



FINAL REPORT 2009

City of
Mountlake Terrace



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**Arts and Culture
Strategic Plan**

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1. Introduction

The City of Mountlake Terrace is excited to present its first Strategic Arts and Culture Plan. The Mountlake Terrace Arts and Culture Strategic Plan is the result of an engaged arts and culture community within the City and the strong desire to encourage the arts as a centerpiece and focal point for the City's ongoing cultural and economic vitality. The strategic planning effort provides: a set of "desired outcomes" that represent the City's goals for arts and culture; a series of objectives, actions and performance measures for achieving these desired outcomes; and road map for implementing the plan.

The Plan outlines a single overarching framework for promoting arts and culture in Mountlake Terrace and builds on the excellent work already being done by the City and its committed residents. It aims to both improve coordination and bring consistency to the work of growing and enhancing the arts citywide. Through this plan, Mountlake Terrace can build community livability and cultural vibrancy, provide a wider range of arts and culture opportunities, and help to solidify its reputation as a destination and a lively place to live.

The Planning Process

In order to develop a strategic plan for arts and culture, a four-phase planning process was created (See Figure 1 on next page). The process was a collaborative effort between City staff and elected officials, engaged community stakeholders, the dedicated membership of the Arts Advisory Commission, and the planning consultant team. It was made possible through the generous support of the Recreation and Parks Department. The planning process phases include the following:

Phase I: Assets & Opportunities Identification

Phase I takes an inventory of the current arts and culture environment in Mountlake Terrace. Tasks in this phase included: reviewing relevant planning documents, conducting a series of stakeholder interviews and focus groups, holding meetings with the Arts Advisory Commission and City, conducting a review of other arts and culture organizations, and compiling a summary of assets, issues and opportunities for Mountlake Terrace in addressing arts and culture in the community.

Phase II: Development of Desired Outcomes

Using the information gathered during the environmental scan this phase identified assets, issues and opportunities in order to create a general set of overall guidelines to determine the direction the City will take to promote arts and culture. These desired outcomes are a basis for the planning framework.

Phase III: Development of Objectives and Actions

This phase developed the specific objectives that support each of the desired outcomes and the actions necessary to achieve these outcomes. The objectives and actions address the following: resources and funding, outreach and marketing, programs and events, facilities, partnerships, and economic development.

Phase IV: Plan Adoption and Implementation.

City staff, the Arts Advisory Commission and the public will review all Plan materials, providing feedback for preparation of the Final Plan. The Final Plan will reflect and incorporate the views of each of these groups. In order to acknowledge the role that arts and culture plays in the City of Mountlake Terrace, the Plan will be submitted to City Council in the Summer of 2009 for adoption.



Figure 1: Planning Process

Stakeholder Involvement

To create a customized plan that reflects the diverse views of City residents, stakeholders were involved in each phase of the planning process. In the initial phase, City staff and members of the Arts Advisory Commission participated in a kick-off meeting and discussion of the assets, issues and opportunities facing arts and culture in the City.

City staff conducted interviews and held a series of focus groups with 26 key arts and culture stakeholders, including business representatives, City staff, educators, local artists, representatives from regional arts and culture organizations, and local volunteers.

An intensive day-long strategic planning retreat was held with City staff, a representative of the City Council and members of the Arts Advisory Commission. This retreat was instrumental in the creation of the Plan’s desired outcomes, and the initial development of the objectives and actions that will achieve each these outcomes.



2. Environmental Scan – “Where Are We Now?”

In order to understand the City’s role in supporting arts and culture in Mountlake Terrace, an environmental scan was conducted to answer the question: “Where are we now?” The environmental scan included a review of relevant planning documents, a survey of other arts and cultural organizations, and a series of stakeholder interviews and focus groups.¹ The information gathered was then used to identify Mountlake Terrace’s existing arts and culture support and to assess the City’s strengths, challenges and opportunities for supporting a vibrant arts and culture community.

This chapter summarizes the City’s existing support for art and culture activities. It then defines the challenges for planning for arts and culture, and it also outlines a set of opportunities listed as key focus areas. These focus areas represent the Plan’s strategic directions and serve as the framework for the development of the plan’s specific desired outcomes, objectives and actions, which are noted in the subsequent chapters.

Existing Conditions

The City of Mountlake Terrace is four square miles in size, with an estimated 2008 population of 20,930.² Located just north of Seattle, along the I-5 corridor and east of Puget Sound, Mountlake Terrace is part of the Seattle Metropolitan area and has strong ties with neighboring communities. Arts and culture in the City of Mountlake Terrace has strong grassroots support with its committed group of volunteers. It also is well-recognized as a key aspect of the City’s long-term planning goals and economic development strategies.

Arts and culture in Mountlake Terrace are specifically supported by the Arts Advisory Commission and City Council. The Recreation and Parks Department provides staff support to the Arts Advisory Commission.

