Appendix

- Benchmark Study: Detailed Comparison of City and Arts Council Functions for Homer, AK and Moab, UT
- Survey Data: Soldotna Arts and Culture Master Plan
- List of Assests:
 An Excel "working" version of the list is also available, please contact the City of Soldotna for more information.
- How-To Guide: Arts Council Development Handbook
- How-To Guide: Storefront Activation

Benchmark Study: Detailed Comparison of City and Arts Council Functions for Homer, Alaska

Homer is a city on the Kenai Peninsula with a similar population to Soldotna. Homer has a Parks, Art, Recreation and Cultural Commission, an organized body of the City of Homer. Homer also has the Homer Council on the Arts, a 501(c) (3) arts council.

City of Homer

Parks, Art, Recreation and Culture Advisory Commission (PARC) (cityofhomer-ak.gov/prac)

Homer Council on the Arts (HCOA)

(homerart.org)

Guidelines

PARC was established via city ordinance and operates under Homer City Code. Within the Homer City Code, chapter 2.60 describes the functions of PARC: https://www.codepublishing.com/AK/Homer/#!/ Homer02/Homer0260.html#2.60

The purpose of the PARC is to act in an advisory capacity to the City Manager and the City Council on matters involving city parks, recreation facilities, public beaches and trails, support of the arts and acquisition, maintenance and disposition of works of art. Land use and future development related to parks and recreation facilities and the administration of the public arts fund established by Homer City Code are also included in PARC's purpose. PARC works with City Council through the City Manager, except that the recommendation shall be sent directly to the Council when the Commission so requests. PARC may also solicit donations of money and property in support of the commission's duties and make recommendations to the Council for the disposition of money or property so received.

HCOA provides opportunities for all people in our community to experience and participate in the arts.

HCOA is guided by the conviction that the arts are for everyone. Founded in 1975, we serve our community creating space and opportunities for people and innovative ideas to collide. Offering stellar performances, original exhibitions, arts education for all ages and abilities, and community partnerships, HCOA fuels inspiration.

PARC Bylaws

Organizational Structure, Members, Staff

The commission consists of seven members. One City Council member and one Homer area high school Student Representative may also be appointed to serve as consulting, non-voting members. The Mayor, City Manager, Public Works Director, City Planner, and Parks Superintendent may serve as non-voting, consulting members.

The structure of the PARC Commission is outlined in Chapter 2.60 of the Homer City Code.

An overview of the PARC Commission is here: https://www.cityofhomer-ak.gov/prac

HCOA is a 501(c)(3) organization. There are four paid staff and a volunteer board of directors.

City of Homer Parks, Art, Recreation and Culture Advisory Commission (PARC) (cityofhomer-ak.gov/prac)

Homer Council on the Arts (HCOA) (homerart.org)

Public Offerings

Municipal art collection: https://www.cityofhomer-ak.gov/prac/city-homer-municipal-art-collection

Two galleries: Homer Council on the Arts gallery and South Peninsula Hospital gallery

Programs: HCOA website houses an artist directory, event calendar and ARTflash newsletter. Jam sessions, writing groups, art in the parks events for kids, sip and paint sessions

Funding

Homer City Code, Chapter 18.07, covers funding strategies that are codified by the city: https://www.codepublishing.com/AK/Homer/#!/html/Homer18/Homer1807.html

- Percent for Art Fund (section 18.07.030): Based on Alaska State Statute 35.27.010, the City of Homer recognizes the responsibility of government to foster the development of culture and the arts through the purchase or commissioning of works of art for municipal buildings and facilities. Plans and specifications for the original construction, remodeling or renovation of municipal buildings and facilities resulting in proposed capital expenditures exceeding the sum of \$250,000 shall contain and provide for the inclusion of works of art of a value of one percent of the total cost of the construction, remodeling or renovation project. There is a funding cap of \$70,000 unless funding beyond \$70,000 is from private contributions.
- Private Funding (section 18.07.030): Private funding contributions for art projects in public buildings are encouraged and this funding is not considered part of the one percent.
- Public Art Fund (section 18.07.090): A public art fund is established as a separate, interest bearing account in the City general fund to receive money for the public art program. Additional information about sources from this fund are outlined in section 18.07.090.
- Homer Foundation: The Homer Foundation has administered the City of Homer Grants Program since 2000. In that time over \$925,650 has been awarded to local nonprofits to support the programs and services they provide to the community.

