

ART FULL

TACOMA

01.29.16 DRAFT



We have long admired
the Tacoma community
for its arts activism and
the Arts Commission
for its wide support of
the arts community.

J. Glenn Evans for *PoetsWest*



Spaceworks | Wave by Alexander Keyes in Tollefson Plaza

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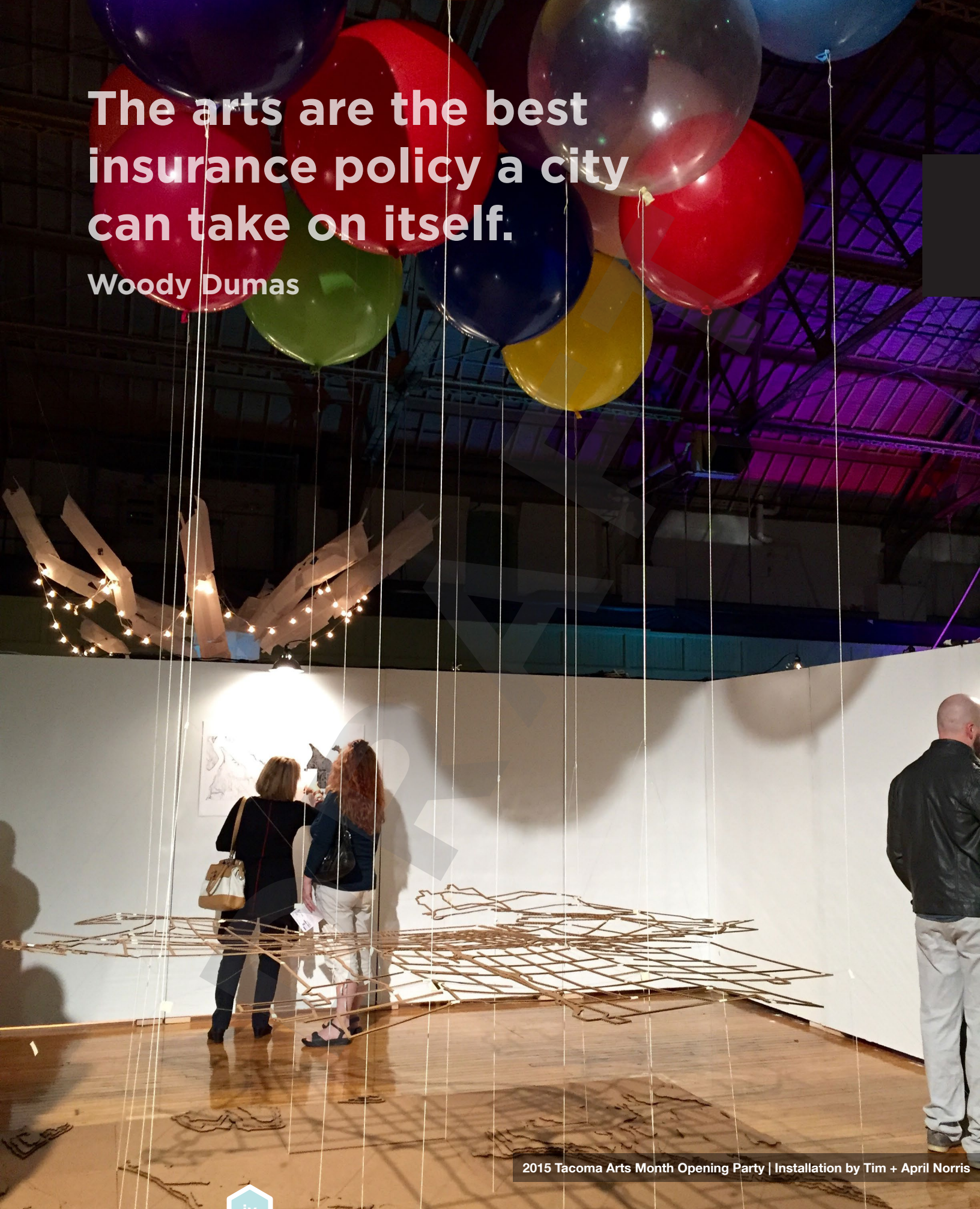
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The arts are the best insurance policy a city can take on itself.

Woody Dumas



2015 Tacoma Arts Month Opening Party | Installation by Tim + April Norris


01 | Introduction

Welcome to *ArtFull Tacoma*! This 5-year strategic plan builds on Tacoma's vision and values for a creative, cohesive community and flourishing arts and cultural sector. Beginning with this Introduction and the following chapter, *Foundation for ArtFull Tacoma*, *ArtFull Tacoma* describes the context and purpose for the plan, and how and why arts and culture are an integral part of Tacoma's character. Following these chapters, the heart of the plan focuses on the specific strategies and actions needed to achieve a thriving, vibrant arts and culture scene in Tacoma.

1.1 WHY ARE ARTS & CULTURE IMPORTANT TO TACOMA?

Arts, culture, and creativity are essential keys to Tacoma's unique and distinctive identity. Creativity is also the engine of the new economy. The creative sector contributes directly and indirectly to community prosperity through generating economic activity, providing employment, making Tacoma attractive to today's mobile knowledge workers, and contributing to Tacoma's quality of life.

Tacoma 2025 (discussed below) affirms the importance of arts to a healthy, prosperous city. *ArtFull Tacoma* carries forward that affirmation and identifies how the City's aspirations can be realized.

A vertical decorative element consisting of a series of small, light blue dots arranged in a column.

The work/life calculus for the next generation had shifted. Their parents may have followed a job, a promotion, or corporate marching orders. But the next generation was following their bliss, choosing cool cities and then finding work. The next generation has become very fickle about where they live and work. They want communities that "fit" their values and lifestyle. They want employers that do the same. **"Live first, work second" is becoming the defining ethic of the next generation.**

Live First, Work Second, Rebecca Ryan, 2007

A vertical decorative element consisting of a series of small, light blue dots arranged in a column.

1.1.1 Tacoma 2025 Focus Area: Arts & Cultural Vitality

Tacoma 2025 is a strategic plan and vision for the future of Tacoma. It is intended to guide the City (as both a local government organization and a community), and to help the City direct its efforts and resources toward a clearly defined vision for its future that reflects community desires, current and future trends, and bolsters the City's unique position within the region. Based on extensive public conversations reaching over 2,000 residents, the plan identifies four core values: opportunity, equity, partnerships, and accountability. Rising from the core values, specific focus areas, including arts and cultural vitality, define and emphasize key areas and opportunities for the future.

Investment in a prolific arts scene promotes the four core values of *Tacoma 2025*. Affordable housing and studio space, revitalized historic venues in the theater and dome districts, and a vibrant museum campus encourage access to a broad variety of cultural activities by people from varying walks of life. Contributions and programs for all community sectors offer opportunity to celebrate and foster Tacoma's culturally rich and varied population. Key partnerships—discussed in more detail in Section 2.1.3 on page 18—strengthen the City's communitywide work to attract and retain creative residents, stimulate economic development and neighborhood vitality, and encourage a widespread embrace of the community's ethnic diversity.