Residents, City staff and elected officials understand that arts and culture has the potential to become a vital and central part of the Mountlake Terrace community identity. The City has the ingredients for developing an excellent arts and culture events and programming “portfolio,” and an identity as an arts-focused community.

Key Partner Agencies/Organizations

Arts Advisory Commission

The Mountlake Terrace Arts Advisory Commission was established as a City sponsored organization in 1971. It is authorized under Chapter 2.45 of the Mountlake Terrace Municipal Code and consists of seven volunteer members appointed by the City Council. Members serve three-year terms. At present, the Arts Advisory Commission coordinates the monthly art exhibits at the library and maintains the inventory of the City’s public art collection. It also coordinates the annual Arts of the Terrace juried art show, and serves as an advisor to the City Council of Mountlake Terrace on the 1% For the Arts Program.

Recreation and Parks Department

The City currently provides arts and cultural programming through its Recreation and Parks Department, which has provided the funds to support this strategic planning effort.

The Recreation and Parks Department has recently completed the Recreation, Parks, and Open Space (RPOS) Plan, which is in the final phases of the adoption process. The RPOS plan acknowledges the role arts and culture play in the livability and desirability of Mountlake Terrace. It provides a specific recommendation addressing arts and culture in Mountlake Terrace:

¹ *The document review and cases studies are available under separate cover from the Arts and Culture Assets, Issues and Opportunities Report, February 2009.*

² *Washington State Office of Financial Management*



As funding becomes available, the City should expand the responsibility of the Recreation and Parks Department to include maintaining and programming public arts and cultural amenities. Any new arts facilities and programs should be developed with guidance from the Arts Advisory Commission and be in line with the Strategic Plan.

Friends of the Arts

Mountlake Terrace Friends of the Arts (FOA) is a volunteer-based and run 501c3 non-profit organization. This organization works to support arts and artists throughout the City. The FOA is a valuable partner for the Arts Advisory Commission and the City. It works with the Arts Advisory Commission to produce the an-

nual fall event, the Arts of the Terrace Juried Art Show, and has historically provided additional assistance in connecting the arts community and and furthering the development of partnerships between artists and local residents.

Relevant Planning Documents

A range of existing planning initiatives provide opportunities for the City to incorporate arts and culture into City design and its policy framework.

- The City of Mountlake Terrace Comprehensive Plan is the foundation of the City’s overall planning efforts and serves as the foundation for the long-term goals and vision for the City.
- The Economic Vitality Strategy, adopted in October of 2008, sets forth a strategy for economic development that “foster[s] economic health supportive of sustainability and community livability.”
- The Recreation, Parks, and Open Space (RPOS) Plan is in the final phases of the adoption process.
- The Town Center Master Plan was completed in February 2007 and the Civic Campus Plan was completed in February of 2009. These plans focus on urban revitalization of Mountlake Terrace’s downtown and establish a series of objectives to guide the urban revitalization planning process.

Case Studies

A survey of other communities and their approach to arts and culture provided insights as to how well Mountlake Terrace is addressing arts and culture, and what the City could do differently. Six cities were selected based on geographic location, demographic composition and general interest expressed during the planning process. A discussion of these case studies is available for review in the Assets, Issues, and Opportunities Report. The cities selected for review include, Olympia, Washington; Lancaster, California; Hillsboro,

Oregon; Boston, Massachusetts; Edmonds, Washington; and Minneapolis, Minnesota.

Challenges

A number of challenges were identified through the stakeholder interviews, focus groups and meetings with City representatives. Four challenges for fostering arts and culture in Mountlake Terrace were identified through this process: arts and culture coordination, funding, lack of space for arts and culture events and programming, and public outreach and marketing.

Arts and Culture Coordination

At present, arts and culture events are coordinated with some support from the City in the form of a staff liaison to the Arts Advisory Commission and arts programming through the Recreation and Parks Department. Staff time and resources applied directly to arts and culture events and programming are limited. Without additional staff resources opportunities to develop a comprehensive arts and cultural program could be achieved over time through active enhancement and expansion of programs, events and initiatives.

Funding

The City has continued some of its arts and culture activity through the generous donations of time and energy from a strong volunteer base and the Recreation and Parks Department. The City provides meeting and event space, as well as providing assistance to the Arts Advisory Commission. The development of a balanced range of new revenue streams to support arts and culture programming is a key component of developing a comprehensive set of arts and culture offerings.

Arts and Culture Facilities

Stakeholder input gathered during the development of the Strategic Plan and the RPOS planning process pointed to a desire for arts and culture event and programming space. At present there is limited display space and room for arts programming. Programs and events are not able to grow due to this lack of space – despite their popularity and potential for revenue generation. Available space is often inflexible and not particularly suited for hosting events in an inviting and accommodating manner.