- National Endowment for the Arts (NEA)
- https://www.arts.gov/ NEA requires matching funding and disperses their award via Alaska State Council on the Arts
- Alaska State Council on the Arts (ASCA) https://arts. alaska.gov/ HCOA applies for an operational support grant. These grants have a two-year term.
- Western States Arts Federation (WESTAF) https:// www.westaf.org/
- Rasmuson Foundation https://rasmuson.org/
 Rasmuson's in-depth application process inherently
 helps the organization become a better group by
 "forcing" the group to become more organized.
- Cook Inlet Region, Inc. (CIRI) https://www.ciri.com/
- Corporate funding, planned giving
- Membership/sponsorship: There is a donate button on the home page of the website at https://homerart.org/ donate/. There are also links to Pick.Click.Give. and AmazonSmile.
- Additional partners: The Alaska Community
 Foundation, Alaska Humanities Forum, American
 Parkinson Disease Foundation, City of Homer, The
 Grog Shop, The Homer Foundation, individual donors

Benchmark Study: Detailed Comparison of City and Arts Council Functions for Moab, Utah

Moab is a city in Utah with a population similar to Soldotna. Moab has a city arts department, a 501(c) (3) arts council, and a multi-use arts facility space.

City of Moab

(moabcity.org)

Moab Arts Council

(moabartscouncil.org)

Guidelines, Organizational Structure, Members, Staff

No formal mission or vision statement about arts and culture. The City of Moab has multiple entities that support arts and culture:

- A Recreation, Arts, Parks and Trails Department
- A Moab City Council member sits on the grant committee of the Moab Arts Council
- Moab Arts is a City of Moab Department and Facility
- The City of Moab has a Recreation, Arts and Parks tax and a tax advisory committee with 5 members. At least one member "shall have demonstrated knowledge and experience in the arts"
- There is also a board focused on historic and cultural heritage with 7 members appointed by City Council

Mission/Vision: Promote and support the arts in Southeastern Utah. We do this with the belief and understanding that arts activities, events and education provide for general community well-being while contributing to economic diversity. In our "big picture" view we see the growth of the arts in all directions as simply making Moab a better place to be for residents and visitors alike.

The Moab Arts Council is a state and federally recognized 501(c)(3) organization, first incorporated in 1987. There are 7 board members.

Public Offerings

The Moab Arts and Recreation Center has an advisory board created by resolution of the city council. Read more about the functions the space serves and the way the City of Moab converted an aging building into the current multi-use space: https://www.moabarts.org/art-center

Canyonlands Field Airport rotating gallery (located in the airport terminal, rotates quarterly), ArTTrails rotating sculpture collection located throughout the city, ArtWalk Community Art Show

Additional programs: The website houses an artist directory, event calendar and artist spotlight.

Funding

The City of Moab has an annual art allocation to fund arts programs within the city that benefit community members. The Moab Arts Council (MAC) administers this program for the city.

The City of Moab has a Recreation, Arts and Parks tax. Sales tax revenue generated by this tax goes directly to benefit local projects related to Recreation, Arts, and Parks. Funds can be used for capital improvements of publicly operated and owned recreational amenities including City recreation and arts facilities, trails, as well as other qualifying community projects centered around arts and culture.

