

## EXPANDING ARTS, CULTURES AND HERITAGE (ArCH) PROFILE IN OLYMPIA



Draft Report  
April 2, 2018

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# EXECUTIVE SUMMARY

In May 2017, the City of Olympia extended a request for proposals (RFP) to provide research, options and recommendations to enhance the Olympia community's offerings of and support for programs, activities and events in arts, cultures and heritage (ArCH). The RFP outlined the purpose as taking the City's arts, cultures, and heritage programs, events and experiences to the next level.

Additional objectives outlined in the RFP included:

- To refresh and expand Olympia's efforts to deliver creative and engaging public programs for arts, cultures and heritage, and to reach participants and supporters of arts, cultures and heritage who are increasingly involved, mobile and diverse.
- To ensure arts, cultures and heritage contribute to the City's Comprehensive Plan [ <http://www.codepublishing.com/WA/Olympia/?compplan/OlympiaCPNT.html> ] the Parks, Arts & Recreation Plan [ <http://olympiawa.gov/community/parks/parks-arts-and-recreation-plan.aspx> ] and The Downtown Strategy [ <http://olympiawa.gov/community/downtown-olympia/downtown-strategy.aspx> ]
- To grow and enrich participation of community groups, artists, historians and others in Olympia's arts, cultures, and heritage profile.
- To establish a broader nationwide reputation for arts, cultures and heritage.
- To provide analysis, clarify options, and explore mechanisms for strengthening the City's commitments to arts, cultures and heritage.

The ArCH project team consisted of Jay Burney, Project Manager and Asst. City Manager, Stephanie Johnson, Arts and Events Manager, Michelle Sadlier, Historic Preservation Officer and the Athena Group consultants, Kendra Dahlen, Vivian Phillips, Peter Steinbrueck, and Greg Easton. The process incorporated 2 groups of key participants– A Resource Committee and 3 Stakeholder Groups, in addition to online stakeholder surveys. The City's Comprehensive Plan and the Downtown Strategy, were supporting resources, as well as the Economic Development Council's Creative Vitality Index for Thurston County.

The following report provides a full scope of the process undertaken, the people involved, and a set of recommendations to shape accomplishment of the goal to expand the arts, cultures and heritage profile for the City of Olympia.

It is important to note, however, that the report illustrates the significance of viewing this as the *beginning* of the process, with the intention of being a catalyst for continued conversation and further shaping. The insightful observations, shared experiences and new relationships must continue to complete the unfinished work and bring the significant aspirations to fruition.

Three meetings with the Resource Committee and three stakeholder meetings provided a wealth of information that serves as a foundation for further development and refinement. These dynamic meetings produced a spectrum of ideas and themes that could not be fully explored within the timeframe of the project. Case in point, definitions of arts, culture and heritage inspired a collection of elegant ideas and perspectives that were recorded but could not be further refined within the meeting structure and project timeframe. These subjects and definitions will require follow-up conversation with participants in this process and the city's Arts and Heritage Commissions. This is also true of the values and visioning conversations; more work will be needed to complete these guiding elements.

The resulting recommendations are representative of the Needs and Priorities, and the foundational Values and Visions brought to the work by the Resource Committee and the groups of Stakeholders. These recommendations also support actions to accomplish **Comprehensive Plan Goals and Policies, and Downtown Strategy Actions.**

In addition to the recommendations, we have provided an accompanying Economic Impact Analysis to address:

- The role of arts, culture and heritage in the local economy. This role is summarized with measures provided in the Creative Vitality Index.
- The impact of arts, culture and heritage on a local economy, including appropriate economic measures and relevant parameters.
- The return on investment associated with the recommendations, with an assessment of the level of investment required and the nature of the economic returns.

Creative Economy is recognized as a driver influencing local economic development. It is an outcome that is related to expanding the arts, cultures and heritage profile in Olympia. Economic development becomes a by-product of linking city planning and programs to support of the arts, culture and heritage community. Numerous studies and evaluations chronicle the impactful influence of arts, culture and heritage on local economies. The American Planning Association publication; *How the Arts and Culture Sector Catalyzes the Economy*, underscores the significant value of arts, culture and heritage to the community:

The activities of the arts and culture sector and local economic vitality are connected in many ways. Arts, culture, and creativity can:

- ✓ **Improve a community's competitive edge;**
- ✓ **Create a foundation for defining a sense of place;**
- ✓ **Attract new and visiting populations;**
- ✓ **Integrate the visions of community and business leaders; and**
- ✓ **Contribute to the development of a skilled workforce.**

<https://www.planning.org/research/arts/briefingpapers/vitality.htm>

Michael Cade, Director of Thurston County's Economic Development Council, and a member of the ArCH Resource Committee, remarked:

“

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**Economic development used to be about land + labor + capital. Now, economic development is about people, places and ideas. Investment goes where people gather. It's about quality of life. Arts, Cultures, Heritage [initiatives] could pay for itself.**

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## RECOMMENDATIONS SUMMARY

The following ten recommendations are supported by considerable information contained throughout this full report.

1. REALIGNMENT OF CITY ORGANIZATIONAL STRUCTURES, INCLUDING LEADERSHIP AND STAFF, TO ADVANCE IMPLEMENTATION OF THE EXPANDED PROFILE
2. INTEGRATE ArCH AS PART OF CITY IDENTITY
3. BUILD CAPACITY AND EXPAND PARTNERSHIPS TO SUPPORT ArCH
4. STRENGTHEN ArCH RELATIONSHIPS
5. PURSUE THE CREATIVE DISTRICT DESIGNATION THROUGH ARTSWA
6. EVALUATE SPACE NEEDS AND ESTABLISH A PLAN THAT SUPPORTS ArCH ACTIVITIES
7. DEVELOP AN ArCH RESOURCE AND PARTNERSHIP PLAN
8. PROTECT & EXPAND HISTORIC PROPERTIES TO “PRESERVE SENSE OF WHO WE ARE”
9. INCREASE AWARENESS OF OLYMPIA’S HISTORICAL AND CULTURAL ASSETS
10. DEVELOP METRICS TO MEASURE PERFORMANCE

# INTRODUCTION

**"If art is to nourish the roots of our culture, society must set the artist free to follow his [their] vision wherever it takes him." John F. Kennedy**

Sunnyside Mayor, and President of Association of Washington Cities, James A. Restucci quoted President Kennedy within a message in the AWC May/June 2017 issue of CityVision Magazine. The Kennedy quote sets the foundation for Mayor Restucci's perspective:

*"When I was first elected to city council, I joined my colleagues in considering arts something to be admired and appreciated – but low priority when it came to funding police, fire, and public works. It didn't take me long to realize that was not the case. I'm not advocating for arts funding over the aforementioned departments; however, as elected officials we must protect not just the city and its citizens but also its cultural heritage."*

To begin the process of exploring potential routes for successfully expanding the arts, cultures and heritage profile for the City of Olympia, the ArCH project team reflected upon the above statement from the President of the Washington Association of Cities, Mayor James A. Restucci. This provided some meaningful guidance and context and for our work and the sentiment was shared among the groups of people participating in this process.

## South Capitol Neighborhood Banner Project

Six Artist-Designed metal banners  
installed along Capitol to highlight  
the residential neighborhood

Funded by the City's Neighborhood  
Matching Funds program

Pictured here:

"Coming Home" by artist Jennifer  
Kuhn



## COMPREHENSIVE PLAN AND DOWNTOWN STRATEGY FOUNDATION

The foundation for this project rests on the accumulative goals and policies incorporated within the City's 2014 Comprehensive Plan and 2016 Downtown Strategy. Expanding Olympia's arts, cultures and heritage (ArCH) opportunities and initiatives directly correspond to the aspirations of literally thousands of citizens who participated in *Imagine Olympia*, to update the Comprehensive Plan, and the Downtown Strategy's robust public engagement process to fulfill major goals for Downtown. Goals highlighted from these plans include:

- Comprehensive Goals and Policies directly pertain to support of arts, culture and heritage.
- The Downtown Strategy's Artisan/Tech character area directly links to an expanded profile for arts, cultures and heritage through dedicated space. This character area is envisioned as:

**Mixed-use, artisan, culinary arts, and tech hub that includes affordable commercial space, (especially for artists and craftspeople), studio/workshop, gallery, and retail space; complementing the Hands On Children's Museum, LOTT and The Port of Olympia.**

# PROCESS PROCESS

## INTEGRATED ENGAGEMENT

Enhancing the Arts, Cultures and Heritage profile is complementary to the city's work in all human service areas, thereby directly affecting quality of life. It requires that local decision making, planning processes, policies and regulations reflect and support community character, the public's interests, and the aspirations reflected in the Comprehensive Plan, the Downtown Strategy, and Development of an Expanded Arts, Cultures and Heritage Profile for Olympia.