Public Outreach and Marketing

To expand participation in the arts and culture and to generate excitement about events and activities in Mountlake Terrace, it is important for the City to inform local residents and arts patrons across the region about the variety of options available for enjoying arts and culture in Mountlake Terrace.

There is limited formal public outreach or marketing efforts underway for arts and culture in the City. A key factor constraining additional involvement and attendance at events is simply that residents do not know what is offered. For example, Mountlake Terrace residents do not have a centralized location for learning about arts and cultural activities and events within the community. Outreach and marketing is also a key factor in attracting grants and sponsorships. Without a robust program to build Mountlake Terrace’s “brand” and inform the public, the City is missing opportunities for expanding its funding for arts and cultural activities.

Opportunities

Mountlake Terrace is poised to take advantage of the economic and community livability benefits that arts and culture can provide. Multiple planning efforts identify arts and culture as a community value, and have policies in place to foster a rich arts environment, while community and institutional support is strong. Nine opportunity areas have been identified.

Linking with Existing Planning Initiatives

A range of existing planning initiatives provide clear directions for integrating arts and culture events, programs, activities and design elements into the fabric of the City. The Town Center Plan and the Civic Campus Plan will call for specific dedicated funding that can be used to include arts and culture amenities in their design. The Strategic Plan calls for greater support for arts and culture, and the Recreation Parks and Open Space Plan identifies a range of methods for enhancing arts and culture in the City. All of these plans also require significant interaction between City agencies, and can serve as a focal point for increasing cross-departmental collaboration and cooperation.

Expanding Event Offerings

Events generate interest in the arts and draw attention to the community from throughout the region. The expansion of event offerings similar to the Arts of the Terrace event could raise Mountlake Terrace's profile as an arts community and can be used as a tool for economic development. Mountlake Terrace has the opportunity to develop new performance facilities in the future community gathering space designated to be included in the Town Center Plan and at the new Civic Campus. These spaces could also be developed to support outdoor concerts and events.



Exploring New Funding Opportunities

Fundraising is essential to expanding arts and culture programs. City funding may be available for some projects, but it should not be counted on as the sole mechanism for implementing new programs or initiatives. Identifying and establishing a diversity of fund sources is a key opportunity for the City to forge new partnerships and develop a more stable funding platform for arts and culture program and events.

Identifying and Providing Needed Space

Mountlake Terrace has a need for visual and performance art space. The development of new facilities in the Town Center and Civic Campus presents an excellent opportunity to explore space sharing agreements and the development of community facilities for visual and performing arts. The RPOS includes provisions for the development of a new recreation pavilion that would include flexible community space. Temporary spaces could be utilized in the interim for activities. For example, empty existing municipal space, such as City or school district facilities, could be used to satisfy the current space needs.

Bringing Arts into Schools

There is a strong interest in bringing arts education into schools to support and supplement the existing programs that are either being cut or are in danger of being cut. Youth outreach is a good way to cultivate interest in the arts, and programs focused on schools and educational programming have a wider range of grant funding options. Bringing arts into the schools is also a potential economic development tool, since it enhances curriculums and attracts residents looking for good schools for their children.

Sponsoring Installations and Displays

Installations and displays throughout the City are an excellent way to increase the profile of the arts community in Mountlake Terrace. Installations and displays also provide fundraising opportunities. Local businesses can sponsor displays or provide community space as in-kind donations. In addition, these displays will also raise awareness of the arts and help to enhance fundraising initiatives.

Increasing Awareness, Outreach, Branding and Marketing

Increasing awareness and developing a strong community identity for arts and culture in Mountlake Terrace presents a range of opportunities. Building a stronger identity and reaching out to local residents would help to elevate arts and culture efforts in the community, inform residents of events and activities, and help to strengthen fundraising efforts.

Strengthening Partnerships and Collaboration

Public and private partnerships are seen as one of the most important factors for elevating arts in Mountlake Terrace. Working with the business community, educational institutions and local arts organizations will expand and strengthen the presence of arts in Mountlake Terrace. Several nearby cities have active arts and culture programs and the City could work in coordina-

tion with these communities to create a nucleus for a regional arts council or a broader cooperative arrangement for programming and events. A variety of other non-profit organizations can also provide information and resources if they are actively engaged in partnerships.

Supporting Local Artists

Supporting local artists enhances Mountlake Terrace's unique character and ensures that economic benefits stay in the community. Supporting artists has a multiplier effect, as artists attract other arts-related businesses and cultural events; contributing to a critical mass of arts activity to ensure a self-regenerating culture. Stakeholders were clear that the promotion of local artists was a particularly important aspect of enhancing arts and culture in Mountlake Terrace.

