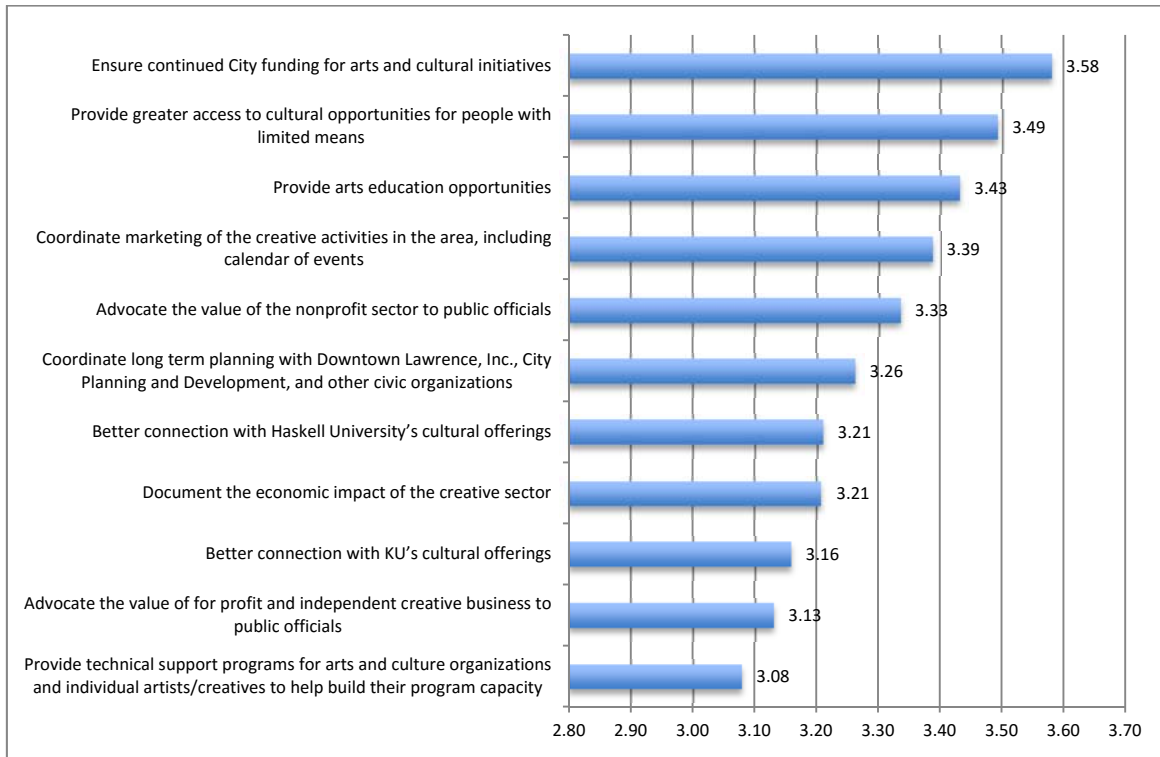
Q 6. What arts, culture, heritage or creative resources should Lawrence consider developing?

- More opportunities for artists – studios, funding, loans, education, artist-in-residence, galleries
- Keeping arts and culture strong downtown
- Historic preservation
- Festivals
- Children’s cultural activities
- Affordable housing
- Better promotion of arts and culture
- Central, online resource for arts and culture activities
- Public art
- More culinary activities

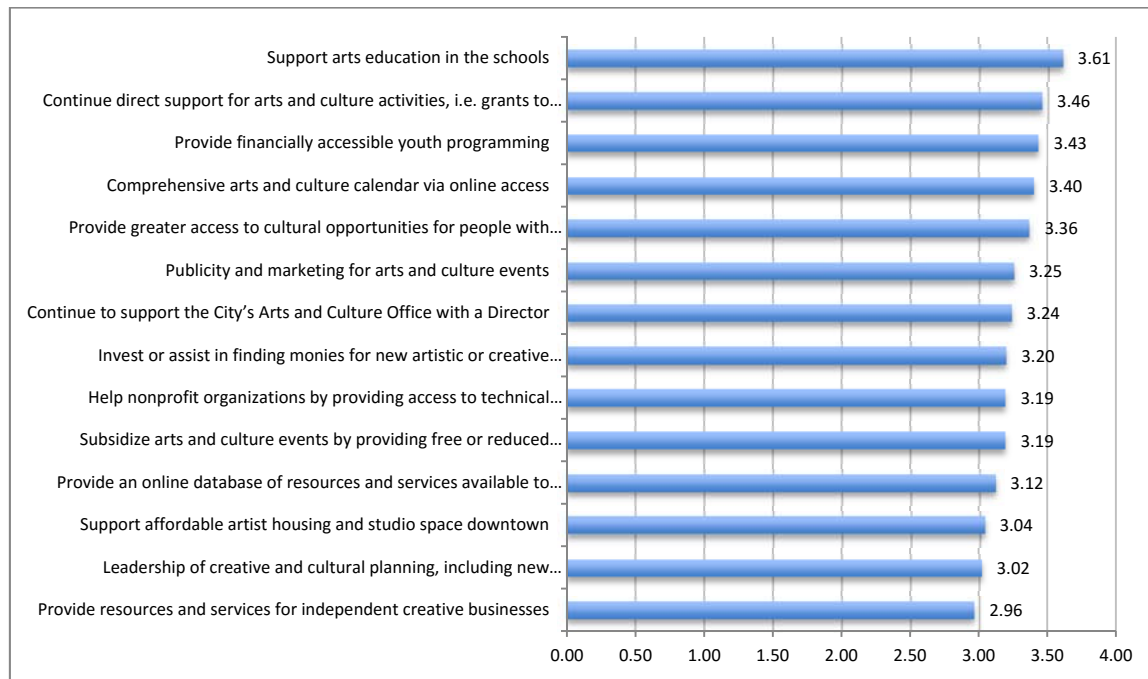
Q 7. What are your barriers to engaging in arts and culture offerings?



Q 8. What resources and services do you think would be helpful to arts, culture and heritage development?



Q 9. What should the City of Lawrence be directly providing to arts, culture and heritage?

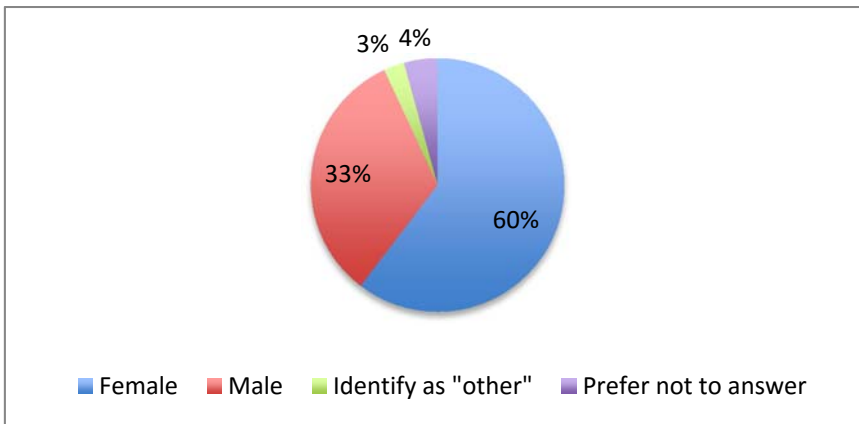


DEMOGRAPHICS of SURVEY RESPONDENTS

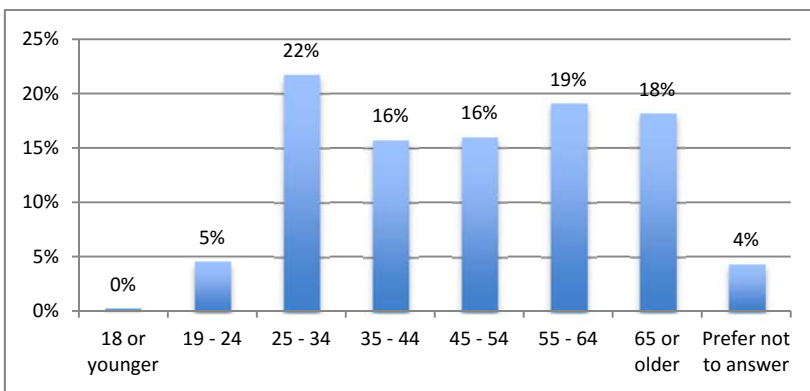
Zip Code

64131	1	
64155	1	
66006	2	
66043	1	
66044	208	50% of sample
66045	2	
66046	76	18% of sample
66047	34	8 %of sample
66049	84	20% of sample
66050	1	
66207	1	
66607	1	
67114	1	
67203	1	
99515	1	
	415	