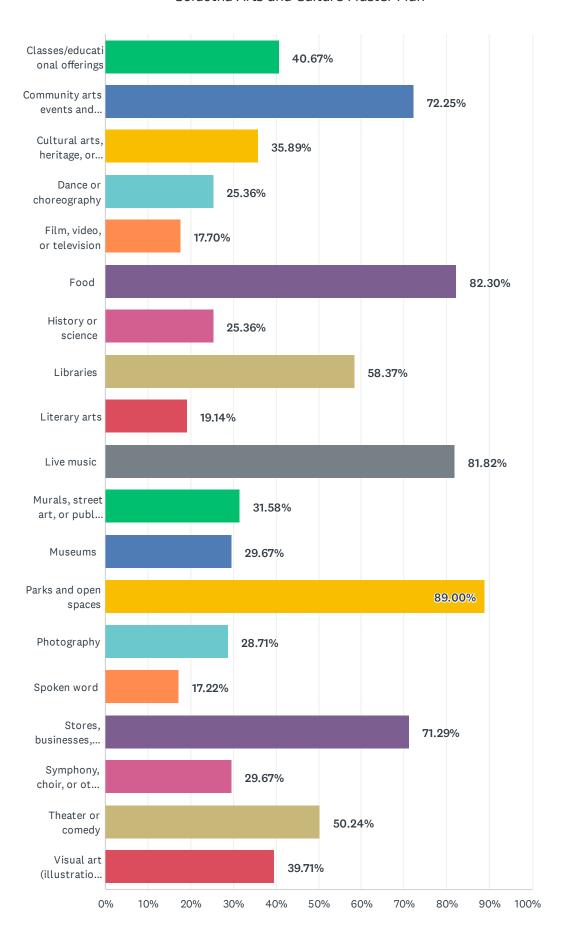
Moab Arts Council administers the City of Moab's annual art allocation. They do this through a process of grant announcement, application, review and recommendations by a Moab Arts Council grant committee, and finally, selection and approval by the city council. The grant committee is made up of people representing the Moab Arts Council board, Moab City Council and the general public. This recommendation is given to MAC Board for final selection approval.

The Community Arts Grant is funded by the City of Moab and independent grants. The Moab Arts Council operates on a small budget that is grant funded for the remainder of its programming.

Survey Data: Soldotna Arts and Culture Master Plan

Q1 Which types of arts and cultural assets do you engage with in the Soldotna area? Please select all that apply.

Answered: 209 Skipped: 0



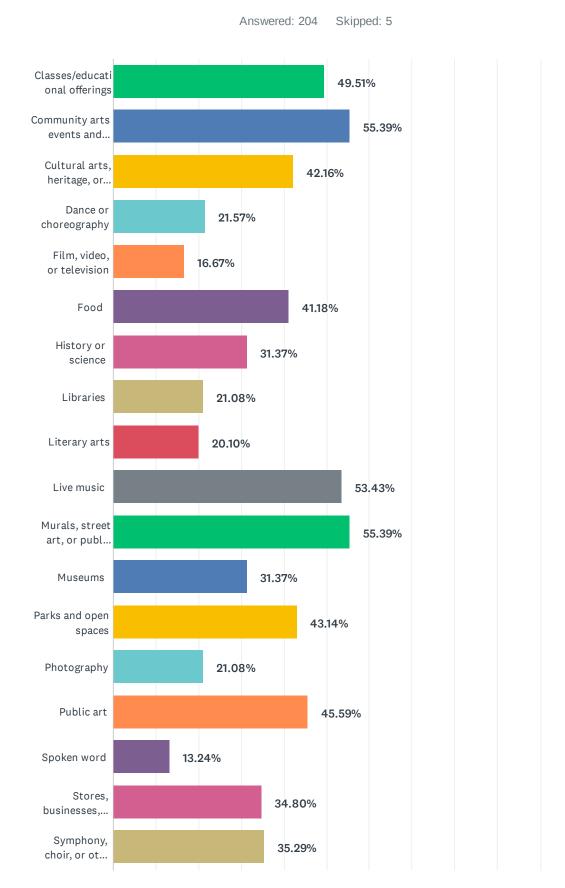
| ANSWER CHOICES | RESPONSES | |
|--|-----------|-----|
| Classes/educational offerings | 40.67% | 85 |
| Community arts events and activities | 72.25% | 151 |
| Cultural arts, heritage, or other folk art | 35.89% | 75 |
| Dance or choreography | 25.36% | 53 |
| Film, video, or television | 17.70% | 37 |
| Food | 82.30% | 172 |
| History or science | 25.36% | 53 |
| Libraries | 58.37% | 122 |
| Literary arts | 19.14% | 40 |
| Live music | 81.82% | 171 |
| Murals, street art, or public art | 31.58% | 66 |
| Museums | 29.67% | 62 |
| Parks and open spaces | 89.00% | 186 |
| Photography | 28.71% | 60 |
| Spoken word | 17.22% | 36 |
| Stores, businesses, shops | 71.29% | 149 |
| Symphony, choir, or other ensemble | 29.67% | 62 |
| Theater or comedy | 50.24% | 105 |
| Visual art (illustration, painting, sculpture, etc.) | 39.71% | 83 |
| Total Respondents: 209 | | |