## THE PUBLIC PROCESS

- ★ [ArCH Resource Committee](#)
- ★ [Three Separate Stakeholder Groups](#)
- ★ [Stakeholder Survey](#)
- ★ [Individual Meetings](#)

To best engage individuals and representatives from within the arts, culture and heritage community, we assembled two groups to inform the process. Individuals brought a wealth of knowledge, experience and resources to share as part of specific task groups. All the participants were on- the-ground makers, administrators, advocates, and leaders in the cultural community, yet we learned that many were experiencing their first opportunity to develop new connections to policy-makers.

## ARCH RESOURCE COMMITTEE

The ArCH Resource Committee served as the core advisory group to provide guidance, perspectives, and essential strategies. The committee was comprised of key community members and city's Arts and Heritage commissioners directly involved in aspects of arts, culture, heritage and historic preservation. The Resource Committee met three times between October and December of 2017 to aid the Project Team in developing recommendations. We brought the Resource Committee back together in April 2018 to review and comment on the DRAFT Report.

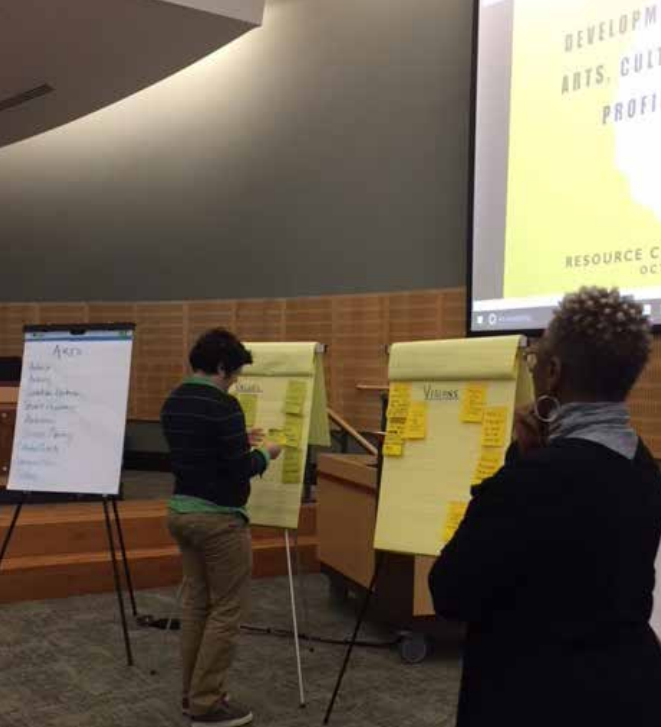
### SURVEY QUESTION:

**What does arts, cultures, and heritage mean to you?**

**"It's the best way to foster a sense of community within our city. Preserving old buildings, putting on art installations and performances – all of it helps us feel like we belong and contribute to our city just by being a witness to those events, or by visiting those buildings."**







To best facilitate their contributions to this process, and create an environment for their deep knowledge and commitment to be used well, a refined scope for their work included:

- ✓ Development of Vision and Values statements to guide ArCH development
- ✓ Exploration of best practices employed by various organizations and cities throughout the state and outside of Washington
- ✓ Refinement of implementation strategies derived from stakeholder perspectives, needs, priorities and aspirations

#### Resource Committee Members:

1. **Jill Barnes:** Washington Center for the Performing Arts Executive Director
2. **Jonah Barrett:** Multi-media artist, filmmaker, writer. Produces art under the label "Malicious Wallydrags."
3. **Michael Cade:** Thurston Economic Development Council Executive Director, former member of Washington State Arts Commission
4. **Todd Cutts:** Olympia Downtown Association Executive Director
5. **Ed Echtle:** Olympia Historical Society and Bigelow House Museum board member, experienced producer of museum exhibits, historical publications, interpretive displays and programs for public and private institutions.
6. **Marygrace Goddu:** State Department of Enterprise Services Cultural Resources Manager/ Senior Facility Planner. City of Olympia Arts Commission member.
7. **Benjamin Helle:** Washington State Archives in Olympia. Archivist. Washington Archives Month co-chair, Olympia Heritage Commission member.
8. **Shanna Stevenson:** Women's History Consortium at the Washington State Historical Society Coordinator. Previously worked in Historic Preservation in Olympia, Tumwater and Thurston County.
9. **Kris Tucker:** Washington State Arts Commission (ArtsWA) Executive Director, 1999-2014. Board Chair Olympia Artspace Alliance, and arts consultant for Fort Worden Public Development Authority in Port Townsend WA.
10. **Heather Walker:** Chehalis Tribal Heritage Committee; U.S.F.W.S South Sound Prairies Communication Partnership; and City of Olympia Heritage Commission





## ARCH STAKEHOLDER MEETINGS

Between September and November 2017, three distinct groups of Stakeholders totaling approximately 40 individuals, brought their passion and experience to this process. The Stakeholders represented a diversity of groups and businesses, including the Olympia Symphony, Arbutus Folk School, Olympia Area Chinese Association, Olympia Historical Society, Johansen Dance Center, Nisqually Tribe Historic Preservation, Olympia Film Society, Cielo Hispanic Roundtable; as well as a myriad of accomplished, insightful and dedicated artists, musicians, writers and crafts-people. A full list of stakeholders can be found in Addendum\_\_\_\_\_

Additional individual outreach involved the Hands On Children's Museum, Experience Olympia and Beyond Visitors and Convention Bureau, Olympia Family Theater...(outreach is still underway – so leaving this statement unfinished)

Stakeholder meetings offered the opportunity for these arts, cultural, and heritage colleagues to connect around a focused agenda. The meetings were dynamic and inspiring, and offered a new networking opportunity that has continued to evolve. A highly 'solutions-oriented' group, connections made at these meetings facilitated collaborative ideas to address immediate needs, primarily around space issues.

The full list of stakeholders is provided in Addendum \_\_\_\_\_

Each group of **stakeholders** was asked the same set of questions, including:

➤ **What do you consider to be an asset in this community, as it relates to arts, cultures, and heritage?**

Examples of stakeholder responses:

- Diversity. Many cultures here - makes everything exciting. Melting pot.
- Relatively intact downtown that provides opportunities for arts & culture activities. It defines our character. We've managed to avoid McDonaldization of our town.
- Engaged, open citizenry that values our quality of life, and elements that make a good community.
- People in the community are the asset; culture is a collective asset; our community does not want to be labeled.
- Arts Walk – Involving all kinds of art and all kinds people, the entire community participates
- Procession of the Species – the creative intermingling of the community

➤ **If you had a Magic Arts, Cultural and Heritage Wand:**

- **What would you wave it over to increase capacity or sustainability?**
- **What would you create that doesn't currently exist?**

Examples of stakeholder responses:

- More ArCH facilities, the opportunity to merge with sustainable economic development
- Establish a Museum of Arts, Cultures and Heritage that could incorporate and celebrate community and various cultures
- Multi-cultural, multi-purpose space for history, culture, makers and performers
- More physical space, a campus, could be an enormous economic boon.
- Large warehouse space - maker space especially important when wet weather hits.
- Dire need of gallery space for artists. Gap that artists feel. Talent out of TESC lose access [to studios, equipment] after leaving school.
- Artists in residence space
- Heritage craftsman space, the craftsman trajectory is to learn – to produce – to share that knowledge.

## HELP US FIND SPACE!

- ★ Inventory of buildings and space
- ★ Collaboration with property managers on space and ArCH needs
- ★ Where is space available for events and meetings?
- ★ Historic Property Matchmaker
- ★ Partnerships with artists and craftsman
- ★ Shared rehearsal space, for performing groups
- ★ Shared Space can work!

## HELP US WITH MARKETING!

- ★ Marketing support for the entire ArCH community.
- ★ ArCH marketing program should be part of Economic Development
- ★ City take lead role in marketing the ArCH community and resources
- ★ Promotional help and better awareness of what's here
- ★ Cross promotions whenever possible
- ★ Robust arts **guide, magazine, publication, newsletter**
- ★ Tourism support with app's, social media to promote ArCH



# CYMBELINE

WRITTEN BY WILLIAM SHAKESPEARE  
DIRECTED BY SCOT WHITNEY

**October 5 - 28**



➤ Consider scenarios for enhancements to arts, cultures and heritage.

- What would you do immediately, in the next few years and longer term?