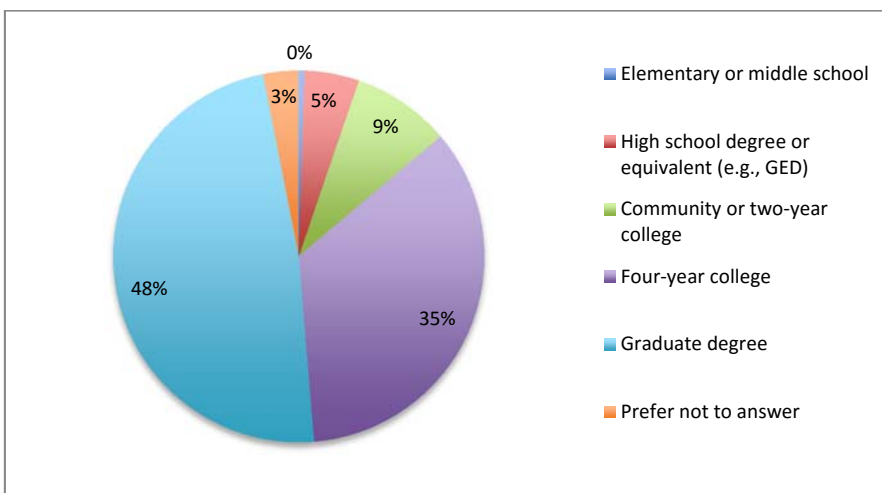
Gender



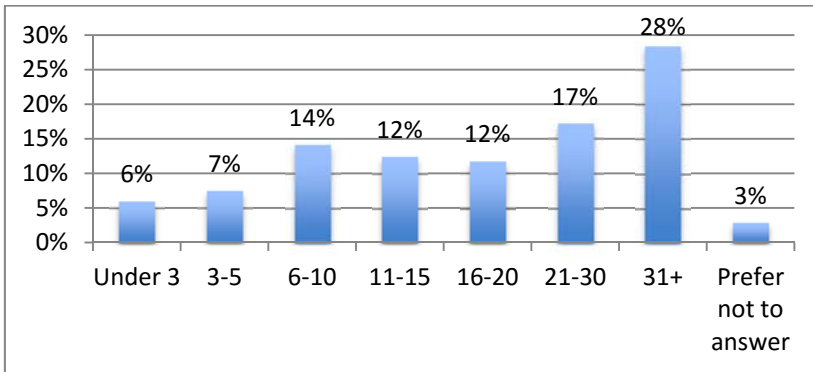
Age



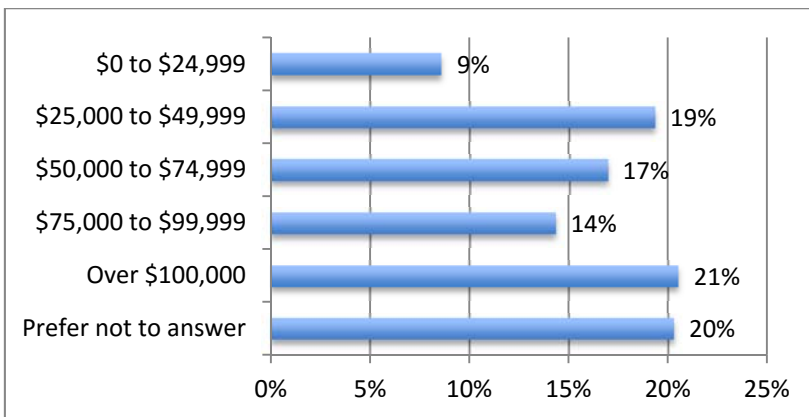
Education



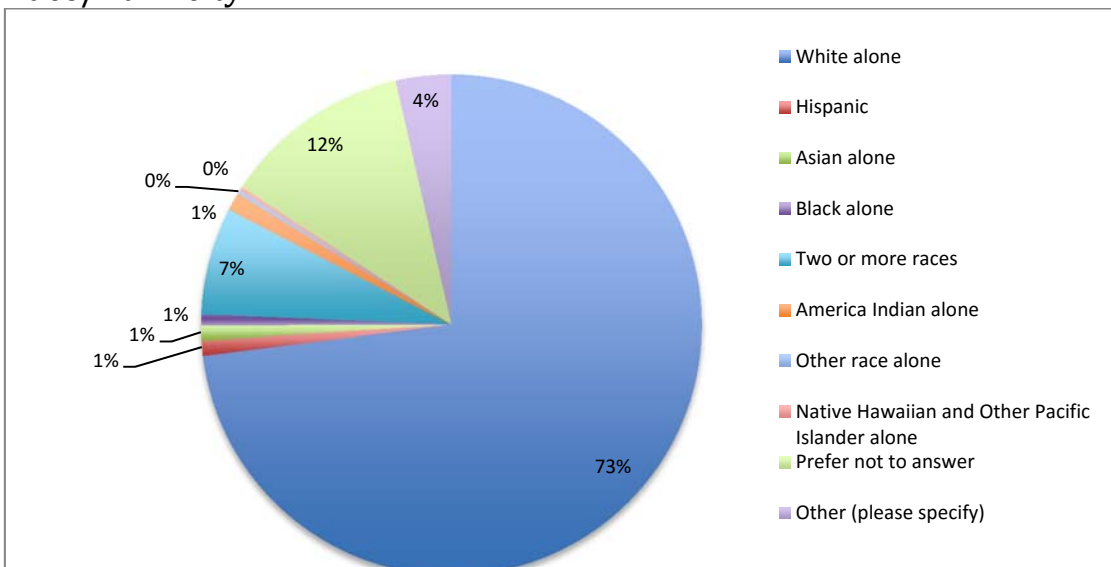
Household Size



Income



Race/Ethnicity



PUBLIC SURVEY – CROSS TAB RESULTS

Questions Cross-tabbed by ZIP CODE

415 answered this question out of the total 493 respondents. The table below shows the significant response numbers, with the percentage of total 415.

66044	208	50%
66046	76	18%
66047	34	8 %
66049	84	20%

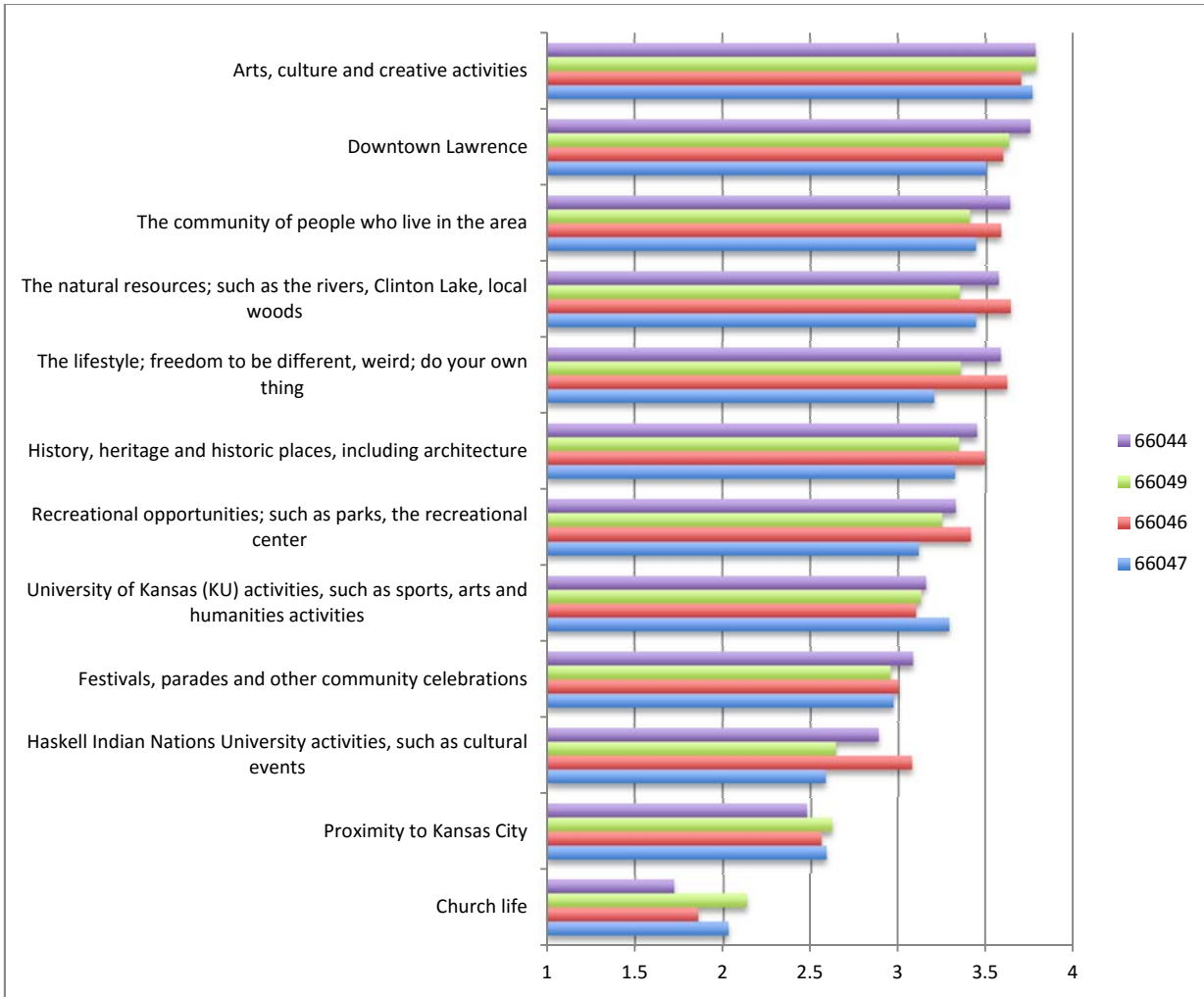
Current population in Lawrence zip codes:

66044 = 25,174	27%
66049 = 29,957	32%
66046 = 19,269	20%
66047 = 20,126	21%
TOTAL = 94,526	

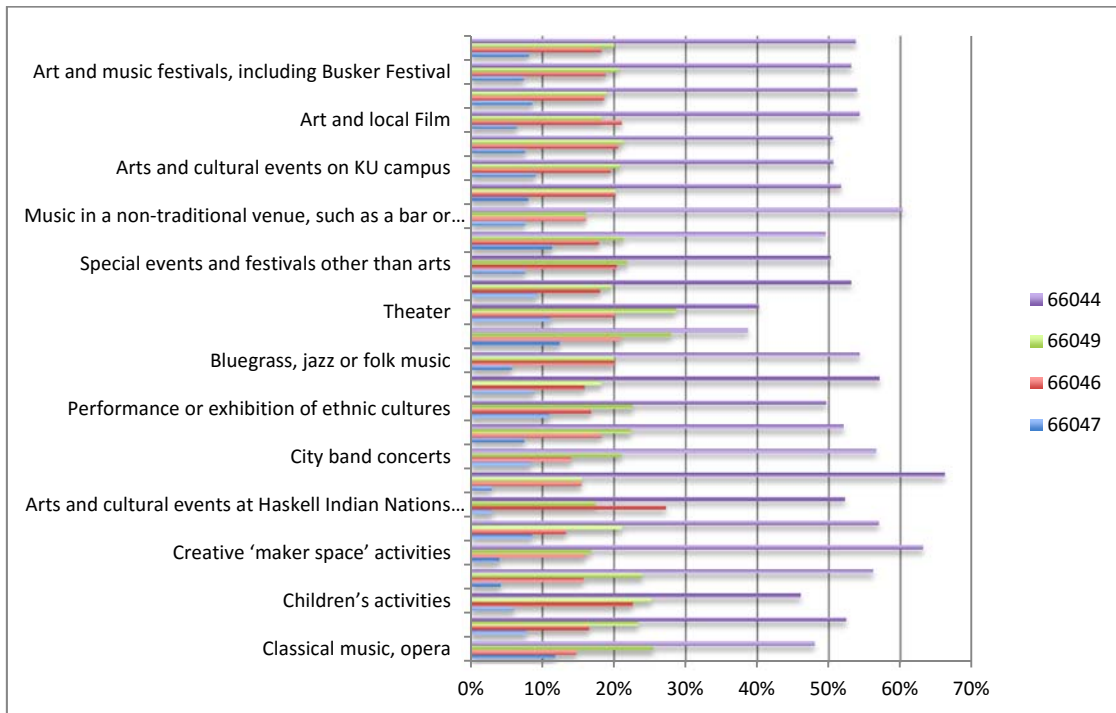
The zip code responses do not represent the breakdown of overall zip codes in Lawrence. There is a disproportionate response from code 66044, likely reflecting the marketing and interest from the creative sector in this zip code. Also, considering the population in 66049 the response to this survey was very low.

If a statistically valid review of this information by zip code is desired, it would make sense to focus a survey directly to zip code validity.

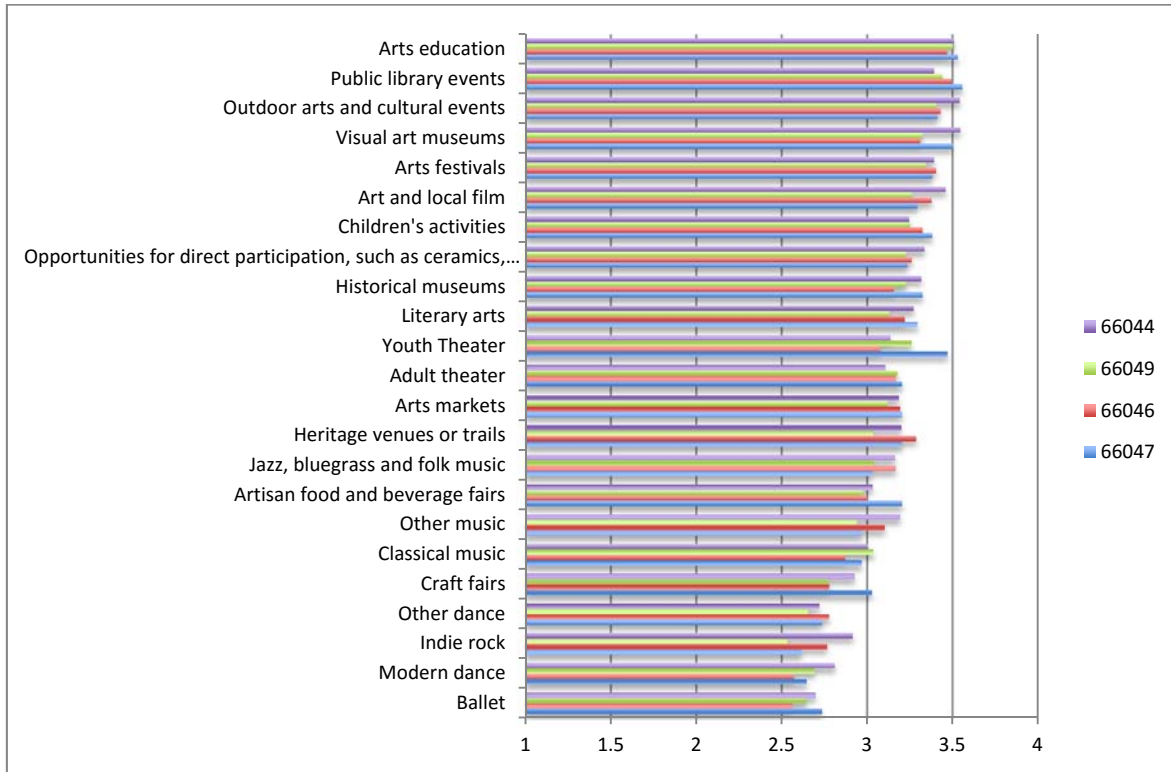
Q1. What best describes how important the following are to you about living in Lawrence, with 1 being unimportant and 4 being very important?



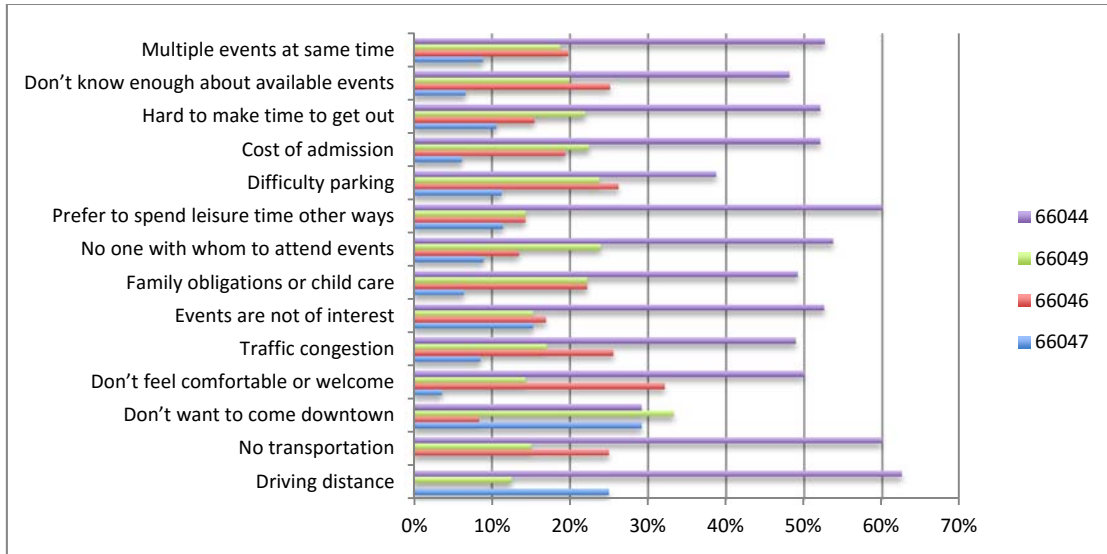
Q3. Which of the following arts, culture and heritage programs have you participated in at least once in last 12 months?