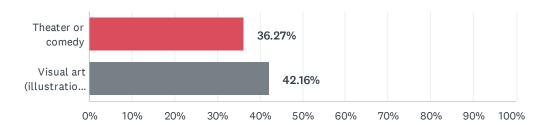
| # | OTHER (PLEASE SPECIFY) | DATE |
|----|--|-------------------|
| 1 | Runs & walks like the Salmon Series, various fundraisers, etc. | 5/9/2023 10:24 AM |
| 2 | Some of these do not exist in Soldotna, so I cannot engage with them in Soldotna. | 5/9/2023 5:31 AM |
| 3 | I would participate in more if we had more | 5/8/2023 8:02 PM |
| 4 | Would really like to see more Alaska Native Art. Open market where they can sell and show demonstration and discuss their art and culture. | 5/8/2023 9:46 AM |
| 5 | I wish we would gave more classes for painting, water color, ect. like homer does. | 5/7/2023 5:51 PM |
| 6 | Leave the drag queens at home. Inspire our community. Dont shame and embarrass our community. Family events should be highlighted | 5/7/2023 5:11 AM |
| 7 | Definitely church activities. I would consider that a culture asset! | 5/6/2023 10:54 PM |
| 8 | We need more classes for art, spinning, painting, quilting, and anything else you can think of. | 5/6/2023 9:36 PM |
| 9 | Schools, bike paths, Tsalteshi trails. | 5/6/2023 9:18 PM |
| 10 | I think it would be wonderful to partner with local music studios for performances. Like Greenhouse Music | 5/6/2023 6:35 PM |
| 11 | Public arts, better locations to rent (space) for mics. activities, sports that encourage | 5/6/2023 4:58 PM |

community arts or education specifically with individuals that are challenging in one way or another.

| 12 | Would like to see more public art including garden/landscaping | 5/5/2023 4:20 PM |
|----|--|--------------------|
| 13 | The skies and water ways are active with transportation on the Kenai, for our residence and visitors alike. I am thankful for the pilots with the skills required to navigate the Alaskan terrain. | 5/4/2023 4:05 PM |
| 14 | Guided hiking | 4/17/2023 10:05 AM |

Q2 What arts and culture assets do you want to see added or see more of in Soldotna and surrounding areas? Please select all that apply.





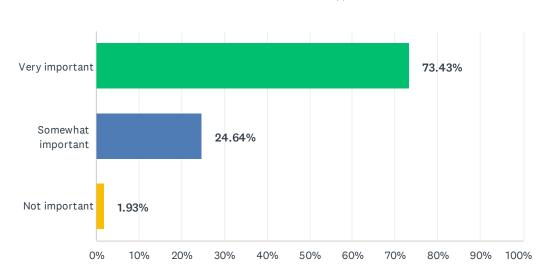
| ANSWER CHOICES | RESPONSES | |
|--|-----------|-----|
| Classes/educational offerings | 49.51% | 101 |
| Community arts events and activities | 55.39% | 113 |
| Cultural arts, heritage, or other folk art | 42.16% | 86 |
| Dance or choreography | 21.57% | 44 |
| Film, video, or television | 16.67% | 34 |
| Food | 41.18% | 84 |
| History or science | 31.37% | 64 |
| Libraries | 21.08% | 43 |
| Literary arts | 20.10% | 41 |
| Live music | 53.43% | 109 |
| Murals, street art, or public art | 55.39% | 113 |
| Museums | 31.37% | 64 |
| Parks and open spaces | 43.14% | 88 |
| Photography | 21.08% | 43 |
| Public art | 45.59% | 93 |
| Spoken word | 13.24% | 27 |
| Stores, businesses, shops | 34.80% | 71 |
| Symphony, choir, or other ensemble | 35.29% | 72 |
| Theater or comedy | 36.27% | 74 |
| Visual art (illustration, painting, sculpture, etc.) | 42.16% | 86 |
| Total Respondents: 204 | | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|--|-------------------|
| 1 | More shopping and restaurant options. Big ask, I know. ;-) | 5/12/2023 9:13 AM |
| 2 | City doesn't have much money. I have no problems with private enterprises but city or Burrough needs to keep out of it. WE CANT AFFORD IT | 5/11/2023 7:55 PM |
| 3 | Attractive store fronts. More small businesses and no more chain stores. Who thought that abomination of a Starbucks and dominoes store was a good idea? | 5/11/2023 5:15 AM |
| 4 | Open mic night at Soldotna Creek Park. Community Kenaitze Drum Circles at Soldotna Creek | 5/9/2023 11:57 PM |