Examples of stakeholder responses:

- Capture opportunities while they exist, better planning to make use of potential available space
- Arts mixers to bring people together. Perhaps the city can host mixers for groups to get to know more about one another.
- Incentivize ArCH in new development, just as other incentives are provided to developers
- Permanent or temporary activation of vacant spaces, activate downtown vacant spaces for ArCH uses
- Improve communication between City and arts community, continue to communicate and invite participation.
- Support the opportunity for people of color and LGBTQ communities to rise to the top for ArCH space use.
- Explore landscape/streetscape design with artists to incorporate a more welcoming feeling
- Kiosks and busking spaces throughout downtown, including poetry
- Marketing support for the entire ArCH community
- Help with philanthropy, culture of philanthropy does not exist in Olympia
- State of the Art Library with performance and rehearsal space

(A full Summary of Stakeholder Comments is provided in Addendum\_\_\_)

**PARTNERSHIP** was a recurrent theme throughout the stakeholder process. Among the myriad of stakeholders brought together over the course of three months, representing a mix of arts and heritage organizations, businesses and artisans, everyone agreed that to expand the arts, cultures and heritage profile in Olympia, stronger alliances and partnerships were needed. These partnerships would then serve to increase the possibility for success and further leverage the existing resources. An additional recurrent theme was the need for **SPACE**. The arts, cultures and heritage profile cannot be expanded without appropriate and affordable physical space to grow and create.

A full summary of the three stakeholder meetings is provided in Addendum\_\_\_\_\_

## STAKEHOLDER SURVEY

To increase engagement with youth and young adults in the community, Resource Committee member, Jonah Barrett, took the initiative to conduct a stakeholder survey. As a younger art-maker in the community, Jonah immediately put into action the desire to have fuller representation from an often mentioned, yet rarely authentically represented segment of the community. The 18 survey responses were highly thoughtful, passionate, informative and supportive, as shown in this sampling of replies:

### Q2: What does arts, cultures, and heritage mean to you?

#### Examples of responses:

- A stronger and better sense of identity, community, social education and standard of living. (Better downtown too.)
- Arts, culture, and heritage means self-expression, community values, and preservation.
- It means everything. It brings life and vibrancy for a community to thrive. I believe that art, culture and heritage, all shape us, give us a sense of purpose, and a reason to protect those elements.

### Q9: In your view, what barriers exist that hinder full participation in Olympia's arts, cultures, and heritage programs?

#### Examples of responses:

- Cost, lack of social media advertising, lack of programs geared towards children and teens.
- Lack of funding for the arts, lack of venues, lack of support for talented artists and lack of help in promotion. (Look at any other city and it's better.)
- Sometimes feels so democratic that the quality becomes a very common denominator. Also, racial diversity an area for continued improvement.
- Sigh. No public plaza meeting space, non-participation by absentee landlords, lack of live-work spaces for artists, poor infrastructure for artist support (insurance, equipment sharing, municipal exhibition spaces, etc.) ... soooo much to do!

### Q10: What would you consider to be the biggest gaps in Olympia's arts, cultures, and heritage offerings?

#### Examples of responses:

- An all-in-one exhibition and performance space with classes, workshops, and a coffee shop where arts participants can gather and exchange ideas.
- Olympia should have an art gallery. It's the state capitol!
- Exhibition & meeting places.

### Q13: What do you see as the role of the City of Olympia in advancing arts, cultures, and heritage in our community?

#### Examples of responses:

- The City of Olympia must shepherd its art resources responsibly and exhibit pride in its artists relentlessly. It must consider policies that make art a priority and free artists and business owners to fill the streets with their joyful work.
- To facilitate all aspects of the arts in a more proactive way. Work with the people already doing it (who get no support). Harlequin and other theaters, Oly Arts, Galleries etc. Make our arts more visible and more affordable like with other cities.
- Big, important, open to ideas, willing to fund activities that honor human creativity, commitment to fund preservation and documentation of cultural heritage.

### Q14: Other thoughts/comments to share?

#### Examples of responses:

- Who doesn't want to live in a city with multiple theatres, galleries, arts activities? We need to raise the bar and our quality of life will go up in not just a monetary sense but also make us more desirable too....

The compelling responses to the stakeholder survey are in Addendum\_\_\_\_

## ITERATIVE MEETING DESIGN

The Resource Committee and Stakeholder meetings were designed to be iterative, one informing the other. Stakeholders provided their views on assets to maintain and enhance the ArCH environment; and needed resources and actions to support their work and growth in arts, cultures and heritage. Resource Committee members used this valuable information to identify priorities and strategies to successfully expand and enhance arts, cultures and heritage profile in Olympia.

## CREATING ROAD MAP FOR NEXT STEPS AND FOLLOW-ON WORK

It is important to view this ArCH project and report as the beginning of the process to expand the arts, cultures and heritage profile in Olympia. It provides a roadmap for the follow-on work needed to expand arts, cultures, and heritage in Olympia. The insightful conversations, contributions and new relationships must continue to complete unfinished work and bring the significant aspirations for ArCH to fruition.

Three meetings with the Resource Committee and three stakeholder meetings provided a wealth of information and a solid foundation for further refinement of ArCH principles, initiatives and definitions. These dynamic meetings produced an abundance of ideas and themes that could not be fully explored within the timeframe of the project. Case in point, definitions of arts, culture and heritage inspired a collection of elegant ideas and perspectives that begin to frame the scope of these endeavors. Refined definitions will require further interaction and conversation with participants in this process and members of the city's Arts and Heritage Commissions. This is also true of the values and visioning components; more work will be needed to complete these guiding elements.



# EXISTING ASSETS

With the help of Stephanie Johnson, City Arts and Events Manager and Michelle Sadlier, City Historic Preservation Officer, a Baseline Asset review was developed. This baseline allowed for both Stakeholders and Resource Committee members to view the current state of Olympia arts, cultures and heritage from an asset perspective. These assets provide a foundation upon which to build.

## A SNAPSHOT OF FOUNDATIONAL ASSETS:

- ✓ Olympia is host to 97 self-described Arts, Creative, and Cultural organizations and businesses (as of 2014)
- ✓ Five theatre venues located in downtown Olympia and more than 11 in the greater Olympia area (these include private schools, high schools, and higher ed venues)
- ✓ 73 private murals in downtown Olympia (as of 2017)
- ✓ The City of Olympia has 110 individual works in its collection, (pushing the number to 140 if including traffic box wraps)
- ✓ There are 424 Arts-related businesses that employ 1,013 people in the 22nd Legislative District
- ✓ Business/organizational types include artist retail, book and music stores, classes and supplies retail, creative class businesses (lessons, etc.), galleries, music venues, public and community art/murals, studios, tattoo shops, theaters and event spaces, visual art venues, and governmental collection/public art
- ✓ Art Walks takes place 2x annually
- ✓ Number of individually designated historic properties = 771
- ✓ Number of historic property rehabilitation permits reviewed = 25-35 annually
- ✓ Number of current Special Valuation contracts = 10
- ✓ Preservation Month & ad-hoc outreach activities = 2- 4 per year

## TO FURTHER EXPLORE THE CITY'S ASSETS, WE ASKED:

- What are the current Arts, Cultures and Heritage Assets?
- Where do they exist?
- What is the level of participation?
- And, we asked stakeholders: *What do you consider to be an asset in this community, as it relates to arts, cultures, and heritage?*

## WHAT WE LEARNED - EXISTING GAPS AND COMMUNITY BENEFIT:

- Most of the assets are in downtown Olympia – measures to expand into neighborhoods could serve to elevate the overall profile.  
[Addendum \_\_ Downtown Assets Map and Inventory]
- City resources and programs should be better aligned and dedicated to:
  - o Celebrate and convey the rich heritage of Olympia,
  - o Represent the varied cultures contributing to heritage
  - o Sponsor cultural events to bring people together to experience diverse activities, performances, music, cuisine, artistic expression, etc.
- The Arts Commission purpose and focus is primarily visual, performing and literary arts. The absence of culture and cultures in purpose and programs limits resources and opportunities.
- The Heritage Commission purpose is to preserve and celebrate places of cultural and historic significance. This does not, however, imply that the commission does not champion Olympia's places of heritage, including those of significance to tribal identity. The ability to support the work of heritage along with historic preservation requires additional resources and an expanded role.

## THE QUALITY OF LIFE THROUGHOUT THE COMMUNITY IS CLEARLY TREASURED:

*People care about the community, they are engaged and value the quality of life in Olympia, they value what we have.*

ArCH Stakeholder Comment

## CITY OF OLYMPIA ROLE IN ARTS, CULTURES AND HERITAGE

Two programs lead the exceptional arts and historic preservation activities in the city. The Arts and Events Program, supporting the Arts Commission; and the Historic Preservation Program and Heritage Commission.