ArtFull Tacoma supports and implements the following arts and cultural vitality community priorities identified in *Tacoma 2025*:

- **Increase participation in arts and culture.** Tacoma's impressive arts and cultural scene offers opportunities that can enrich everyone's lives.
- **Embrace Tacoma's diversity of people, places, and cultures.** Active celebration of Tacoma's diversity will help the community succeed economically and socially.
- **Leverage and strengthen Tacoma's arts and cultural assets.** Tacoma's excellent collection of arts and cultural facilities and historic buildings provides an economic advantage in attracting residents and investments.

To address the challenges and opportunities of Tacoma's core values, ***Tacoma 2025* is organized into seven focus areas:** natural and built environment, economic vibrancy and employment, health and safety, arts and cultural vitality, human and social needs, education and learning, and government performance.



Crafts of the Past at Fort Nisqually

Tacoma 2025: Core Values & Focus Areas



1.1.2 Creative Economy

Creative economy refers to activities, policies, and programs that are specific to those individuals and businesses that create art and arts activities within the community. They can include graphic designers, fashion designers, galleries, music venues, photography and print shops, instrument dealers, and artisan businesses that exist in Tacoma. Tacoma's creative economy also envelops arts nonprofits such as the Tacoma Art Museum, the Grand Cinema, Tacoma Symphony Orchestra, Tacoma Museum of Glass, Broadway Center for the Performing Arts and many other museums, theaters, and other creative enterprises.

Design matters because design is all around us.

Every object, place and many experiences are designed. Design is a problem-solving tool that transforms an idea into reality. Good designers take their creative genius, apply it to the most difficult problems in our lives and come up with solutions that are sensitive to people's needs, efficient, and ultimately cost-effective.

Just City Essays, Why Design Matters by Jason Schupbach



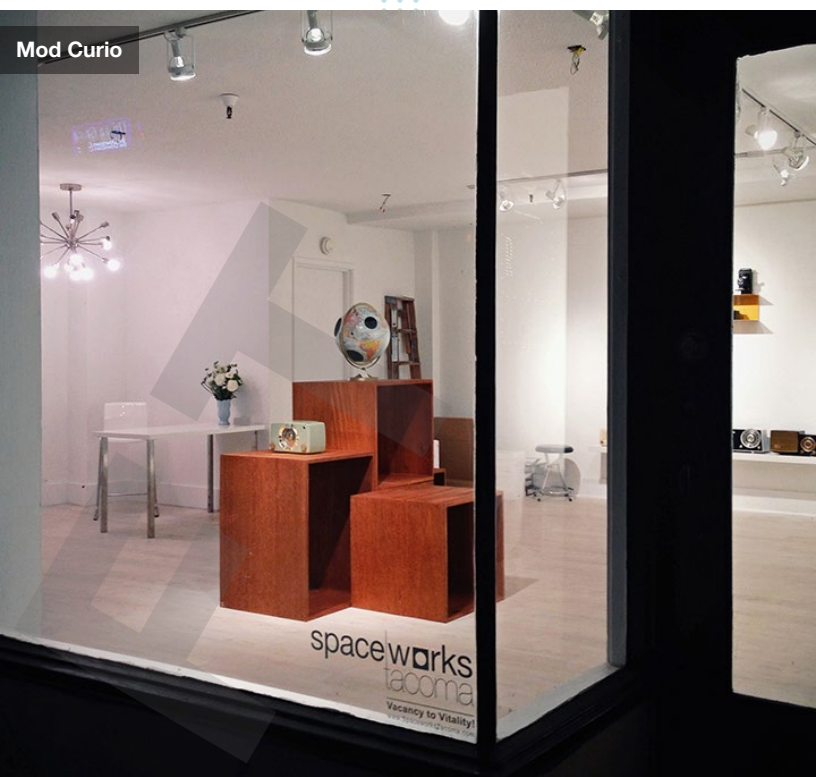
The Just City requires a more experiential dimension of beauty, less based on a visual quality and more on a sort of subliminal drama and vibrancy, a process of encountering and co-existing with the “other;” an aesthetic quality that embraces contradictions. It is about the construction of a sense of aesthetics that requires risk. In other words, it is an idea of beauty that does not smother and suppress contradictions or conceal conflict, but emerges out of socio-economic and political inclusion. **A city is beautiful to the extent that it is inclusive, and one whose public spaces are not merely catalysts for architectures of privatization, but are generative of urbanizations of social justice.**

Just City Essays, Public Imagination, Citizenship and an Urgent Call for Justice by Teddy Cruz and Fonna Forman

1.1.3 Quality of Life

Art, culture, and creativity reflect Tacoma's spirit and values – they are its pulse. The transformative power of art is critical to strengthening neighborhoods, building infrastructure, and fostering positive social change in the city. Creative human expression inspires community members and attracts visitors. Celebrating cultural and religious identity brings people together. Music can stir emotions. Art can challenge residents to see the world in new ways. Festival and events can educate communities about each other. From cultural heritage to contemporary art, human creativity in Tacoma embodies the past, present, and future. In turn, these strengthen social relationships, civic engagement, and neighborhood vitality.

Access to substantive arts and cultural experiences—such as the Asian Pacific New Year Festival and Tacoma Studio Tours—enriches the quality of life for both residents and visitors of Tacoma. Whether experiencing the arts as a creator and artist, as an art lover, or in a passive capacity, a vibrant cultural sector that fosters a creative, cohesive community fosters inspiring personal experiences, illuminates the human condition, and offers meaningful ways for individuals and communities to engage with each other and those around them.



Spaceworks

1.2 ARTS & THE CREATIVE ECOSYSTEM

ArtFull Tacoma is anchored in the idea that arts and culture are created and consumed within a dynamic ecosystem within the community.

Characteristics of this ecosystem include:

- **Access:** many different points of entry to make and experience art
- **Prosperity:** artists can live and make a living in Tacoma
- **Diversity:** a variety of artforms are expressed and experienced by a wide range of people
- **Systemic:** arts are integrated into systems (infrastructure, community partnerships, civic engagement)
- **Risk taking:** tolerance for ambiguity and controversy

The city's natural setting, built environment, economic vitality, historic resources, and demographic diversity all impact individual artists and creative workers, nonprofit cultural organizations, arts-related businesses, educational art programs, and other creative entities. Supporting all of these formal and structured creative entities are the thousands of people who attend and support arts activities throughout the city.

The creative ecosystem is the entire system from which creative activity emerges, including three basic elements—the creative person(s), the creative project, and the creative environment—as well as the functional relationships which connect them.

The Creative Ecosystem



Tacoma can fulfill its mission by working broadly and deeply with all elements of the ecosystem. *ArtFull Tacoma* therefore is not just about funding programs or public art or special projects; *ArtFull Tacoma* is about facilitating, cultivating, and strengthening the existing and ever-changing ecosystem in Tacoma that ultimately creates and drives art, culture, and the creative economy.