| | Park. More of those gorgeous hanging flower baskets. Public cabin to rent at Centennial campground with only the ability to rent no more than one week early (so that everyone gets a chance). Sculptures of moose, caribou, bear, salmon, and other Kenai Peninsula Wildlife. | |
|----|--|--------------------|
| 5 | An indoor playground and walking/running track! With an emphasis on cleanliness and safety. This will serve everyone in our community year-round, especially families with young children and the elderly who do not benefit from public school recreational facilities. | 5/9/2023 6:01 PM |
| 6 | More comedy Movies in the park | 5/9/2023 3:09 PM |
| 7 | Family friendly (appropriate, not obscene) events in public spaces | 5/8/2023 5:46 PM |
| 8 | Playground on kbeach . They are all either privately owned by a church or it's kbeach elm. Which isn't always available | 5/8/2023 2:50 PM |
| 9 | Have a space displaying the history of the indigenous people of this area. | 5/8/2023 9:46 AM |
| 10 | Family inspirational | 5/7/2023 5:11 AM |
| 11 | School-community partnerships. | 5/6/2023 9:18 PM |
| 12 | Military Bands, patriotic music. Not loud rock music as last summer. My wife and I had leave the park. | 5/6/2023 6:25 PM |
| 13 | I welcome a diversity of expression but do not appreciate hate speech and threatening protests | 5/5/2023 4:20 PM |
| 14 | All are necessary for diversity and inclusiveness to achieve an aware, heathy, thinking, thriving community. | 5/4/2023 4:05 PM |
| 15 | A downtown arts walk event would be an amazing addition to the community. | 4/30/2023 12:13 PM |
| 16 | More large art around the city. More art classes. Art community room for local artists | 4/28/2023 1:48 PM |
| 17 | I miss the Soldotna community schools program, and would love to see a Soldotna community choir/orchestra/band form. | 4/25/2023 7:21 AM |
| 18 | Landscape | 4/23/2023 9:49 PM |
| 19 | Would love a wine walk, or First Friday type event, things to do outside of the bar setting | 4/19/2023 9:07 AM |
| | | |

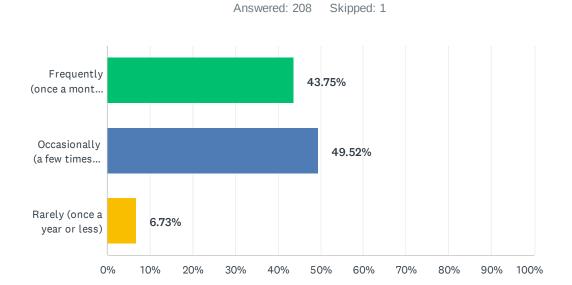
Q3 How important is arts and culture to you?





| ANSWER CHOICES | RESPONSES |
|--------------------|------------|
| Very important | 73.43% 152 |
| Somewhat important | 24.64% 51 |
| Not important | 1.93% |
| TOTAL | 207 |

Q4 How frequently do you attend arts and culture events in Soldotna and surrounding areas?



| ANSWER CHOICES | RESPONSES | |
|-----------------------------------|-----------|-----|
| Frequently (once a month or more) | 43.75% | 91 |
| Occasionally (a few times a year) | 49.52% | 103 |
| Rarely (once a year or less) | 6.73% | 14 |
| TOTAL | | 208 |

Q5 What locations would you encourage others to visit for cultural experiences in Soldotna and surrounding areas?