### ARTS AND EVENTS PROGRAM

The city's Arts and Events Program is in the Parks, Arts and Recreation Department.

This program brings ArtsWalk to the community twice a year, manages the City's collection of public Art, provides arts education and technical support to the greater community, participates in design team efforts within the Department of Parks, Arts and Recreation, and staffs the Arts Commission's advisory to Council.

### THE PURPOSE OF THE ARTS COMMISSION:

The Arts Commission was created to help enrich the lives of the people of this region by making visual, performing and literary arts vital elements in the life of our community. The Commission works to support local artists through networking, skill development and visibility through a variety of unique opportunities.

**The Arts and Events  
program staff  
is supported by 1.75  
Full-Time Staff**

### HISTORIC PRESERVATION AND HERITAGE COMMISSION

Historic Preservation is in the Community Planning and Development Department.

The City's Historic Preservation Officer and the Heritage Commission support Olympians in celebrating, caring for, designating, and finding new uses for the historic places that are treasured by the community.

### HERITAGE COMMISSION PURPOSE:

To advise the City Council on matters related to the recognition, enhancement and continued use of buildings, sites, districts and objects of historical significance within the City and to serve as the City's primary resource in matters of historic preservation.

Work programs for Arts and Events and Heritage are provided in Addendum \_\_\_\_

**The Historic  
Preservation Program  
is supported by only  
.60 Full-Time Staff**

### KEY FINDINGS FROM BASELINE RESEARCH:

- 1) A set of Metrics to measure arts, culture and heritage program performance has yet to be developed. Historic Preservation is relatively easily measured by data associated with landmark designations and historic districts. Performance measurement for arts, culture and heritage is more complex. An excellent local measurement model is the Hands On Children's Museum. The museum is fortunate in that they can count participation through entry. In addition, they can substantiate their significant economic impacts in the community. There is not a state of the art (so to speak) model for measuring arts, culture and heritage performance. This is addressed further in section \_\_ Measures of ArCH Vitality.
- 2) The work of the Heritage Commission is limited by lack of resources to conduct additional heritage programs. However, it is important to recognize that the Commission does represent the interests of the defined heritage sector (UNESCO World Heritage Site, Washington Heritage Register and Olympia Heritage Register); and they exceed their statutory obligations under the National Historic Preservation Act. It is notable that Olympia's heritage programs are seen as a model for a city of its size. The potential to build upon their work to further develop and promote a collective understanding and appreciation of Olympia's rich and diverse heritage is an exciting opportunity.



- 3) The Arts Commission purpose and focus is primarily visual, performing and literary arts. Culture and cultures are not currently included in the purpose of the Arts Commission, nor in the description of the Arts and Events program. Arts and Events are highly valued and abundant in Olympia. The two annual Arts Walk events and the annual Procession of the Species attracts tens of thousands to downtown Olympia. In addition, the city enjoys:
- 97 self-described Arts, Creative, and Cultural organizations and businesses in Olympia
  - 5 theater/venue locations in downtown, 11+ in greater Olympia (private, high school and higher-ed)
  - 73 private murals in downtown to date. 110 individual works in the City's collection and 140 traffic box wraps.
- 4) The ArCH Resource Committee and stakeholders are tremendously proud of Olympia's assets and quality of life. They also recognize that adequate representation for culture and heritage has been lacking. Examples of their comments include:
- We owe a debt to our culture and history. Olympia has its own unique library of history.
  - The richness of our history and heritage is overlooked.  
There is a huge turnover in population that affects our history and heritage. Many people know nothing about our local history. We need to know who were before, as well as re-imaging the history and heritage we are currently creating.
  - [Culture is a] combination of values, beliefs, and world view.
  - [Culture is] community, not necessarily ethnic, but street culture, art, music, etc.
  - Not one dominant culture [in Olympia]. Different manifestations of cultural being. Duality of cultures
  - We need a Multi-Cultural Center to attract other cultures, visitors and tourism
  - Sometimes it's easier to touch history through art.

# ARTS, CULTURES, HERITAGE – WHAT DO THEY REPRESENT?

Historic Preservation in Olympia - Assessment and Action Plan, City of Olympia, April 19, 2005:

*As much as the Sound and the mountains, the eclectic downtown buildings of the 19th and 20th centuries play an essential, ongoing role in shaping Olympia's character and civic identity. Some of the most appealing features of downtown Olympia -- pedestrian-scale streetscapes, storefronts with recessed doorways, a central town square with a bandstand -- are legacies from the past.*

The City of Olympia enjoys vibrant arts, culture, heritage programs, 5 historic districts, nearly 800 designated historic properties, including multiple sites on the National Historic Register. Peter Steinbrueck noted:

*Olympia's fine collection of unique historic properties in heart of Downtown contributes immeasurably to the city's cultural identity, character, and economic vitality.*

The Baseline Assets review revealed that the Culture/Cultures and Heritage components of ArCH are not well defined or resourced within the city's structure. In addition, we heard from Stakeholders and Resource Committee members comments like this:

- *Looking forward to trying to see myself (as a tribal member) in Olympia.*
- *I do not see myself in Olympia heritage. Arts, culture and crafts are an important entry point to gaining a sense of heritage.*
- *It is hard to find places where colors mix in Olympia.*
- *[Heritage is a] work in progress – who we are, where we have been, where we want to go, always changing.*
- *Heritage influences past, as we unpack it chronologically, and it influences the future. It's dynamic, what might happen in the future?*
- *The richness of our history and heritage is overlooked in Olympia.*

A Resource Committee member provided this perspective:

ArCH endeavors to-date appears a little art heavy with less emphasis on Culture and Heritage.... Realistically, the culture and heritage portion encompass less tangible aspects. However, if this is to truly be a "ArCH", we must do a good job of including all parts of ArCH.

Both the Resource Committee and the stakeholder groups enjoyed lively discussions of what comprises arts, heritage, culture, including an exploration of the difference between the terms "culture," and "cultures." Comments representative of this discussion included:

## ARTS

- Cultural endeavors
- Street performances
- Senses
- Unique vision
- Introspection
- Inspiration
- Patina
- Public Art
- Engagement
- Community
- Interpretation

## CULTURE

- Combination of values, beliefs, and world-view.
- A collection of thoughts and customs
- Definition of community, not necessarily ethnic, but street culture, art, music, etc.
- Snapshot of what the community is now, embedded is the richness that everyone brings with them.
- Work in progress – who we are, where we have been, where we want to go, always changing.

## CULTURES

- People raised region and culture. Many of those represented in one community
- Not raised together, but shared life experiences.
- Different, but together
- People raised with shared language and traditions
- Individual groups who come together with shared beliefs and life experiences.
- Not one dominate culture. Different manifestations of cultural being. Duality of cultures
- The plural is important to recognize the various states of being. Especially relevant as a relatively new person to Olympia and re-establishing into this culture

Agreement arose around a shared characteristic of both – *that culture and cultures are not static, but ever in flux and changing*. To accomplish true transformation, a certain flux must be embraced, status quo must be discarded, and possibility must become the order of the day.

## HERITAGE

As was the case around varying definitions for culture and cultures, the same was true in discussing heritage. Most broadly defined, heritage might be described as assets that help communities recognize, preserve, and explore a shared history or experiences. Historic places connect us to earlier generations and help us to picture a world that existed long before our own time.

Applying a definition to a changing community, we might more aptly focus on preservation of a changing community by employing oral histories, displays, and media to remind us of from where we have evolved.

The following comments provide a view of the many ways in which our participants view heritage:

- History
- Tradition
- Awareness of diverse history. Who controls the narrative?
- Arts is a reference point, an established link between culture and heritage.
- Anthropology is often defined by art.
- Heritage is embedded in design (parks) and in the essence and vibe of Olympia
- Heritage influences past, as we unpack it chronologically, and it influences the future
- People are at the center of Heritage



## ArCH COMMUNITY'S VALUES AND VISIONS

### **WHAT IS THE VISION FOR EXPANDING THE PROFILE OF ARTS, CULTURES AND HERITAGE AND WHAT ARE THE VALUES TO UPHOLD IN THIS ENDEAVOR?**

The ArCH Resource Committee provided inspiring perspectives for ArCH visions and values. They began with this guidance:

- Value is statement of guiding principles, a quality or belief,
- Vision is what to be achieved
- Value Example: Arts, culture, heritage should be for all ages =
- Vision Example: Every child knows about historic districts and attends an arts/cultural event at earliest age.