LeMay—America's Car Museum

1.3 PURPOSE OF THIS PLAN

1.3.1 Enhance & Expand Existing Programs

Throughout the *Tacoma 2025* visioning process, participants voiced strong support for cultivating and strengthening the existing Tacoma arts scene. *ArtFull Tacoma* builds on this sentiment through increased accessibility, especially for students and youth, preservation of local heritage resources, and improved visibility. Examples of existing programs include Arts EnviroChallenger, Preservation Month, and the Tacoma Arts Month. Existing programs are discussed in more detail in Section 2.1.2 on page 12.

1.3.2 Strengthen the Role of the Arts as an Important Economic Driver

Communities that invest in the arts reap the additional benefits of jobs, economic growth, and a quality of life that positions the communities to compete in a 21st century creative economy. What makes the economic

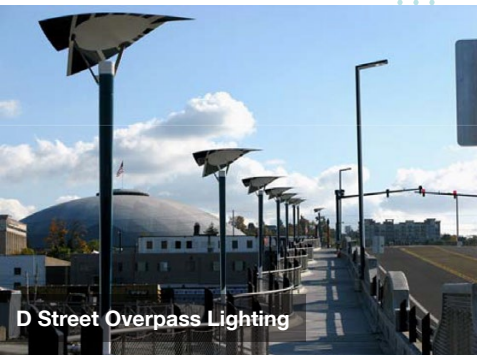
I have met many great people through the program and appreciate the camaraderie and collaboration that has ensued.

Spaceworks found me a space that I am now renting as a showroom and retail space.

I would not be in this position without Spaceworks.

Fall 2013 Creative Enterprise Training Program participant

Arts & Economic Prosperity IV was conducted by Americans for the Arts, in cooperation with 182 communities and regions representing all 50 states and the District of Columbia. The diverse communities range in population (1,600 to 4 million) and type (rural to urban). The study focuses on nonprofit arts and culture organizations and their audiences and excludes spending by individual artists and the for-profit arts and entertainment sector. Detailed expenditure data was collected from 9,721 non-profit arts and culture organizations and 151,802 of their attendees. Project economists from the Georgia Institute of Technology customized input/output analysis models for each study region to provide the resulting specific and reliable economic impact data.



D Street Overpass Lighting



Lincoln Lighting



Pierce Transit and Sound Transit Shelters

*Intersection of Infrastructure
and Public Art*

impact of arts and culture organizations unique is that, unlike most other industries, they introduce large amounts of related spending (such as meals, ground transportation, and souvenirs) by their audiences. All of these expenditures have a positive and measurable impact on the economy.

In 2011, the City of Tacoma's Arts Commission participated in a national study called Arts & Economic Prosperity IV. The study documented the economic impact that nonprofit arts and culture organizations, and their audiences, have on the economy, both locally and nationally.

According to the study, the nonprofit arts and culture are a \$64.72 million industry in Tacoma – one that supports 1,735 full-time equivalent jobs and generates \$6.58 million in local and state government revenue. Nonprofit arts and culture organizations, which spend \$34.86 million annually, leverage a remarkable \$29.86 million in additional spending by arts and culture audiences (not including cost of event admission).

Tacoma's study results are based solely on actual survey data collected, not on fiscal projections. In the City of Tacoma, 44 of the approximately 116 total eligible nonprofit arts and culture organizations identified by the Community and Economic Development Department responded to the survey – a response rate of 38%. Figures given in the study results are based solely on the information provided by these 44 organizations. Data was also collected from 1,045 event attendees during 2011 through an audience-intercept methodology. The 44 nonprofit arts and culture organizations that responded to the detailed organizational survey reported that the aggregate attendance to their events was 1.2 million in 2010. [\[Incoming text from CAI to help fill out this discussion. Important to acknowledge how existing programs are already economic drivers.\]](#)

1.3.3 Mandate for the Plan/5-Year Action Plan

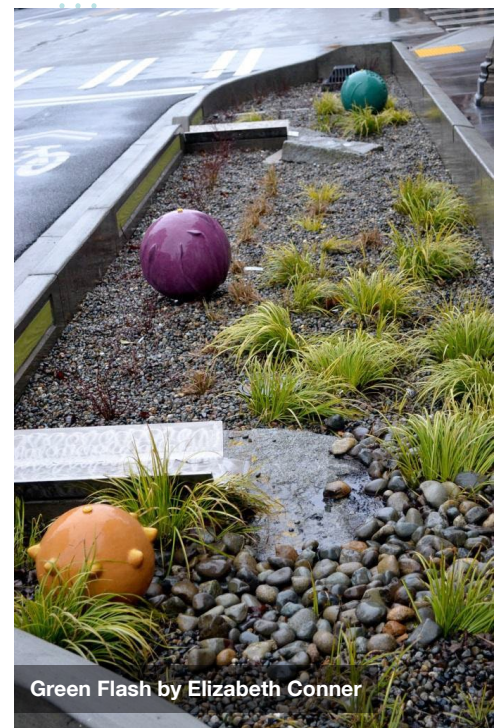
ArtFull Tacoma thinks big.

The heart of *ArtFull Tacoma* is a compelling set of strategies to enhance and expand the impact of arts and culture programs in Tacoma and position art as an economic driver for the city. This means integrating the current creative ecosystem, building on what the City has learned and on where it has succeeded, and identifying areas of strategic action to foster a healthy, accessible environment in which the creative ecosystem may thrive. The Plan is a 5-year action plan, a roadmap for achieving clearly defined goals, strengthening the City's vision, and addressing current or upcoming issues.


ArtFull Tacoma is also a natural extension of the proactive steps the City has taken to make Tacoma an attractive place for creative industries, such as activating vacant commercial areas through Spaceworks and public spaces through the Tacoma Murals Project. In addition, long-term citywide planning efforts, including the current Comprehensive Plan update and *Tacoma 2025*, have incorporated arts and cultural vitality as key to Tacoma's brand and self-image.

1.4 ORGANIZATION OF THIS PLAN

[TO DO] Priority actions, benefits, first steps and outcomes



Green Flash by Elizabeth Conner



Whenever you see people doing art, whether they are amateurs at a swing dance class or a professional painter, you invariably see them trying to get better. "I am seeking. I am striving. I am in it with all my heart," Vincent Van Gogh wrote.

David Brooks, New York Times Editorial



02 | Foundation for ArtFull Tacoma

2.1 WHAT IS THE CITY'S ROLE IN THE ARTS?

The City of Tacoma provides leadership, policy, programs, and services that contribute to a healthy, vital creative ecosystem. The City welcomes creative individuals and industries through funding programs, education opportunities, and arts supportive citywide policy; enhances the physical environment through commission and maintenance of public art, sensitive design of public facilities, appropriate review of the design of private development, and preservation of its heritage in historic buildings; and promotes community through sponsorship of festivals and support for home-grown community events.

2.1.1 Arts Commission

The Tacoma Arts Commission supports the ecosystem of the arts in Tacoma through funding, public art, community programming, technical assistance, stewardship, and advocacy. They encourage the development of the local arts community through the administration of arts and cultural funding programs, managing the City's public art collection, and producing a variety of public programs that enhance and contribute to Tacoma's local economy.