Answered: 130 Skipped: 79

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | Library, park, local gift shops | 5/18/2023 11:36 PM |
| | | |
| 2 | All visitors and historic centers Sealife Center Homer Museum | 5/16/2023 2:11 PM |
| 3 | Historical Museum Need more History | 5/16/2023 10:58 AM |
| 4 | Museums, Soldotna creek park on Wednesdays during the summer months, local dance studio performance offerings, Old town Kenai, Veronica's restaurant in Kenai. The Goods store in Soldotna. | 5/15/2023 6:23 PM |
| 5 | Wildlife centers, welcome centers. | 5/12/2023 9:13 AM |
| 6 | For culture: classes and shows put on by the Kanaitze tribe, local museums, events put on by the library like local foraging and canning classes, Kenai National Wildlufe Refuge, local food trucks, salmon fishing For art: local theater and dance productions, classes at Cabin Fever Creations for painting, stained glass or pottery classes, craft days at the library | 5/12/2023 8:54 AM |
| 7 | high school concerts, Creek Park events | 5/12/2023 8:20 AM |
| 8 | Music in the Park, Kenai symphony Orchestra, Kenai Performers | 5/11/2023 9:44 PM |
| 9 | Soldotna Creek Park, school auditoriums, Kenai Performers | 5/11/2023 9:26 PM |
| 10 | Soldotna creek park | 5/11/2023 7:55 PM |
| 11 | Ionia, Kenai Fine Arts Center, | 5/11/2023 7:13 PM |
| 12 | Too few and infrequent to say | 5/11/2023 5:15 PM |
| 13 | Kenai Art center | 5/11/2023 2:25 PM |
| 14 | Kenai Art Center | 5/11/2023 5:15 AM |
| 15 | River walk, museum, visitor center, Soldotna market & live music, gallery, festivals, Tsalteshi Trails | 5/10/2023 8:57 PM |
| 16 | Kenai Performers, Triumvirate Theatre | 5/10/2023 8:24 PM |
| 17 | What are you trying to turn Soldotna into? There is zero culture here it's a small insignificant small town. | 5/10/2023 7:54 PM |
| 18 | Soldotna creek park events, Kenai visitor center | 5/10/2023 6:26 PM |
| 19 | Central Park | 5/10/2023 6:04 PM |
| 20 | Soldotna Creek Park & Sports Center. | 5/10/2023 5:58 PM |
| 21 | Levitt AMP Soldotna Music Series, Kenai River Fest | 5/10/2023 5:44 PM |
| 22 | Wednesday Market during the summer months. | 5/10/2023 11:18 AM |
| 23 | Homer and Anchorage | 5/10/2023 8:02 AM |
| 24 | Tourist Center | 5/10/2023 2:31 AM |
| 25 | Unsure. Depends on what they're looking for. | 5/9/2023 11:57 PM |
| 26 | One of my main recommendations is always the norman lowell art gallery but that's down in anchor point. | 5/9/2023 9:10 PM |
| 27 | Soldotna Creek Park esp. Music in the park, Wildlife refuge, Tsalteshi trails, Centennial park, | 5/9/2023 5:46 PM |