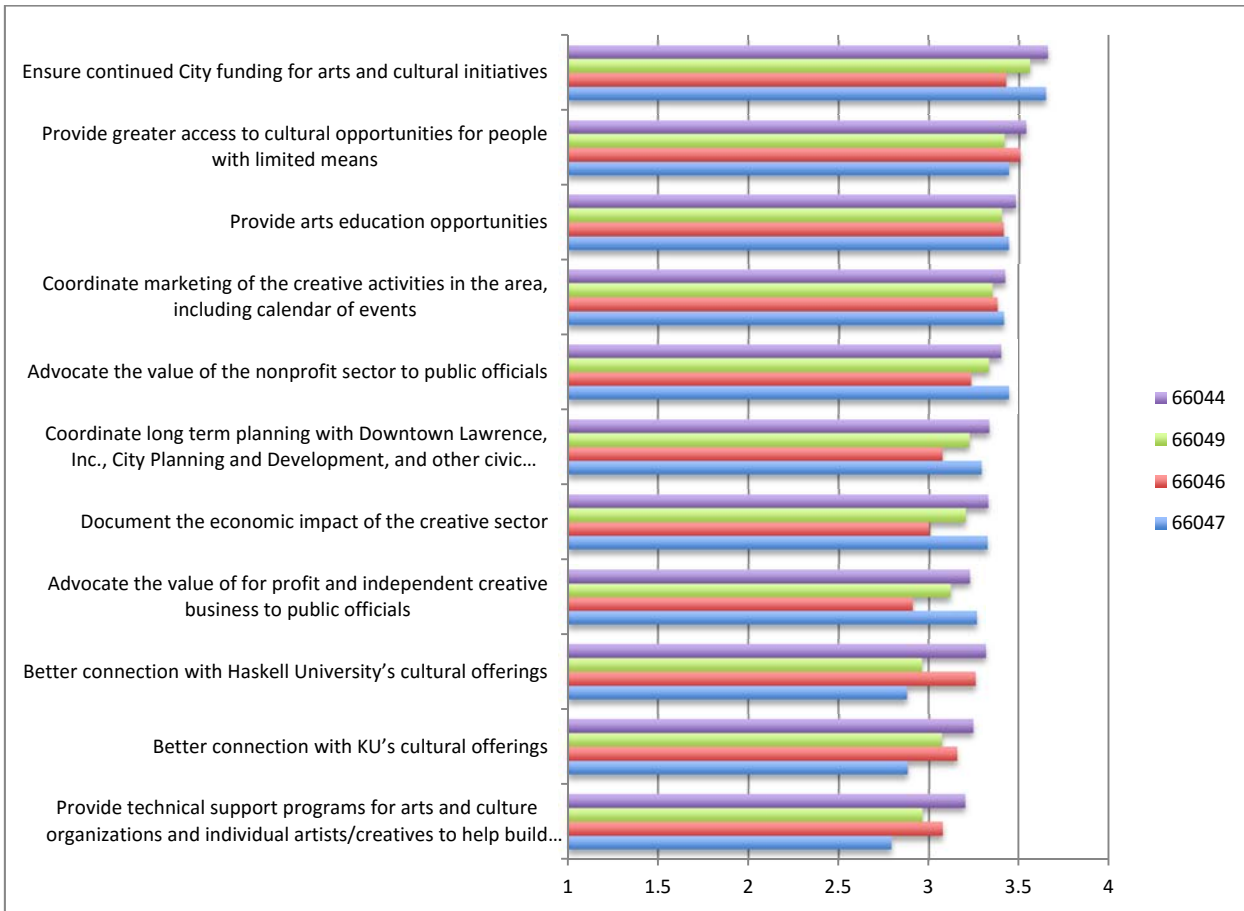
Q5. Which arts, culture and heritage sites are important for Lawrence to offer whether you go or not, with 1 being unimportant and 4 being very important?



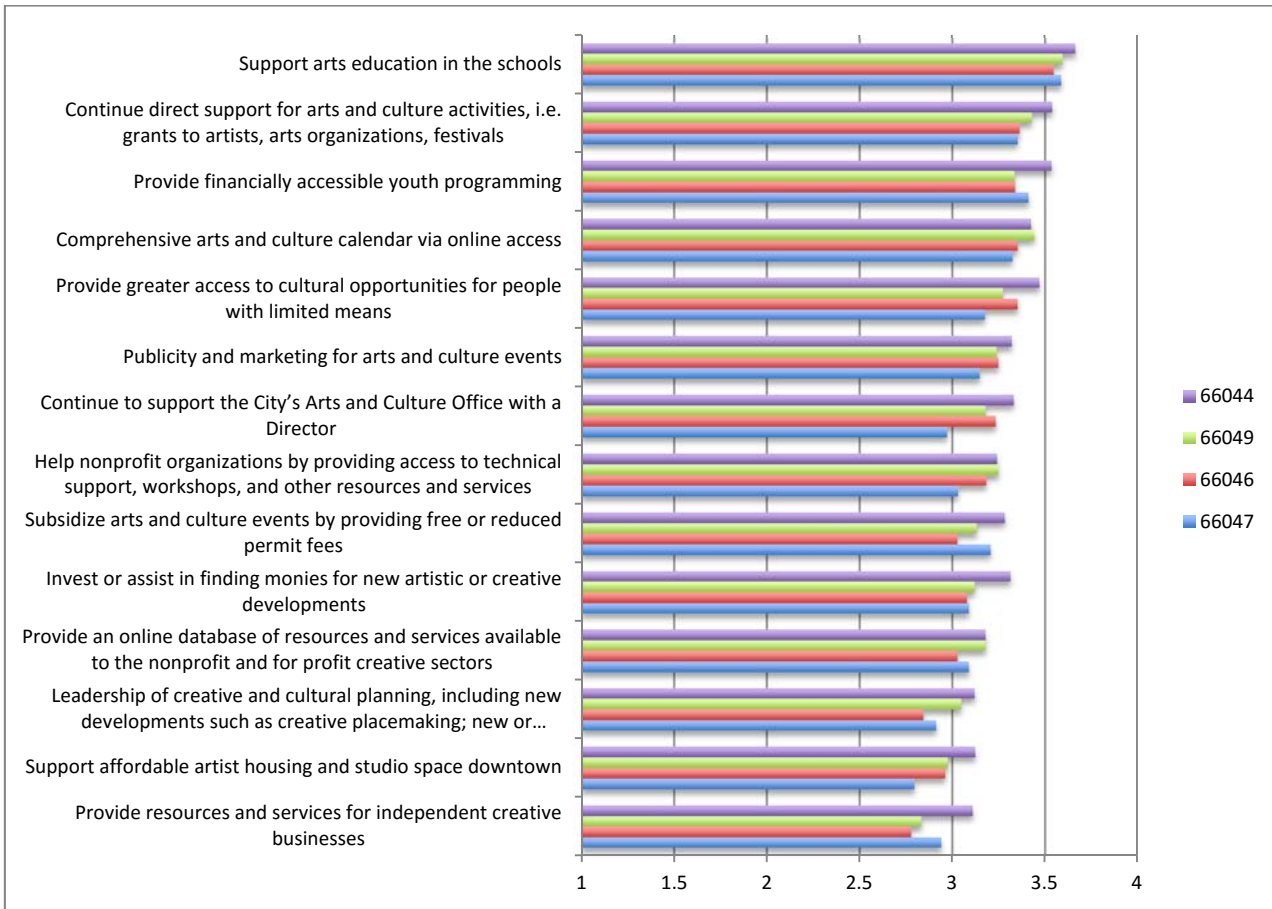
Q 7. What are your barriers to engaging in arts and culture offerings?



Q 8. What resources and services do you think would be helpful to arts, culture and heritage development?