The Commission's primary responsibility is to create policies to support the ongoing development of arts programs and projects in Tacoma.

From innovative programs like Spaceworks to the funding provided through grants, The Arts Commission has presented vital resources that directly impact the growth and development in Fab-5's programs. We feel grateful to have an Arts Commission that provides such generous support and sees the value in the work that we do. **It's through the hard work and community invested interest of those individuals that allows art to become a changing force within our city.**

Kenji Stoll, Fab-5

The **Tacoma Arts Commission** was created in 1965 and is one of the oldest arts commissions in Washington State. Chapter 1.28A and 1.28B of the Tacoma Municipal Code outline the functions of the Commission.

[Public spaces] are the spaces in the city that all of us own—**the places where we can mix and build understanding across economic and racial barriers.** It is vitally important that they are designed the right way...

Just City Essays, Why Design Matters by Jason Schupbach

Its main programs include the funding of artists and arts organizations to provide services for the citizens of Tacoma, and oversight of the Municipal Art Program.

The Commission is a 15-member volunteer commission made up of Tacoma residents who are arts advocates and artists. Commission members are appointed by the Tacoma City Council following an application and interview process.

2.1.2 Current Programs & Services

Municipal Art Program & Public Art

Tacoma's diverse public art collection can be found incorporated into the fabric of the City's infrastructure in virtually every neighborhood. The collection tells the City's stories, provides interest in neighborhoods, creates identity, establishes community presence, and reflects the many talents of artists. Proper stewardship and maintenance of the collection reflects the City's commitment to quality.

The benefits of public art are many: it can transform eyesores into amenities, enliven design, provide way finding, become a landmark, encourage community dialogues, and create spaces and places where people want to visit and stay.

In March of 2000, the City of Tacoma reinstated the Municipal Art Program that dedicates 1% of construction costs from public capital projects to the creation of public art.



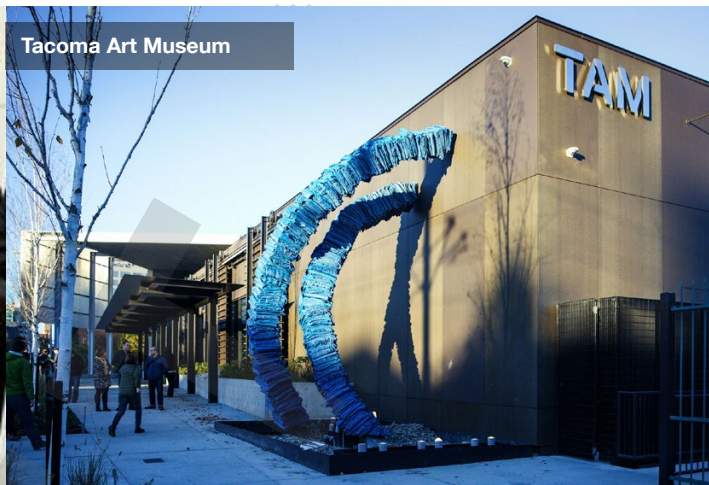
TransFORM by Yuki Nakamura



Tacoma Opera



Tacoma Youth Symphony



Tacoma Art Museum

Sample Arts Anchor
Fund Organizations



Classical Tuesdays in Old Town



Children's Museum of Tacoma



WSHS | Children of the Alaska Kuteeyaa Dancers

Sample Arts Projects
Funding Recipients

Funding Opportunities

- **Arts Anchor Fund:** operating support for Tacoma's larger arts institutions who "anchor" the cultural community through exhibited stability and excellence.
- **Arts Projects:** an annual program that supports a diversity of grassroots arts projects throughout the city.
- **Tacoma Artists Initiative Program (TAIP):** a biennial program to support the creation of high quality work by Tacoma artists working in all disciplines. Artists share their talents with the community through free public components.



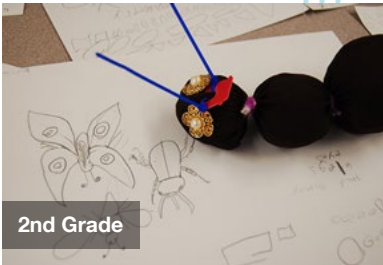
Pre-Kindergarten



Kindergarten



1st Grade



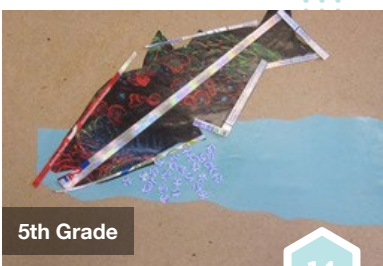
2nd Grade



3rd Grade



4th Grade



5th Grade

Education

- **Arts EnviroChallenger:** provides free relevant educational opportunities for K-5 students in Tacoma Public Schools that integrate visual arts and science to increase access to and quality of arts education and science education and raise student awareness of environmental practices. *[Key partners: Environmental Service; Arts Impact]*

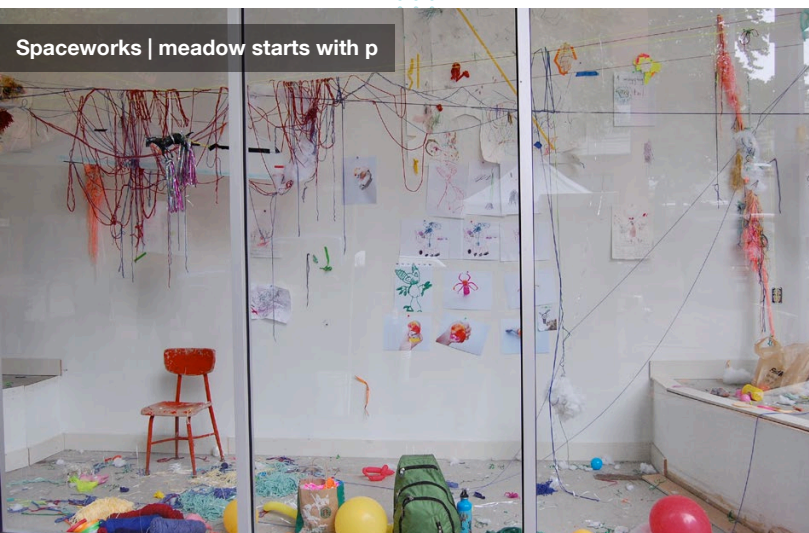
Programs & Activities

- **Spaceworks Tacoma:** a joint initiative of the City of Tacoma and the Tacoma-Pierce County Chamber of Commerce designed to activate empty storefronts. The initiative makes no- and low-cost temporary space available to artists, fledgling creative entrepreneurs, organizations, and community groups by placing them in unused commercial properties. *[Key partners: Tacoma-Pierce County Chamber of Commerce]*
- **Tacoma Arts Month:** each October, Tacoma celebrates Tacoma Arts Month—31 days dedicated to showing off the very best about our community. The month is brimming with hundreds of arts and culture programs and there is something for everyone to enjoy: music, dance and theater performances; visual art exhibits; literary readings; lectures; workshops; film screenings and cultural events. *[Key partners: local artists, arts organizations, businesses, and funders; local media outlets (Click!, NWPR, KPLU, Tacoma Weekly, Weekly Volcano, Premier Media Group, etc.)]*
- **AMOCAT Arts Awards:** annual awards recognize those in the community who provide distinctive contributions to the arts. The honorees work hard to support and build the community by innovating in artistic excellence.
- **Tacoma Murals Project:** joins artists and communities through the collaborative process of mural-making to create powerful artworks that can transform public spaces, neighborhood identities, and individual lives. *[Key partners: Neighborhood and Community Services; Public Works]*
- **Tacoma Poet Laureate:** showcases local literary artists who actively contribute to and advance Tacoma's literary community in meaningful ways through readings, performances, workshops, presentations, publications, and special projects.