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|----|-----|---|----|---------|
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| | Coldottia Library | |
|----|--|-------------------|
| 28 | Soldotna Creek Park, Thé Goods | 5/9/2023 5:43 PM |
| 29 | Soldotna creek park | 5/9/2023 4:34 PM |
| 30 | Events put on by school sports teams. | 5/9/2023 3:24 PM |
| 31 | Soldotna creek park Johnson Lake | 5/9/2023 3:09 PM |
| 32 | Museums, Old Buildings and Churches, | 5/9/2023 12:57 PM |
| 33 | Kenai River | 5/9/2023 12:49 PM |
| 34 | Soldotna & Kenai Visitor Centers, Wildlife Refuge | 5/9/2023 10:24 AM |
| 35 | City of Soldotna | 5/9/2023 10:14 AM |
| 36 | Libraries and historical societies | 5/9/2023 6:40 AM |
| 37 | Would love to see more native cultural events | 5/9/2023 6:00 AM |
| 38 | In Soldotna? Nothing. | 5/9/2023 5:31 AM |
| 39 | Kasilof Museum of Historical Cabins | 5/8/2023 9:50 PM |
| 40 | I am not clear what cultural experiences refers to with respect to Soldotna. | 5/8/2023 8:17 PM |
| 41 | Anchorage for concerts, theater, culture and arts, Homer for crafty goods and art. | 5/8/2023 8:02 PM |
| 42 | Summer has more selections- Wednesday Market, and festivals in both Soldotna and Kenai. Library, parks, and hikes Winter activities are needed! For indoor especially. | 5/8/2023 7:57 PM |
| 43 | Old Town Kenai. Would love for the river walk to be a Soldotna one. | 5/8/2023 7:37 PM |
| 44 | Soldotna Creek Park Music in the Park The Library Soldotna Chamber & Visitors Center Local Shops | 5/8/2023 5:10 PM |
| 45 | Cabin Fever Creations; Artsy Junkin'; library; Kenai Wildlife Refuge events; libraries; local music venues | 5/8/2023 4:55 PM |
| 46 | I encourage Kenai over Soldotna. | 5/8/2023 11:55 AM |
| 47 | Local parks & camp grounds | 5/8/2023 10:40 AM |
| 48 | There really isn't a draw to cultural arts in soldotna? Kenai has the art center and old town. | 5/8/2023 10:06 AM |
| 49 | Denaina wellness center in Kenai. Visitors center in Kenai. Old town Kenai. | 5/8/2023 9:46 AM |
| 50 | Love walking the Centennial trail in all seasons. Embrace each seasonal change. | 5/8/2023 9:30 AM |
| 51 | Anchorage | 5/7/2023 11:47 PM |
| 52 | Soldotna creek park | 5/7/2023 9:09 PM |
| 53 | This is so seasonally dependent, its hard to say. I don't feel like I have a consistent place to send people. | 5/7/2023 8:54 PM |
| 54 | The Soldotna Creek Park. | 5/7/2023 8:12 PM |
| 55 | We need more cultural locations | 5/7/2023 8:00 PM |
| 56 | Soldotna Creek Park | 5/7/2023 7:25 PM |
| 57 | Refuge headquarters, old town Kenai, beaches | 5/7/2023 7:07 PM |
| 58 | Parks, public places, and please through the winter, not just for sumner, tourist | 5/7/2023 5:51 PM |
| 59 | Kenai Performers, Visitor's Center, library, | 5/7/2023 12:34 PM |
| 60 | Unfortunately I always seem to think of Kenai when it comes to like triumvirate theater and also when it comes to area history. Kenai has an old town district whereas Soldotna does not. I do encourage people to visit the visitors center, but I think a museum would be great, I could even contribute old survey maps as my grandfather was one of the first surveyors in the area. | 5/7/2023 11:56 AM |

| 61 | Any of our public parks | 5/7/2023 11:10 AM |
|----|--|-------------------|
| 62 | Kenai cultural center Wednesday market Khaladis Farmers market The refuge visitor center Soldotna visitor center Whistle hill Tsalteshi trails | 5/7/2023 8:20 AM |
| 63 | Wildlife refuge headquarters, Soldotna Visitors Center | 5/7/2023 8:09 AM |
| 64 | Very seldom held. Or very seldom is there a celebration that is advertised thoroughly and with enthusiasm. Most events are only known by clique word. | 5/7/2023 5:11 AM |
| 65 | Kenai | 5/6/2023 11:12 PM |
| 66 | Any that become available. They are hard to find. Better advertising. | 5/6/2023 9:36 PM |
| 67 | Wednesdays at Soldotna Creek Park, Soldotna Library, River City Books, Pad Thai Cafe. | 5/6/2023 9:18 PM |
| 68 | Parks | 5/6/2023 8:35 PM |
| 69 | Soldotna Creek park for "Wednesday's at the Park" | 5/6/2023 8:16 PM |
| 70 | History of Soldotna (museum). | 5/6/2023 7:35 PM |
| 71 | Denai'na monthly craft show at the Wellness Center | 5/6/2023 7:08 PM |
| 72 | Museum in Soldotna, Soldotna Visitors center or visitors center in Kenai | 5/6/2023 7:01 PM |
| 73 | Greenhouse music Triumvirate Theater Kenai performers Forever dance High-school performances Encore dance academy | 5/6/2023 6:35 PM |
| 74 | The museum | 5/6/2023 6:29 PM |
| 75 | Parks, schools, churches. | 5/6/2023 6:25 PM |
| 76 | Check out the Library, get involved with sports, become a volunteer for different locations a d teach then to use art to communicate | 5/6/2023 4:58 PM |
| 77 | Walkable community spaces | 5/5/2023 5:18 PM |
| 78 | Kenai- theater, KCHS, KFAC Homer (I miss the Met opera) | 5/5/2023 4:20 PM |
| 79 | The museum by centennial. Trails and old buildings. | 5/5/2023 4:00 PM |
| 80 | Non that I can think of | 5/5/2023 12:05 PM |
| 81 | Homer-museums, theater, art shops, restaurants, winery/meadery, arts festivals Seward-Sealife Center, arts festivals Kenai-visitor center if they have an exhibit, Kenai Fine Arts Center Soldotna-KNWR visitor center | 5/5/2023 8:15 AM |
| 82 | Soldotna Creek Park, Wildlife Center, River Walk, Local shops, Beaches in Kenai | 5/5/2023 7:39 AM |
| 83 | Park, bars | 5/5/2023 6:18 AM |
| 84 | The park, Kenai performers, Soho theater | 5/5/2023 5:59 AM |
| 85 | Music in the park in the summer | 5/4/2023 11:42 PM |
| 86 | Art galleries | 5/4/2023 9:57 PM |
| 87 | Folks will gather and visit wherever there is a variety of Public Art. Public Art says "Fun". Photography, currently a huge hobby, one is always on the look out for a new special back drop. | 5/4/2023 4:05 PM |
| 88 | Wednesdays Music in the Park, Kenai Peninsula College speakers, forums, farmers markets, art and vendor fairs, the river during fishing season, the Homesteaders Museum. | 5/4/2023 1:50 PM |
| 89 | Soldotna Creek Park, the library, the theater | 5/4/2023 8:15 AM |
| 90 | The area is very limited with high Art.So I would recommend They could go to Kenai Art Ctr,Frames and things and maybe Kaladies for upcoming art. | 5/3/2023 8:50 PM |
| 91 | Soldotna Creek Park, the Kenai art center, the Kenai Performers, live music at Mykels or the Flats, art at KRB & Kaladis (Odies in past years) | 5/3/2023 6:57 PM |
| 92 | Soldotna Creek Park, Soldotna ice rink, kenai visitors center | 5/3/2023 6:28 PM |