A lively brainstorming session produced initial viewpoints on vision and value categories:

### CATEGORIES OF ARCH VALUES

#### Shared History

- History is a continuum reaching back and looking forward
- Heritage is not just the built environment, but embedded in sense of place and community

#### Essential to a Healthy Community

- Arts, Cultures, and Heritage promotes community vitality by supporting shared experiences that bring people together to create, celebrate and foster connections and partnerships.
- ArCH is nutritious – essential to health, a basic need, formative, and supporting
- ArCH informs and infuses our work – social, environmental, economic, political, justice



### Equity, Inclusion, and Social Justice

- Diversity, equity and inclusion are valued and honored
- ArCH belongs to and is accessible to all

### Significance of Place

- Downtown Olympia is the region's economic, social and cultural center
- Olympia's arts, culture, heritage and history belong together in creating a museum
- Olympia's sense of place depends on shared culture

## CATEGORIES OF ARCH VISIONS

### Education

- Arts, heritage and cultures are fluidly incorporated into all educational opportunities
- Public history projects - Inspire interest in past to inform the present and future

### Investment

- Benefits of ArCH experienced by and valued by full spectrum of the community
- ArCH spurs economic development

### Collaboration

- Blur the lines between art, cultures, heritage and commerce and break down silos
- Historians, artists and businesses work collaboratively

### Shared Cultural Legacy

- History and art that work together to convey culture in Olympia
- Residents and visitors see themselves in art and history experiences and spaces

### Engagement

- ArCH programming engages a full spectrum of the community

### A Sense of Place & Enhanced Space(s)

- Downtown, capitol, and waterfront are linked with cultural installations

### Brand

- Olympia is known as home to the highest concentration of creativity in the West Coast
- Artists flock to Olympia because the community embraces and compensates them

The Resource Committee continued to refine and prioritize these initial statements to create draft ArCH Value and Visions that remain in draft form for further refinement with the Arts and Heritage Commissions:

## EXAMPLES OF DRAFT VALUE STATEMENTS

- Olympia should be a place without social or economic barriers to arts, cultures and heritage experiences and education
- Honoring our heritage is rooted in authentic connections to our rich and expansive history that shapes and informs the future of our community.
- Our economic vitality is tied to policies that reinforce the significance of arts, cultures, and heritage to quality of life in Olympia.
- Arts, Cultures and Heritage are diversely represented, inclusive, equitable and available to everyone in our community.



## EXAMPLES OF DRAFT VISION STATEMENTS

- Olympia will be a renowned hub where makers are well supported and engaged in all levels of the city's robust environment, growth and development.
- Collaboration across arts, cultures and heritage experiences take place in shared spaces throughout Olympia.
- The City's investment in arts, cultures, and heritage is strategic, measurable, continual, innovative, sustained and supported by community.
- Olympia Arts, Cultures and Heritage are valued, and have significant place-making, social, and economic impact on the quality of life.

The full text of draft Values and Visions is provided in Addendum\_\_\_\_\_

## VALUES AND VISIONS CORRELATION WITH COMPREHENSIVE PLAN

City staff correlated the draft value and vision statements with Comprehensive Plan Policies and Goals. The strength of connection with the draft statements and Comprehensive Plan is, frankly, powerful. Please see Addendum \_\_\_\_\_ illustrating the strong correlation between the Resource Committee Values and Visions and the Comprehensive Plan Goals and Policies.

# TOOLS AND PROMISING PRACTICES FOR ENGENDERING CULTURAL VITALITY

## *What Do Vibrant Arts, Cultural, & Heritage Communities Have in Common?*

Widely recognized as a critical aspect of city development, cultural vibrancy rises as a vital pillar in sustainable communities. Direct investments in city organizational structure, streamlined processes, clear mission, and solid relationships with the arts, culture, and heritage communities lead to sustainable outcomes that enhance the quality of life in communities, and measurable economic outcomes.

This review of Promising Practices allowed us to explore a range of communities and cities with an eye to commonly found features such as organizational structures, activities, marketing, funding, collaborations, and municipal alignments.

### COMMON PRACTICES, TOOLS, INTANGIBLES

- ★ DEFINED CITY ROLE, DEDICATED STAFF
- ★ DEFINED CIVIC ROLES, ORGANIZATION, COMMUNITY PARTNERSHIPS, NETWORKS
- ★ LEAD ORGANIZATION(S) OR COALITION OF ARCH PROGRAMS
- ★ PLANNED EVENTS, FESTIVALS, RECURRING EVENTS
- ★ VENUES, WORKSHOPS AND OTHER DEDICATED AND/OR SHARED FACILITIES
- ★ DEFINED ARTS/CULTURAL/HISTORIC DISTRICTS, CREATIVE CORRIDORS
- ★ ADVOCACY, MARKETING AND PROMOTION, BRANDING DESTINATION
- ★ MEDIA AND COMMUNICATION: CULTURAL PORTAL, SOCIAL MEDIA, WEB-BASED PLATFORM, MAPS, GUIDES, NEWSLETTERS CALENDARS, ETC.
- ★ DEDICATED FUNDING, GIFTS, FUNDRAISING
- ★ EDUCATIONAL COMPONENTS
- ★ CAPACITY-BUILDING
- ★ ARTS, CULTURAL, HERITAGE POLICIES, STRATEGIC AND LONG-RANGE PLANNING,
- ★ REGIONAL V. LOCAL EMPHASIS
- ★ STRATEGIC INVESTMENTS

## COMMON THEMES (INTANGIBLES)

- ★ LEADERSHIP, VISION
- ★ VALUE
- ★ BROAD COMMUNITY ENGAGEMENT
- ★ DIVERSITY, EQUITY
- ★ CREATIVE ECOSYSTEM, CROSS-CULTURAL
- ★ LOCAL RELEVANCY, SENSE OF PLACE, PLACE-MAKING
- ★ SPIRIT OF CELEBRATION
- ★ INTERGENERATIONAL AND YOUTH FOCUS
- ★ TRADITIONAL KNOWLEDGE & TRADITIONS PASSED DOWN
- ★ WIDEN THE CIRCLE OF COLLABORATION AMONG COMMUNITIES, CULTURES, TRIBES
- ★ ECONOMIC BENEFIT, CREATIVE ECONOMY
- ★ REHABILITATION, NEIGHBORHOOD STABILIZATION (THROUGH ARTS, HERITAGE AND CULTURE)

### Cities and towns explored

Boise, ID	Anchorage, AK	Clark County, WA	Montreal, CAN
Everett, WA	Juneau, AK	Bellevue, WA	Cornelius, NC
Edmonds, WA	Sacramento, CA	Seattle, WA	Santa Fe, NM
Methow, WA	Tacoma, WA	Portland, OR	Savanna, Georgia
Spokane, WA	Vancouver, WA	King County, WA	

*Best Practice Examples in  
Addendum\_\_\_\_\_*



# MEASURES OF ARCH VITALITY



**Measuring Arch Vitality And Program Performance Is The Tool That Informs Success, Sustainability, Ongoing Change And Continuous Improvement.**

Developing meaningful, durable, and useful metrics allows managers to make informed decisions that improve the vitality of their programs and value of their investments.

To analyze the impacts of Arts, Cultures and Heritage, this report relies upon the Creative Vitality Index, (CVI). Our economic analysis is provided by Greg Easton in the chapter \_\_\_\_ [Olympia Arts Cultures and Heritage Profile, Economic Impact Assessment](#).

The Creative Vitality Index (CVI) is a widely accepted measure of the contribution of creative activities to the local economies. It provides a comprehensive overview of the city's creative economy. It is not, however, the only measure that can be used to evaluate the performance and impacts of arts, culture and heritage in the community. And, it is important to note, that the CVI does not fully address components inherent to the value of cultures and heritage in the creative economy.

Our research revealed additional methods and tools that the city may explore in the future. For example, Southern Methodist University's National Center for Arts Research (NCAR) conducts an annual Arts Vibrancy Index, composed of three dimensions: supply, demand and government support. Supply is assessed by the total number of arts providers in the community, including the number of arts and culture organizations and employees, independent artists, and entertainment firms. Demand is gauged by the total nonprofit arts dollars in the community, including program revenue, contributed revenue, total expenses, and total compensation. Lastly, the level of government support is based on state and federal arts dollars and grants. The vision of NCAR is to act as a catalyst for the transformation and sustainability of the arts and cultural community. [ <http://mcs.smu.edu/artsresearch/> ]

As noted in SMU's annual Arts Vibrancy Index summary:

**CONCLUSION: Arts vibrancy takes many forms. Its constellations manifest in different ways, depending on strengths that develop out of the character of a place and the people who live there. Communities that value arts and culture invest in it, and those investments are reflected in the number of arts providers, the arts dollars, and the level of government support.**

The City of Seattle's Office of Arts and Culture measured the Seattle Metropolitan Area's creative standing versus the United States most recently in 2012. Eight data points were used for per capita measurements of revenue data from both for-profit and non-profit entities, as well as job data from a selection of highly creative occupations. The CVI™ research aggregated data streams into single index values that reflect the relative economic health of the area's creative economy. The data provides an easily comprehensible measure of economic health to help communicate information from a broad arts and culture coalition to policy makers and stakeholders. It is also used as a tool for informing public policy and supporting the work of advocates for creative economies.