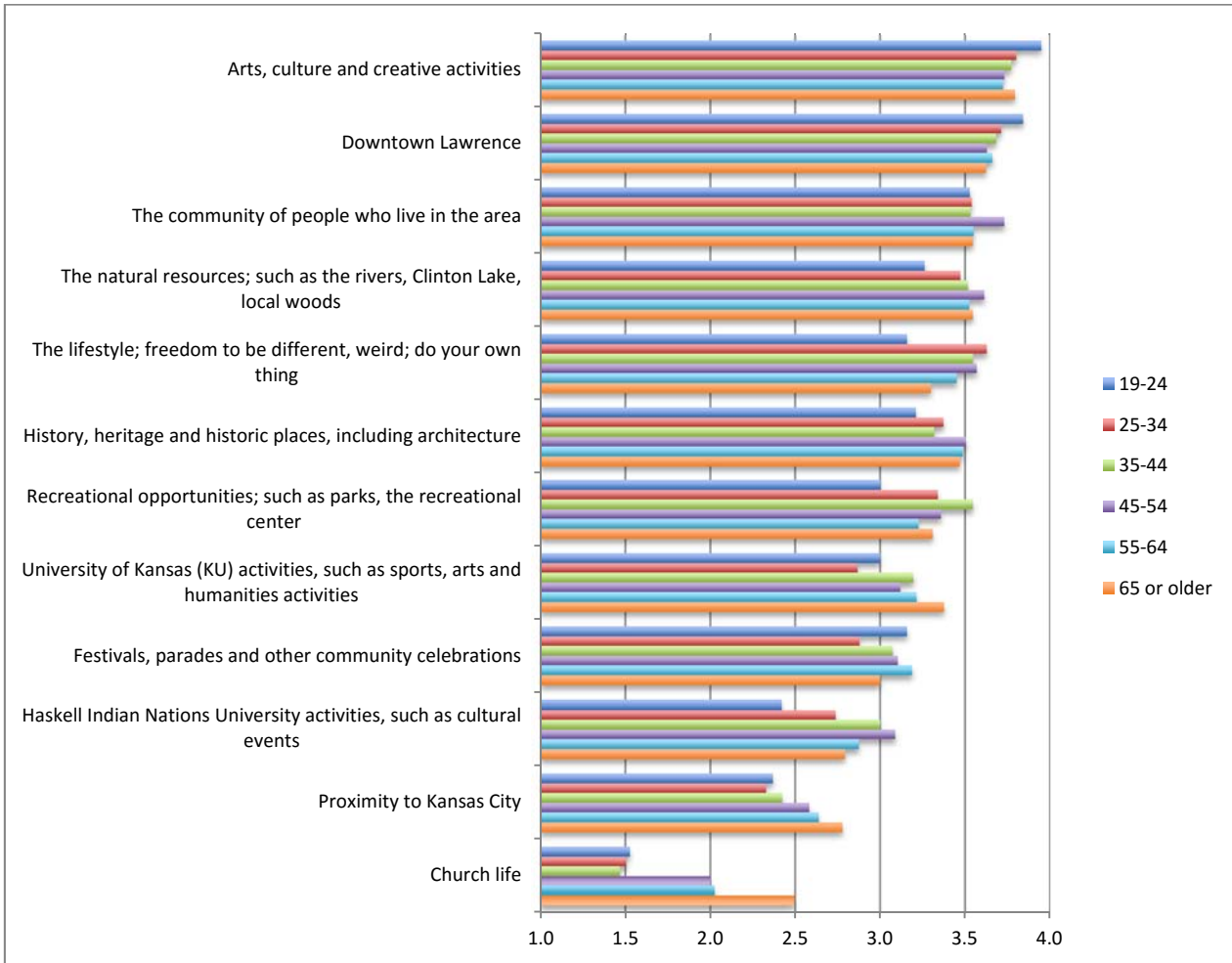


Q 9. What should the City of Lawrence be directly providing to arts, culture and heritage?