3. Desired Outcomes – *“Where Do We Want To Be?”*



During the creation of a strategic plan, it is necessary to develop a general set of guidelines to determine the direction the City will take to promote arts and culture. These general guidelines are referred to as “desired outcomes.” Working with stakeholders, a set of desired outcomes was defined for this Strategic Plan. These desired outcomes are general policy directions that lay out the path of travel for the City and help answer the question: “Where do we want to be?” This chapter provides a diagram of the Strategic Plan Framework and an overview of the process for developing the desired outcomes. It then provides a detailed description of each of the desired outcomes.

Development of the Desired Outcomes

The plan development team of key stakeholders and volunteers, City staff, elected officials and the consultant team worked to develop a set of desired outcomes that reflect the aspirations of the City and provide clear direction for building a vital and energized arts community in Mountlake Terrace. Seven desired outcomes were identified and refined:

- Identify resources to coordinate and promote arts and culture in Mountlake Terrace;
- Develop a comprehensive funding strategy that relies on a wide range of funding sources;
- Enhance public outreach and marketing efforts to connect the community to arts and culture events and activities and build public awareness;
- Expand arts and culture activities and programs;
- Identify and create additional space for arts and culture activities;
- Build stronger partnerships and pursue new partnerships within Mountlake Terrace and within the region; and
- Position arts and culture as a tool for increased economic development.



Strategic Plan Framework

Figure 2 illustrates the framework or structure of the Arts & Culture Strategic Plan. The objectives and actions are presented in the next chapter based on the desired outcomes noted here.

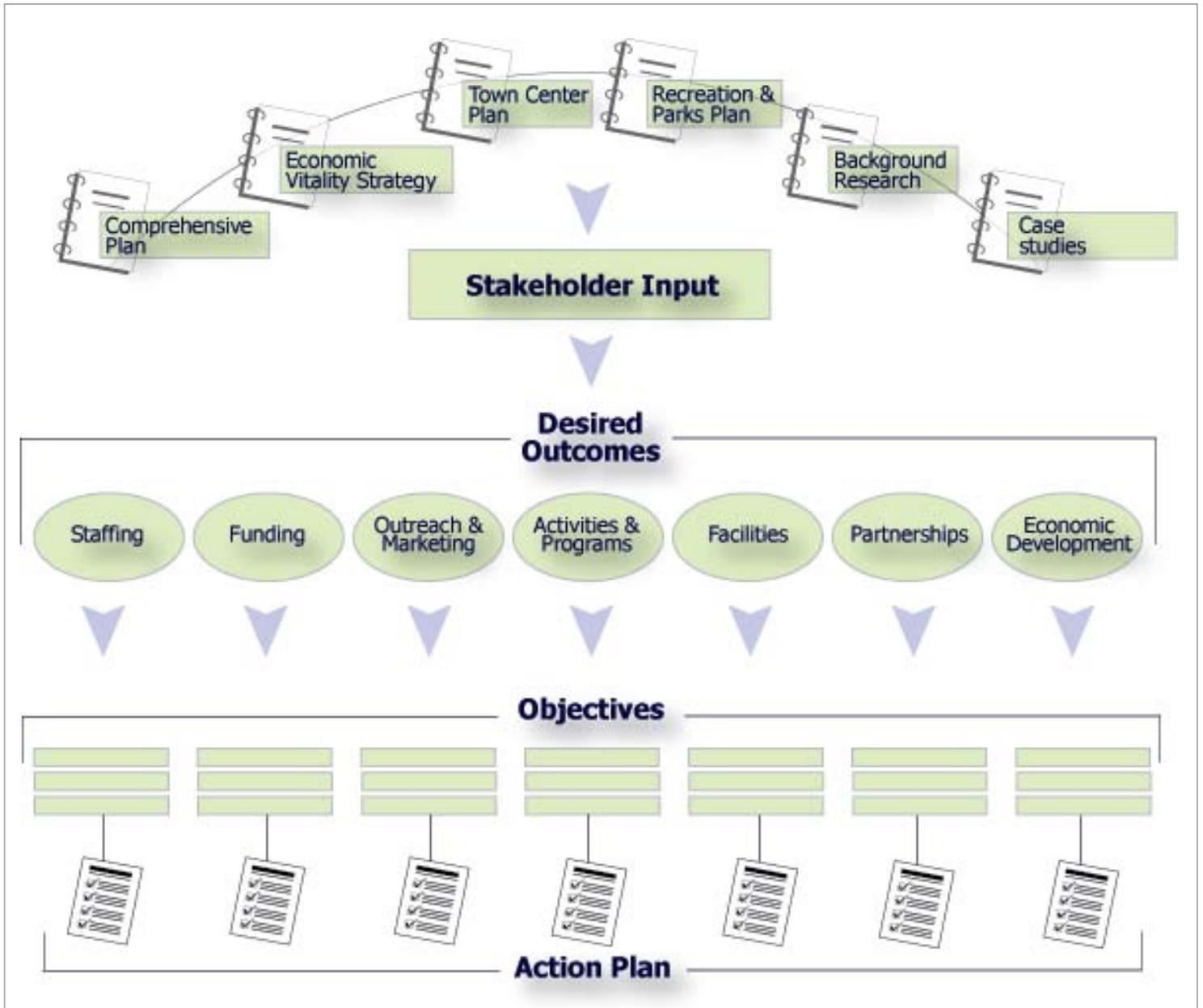


Figure 2: Strategic Planning Framework

Desired Outcomes Description

The following list of desired outcomes provides seven areas for the City of Mountlake Terrace to focus and target its efforts. These outcomes outline the general direction for the City to take over the next five years. Each desired outcome includes a series of key considerations.