[ <https://www.seattle.gov/Documents/Departments/Arts/Downloads/Reports/CVI-2012.pdf> ]

As the City of Olympia's programs evolve to incorporate the full spectrum of arts, culture and heritage, developing performance metrics will be essential to track performance. The most basic components of these metrics should include:

- Methods for feedback from audiences, participants and the public
- Standardized, durable measures that can be compared among different kinds of activities and events, and over time
- Population served
- Active involvement of diverse stakeholders to develop credible measurements that are useful to ArCH as a whole.

“

**Our shared history is a foundational element of humanity— shaping, challenging, and redefining how we view ourselves, those around us, and our very existence. We have always been drawn to the entanglements of the past because they confirm an essential human desire: that a meaningful connection exists between what has been, what is, and what will be.**

**Brian J. Carter** Heritage Lead, 4Culture; [www.4culture.org/heritage-report](http://www.4culture.org/heritage-report)

## THE CHALLENGE OF HERITAGE AND CULTURAL METRICS

Measuring the impacts and value of culture, heritage, historic preservation can be challenging. To assist with our research, Michelle Sadlier submitted an on-line query to National Alliance of Preservation Commission (NAPC) members asking for examples of studies, research, or even just anecdotes on how communities are valuing heritage, beyond economics.

A wide range of substantive and provocative responses were received from jurisdictions throughout the nation and the United Kingdom's Historic England. The UK's Historic England provided an excellent infographic illustrating the interactive value of heritage and historic preservation: **THE VALUE AND IMPACT OF HERITAGE AND THE HISTORIC ENVIRONMENT**, located in Addendum\_\_\_\_. Historic England has created metrics and collected data since 2002 through their Heritage Counts program, which is an annual audit of heritage in England. The range of areas these metrics focus on include:

- Quality of life
- Regeneration/development
- Tourism
- Education/skills
- Sense of place
- Personal development
- Environmental life

The responses from the NAPC provides a spectrum of examples for the city of Olympia to consider when developing metrics for culture, heritage and historic preservation. For example:

#### Culture's Impact in New Mexico

The New Mexico Department of Cultural Affairs report; **Building on the Past, Facing the Future: Renewing the Creative Economy**, quantifies the economic impact of arts and cultural industries in New Mexico and identifies challenges and key opportunities. Strategy recommendations include:

1. Establish a business development center for creative enterprises
2. Utilize the business development center to provide at-cost Information Technology services and training to support artists and creative enterprises
3. Promote the enforcement of the Indian Arts & Crafts Act to protect Native American artists against misrepresentation and support the capacity of Native communities and professionals to exercise greater influence in the marketplace for their work
4. Emphasize cultural programming that builds cultural capacity in communities, emphasizing local-over-global narratives, community over individual artists and grassroots organizations over the sponsorship of large centralized institutions

#### San Francisco Heritage Policy - Summary of Strategies for Sustaining San Francisco's Living History:

1. Develop consistent methodology for identifying and documenting cultural heritage assets
2. Support neighborhood cultural heritage conservation initiative
3. Support mentoring and leadership training programs that transmit cultural knowledge to the next generation
4. Promote cultural heritage assets through public education and, when desirable, sustainable models of heritage tourism
5. Establish a citywide "Cultural Heritage Asset" designation program with targeted benefits

The common theme that emerges throughout the research on cultural and heritage metrics is the importance of the active involvement of cultural organizations in shaping the metrics. This is seen as fundamental to the development of a credible and representative measurement framework.

Evaluating Heritage: Addendum \_\_\_\_\_

# TRANSFORMATIONAL OPPORTUNITIES

TRANSFORMATION – Webster “A thorough or dramatic change in form or appearance.”

*“What is the point of culture? Culture functions ultimately to ensure the preservation and continuity of a people.”*

**Chimamanda Ngozi Adichie**

*“The precise role of the artist...is to make the world a more human dwelling place.”*

**James Baldwin**

The opening quotes were borrowed from an article published in HowlRound; an online theatre blog, titled, *Art is Essential to Democracy*. This is a transformational stance that has led to an international network of resistance against complacency, leading to a collective outcry to stand up for the role of art and artists in shaping and upholding democracy. This action will completely shift the dynamic role art and artists have been playing in the world, as sources of creativity, and move them into positions of shaping policy.

Thinking of and understanding art and arts organizations as vital socio-cultural cogs in the wheels of humanity allows us to recognize the centrality of the arts to cultural life.

**Transformational change can happen in Olympia through development of a fluid and sustainable arts, culture and heritage ecosystem. Building upon the existing assets, forward movement must also consider the following:**

- ★ A solid arts, culture and heritage ecosystem requires non-linear thinking and adaptive capacity to survive. Embracing unpredictability and building capacity to absorb disturbance is essential while maintaining established functions;
- ★ Consider how difficult it may be to embrace new ideas and innovation by eliminating barriers. Assessing structures that promote siloed thinking should be replaced by more multi-lateral communication. Systems that allow for innovation to be quickly vetted and then piloted support a robust collaborative process. A system that encourages creativity, adaptation, and resilience more readily leads to partnership building and builds trust;
- ★ **PEOPLE!** Building and sustaining authentic relationships, across disciplines and interests allows for an increased level of sharing values and embrace of a shared mission.



**This kind of transformational change is possible in Olympia and seems to be on the horizon. But what transformative actions must accompany this bold vision?**

- ✓ Bring the old guard together with new and emerging provocateurs
- ✓ Eliminate barriers to full civic engagement with the ArCH community, beyond events and activities
- ✓ Create new paths for the ArCH community to participate in policy-making and community solutions
- ✓ Establish and cement the role arts, culture and heritage plays in the community with a spirited departmental focus
- ✓ Fuel a new community-wide passion for the richness of Olympia's arts, cultures and heritage assets
- ✓ Embrace new initiatives with the business community to stimulate and sustain a vibrant ArCH environment
- ✓ Hold space for, and promote creative explosions throughout the city
- ✓ Create a greater sense of PLACE through initiatives that designate arts, cultural and heritage areas of richness – like the Creative Arts District
- ✓ Give priority to endeavors that include measures that sustain arts, culture and heritage
- ✓ Create an environment that boldly and unapologetically challenges and expands our view of culture and the cultures that make up our history and envision the future
- ✓ Dedicate funding to innovation for the ArCH community to stimulate new and bold thinking

All these things put together can achieve the goal of an expanded and transformed arts, cultures, and heritage (ArCh) environment in Olympia!

Through this project, new relationships were built, new ideas brought to the table, and new voices were made audible. The following pages reflect the thoughtful engagement and innovative ideas of all the participants brought together in the process.

# RECOMMENDATIONS - DELIVERING ON THE PROMISE

Expanding the profile of arts, cultures and heritage will hinge on leadership, resources and coordinated work plans. It will be essential to phase implementation, continuing to build upon the actions with added resourced and time. The first and most essential step is to establish the structure and staffing alignment to strategically achieve the Resource Committee and Stakeholder recommendations, and the substantial community aspirations represented in the Comprehensive Plan and Downtown Strategy.

The following recommendations are accompanied by specific elements from the Comprehensive Plan to illustrate the apparent synergy. The Arts Commission, Heritage Commission, and the ArCH Resource Committee have reviewed these recommendations. Their suggestions have been incorporated.

## 1. REALIGN CITY ORGANIZATIONAL STRUCTURE TO ADVANCE IMPLEMENTATION OF THE EXPANDED ARTS, CULTURES AND HERITAGE PROFILE FOR OLYMPIA

### Leadership and Staff

- Align Arts, Culture, and Heritage Resources under one umbrella
- Link ArCH with Economic Development
- Consider additional resources to develop Cultures and Heritage strategies and accomplish workload and actions
- Implement, Update and Sustain Comprehensive Plan ArCH Related Policies
- Develop a 3yr. strategic workplan with benchmarks, track progress and report annually to partners and public
- Implement the identified ArCH Priorities

## COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

### GR8: Arts in Olympia are supported:

PR8.3 Encourage broad arts participation in the community

PR8.8 Create a range of opportunities for the public to interact with art; from small workshops to large community events.