In my case I had no knowledge of starting a business and I would recommend the training to anyone in my situation. Being a part of Spaceworks moved my idea from wishful thinking to a solid plan.

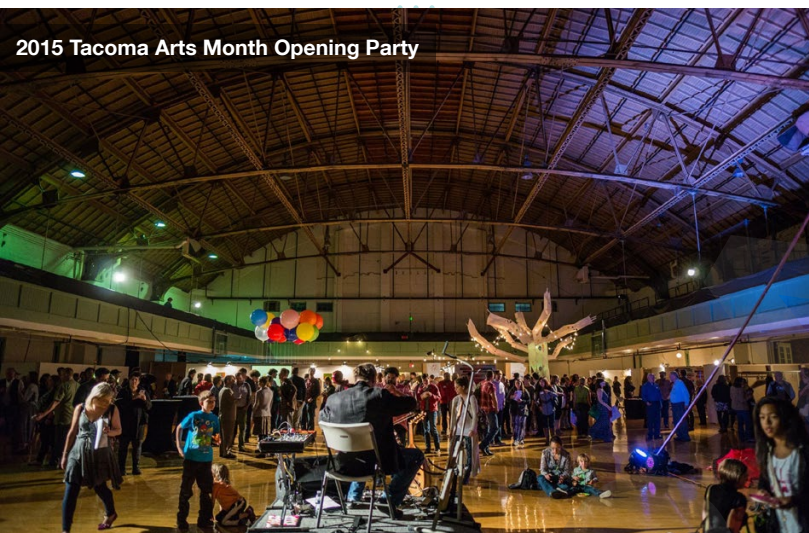
Spring 2014 Creative Enterprise Training Program participant



Spaceworks | meadow starts with p



artTown TV | Interview with Local Jazz Musicians



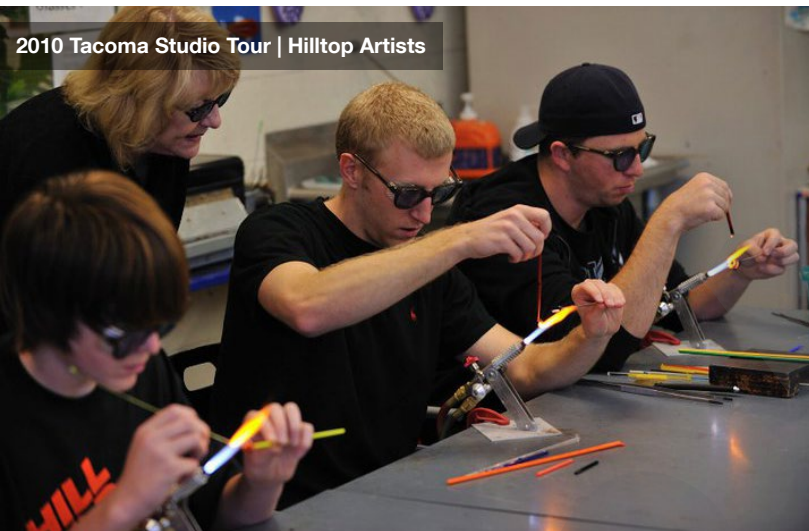
2015 Tacoma Arts Month Opening Party



Tacoma Buddhist Temple Mural by Chelsea O'Sullivan

Programs and Activities

- **artTown TV Show:** a cultural documentary-style TV show exploring Tacoma's emergence as a major creative hub in the Pacific Northwest. The series offers segments featuring diverse perspectives on a variety of creative disciplines. [Key partners: Media and Communication Office; TV Tacoma]
- **Tacoma Art & Culture on Click! ON Demand:** collaboration with Click! cable TV to air film and music content created by or featuring funded organizations and artists, Spaceworks Tacoma participants, and the Arts Commission. Pieces expand the audience for local arts organizations, arts venues, experiences, and practicing artists. [Key partners: Click! Cable TV]



- **National Arts Program:** annual City of Tacoma employee and family member visual art exhibit and awards event providing employees a chance to showcase their creative side and build employee morale. *[Key partners: The National Arts Program]*
- **Marketing & Communication:** variety of efforts to support, highlight, and build awareness of arts in Tacoma. *[Sample efforts: TacomaArt listserv; TacomaArts Blog; Facebook; Constant Contact]*
- **Special Projects:** one-time special events and programs that capitalize on timely programming of community organizations and help build momentum. *[Sample projects: Pop-Up Art Putt; Metal-Urge]*
- **Miscellaneous Programming:** partnering with other departments and organizations. *[Sample partners: Sister City Committee; Tacoma Art Museum]*

(un)written by Holly A. Senn at Collins Memorial Library



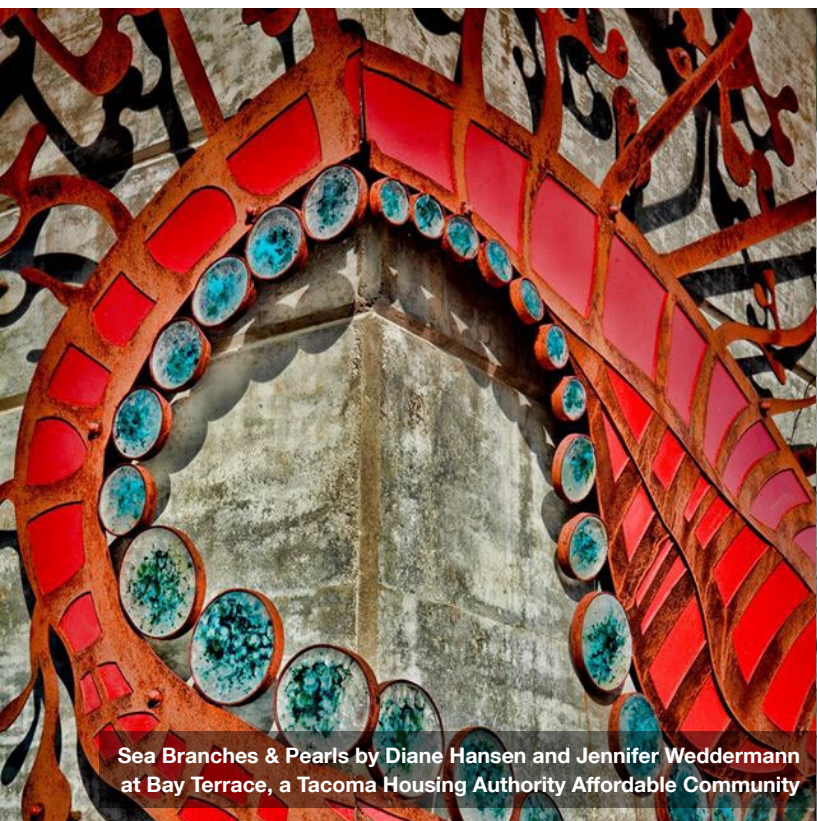
Annual Asia Pacific New Year Celebration