Resource Allocation:

Identify resources to provide arts and culture in Mountlake Terrace.

Achieving the full potential of a vibrant and thriving arts and culture community in the City of Mountlake Terrace will require leadership and the dedication of time and resources. The workload necessary for guiding and developing a more robust arts and culture environment in Mountlake Terrace requires the support of specific staffing resources. An all-volunteer Arts Advisory Commission can help to supplement and advise on arts and culture issues, which is sufficient for taking on discrete tasks, such as organizing the Arts of the Terrace event. However, a comprehensive arts and culture program will require additional resources to provide overall program coordination.

Funding:

Develop a comprehensive funding strategy that relies on a wide range of funding sources.

In order to build a vibrant and robust arts and culture community, as well as provide additional arts programs and events, the City should seek to diversify their funding sources, and investigate all potential sources of revenue. Potential funding sources include grant funding, fundraising programs and the provision of revenue generating programs.

Outreach & Marketing:

Enhance public outreach and marketing efforts to help connect the community to arts and culture events and activities and build public awareness.

Arts and culture in Mountlake Terrace has a committed base of volunteers and a history of successful programming. However, stakeholders were clear that the general public is often unaware of the programs and events already available to them. This lack of awareness was confirmed by the findings of the public questionnaire conducted during the Recreation and Parks Master Planning effort. In the short term, there is a need for the development of a central information source that includes a community calendar and general information regarding arts and cultural events and offerings.

In the medium to long term, an effort to establish an arts and culture “brand” for the City will require a larger outreach campaign. This will include the development of public information materials and a program of targeted messages to different partner organizations and target audiences. These efforts should be integrated and linked with other citywide efforts, such as the Town Center Plan, the Civic Campus Plan, and the potential development of new recreation and parks facilities, to ensure that the program is efficient and effective.

Activities & Programming:

Expand arts and culture activities and programs.

Opportunities exist to build awareness, attract funding and obtain sponsorships through the development of an additional large-scale public events and the expansion of arts programming. The Recreation and Parks Department provides arts and culture programs, such as dance and art classes. The Arts Advisory Commission, with support from Friends of the Arts, organizes the Arts of the Terrace juried art show, which is a successful and growing event. The City could actively pursue the development of new programming that could attract more participants and potentially generate revenue to support the expansion of programs. The

City could develop arts programs to supplement local school programming, which is one option for attracting grant funding and/or sponsorships.

Facilities:

Identify and create additional space for arts and culture activities.

Mountlake Terrace has a need for community recreation facilities in general, and a particularly pressing need for facilities and spaces to hold arts and cultural events or to host displays. To expand and enhance arts and culture, the City could pursue the development of a dedicated outdoor performance space to host plays or concerts, as well as general community gathering spaces to host art shows or classes. A key opportunity for attaining additional facilities is to coordinate with the development of the Town Center and Civic Campus Plans to ensure that a flexible community space is included in the new development.

In addition to the development of City-owned facilities, there is an opportunity to promote the development of “3rd spaces” for arts and culture. Third spaces are locations for interacting with other people that are not an office or one’s home. Thriving communities promote 3rd spaces at coffee shops, parks or town squares as vibrant and attractive places for people to interact and engage in community life. The City can have a clear role in helping to bring arts to these 3rd spaces, whether by coordinating rotating art shows in local restaurants and coffee shops, or by providing community gathering places as focal points for informational displays and kiosks.

Partnerships:

Build stronger partnerships and pursue new partnerships within Mountlake Terrace and throughout the region.

The City has a clear role in building partnerships and networks within the local arts community, as well as connections to the larger arts and culture community in the region. The Arts Advisory Commission is also an important partner in this coordination effort. Building

stronger partnerships includes several layers of coordination and cooperation. First, there is a need to build internal community support by providing resources and information to the local arts community. Second, community organizations, schools and local businesses should be included in the ongoing arts discussion. Finally, there is a need for the local arts community to link with existing initiatives across the region.

In this effort, the City can play a critical role as the “convener” and focal point for information sharing. Building internal partnerships among artists and helping to link their efforts to the wider local and regional population is a very cost-effective method to build a stronger network of artists and a thriving arts community.