PE9.2 Continue to support efforts to restore, maintain and improve Olympia's local museums and other attractions.

**GL5: Historic preservation is achieved in cooperation with all members of the community and is integrated into City decision-making processes:**

PL5.4 Continue programs – such as the Heritage Commission, the Heritage Register and the historic marker program – that effectively identify, recognize, and encourage the preservation and continued use of historic structures, districts, and sites which provide physical evidence of the community's heritage.

PE10.1 Continue to provide programs and services that support visual and performing arts activities in Olympia.

## 2. INTEGRATE ArCH AS PART OF CITY IDENTITY:

- Develop an ArCH Brand for the City (Mission, Vision, Values, Identity)
- Acknowledge ArCH as integral to Economic Development Vitality
- Coordinate ArCH Marketing Campaigns with VCB, EDC, ODA, and others
- Expand the use of City Website and Social Media to Promote ArCH Activities
- Explore Interactive Apps/Cellphone Tours

## COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

**GE9: Tourism is a community revenue source:**

PE9.1 Provide or support, services and facilities to help visitors enjoy our community's special events and unique character, and work to fully capture the potential economic benefits of their visits.

PE9.4 Implement strategies to enhance heritage tourism opportunities.

PE7.2 Market Olympia's advantages to local and out-of-town businesses that may be considering expansions or new facilities in the area.

**GE11: Small businesses contribute to Olympia's economic diversity:**

PE11.1 Promote the concept that buying from local businesses is a way to strengthen the local economy.

### 3. BUILD CAPACITY AND COMMUNITY PARTNERSHIPS TO SUPPORT EXPANSION OF ARTS, CULTURES AND HERITAGE

- Coordinate ArCH Support Services with Community Partners: ODA, PBIA, Thurston Chamber, VCB, EDC, Intercity Transit, SPSCC, TESC, St. Martin's and others
  - Business and operations support
  - Incubator Space for start-ups
  - Marketing/Promotional Support:
- Follow-up with VCB to identify ArCH marketing needs
  - Foster and Formalize New Community Partnerships and ArCH Alliances
  - Philanthropic participation and support

### COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

#### **GR8: The Arts in Olympia are Supported**

PR8.6 Provide technical support to art organizations.

PE4.2 Stimulate and generate private investment in economic development and redevelopment activities as recommended in the Investment Strategy Report.

PE11.2 Provide support for start-up businesses. Develop local awareness of the need for business incubator facilities, and allow for more home-based businesses

### 4. STRENGTHEN ArCH RELATIONSHIPS

- Strengthen and formalize City/Tribal Relationships Around ArCH
- Strengthen existing ArCH Relationships and form new relationships
  - Institutions of Higher Learning: Evergreen, St Martins, SPSCC
  - Historical Society
  - Artspace Alliance
  - Olympia Area Chinese Association
  - Communities of color, youth, LGBTQ, students and differently-abled,
  - Olympia Historical Society
  - Arbutus Folk School
  - Olympia Symphony
  - WA St. Department of Archaeology and Historic Preservation
  - Johansen Olympia Dance Center
  - Hispanic Roundtable
  - Other Groups and Individuals



- Convene and Lead Dialogue Among ArCH Groups to Plan Together:
  - New Events and Festivals
  - Expansion of ArCH throughout the city
  - Neighborhood Matching Grants to integrate ArCH into neighborhood planning
  - Creative District Designation
  - Annual ArCH Summits
  - Periodic ArCH Mixers with Partners, share Lead Role as sponsor of mixers
- Plan and Host 1st ArCH SUMMIT
  - Convene ArCH stakeholders to plan ArCH summit
- Purpose and Participants
- Role of City and Partners
- Keynotes speaker and ArCH leaders
- Workshops
- Desired Outcomes
- Follow-up
- Improve Access and Inclusion:
  - Access - Coordinate with Arts Organizations and Transit to:
- Offer reduced ticket prices/admission with EBT cards
- Provide transit passes/reduced rates for attendance to ArCH events
  - Inclusion
- Provide better opportunities for Youth, LGBTQ, POC communities to attend and engage in ArCH careers
- Work with ArCH tribal partners
- Engage Communities of Color
- Evaluate festivals and events for greater inclusion and appreciation of diverse cultures

## COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

**GP2: People of all ages, backgrounds and physical abilities can access public meetings and information:**

PL5.3 Recognize the contributions of minorities, workers, women and other cultures to Olympia's history.

## 5. PURSUE CREATIVE DISTRICT DESIGNATION THROUGH ARTSWA – Establish Community Partnerships to pursue Creative District Designation

- Coordinate Creative District Application with State Arts Commission and Community Partners
- Utilize Character Areas already defined in the Downtown Strategy
- Develop an ArCH Infrastructure Plan (e.g. Facilities, corridors, amenities & networks)
  - Identifiable Arts/Civic/Cultural Corridor (Creative District and beyond)
  - Landscapes and Streetscapes that Define ArCH Areas
  - Wayfinding, Walking Routes, Distinct Signage
  - Event Parking – Coordination and Planning
  - Improved Lighting:
- Sidewalks, Crosswalks, Alleys, Dark Spaces, Empty Storefronts

### COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

#### **GE3 A vital downtown provides a strong center for Olympia's economy:**

PE3.1 Support a safe and vibrant downtown with many small businesses, great public places, events and activities from morning through evening.

#### **GE10: Olympia is a regional center for arts and entertainment:**

PE10.2 Support local art galleries, museums, arts and entertainment facilities, live music venues, arts organizations, and businesses.

PR8.7 Establish and promote a theater and entertainment district in downtown Olympia.

D.5 Develop an art and wayfinding plan that adds more public art and wayfinding to the streetscape in a well-coordinated fashion.

## 6. EVALUATE SPACE NEEDS AND ESTABLISH A PLAN THAT SUPPORTS ARCH ACTIVITIES

- Activate Downtown Strategy's Artisan Tech District (Downtown Strategy)
  - Identify properties in the Artisan Tech district for lease or acquisition
- Prioritize properties that are appropriate ArCH space(s) and uses
- Identify and pursue opportunities to capture space while still available

- Conduct an Inventory of Vacant & Available public and privately held Spaces that may be suitable for ArCH Activities, and evaluate potential new uses to support ArCH:
  - Privately held property, to the extent possible
  - Property available to the City, and Existing Space
- Evaluate potential to increase available, affordable and appropriate spaces for ArCH:
  - Gallery Space
  - Maker Space
  - Incubator Space
  - Rehearsal Space
  - Co-location Opportunities
  - Space to Grow
- Coordinate with Economic Development Director and EDC to Activate Vacant Spaces
  - Citywide support and collaboration re: feasibility of use, change of use, adaptive reuse, code compliance, retrofitting costs, permitting, etc.
- Conduct Feasibility Study for a Multi-Cultural, Multi-Functional Community Space/History Museum
  - Begin discussions for future Arts, Cultural, Heritage Center with rotating programs/activities/exhibits
- Partners
- Funding options
- Management
- Space use and programming
- Marketing and promotion

## COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

### **GE4: The City achieves maximum economic, environmental and social benefit from public infrastructure:**

PE7.3 Define a more active City role in stimulating development, and influencing the design and type of development.

PE7.4 Continue to coordinate and partner with the Thurston County Economic Development Council to promote Olympia's economic redevelopment opportunities

PE10.3 Examine the feasibility of establishing an arts center for the community

PL5.5 Provide incentives and assistance for preserving, restoring, redeveloping and using historic buildings, districts, neighborhoods, streets, structures, objects and sites.

PL5.6 Support public or non-profit acquisition of the most important historic resources to ensure their preservation.

**GE10: Olympia is a regional center for arts and entertainment.**

LU.5 Identify buildings and tools appropriate for adaptive reuse, and promote these tools to encourage older, character-defining buildings to be rehabilitated with housing, retail, office, and/or entertainment space.

**7. DEVELOP AN ArCH RESOURCE AND PARTNERSHIP PLAN**

- Evaluate viability of a Cultural Access Tax fund to support ArCH
- Explore Grant Cultivation with partners
- Seek Philanthropic Partnerships to elevate gifts, sponsorships, etc.
- Work with existing community groups (Historical Society, etc.) to leverage resources

**COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION****GE7: Public and private investors are aware of Olympia's advantages:**

PE7.1 Actively promote economic activities that are consistent with the values expressed in this Comprehensive Plan.

PE7.2 Market Olympia's advantages to local and out-of-town businesses that may be considering expansions or new facilities in the area.