2.1.3 Key Partners & Partnerships

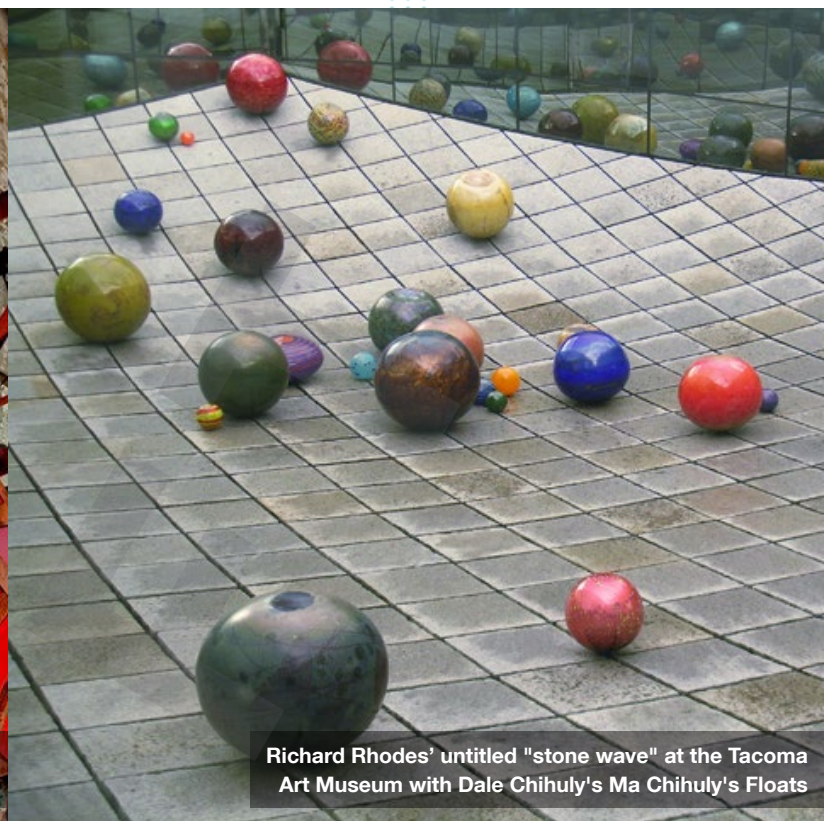
The City of Tacoma recognizes it cannot support arts, culture, and creative industries alone. Much of the City's work is communitywide and is far more effective in concert with educational institutions, nonprofits, community groups, and businesses.

Key partners and partnerships include:

- Tacoma Public Schools
- Tacoma Public Library
- Tacoma-Pierce County Chamber of Commerce
- Arts Community
- Metro Parks Tacoma
- Tacoma Housing Authority
- Artist Trust
- Pierce Transit
- Sound Transit
- Local Colleges and Universities: University of Washington Tacoma, Pacific Lutheran University, University of Puget Sound, Tacoma Community College
- Pierce County Arts Commission
- Greater Tacoma Community Foundation
- ArtsFund
- Museums
- Theaters
- Cultural Institutions
- Arts Organizations



Sea Branches & Pearls by Diane Hansen and Jennifer Weddermann at Bay Terrace, a Tacoma Housing Authority Affordable Community



Richard Rhodes' untitled "stone wave" at the Tacoma Art Museum with Dale Chihuly's Ma Chihuly's Floats

2.2 WHAT MAKES TACOMA A SPECIAL PLACE FOR THE ARTS?

Tacoma is...

- Diverse, welcoming, innovative, and full of edge and a we-can-do-it mentality.
- Authentic, genuine, and unpretentious.
- Full of natural beauty, historic buildings, distinct neighborhoods, and a vibrant arts community.
- Welcoming to new artists, creative industries, and anyone with a good idea.

These are all words used to describe Tacoma's character with respect to the arts. Stakeholders and the general public alike described these as characteristics that they love about Tacoma and hope will be preserved and enhanced as part of a growing and vibrant arts scene. *ArtFull Tacoma* builds on this foundation as a starting place and vision for Tacoma's future in developing strategies and actions for a vibrant arts and culture future.

As a resident, I don't recall ever experiencing such a strong sense of community in any of the other places that I've lived. I'd always yearned for it, but until now, had yet to find it. Amongst many, many other things I've experienced over the past year of living here, **your appreciation for the arts and dedication and support for the local artists largely contributes to my having found "my place" in Tacoma.**

Shannon Johnson



2015 Tacoma Arts Month Opening Party



Tahitian Drummers at the Asia Pacific Cultural Center's 16th Annual Luau



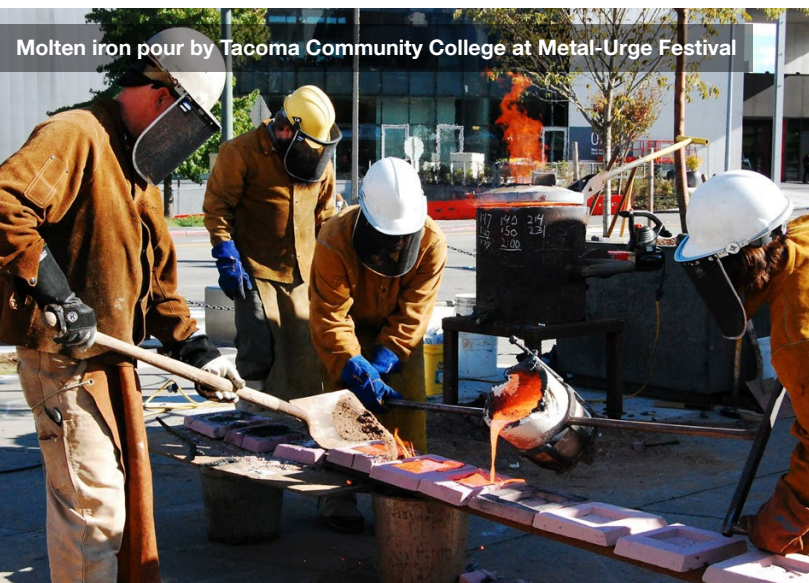
Race and Pedagogy Conference at UPS

2.3 CREATING THE PLAN

The *ArtFull Tacoma* strategic planning process began in October 2015 with a series of conversations with the public, City staff, and interested stakeholders from virtually all sectors of the community, including artists and representatives from creative industries, education, non-profit arts and cultural organizations, real estate and tourism industries, and many others. In focus group discussions, participants contributed to a rich and lively series of conversations focused on propelling Tacoma's creative future. Strengths, gaps and opportunities for new collaborations and activities emerged as key priorities for consideration. Key themes are summarized below:

What assets does Tacoma have?