Economic Development:

Position arts and culture as a tool for increased economic development.

Arts and cultural initiatives can often be overlooked, especially in difficult economic times. For this reason it is important to recognize that arts and culture programs and events are effective tools for economic development. Large events attract visitors to the community and increase local business exposure to regional markets. Well-planned image campaigns, art displays, signage and locally focused events help maintain neighborhood desirability and contribute to an attractive downtown core. Arts events and programming also enhance community identity and contribute to community character, making Mountlake Terrace more desirable to prospective residents and businesses.

Achieving the Desired Outcome

The seven desired outcomes provide a foundation for the objectives and actions that appear in the next chapter. Together, these components will help achieve the goals of the Arts & Culture Strategic Plan.

4. Strategic Action Plan – “How Do We Get There?”

This chapter outlines specific objectives and actions for each of the seven desired outcomes noted in the previous chapter. This information is followed by a list of performance measures for each objective, which will gauge the City’s success in achieving the recom-

mendations of this plan. The specific objective and actions for each of the outcomes are dependent upon funding availability including prioritization of other City projects/services.

Resource Allocation:

Identify resources to provide dedicated City staffing to coordinate and promote arts and culture in Mountlake Terrace.

<i>Objective</i>	<i>Action</i>
<p>Resource Allocation 1: Coordinate arts and culture initiatives.</p>	<ul style="list-style-type: none"> • Identify arts and culture liaisons/staff leads. • Encourage liaisons/staff leads attendance at arts and culture events and Arts Advisory Commission meetings. • Coordinate arts and culture programs, events and services within all City Departments as needed.
<p>Resource Allocation 2: Analyze resource needs for staffing to coordinate arts and culture programs and events.</p>	<ul style="list-style-type: none"> • Evaluate ongoing and future program and resource needs. • Identify potential staffing solutions, including potentially hiring a dedicated staff person to oversee program and event coordination. • Evaluate service delivery options including potential partnerships and/or sharing opportunities with other local agencies, non profits, etc.

Performance Measures

- **Short Term:** Assigning resources to oversee arts and culture events and programming coordination.
 - Resources for a dedicated staff person may be difficult to identify and develop in the short and medium term. In the event that funding is not available for a dedicated staff person, the City could explore methods for allocating other staff resources to ensure adequate coordination.

Funding:

Develop a comprehensive funding strategy that relies on a wide range of funding sources.

<i>Objective</i>	<i>Action</i>
Funding 1: Establish an ongoing grant funding program for the City.	<ul style="list-style-type: none"> • Generate a list of potential grants and a deadline submission calendar. • Prepare and submit grants for arts and cultural programs.
Funding 2: Establish a fundraising plan.	<ul style="list-style-type: none"> • Explore fundraising options (may require hiring of specialist) • Write a specific fundraising plan for arts and culture events and programming.
Funding 3: Identify, evaluate, and expand revenue generating programs.	<ul style="list-style-type: none"> • Track the amount of revenue generated by existing programs. • Identify and implement a cost recovery strategy for existing and potential programming. • Expand revenue-generating programs as appropriate. • Consider establishing scholarship opportunities or program subsidies for qualified residents (if costs increase).
Funding 4: Develop an arts sponsorship program.	<ul style="list-style-type: none"> • Identify potential sponsors. • Develop a sponsorship strategy. • Establish sponsorship levels for specific events. • Market sponsorship opportunities for community events.

Performance Measures

- ***Medium Term:*** The City will develop a formal fundraising strategy.
- ***Long Term:*** Sponsorships will be sought (and ideally secured) for all major community arts and culture events.

Outreach & Marketing:

Enhance public outreach and marketing efforts to help connect the community to arts and culture events and activities and build public awareness.

<i>Objective</i>	<i>Action</i>
<p>Outreach 1: Develop and implement a marketing program for engaging community participation and support.</p>	<ul style="list-style-type: none"> • Create a “brand identity” for arts and culture in Mountlake Terrace. • Identify and develop key marketing messages. • Identify target audiences. • Develop a media engagement program, including a contact list and press release strategy. • Develop a series of arts and culture informational brochures for distribution to target audiences.
<p>Outreach 2: Develop and implement outreach programs for engaging community participation and support.</p>	<ul style="list-style-type: none"> • Create an informational introduction letter for the business community that outlines the role of arts and culture in the community and specific sponsorship opportunities. • Develop a welcome letter for new or transitional residents (i.e. renters) to be included with Chamber of Commerce welcome materials. • Include arts and culture information in Recreation and Parks Department brochures.
<p>Outreach 3: Create a dedicated arts and culture website.</p>	<ul style="list-style-type: none"> • Contract website development. • Coordinate with the Arts Advisory Commission on website design.