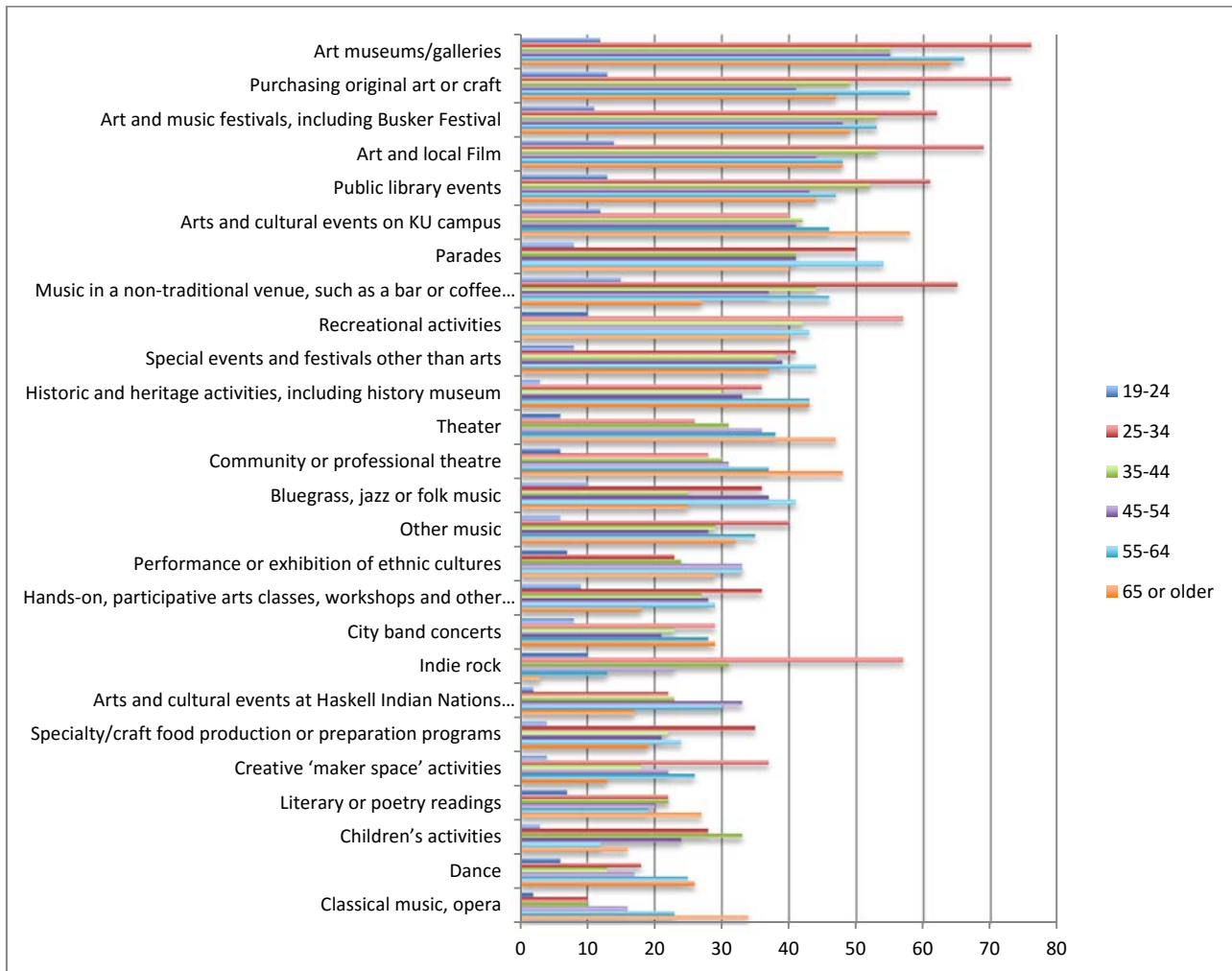


Questions Cross-tabbed by AGE

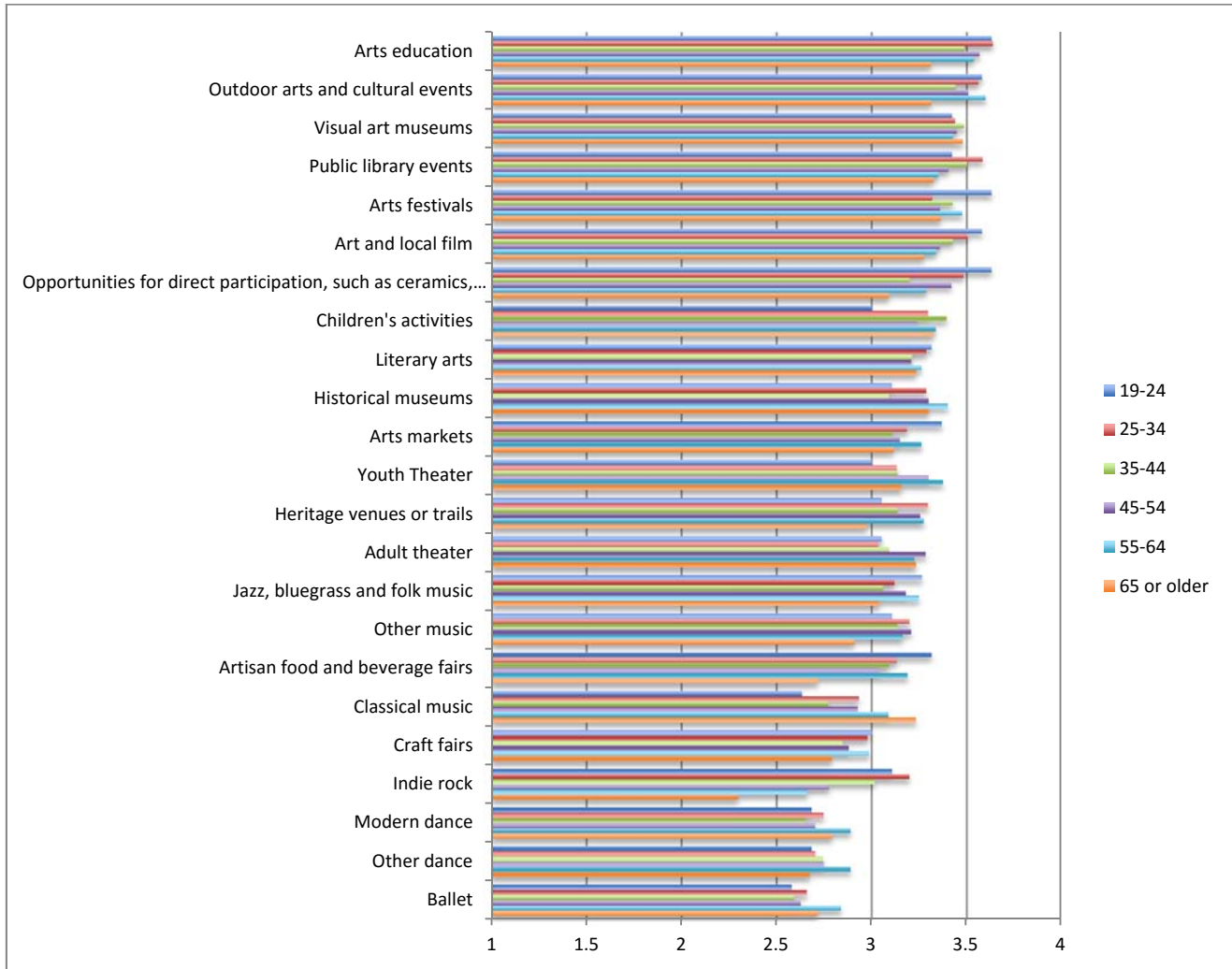
Q1. What best describes how important the following are to you about living in Lawrence, with 1 being unimportant and 4 being very important?



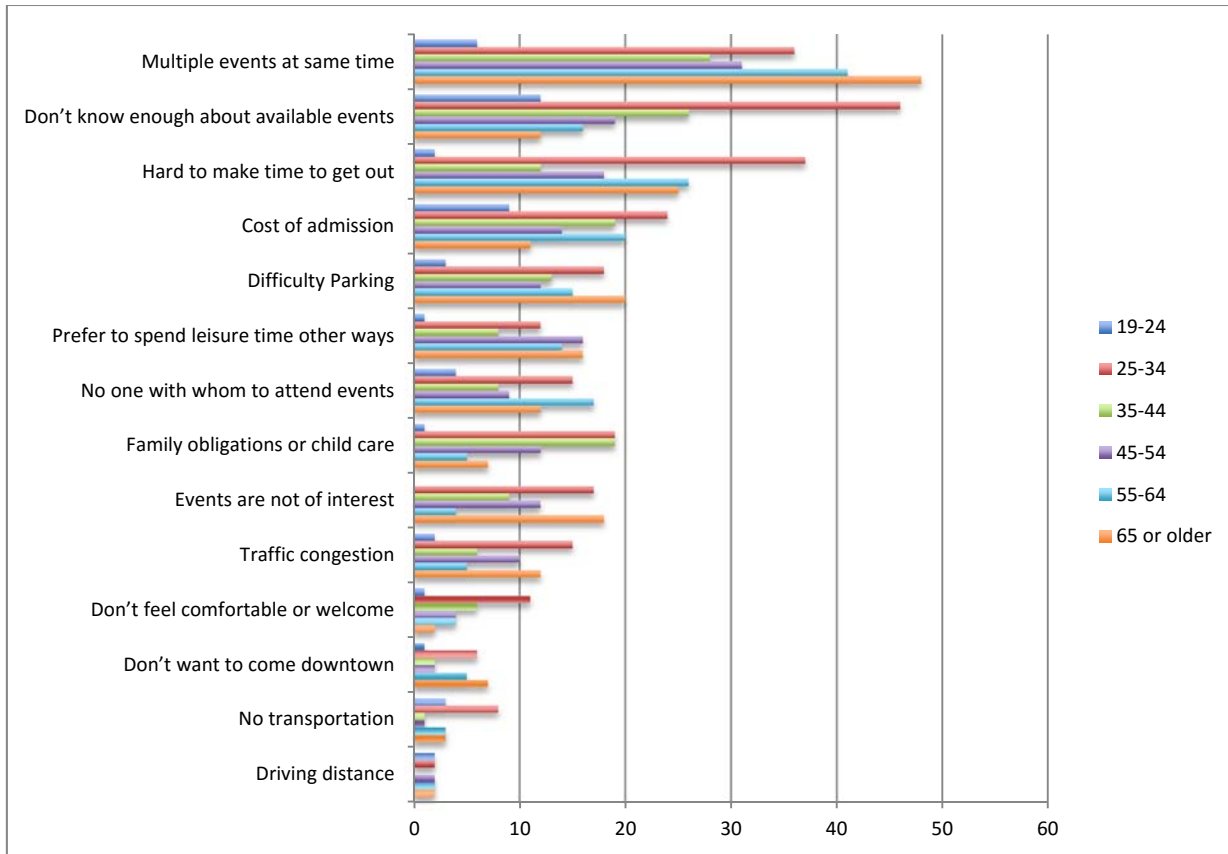
Q3. Which of the following arts, culture and heritage programs have you participated in at least once in last 12 months?



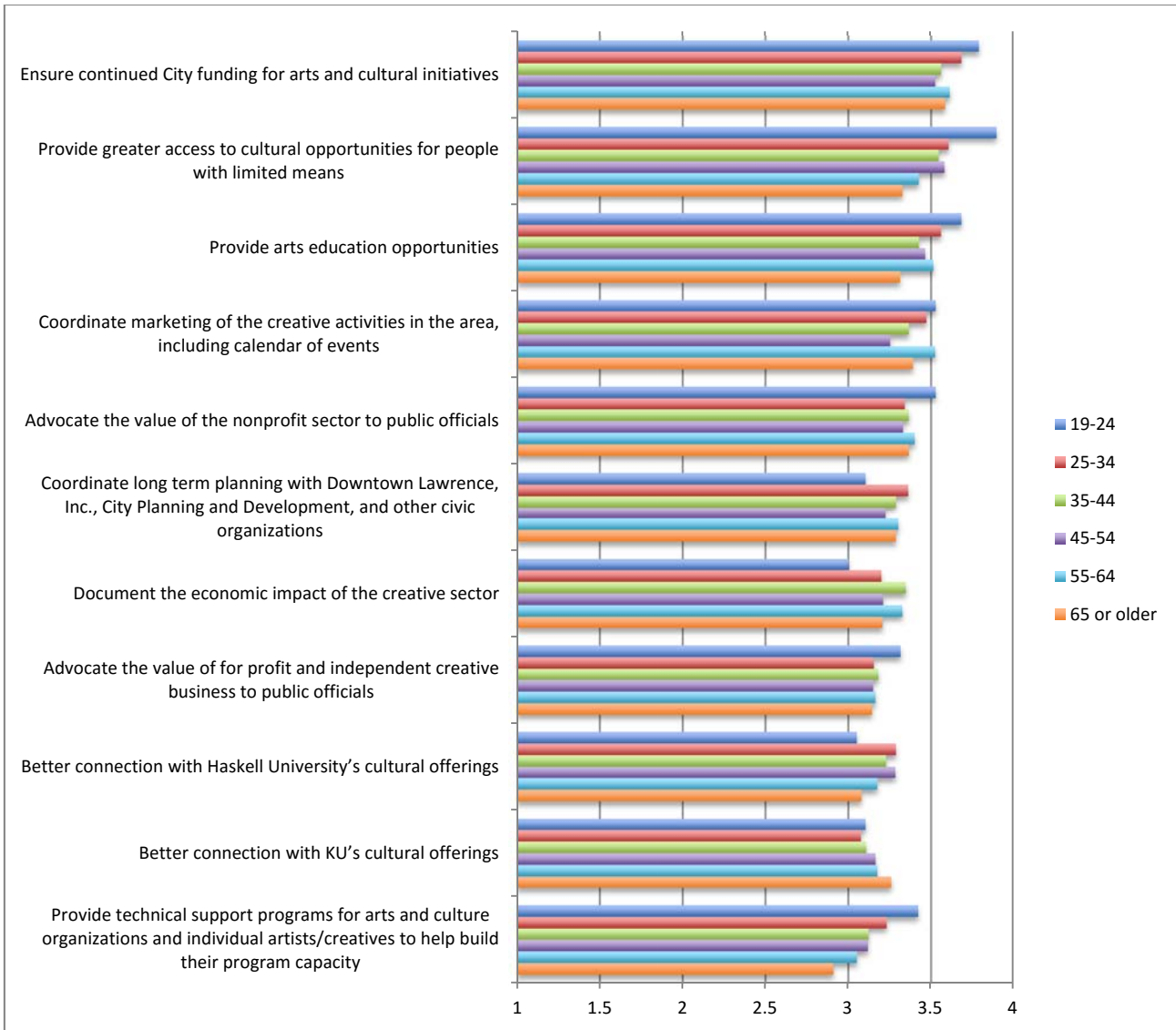
Q5. Which arts, culture and heritage sites are important for Lawrence to offer whether you go or not, with 1 being unimportant and 4 being very important?