PE7.3 Define a more active City role in stimulating development, and influencing the design and type of development.

PE7.4 Continue to coordinate and partner with the Thurston County Economic Development Council to promote Olympia's economic redevelopment opportunities.

**8. PROTECT AND EXPAND HISTORIC PROPERTIES TO "PRESERVE SENSE OF WHO WE ARE"**

- Preserve, Protect and Enhance Historic Character of Downtown
- Integrate Historic Preservation, Culture and Heritage
- Promote History and Historic Character of Olympia to increase public awareness, appreciation, and draw more tourism
- Support Adaptive Re-use of Historic Spaces for ArCH
- Align Historic Preservation Goals and Adaptive Re-use Cohesively within Artisan Tech District and Creative District
- Re-define role of Heritage Commission:
  - Preserve and Enhance Historic Preservation
  - Establish expanded role for Heritage

## COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

### GE8: Historic resources are used to promote economic stability in the City:

PE8.1 Strengthen economic vitality by helping to stabilize and improve property values in historic areas through the continued support of the Heritage Commission and planning to protect and promote our historic resources.

PE8.2 Encourage new development to harmonize with existing historic buildings and areas.

PE8.3 Protect and enhance the City's ability to attract tourists and visitors through preservation of historic resources.

PE8.4 Renovation, reuse and repair of existing buildings is often preferable to new construction and should be done in a manner that protects and enhances the resource when historic properties are involved.

PE8.5 Help low- and moderate-income individuals rehabilitate their historic properties.

D.3 Inventory historic architecture in Downtown. The historic inventory will help identify buildings or groups of buildings that can be considered historically significant. This may lead to expansion of the historic district or register properties, along with opportunities to incentivize reuse of older buildings. The inventory should be accompanied by research to identify incentives and restoration resources for historic preservation activities.

D.4 Examine potential expansion of historic district boundary and/or historic designation of additional structures. Consider adding key historic properties to the register of historic places to support their preservation and make them eligible for tax credits. The City may also consider expanding the historic district boundary to include some key adjacent properties that are currently not included. However, expanding the boundary should be done judiciously as including buildings of lesser significance would dilute the overall integrity of the historic district.

## 9. INCREASE AWARENESS OF OLYMPIA'S HISTORICAL AND CULTURAL ASSETS

- Engage with Native American tribes to Honor and represent their legacy and heritage
- Increase awareness of the multi-cultural heritage of Olympia
- Reinvigorate Walking/Storytelling Tours
- Install Information Kiosks to Promote/Educate on Historical/Cultural Sites
- Establish a Heritage Month
  - Could be matched with Preservation Month
- Explore Interactive Apps/Cellphone Tours with Higher Ed support
- Cultivate and Share Traditional Knowledge, Craftsmanship and Skills
- Build Stronger ArCH Relationships with Higher Education Staff and Students
- Establish K-12 events and activities
- Promote Cultural Tourism



## COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

### GE8: Historic resources are used to promote economic stability in the City

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PE8.2 Encourage new development to harmonize with existing historic buildings and areas.

PE8.3 Protect and enhance the City's ability to attract tourists and visitors through preservation of historic resources.

PE8.4 Renovation, reuse and repair of existing buildings is often preferable to new construction and should be done in a manner that protects and enhances the resource when historic properties are involved.

PE8.5 Help low- and moderate-income individuals rehabilitate their historic properties.

### GL3: Historic resources are a key element in the overall design and establishment of a sense of place in Olympia.

#### GL18: Downtown designs express Olympia's heritage and future in a compact and pedestrian-oriented manner:

PL18.1 Regulate the design of downtown development with specific but flexible guidelines that allow for creativity and innovation, enhance historic architecture and recognize distinct areas of downtown, and do not discourage development

#### GL19: Downtown's historic character and significant historic buildings, structures, and sites are preserved and enhanced:

PL19.1 Promote the Downtown Historic District to provide a focal point of historic interest, maintain the economic vitality of downtown, and enhance the richness and diversity of Olympia

PL19.3 Design new development and renovations so they are compatible and harmonious with the established pattern, alignment, size and shape of existing downtown area.

PL19.4 Incorporate historic buildings into redevelopment projects and restore historic facades.

PE9.3 Support continued tree plantings as a way to continually improve on Olympia's natural beauty and attractiveness to tourists – and to help create a network of scenic roadways and streets.

PL3.1 Protect and evaluate historic and archaeological sites.

PL3.2 Preserve those elements of the community which are unique to Olympia or exemplify its heritage.

PL3.3 Protect historic vistas from the Capitol Campus to Budd Inlet and the Olympia Mountains and from Budd Inlet to the Capitol Group.

PL3.4 Safeguard and promote sites, buildings, districts, structures and objects which reflect significant elements of the area's history.

PL3.5 Encourage development that is compatible with historic buildings and neighborhood character, and that includes complementary design elements such as mass, scale, materials, setting, and setbacks.

PL3.6 Plan for land uses that are compatible with and conducive to continued preservation of

historic neighborhoods and properties; and promote and provide for the early identification and resolution of conflicts between the preservation of historic resources and competing land uses.

PL3.7 Identify, protect and maintain historic trees and landscapes that have significance to the community or neighborhood, including species or placement of trees and other plants.

PL5.1 Work with the State archaeologist to protect archaeological resources.

PL5.7 Recognize the value of historic preservation as part of the effort to maintain an affordable housing stock.

PL5.8 Promote economic vitality through historic preservation.

#### **GL4: Neighborhoods take pride in their historic identity:**

PL4.1 Assist older neighborhoods and districts to discover their social and economic origins and appreciate their historic features.

PL4.2 Facilitate the preservation of historic neighborhood identity and important historic resources..

PL5.2 Coordinate with adjacent governments; particularly to provide public information about the area's history and development.

PL5.9 Promote mutual goals in historic areas, including districts, buildings and sites, through collaboration among City departments, the Heritage Commission and other commissions

## 10.DEVELOP METRICS TO MEASURE PERFORMANCE

To be useful, new metrics must be limited, practical in their application, and durable:

- Creative Vitality Index
  - Annual ArCH Report Card
  - Combined arts, cultures, and heritage indicators with links to Comprehensive Plan Goals and Policies
- Research Best Practices
  - National Center for Arts Research
  - Heritage and Historic Preservation Examples
  - Arts and Culture Examples
  - Hands On Children's Museum Model

## **COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION**

#### **GE4: The City achieves maximum economic, environmental and social benefit from public infrastructure:**

PE3.6 Use tools such as the Downtown Project, Community Renewal Area downtown plan and other planning processes and tools to improve the economic and social health of downtown

PE4.3 Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems.

PE4.4 Consider whether the public cost of new or improved infrastructure can be recovered through increased revenues the City can expect from the private investment the improvement will attract.

## PHASING RECOMMENDATIONS FOR IMPLEMENTATION

Implementation of ArCH recommendations will need to occur consecutively and continuously. The actions are inter-related, one influencing another. However, not all can occur simultaneously. Organizational structure and resources will be essential to move the actions forward in a systematic manner with annual workplans. As shown on this table, several actions can be started in Phase I, and further developed, or completed, in Phases II and III.

	PHASE I: 2018-2019	PHASE II: 2019-2021	PHASE III: 2021-2023
1	<b>REALIGN CITY ORGANIZATIONAL STRUCTURES: INCLUDING LEADERSHIP AND STAFF, TO ADVANCE IMPLEMENTATION OF THE EXPANDED PROFILE</b>		
2	<b>INTEGRATE ARCH AS PART OF CITY IDENTITY</b>	➔	
3	<b>BUILD CAPACITY AND EXPAND PARTNERSHIPS TO SUPPORT ARCH</b>	➔	➔
4	<b>STRENGTHEN ArCH RELATIONSHIPS</b>	➔	➔
5	<b>PURSUE THE CREATIVE DISTRICT DESIGNATION THROUGH ARTSWA</b>	➔	
6	<b>EVALUATE SPACE NEEDS AND ESTABLISH A PLAN THAT SUPPORTS ArCH ACTIVITIES</b>	➔	
7		<b>DEVELOP ArCH RESOURCE AND PARTNERSHIP PLAN</b>	
8	<b>PROTECT &amp; EXPAND HISTORIC PROPERTIES TO "PRESERVE SENSE OF WHO WE ARE"</b>	➔	➔
9		<b>INCREASE AWARENESS OF OLYMPIA'S HISTORICAL AND CULTURAL ASSETS</b>	➔
10		<b>DEVELOP METRICS TO MEASURE PERFORMANCE</b>	➔