- Tacoma is a welcoming community for newcomers, including artists and creative industries
- Tacoma pride, a small city with a collaborative spirit that is independent, not corporate
- We are authentic—the citizens of Tacoma create the culture and are willing to invest in their city as evidenced by support for parks and schools
- We have a deep academic community and depth and breadth in the creative class
- We are a city rich in diversity, which extends to an ownership composition of small, independent businesses
- We are rich in cultural facilities, organizations, and programs



Molten iron pour by Tacoma Community College at Metal-Urge Festival



Spaceworks | Letters by James Singing in Tollefson Plaza

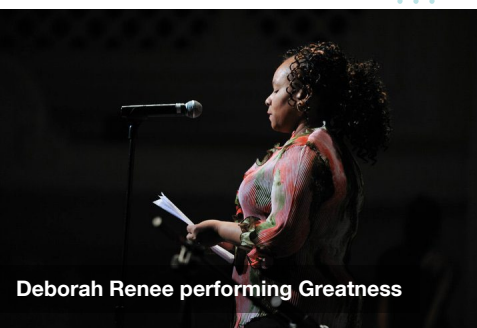
- We are affordable, both housing and commercial space
- Our historic character is inspiring and inviting to artists and creative industries
- We have strong local arts and political leadership
- We are authentic, genuine and inclusive; arts are not seen as elitist
- We are a compact, walkable downtown; a density of arts organizations within walking distance facilitates collaboration

What gaps does Tacoma have?

- Arts facilities and programs are not equitably distributed throughout the neighborhoods
- It can be hard for young adults to find a way to get engaged
- Schools and school funding for the arts—developing cultural knowledge and interest in a new generation
- We do not have a civic arts organization to bring all of our different efforts together under one umbrella
- Financial resources have been inadequate to support a sustainable arts community
- There are not enough connections to creative and innovative industries, who are we missing?
- We have a narrow view of arts and don't see the intersection of art, science, and technology
- There is a lack of awareness of the richness of the art and cultural offerings in Tacoma—knowing where to go to find information
- Gentrification is a challenge now and in the future



Spaceworks | Tinkertopia



Deborah Renee performing Greatness

2010 Art at Work Art Slam



Terminus by Brian Goldbloom at UW-T

What should we do?

- Preserve affordability so that the creative community can thrive
- Focus on relationships and recognize the importance of small continuous changes over the long term
- Support and promote grass-roots efforts—maintain authenticity, spontaneity—pump art out to the community—use spaces in the neighborhoods
- Infuse art and artists into all aspects of the community—connecting communities to the arts, problem solving, supporting creative solutions, social action
- Build relationships at all levels of the school system—ignite youth to be involved in the arts
- Emphasize integration of art into everyday life, not something special outside of normal life
- Build on our strong foundation of arts organizations and facilities
- Support young artists—provide opportunity for people who don't have the resources to create
- Be approachable and reach out to new audiences—consider "Study Abroad Downtown" involving people in their city
- Nurture and support events and festivals—they plant seeds and allow work to be seen in a new way
- Provide more arts in neighborhoods, outside of downtown, balance art programs geographically, demographically and in types of art
- Support diverse perspectives in opening up art to people who haven't thought about art before
- For diverse populations, bring some of the story to life, tell the story that hasn't been told
- Promote equity—you can't be who you don't see
- Build up financial support to expand programs and services (consider microenterprise grants)
- Understand that wealth comes in knowing and having the platform to share—in sharing, have to respect each others cultures



**The innovative cities
of the coming age will
develop a creative
union of technology,
arts, and civics.**

Sir Peter Hall



Northwest Sinfonietta Community Collaboration



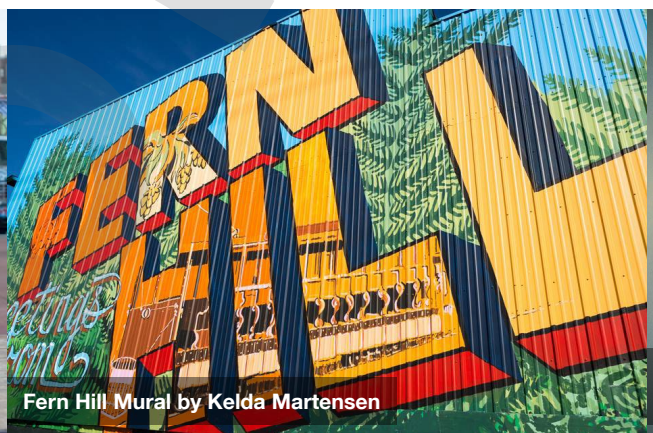
Soul Salmon at the Swan Creek Library and Literacy Center



Spaceworks | Concrete Market



Fab-5 LIFE Program



Fern Hill Mural by Kelda Martensen



Spaceworks | Scott Scoggin at the Old Post Office

The City has also invited ideas through the website, receiving thoughtful comments from 24 individuals. Their thoughts are briefly summarized below:

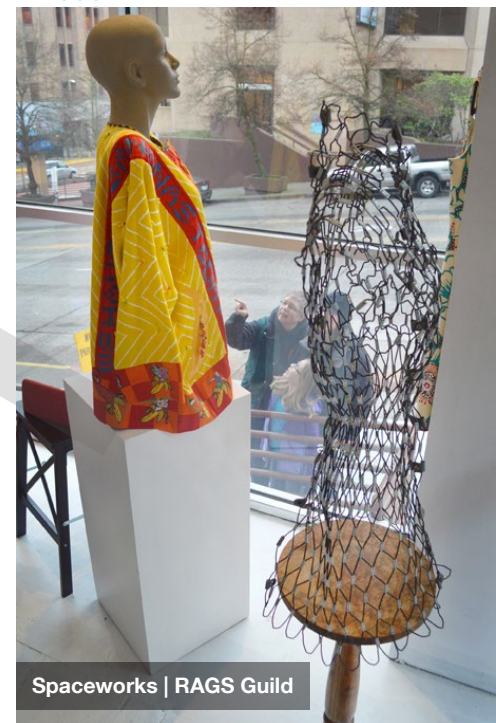
How can Tacoma help strengthen our local creative economy?

- Have centers for creating art, learning the craft, more exhibition, and performance space throughout the city
- Support low-cost opportunities to experience art
- Keep supporting Spaceworks!
- Require a % of capital costs to be assigned to art in private projects
- Dramatically increase affordable housing compatible with artist needs
- Make owning and running a small business easy and affordable
- Have a vibrant and generous street art scene
- Designate and promote an art district
- Help arts groups understand the arts audience in Tacoma
- Foster professionalism in local artists

What should the City's priorities be in supporting arts in Tacoma?

- Getting more involved with Tacoma public schools to advocate for the arts for students and families!
- Establish an art college
- Support local artists by providing affordable studios and performance and exhibition space
- Promote community identity and place-making through art
- Supporting the Cultural Access WA!
- Find more diverse funding streams for every art form
- Provide a covered, visible from the street, year-round public space for visual and performance artists; make art immediately available to the community
- Provide capacity support to smaller arts organizations

In large part, these discussions, suggestions and recommendations, together with review of other city plans, such as *Tacoma 2025*, have informed the strategies and actions that form the heart of *ArtFull Tacoma*.