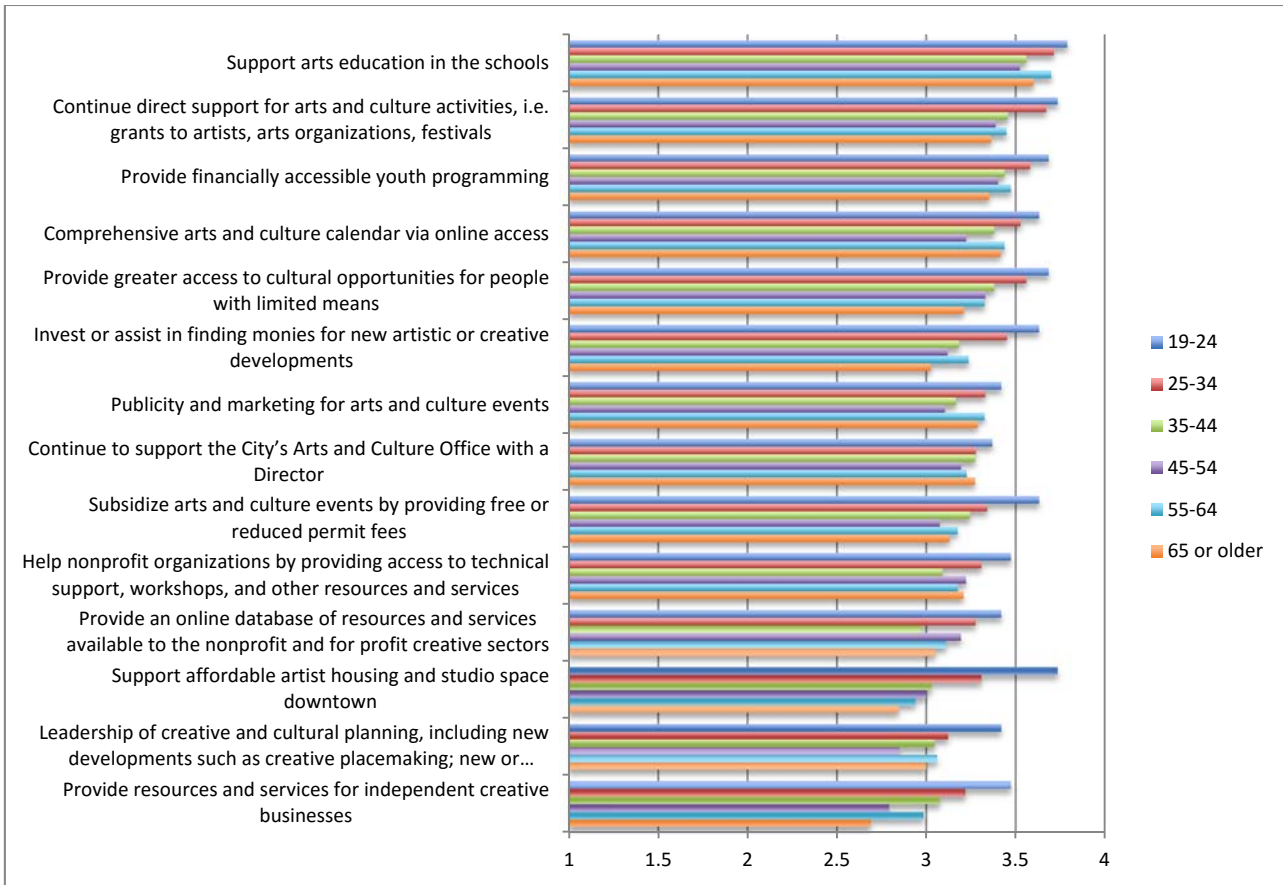
Q 7. What are your barriers to engaging in arts and culture offerings?



Q 8. What resources and services do you think would be helpful to arts, culture and heritage development?



Q 9. What should the City of Lawrence be directly providing to arts, culture and heritage?