Performance Measures

- **Short Term:** The City will have developed and implemented a public outreach program.
 - Outreach should target residents, the business community, schools and residents in neighboring cities. Non-English speakers and residents of rental housing should also be targeted for outreach.
- **Short Term:** An arts and culture website will be developed.
 - This website should ideally include a regularly-updated community calendar, as well as interactive features, such as a message board, columns and articles with comment features, and rotating displays of local art.
- **Medium Term:** A marketing strategy has been designed and implemented.

Activities & Programming:

Expand Arts and Cultural events and programs.

<i>Objective</i>	<i>Action</i>
<p>Activities 1: Coordinate events and program oversight with the Arts Advisory Commission.</p>	<ul style="list-style-type: none"> • Develop annual work-plans for arts and culture programs and events.
<p>Activities 3: Create an additional community event.</p>	<ul style="list-style-type: none"> • Assign an event planning committee. • Choose an event or performance type. • Identify a venue, potential sponsors, advertising plan, funding and performance date.
<p>Activities 4: Continue to provide arts and culture programs and classes for all ages, and expand programming where feasible.</p>	<ul style="list-style-type: none"> • Increase the variety of programs, class times, locations and targeted demographic groups to encourage greater participation. • Assess need for additional or expanded programming, based on current demand, unmet needs (potential registrants turned away), and trends in recreation. • Track programs participation, class cancellation rates, costs and revenue to assess the success of program offerings.
<p>Activities 5: Partner with the School District to provide programming in schools.</p>	<ul style="list-style-type: none"> • Identify a liaison or key contact within the School District. • Identify recreation and parks programs that could fill programming needs in schools.
<p>Activities 6: Establish a youth arts mentorship program.</p>	<ul style="list-style-type: none"> • Establish a community arts mentoring group made up of City staff, School District representatives, Arts Advisory Commission members, and representatives of the Arts Community. • Develop mentorship program goals and curriculum. • Test the mentorship program for one year. • Assess success of mentorship program. • Expand arts and culture activities and programs

Performance Measures

- **Short Term (and ongoing):** Develop a one-year work plan for the Commission that outlines specific tasks, responsibilities regarding arts and culture programming, and a clearly defined role for the City and the Commission for the next year.
- **Medium Term:** The City will host at least one additional large scale arts and culture event.
- **Medium Term:** Institute an “arts in the schools” and mentorship program.

Facilities:

Identify and create additional space for arts and culture activities.

<i>Objective</i>	<i>Action</i>
Facilities 1: Identify art space opportunities in existing public buildings.	<ul style="list-style-type: none"> • Inventory existing public spaces and identify suitable venues and locations for arts and culture programming and events.
Facilities 2: Identify outdoor performance and arts space.	<ul style="list-style-type: none"> • Coordinate with Recreation and Parks Department site master planning efforts to identify potential sites and funding to support outdoor facility development.
Facilities 3: Develop a “city gallery” program.	<ul style="list-style-type: none"> • Identify local businesses to serve as gallery locations. • Identify artists to participate in program. • Schedule and coordinate installations, including the potential sales of artwork.
Facilities 4: Include arts and culture space in all new public buildings.	<ul style="list-style-type: none"> • Develop recommendations and guidelines for public building development for potential art space (i.e. gallery and /or programming) • Include community space in the new Town Center development and the Civic Campus site that is designed for flexibility - creating opportunities to host a broad variety of community events and bring a vibrant mix of users to the new development.
Facilities 5: Explore possibilities for arts displays and performance space in schools and on school property.	<ul style="list-style-type: none"> • Establish a School District liaison. • Establish and maintain open dialogue with the School District. • Meet with School District representatives as needed to coordinate facilities sharing agreements.

Performance Measures

- **Short Term:** The City will have a comprehensive inventory of public building space available for arts and culture activities.
- **Medium Term:** the City (or Arts Advisory Commission) will manage the “city gallery” program, and local artists’ works will be displayed.
- **Long Term:** The City will identify potential sites for outdoor performance and arts events space.
- **Long Term:** Flexible art and cultural events space in the Town Center and Civic Campus developments.
- **Long Term:** Flexible art and cultural events space will be provided in the Town Center and Civic Campus developments.

Partnerships:

Build stronger partnerships and pursue new partnerships within Mountlake Terrace and throughout the region.

<i>Objective</i>	<i>Action</i>
Partnerships 1: Promote artist collaboration and cooperation.	<ul style="list-style-type: none"> • Establish annual artists' round table. • Establish quarterly artists' newsletter, website, direct mail, email
Partnerships 2: Build capacity of the Friends of the Arts (FOA) organization.	<ul style="list-style-type: none"> • Work with FOA to identify long-term goals of the organization and potential partnership opportunities. • Develop partnership agreements with FOA on a yearly basis.
Partnerships 3: Promote local and regional partnerships.	<ul style="list-style-type: none"> • Partnership on regional arts and culture task force or steering committee. • Develop new partnerships with School District. (See Facilities and Activities). • Establish ongoing communication with the business community and Chamber of Commerce.
Partnerships 4: Promote state and national partnerships.	<ul style="list-style-type: none"> • Identify conferences and events to attend. • Create City presence at large-scale arts and cultural events. Consider booths, sponsoring opportunities, or other means to market the City's arts and culture efforts. • Attend state and/or national conferences and events, integrating key ideas regarding funding strategies, marketing opportunities, and programming into City efforts.