**TACOMA
LOVES YA**



Spaceworks | a Ric Matthies Print at the Wayzgoose Art Festival

3.1 INTRODUCTION

This chapter is the heart of the 5-year action plan, providing a roadmap for achieving clearly defined goals, strengthening the City's vision, and addressing current or upcoming issues. Six major strategies and XX supporting actions are identified to enhance and expand the impact of arts and culture programs in Tacoma and position the arts as an economic driver for the city. Recommended strategies are based on stakeholder input and lessons learned in Tacoma and other cities. They incorporate the current creative ecosystem, building on what the City has learned and on where it has succeeded, and identifying areas of strategic action to foster a healthy, accessible environment in which the creative ecosystem may thrive. The six strategies are described briefly below and are listed in the table on the following page with the corresponding supporting actions.

Strategy 1: Grow and sustain the creative economy.

[insert description]

Strategy 2: Enhance awareness and involvement.

[insert description]

Strategies & Supporting Actions

Strategy 1: Grow and sustain the creative economy.

- a Promote Tacoma as a Center for the Arts.
- b Develop and maintain affordable spaces for the creative community, including live, work and performance spaces.
- c Recruit and retain artists and creative businesses.
- d Identify and develop incentives that support or expand small creative enterprises.

Strategy 2: Enhance awareness and involvement.

- a Actively utilize artists in community engagement strategies for city outreach and communications.
- b Create communication and marketing strategies that improve access to information about the arts in Tacoma.
- c Promote equitable distribution of and access to the arts throughout Tacoma.

Strategy 3: Promote equity and celebrate diversity and inclusiveness.

- a Develop a cultural ambassador program to connect broadly and deeply in the community.
- b Support and build on existing community events and celebrations.
- c Support interested neighborhoods in developing “ground-up” cultural activities and events.
- d Explore opportunities and potential partners for a signature Tacoma festival.
- e Partner with the Office of Equity and Neighborhood & Community Service to use the arts in supporting social change.

Strategy 4: Create welcoming public places.

- a Improve how art and design are integrated into public development projects.
- b Promote an equitable distribution of public art throughout Tacoma.
- c 4Develop and implement a policy for public art in private development.
- d Develop a consolidated public art management services center for Pierce County.
- e Provide for the stewardship and maintenance of public art.

Strategy 5: Strengthen Tacoma’s creative ecosystem.

- a Offer additional arts and cultural funding opportunities.
- b Partner with service providers in the arts to bring training and resources to Tacoma.
- c Continue to strengthen and build on existing programs that build capacity in the creative community.
- d Prioritize partnership with Tacoma School District. Build strategic partnership with the Tacoma School District and arts providers to enhance art programming in the public schools.

Strategy 6: Optimize performance and capacity of arts programming, services and operations.

- a Adopt *ArtFull Tacoma* as the implementation for Tacoma 2025 focus area 5: Arts and Cultural Vitality.
- b Create an Office of Arts and Cultural Vitality.
- c Prepare a 5-year staffing plan to identify resources needed to achieve recommended actions.
- d Advocate for local implementation of Cultural Access WA to provide sustainable funding to arts, science and heritage organizations in Tacoma, Pierce County.
- e Facilitate improved interactions between city departments, private philanthropy and corporate sponsors to increase opportunities for investment and ensure coordination of investments within the arts community.
- f Establish an Arts concierge to assure that the City of Tacoma welcomes and embraces the arts.

Strategy 3: Promote equity and celebrate diversity and inclusiveness.

[insert description]

Strategy 4: Create welcoming public places.

[insert description]

Strategy 5: Strengthen Tacoma’s creative ecosystem.

[insert description]

Strategy 6: Optimize performance and capacity of arts programming, services and operations.

[insert description]

For each strategy, the following pages describe the actions, potential benefits, recommend first steps, relative timeline, *Tacoma 2025* priorities addressed, and key partners. Together with the information presented in previous chapters of *ArtFull Tacoma*, this chapter is intended to help stakeholders and City decision-makers identify key actions to achieve the City’s vision for the arts.

1.B

Develop and maintain affordable spaces for the creative community, including live, work and performance spaces.



Timeframe | Medium-tem

Tacoma 2025 Arts & Cultural Vitality Community Priorities

Increase participation in arts & culture.

Embrace Tacoma's diversity of people, places, & cultures.

Leverage & strengthen Tacoma's arts & cultural assets.

Partners

City of Tacoma

Tacoma Design & Development Community

Tacoma-Pierce County Chamber

The Greater Tacoma Community Foundation

Nationally, the availability of affordable spaces to meet the needs of artists, organizations, and creative sector businesses for workspace, performance, exhibit, and housing is consistently identified as an essential component of a vibrant creative economy. In Tacoma, stakeholder input gathered historically and through this process reinforces the importance of affordable spaces for the creative community. To be effective in meeting the needs of the creative community, affordability should be maintained over the long-term and affordable spaces distributed equitably throughout Tacoma. Put simply, cultural space is critical to sustaining the presence of creative individuals, organizations, and businesses as a resource for Tacoma's economy, vitality, and livability.

Tacoma has already begun to assess needs and opportunities for additional creative spaces, including the Artspace comprehensive feasibility study, the Creative Space Tacoma arts market survey, and ongoing outreach and surveys of creative community needs. Suggested next steps, below, would leverage this work, together with additional efforts, to achieve a healthy inventory of affordable spaces to support the creative economy for the long term.

Benefits

- Support a stable community of artists living in Tacoma long-term
- Help to ensure that artists are not priced out of neighborhoods
- Expanded ability to retain creative individuals in Tacoma
- Creation of new creative affordable housing
- Increased access for more spaces for studio and rehearsal use and for display and performance
- Increased public access to art in a variety and greater distribution of spaces

First Steps

- Continue work begun by the Artspace comprehensive feasibility study
- Take next steps in Creative Space Tacoma arts market survey with local developers
- Research how other communities have sustained artists with gentrification
- Develop inventory of available public and private spaces for cultural uses
- Host a forum/discussion panel
- Follow Center for Cultural Innovation/NEA's "Creativity Connects Infrastructure Report" (June 2016)

Case Study | Grain Belt Studios | Minneapolis, MN

Local artists worked with the City of Minneapolis and Artspace to preserve nearly 130,000 square feet of space for artists and creative businesses in the historic Bottling House and Warehouse that might otherwise have been converted into market-rate offices or condominiums. The two historic buildings now hold 49 artist studios and feature a two-story atrium suitable for exhibits and events.

Case Study | Midway Artist Studios | Boston, MA

Midway Artist Studios was established in 2005 as a place for artists to live and work affordably in Boston, when the real estate boom swept through Fort Point and displaced hundreds of working artists. In 2014, the artists organized themselves to purchase the building, making it a permanent rental artist controlled building, run by a board of directors, elected in part by the artist residents.