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
<u>A. COMMUNITY OUTCOMES</u>					
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 scope of advocacy/ networking/ services to include individual artists, nonprofits, creative sector business, and food businesses from specialty retailers to technology innovators					
Action A.1.a.i. Build stronger alliances between and among these entrepreneurs and the Lawrence Cultural Arts Commission, planners, the Chamber of Commerce, Downtown Lawrence					
Action A.1.a.ii. Devise more integrated and comprehensive services in support of creative enterprises, such as specialized small business development or joint marketing programs					
Action A.1.a.iii. 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.					
Action A.1.b.i. Broaden access to outside talent and new ideas that Haskell, KU, the Lawrence Arts Center, and others bring to the community on a regular basis					
Action A.1.b.ii Expand upon arts education opportunities for all age groups, including training and professional development					
Action A.1.b.iii. Advocate to maintain and build upon arts education in the public schools and outreach activities such as ConfabuLarryum.					
Action A.1.b.iv. Identify and expand upon lifelong learning opportunities such as expanding the New Generation Society and other activities for the growing senior population					
Action A.1.b.v. Consider partnering between the City and KU on a <i>Creative Conversations</i> series designed to present ideas and spark conversation on topics such as ‘how do we grow 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.					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
Action A.1.c.i. Foster creation of and support more collaborative workspaces for artists and entrepreneurs.					
STRATEGY A.1.d: Continue to facilitate the use of public spaces at minimal cost for cultural celebrations					
Action A.1.d.i. Engage Visit Lawrence and partnerships with other civic, cultural, and educational entities to support and promote celebrations					
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.					
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.					
Action A.2.a.i. 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					
Action A.2.a.ii: Identify areas in which there may be gaps in equitable cultural representation in public events, arts programs, resource allocation, and on relevant boards and commissions and provide ongoing feedback mechanisms and outreach for moving the equity needle					
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.					
Action A.2.b.i. Develop a comprehensive listing of all relevant events to eliminate cross-scheduling and support collaborative presentation and promotion of creative activities where possible					
Action A.2.b.ii. 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					
Action A.2.b.iii. Seek opportunities for event producers to collaborate and share vendors, services, and expertise					
STRATEGY A.2.c : Support public art that recognizes the varied people, stories, and talents of Lawrence.					
Action A.2.c.i. Establish and implement a comprehensive public art strategic plan					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
Action A.2.c.ii. Include schools, parks, neighborhood groups, artists, transportation activists, historic preservationists, and others in planning and subsequently in implementation of public art plans					
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.					
Action A.2.d.i. Focus on 'asset sharing' across these resources and provide gateways for mixing and connecting					
Action A.2.d.ii. Initiate activities to welcome new university faculty members each year in a joint event in town (off the campuses); this may include events as well as information on opportunities for ongoing involvement on boards, commissions, and other volunteer activities					
Action A.2.d.iii. Design and initiate programs that help to welcome and introduce students to opportunities, internships, and activities available in Lawrence					
Action A.2.d.iv. Develop and circulate inventory of spaces suitable for community events at the two campuses; include size, technical capacities, costs, and primary contacts					
STRATEGY A.2.e : Build alliances between the creative sector and others seeking social justice and improved quality of life					
Action A.2.e.i. 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 the Lawrence Cultural Arts Commission					
A.3. GOAL: BUILD PLACES TOGETHER – Achieve greater quality of life in all quadrants of Lawrence through participatory, neighborhood-based planning and community building.					
STRATEGY A.3.a: Retain the distinctive qualities and functions of older neighborhoods and foster the emergence of cohesive identities for newer areas.					
Action A.3.a.i. Consider a neighborhood identity program with banners and other signage recognizing historic and cultural landmarks, public art, arts and cultural programming, and public policies that support neighborhood cohesion; this might include small grants for neighborhood cultural programs and events					
Action A.3.a.ii. Working with Lawrence Parks and Recreation to 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					
STRATEGY A.3.b: Support efforts related to the Lawrence Cultural District as outlined in the 2013 Plan.					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
Action A.3.b.i. 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, notwithstanding that creative activity takes place throughout the community of Lawrence)					
STRATEGY A.3.c: Implement designs for an appropriate and community-sensitive creative spine along East Ninth Street.					
Action A.3.c.i. Fully respect and incorporate the ideas of current residents and business owners in the neighborhood to avoid dislocation based on rapid economic transitions or dramatic transformation of community identity					
Action A.3.c.ii. Reinforce participation in civic and planning processes to engage more residents and stakeholders in articulation of the vision for East Lawrence (The current character in which people of different ethnicities and incomes share the neighborhood and in which small entrepreneurs, including artists, and retail business co-exist serves as a model of social and economic sustainability)					
Action A.3.c.iii. Acknowledge authentic and historical assets, especially as some parts of the city evolve from being "old" to being "historic"					
Action A.3.c.iv. Partner with historic preservation entities and activists to evaluate neighborhood assets and apply appropriate policy tools					
STRATEGY A.3.d: Develop a strategic creative activity hub in West Lawrence.					
Action A.3.d.i. 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					
Action A.3.d.ii. Build on activities, such as the farmers' market at West Sixth and Wakarusa, Free State High School, Theatre Lawrence, and other civic organizations to stimulate involvement of the entire Lawrence community in building its creative capital					
STRATEGY A.3.e: Connect East, West and North Lawrence.					
Action A.3.e.i. 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; it may begin with mapping cultural assets, charting them in relation to bike paths or public transportation, and eventually creating an annotated tour map or even physical signage to mark destinations					
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.					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
A.4 GOAL: BUILD A CREATIVE BRAND – Expand the reputation and marketplaces for cultural and creative products and activities produced in Lawrence					
STRATEGY A.4.a: a. Promote cultural/creative tourism with historic, environmental, agricultural, culinary, and creative communities actively collaborating.					
Action A.4.a.i. Form ongoing coordinative partnerships with Explore Lawrence, the Chamber of Commerce and other organizations involved with promoting or presenting Lawrence to the outside world					
Action A.4.a.ii. Consider the new tag line of Explore Lawrence – <i>Unmistakably Lawrence</i> – to view branding of Lawrence holistically.					
Action A.4.a.iii. Review the calendar of creative and cultural events to develop a creative brand based in substantive activities.					
Action A.4.a.iv. Devise and implement a comprehensive arts and culture calendar that is meaningful and useful for local cultural producers and audiences					
STRATEGY A.4.b: Help creative organizations and artists grow and more expertly market their offerings – building audiences and customers.					
Action A.4.b.i: Assist in development of coordinated or web-based markets for locally made products and activities.					
Action A.4.b.ii: Accommodate regular and episodic creative events in public spaces such as farmers' markets and arts and craft fairs.					
Action A.4.b.iii: Promote and possibly expand Lawrence Creates Maker Space and the work they have done to promote creative businesses in Lawrence, and particularly the East Ninth area.					
STRATEGY A.4.c: Measure and articulate the scope, scale, and impact of the local creative economy. (See Inform the Future B.3.b.)					
Action A.4.c.i. Conduct an economic industry cluster analysis with US government data, including NAICS and SOC codes					
Action A.4.c.ii. Review Lawrence data with all research vehicles with Americans for the Arts, such as Economic Prosperity and local arts index					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
Action A.4.c.iii. Identify and survey the creative sector to understand how they are conducting business and what they need to be successful					
A.5 GOAL: PROMOTE LIFELONG LEARNING – Expand opportunities for learning in cultural and creative expression and appreciation for people of all ages.					
STRATEGY A.5.a: Promote opportunities to learn about and engage in traditional cultural practices and contemporary creative activities.					
Action A.5.a.i. Deepen connections between Haskell and the greater Lawrence community through activities on campus and in the community off campus					
Action A.5.a.ii: Expose the community to better understanding and appreciating the art and craft of making; promotion of the value of making and locally made products					
Action A.5.a.iii. Engage local makerspaces in stronger promotion and access to 'try it out' activities					
Action A.5.a.iv. 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)					
STRATEGY A.5.b.: Engage the community in ongoing critical thinking and public discourse related to arts/culture and there inter-related nature to the rest of the community.					
Action A.5.b.i. Promote public programming activities with the Hall Center for Humanities at KU and host in various community locations					
Action A.5.b.ii. Promote the City's 'Lawrence Listens' as one avenue with weekly City Commission meetings as another					
Action A.5.b.iii. 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					
Action A.5.b.iv. Partner with the Library and local media on periodic public conversations					
STRATEGY A.5.c: Expand commitment to entrepreneurship and innovation. (See Balance the Local and Build a Creative Brand)					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
Action A.5.c.i: Provide workshops, online resources and mentoring opportunities to expand interest in and support for creative endeavors that build the creative capacity of the community					
Action A.5.c.ii: 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: GETTING THE WORK DONE					
B.1 GOAL: STRENGTHEN THE NETWORK – Expand and deepen relationships across Lawrence’s creative community and deepen between creative community and other community sectors.					
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					
Action B.1.a.i: Include in the LCAC scope a role within city government to bring creative tools and culturally based thinking to bear on other matters of public policy and service					
Action B.1.a.ii: 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>Action B.1.a.iii: Coordinate and encompass the cultural and creative activities of Chamber, CVB, City, institutions, and both for-profit and nonprofit creative/cultural sector</p> <p>Action B.1.a.iv: 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>					
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.					
Action B.1.b.i: Develop a quarterly networking event bringing all creatives together to discuss their latest projects or a current topic					
STRATEGY B.1.c: Collaborate with public and private agencies to promote volunteerism.					
STRATEGY B.1.d: Develop a Creative Directory as an online resource					
Action B.1.d.i: List all creative professionals, businesses, job opportunities, calls for work, etc.					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
B.2 GOAL: MIND THE GAPS – Maintain and complement physical infrastructure for creative, cultural, and celebratory activities.					
STRATEGY B.2.a: Add to the stock of affordable spaces for artists and start-up entrepreneurs (and/or live-work spaces).					
Action B.2.a.i. Support private and nonprofit efforts to develop affordable and appropriate spaces for artists and for incubation of new creative enterprises					
Action B.2.a.ii. Produce a detailed inventory and condition report of all existing facilities and their operating and maintenance costs within the next 3-5 years to monitor potential gaps vis a vis evolving community needs and updating/re-investment needs					
Action B.2.a.iii. Assess emerging physical space needs related to outdoor/public spaces					
STRATEGY B.2.b: Maximize community investments in Library, Art Center, Theatre Lawrence, VanGo, KU, Haskell, and others.					
Action B.2.b.i. Convene occasional meetings and exchange of information among facility leadership and managers					
Action B.2.b.ii. Conduct an inventory and consider a database to increase cross-over use (see: City of Seattle Space Inventory and Fractured Atlas SpaceFinder)					
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.					
Action B.2.c.i. Cultural organizations could provide preferential benefits to patrons arriving by foot, bicycle, or other alternative mode of transportation besides automobile					
Action B.2.c.ii. Actively collaborate with alternative transportation advocates and assess value that arts may bring to their efforts					
Action B.2.c.iii. iii. Advocate for public transportation routes and hours of service that meet the needs of participants in cultural activities across the city					
B.3 GOAL: INFORM THE FUTURE – Make policy decisions impacting the creative sector and the community based in strong data and analysis.					

Lawrence Arts and Cultural Master Plan Implementation Matrix 2016 - 2026

Action	Primary Responsibility	Partners	Timeframe	Implications for Resources	Notes
STRATEGY B.3.a: Develop & test measures of achievement that include: health of creative assets; quality of life indicators; education achievements; artist incomes and retention; entrepreneur start-ups.					
Action B.3.a.i. Benchmark Lawrence with peer communities to establish goals and develop best practices to keep the creative community vibrant and distinctive.					
Action B.3.a.ii. Ensure full understanding and impact measurement of NEA and ArtPlace supported projects such as Free State Festival and East Ninth projects.					
Action B.3.a.iii. 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.					
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.					
Action B.3.b.i. Establish annual dashboard system to track progress					
Action B.3.b.ii. Identify 'peer' communities to benchmark					
STRATEGY B.3.c: Review City codes, regulations, and procedures relevant to arts and creative community; devise revisions as deemed appropriate.					
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.					
Action B.3.d.i. Connect planning to the Horizon 2020 vision, mission and strategic goals					
Action B.3.d.ii. 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					
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.					