Performance Measures

- **Short Term (and ongoing):** Arts and culture will be incorporated in to existing City publications and other news sources.
- **Short Term (and ongoing):** The City will schedule and invite artists to an annual artists' round table with assistance from the Arts Advisory Commission.
- **Short Term:** The City will develop a partnership agreement with the FOA.
- **Medium Term (and ongoing):** The City will have a presence at arts and culture events and conferences.

Economic Development:

Position arts and culture as a tool for increased economic development.

<i>Objective</i>	<i>Action</i>
<p>Economic 1: Establish a local artist support program.</p>	<ul style="list-style-type: none"> • Develop and oversee program. • Involve Arts Advisory Commission in program development and artist selection. • Develop a set of incentives for local artists to attract arts-related activities. Incentives may include low-cost studio or performance space available on a rotating basis, stipends, fellowships or opportunities to display art on City property on a rotating or permanent basis.
<p>Economic 2: Support the Town Center and Civic Campus with a range of arts and culture events and programs.</p>	<ul style="list-style-type: none"> • Create incentives for new development that includes arts or space for cultural programming. • Create incentives for art space in existing business locations. • Continue to incorporate art into street improvements and new development. • Establish regular arts and culture events and programming in the Town Center and Civic Campus.
<p>Economic 3: Support the unique character and vitality of neighborhood districts with a range of arts and culture events and programs.</p>	<ul style="list-style-type: none"> • Coordinate with the Arts Advisory Commission to establish a set of neighborhood specific “themes” or guidelines to encourage design that enhances the unique character of each neighborhood. • Coordinate with the Arts Advisory Commission to hold appropriate events or programs in each of the six neighborhoods.

Performance Measures

- **Medium Term:** The City will establish an artist support program.
- **Long Term:** The City will coordinate regular, ongoing arts and cultural events in the Town Center and Civic Campus.
- **Long Term:** The City will have established an ongoing neighborhood event series in each neighborhood.



Action Plan Summary

Mountlake Terrace has exciting opportunities to greatly expand arts and culture events and programming in the City; enhance the livability of the community; and generate excitement, vitality and economic development. With a new recreation and parks plan in place, as well as recently finalized plans for the development of the new Town Center, the timing is ideal for identifying new ways to integrate arts and culture in to the fabric of the city.

The benefits of promoting a richer cultural community and weaving the arts into the daily life of the City are clear. With dedication and effort, the City of Mountlake Terrace will help to build a unique and vibrant arts and culture environment for all its citizens to enjoy. To effectively promote arts and culture and implement the Arts and Culture Strategic Plan, there are two main

issues to consider: arts and culture coordination, and event and programming space.

Identifying resources to Coordinate Arts and Culture Initiatives

As funding becomes available, the City may have the opportunity to begin implementation efforts by dedicating resources (including staffing) to arts and culture efforts. Successful implementation of the Arts and Culture Strategic Plan will require careful coordination between the City and its key partners.

Address the Need for Community Facilities

Additional space and new facilities to hold programs and events is needed. The City should identify potential community spaces, as well as partnerships and cooperative agreements for the use of existing public and private facilities.

5. STRATEGIC ACTION PLAN

New efforts should be initiated as resources are allocated and funding is identified. The Arts and Culture Strategic Plan is structured to build on itself, with each action step helping to facilitate the growth and enhancement of the next set of initiatives. Early aspects of the implementation effort will help to develop public support and identify financial resources necessary to begin subsequent phases. The City shall determine the appropriate time line to begin implementing the Plan.

A mix of actions has been included in the Plan. Some actions may require dedicated staff and resource allocations before they can begin. Others are designed to move forward immediately with limited staff support. The following implementation timeline specifies a time frame for accomplishing the performance measures outlined in the previous chapter. The timeline outlines a schedule for implementation, and visually depicts the

relationship between the desired outcomes, objectives and actions.

Timeline items have been organized into three categories: Short Term, Medium Term and Long Term. These categories should be considered rough approximations. It is understood that timing may vary considerably. What is important, however, is that the general phasing is organized in a way to help maximize the City's efforts.

- Initial efforts focus on organizing and coordinating.
- Medium Term efforts focus on outreach and marketing, and on establishing pilot projects.
- Long Term efforts focus on building sustainable, ongoing programs events and initiatives.