| 93 | Soldotna Museum | 5/3/2023 5:48 PM |
|-----|---|--------------------------------------|
| 93 | | 5/3/2023 5.48 PM 5/3/2023 4:49 PM |
| | soldotna visitor center , soldotna creek park | |
| 95 | Visitor's center, wildlife center, library, Fine Arts Guild, Wednesday Markets, | 5/3/2023 1:48 PM |
| 96 | Old Kenai, The Soldotna Visitor Center, Homer, Soldotna Wednesday Market | 5/3/2023 1:37 PM |
| 97 | Kenai | 5/1/2023 4:56 AM |
| 98 | Homer, Anchorage, Fairbanks | 4/30/2023 10:16 PM |
| 99 | Art galleries/shops that feature local art. Art markets. Outdoor live music venues. | 4/30/2023 12:13 PM |
| 100 | Wednesday's in the park - with live music. Local dance shows, theater musical and play productions, school concerts and theater productions. | 4/28/2023 8:52 PM |
| 101 | Kenai river fest, all festivalsc | 4/28/2023 1:48 PM |
| 102 | The visitor center, the city park, all of the small local art shops around town, etc. | 4/27/2023 3:30 PM |
| 103 | Kenai and Soldotna Visitors' Centers Observe dipnetting Kenai Wildlife Refuge | 4/27/2023 1:31 PM |
| 104 | Soldotna Visitor Center | 4/25/2023 5:50 PM |
| 105 | Soldotna Creek Park and the Library? | 4/25/2023 2:13 PM |
| 106 | Soldotna Creek Park, Soldotna Historical Society | 4/25/2023 8:56 AM |
| 107 | The Goods, Soldotna historical society museum, KPC showcase talks | 4/25/2023 7:21 AM |
| 108 | music in the park, Artzy Junkin, soldotna performers, kenai art center | 4/24/2023 7:55 PM |
| 109 | Kenai Art Center Kenai Wildlife Refuge Music in Parks events | 4/23/2023 8:44 PM |
| 110 | Kenai Art Center | 4/23/2023 3:31 PM |
| 111 | Kenai, Homer, Seward | 4/23/2023 8:44 AM |
| 112 | Kenai Wildlife Headquarters | 4/23/2023 7:25 AM |
| 113 | Centennial park | 4/20/2023 11:36 AM |
| 114 | Music in the Park, Centennial Park, Ski Hill & Visitor Center, Tsalteshi system | 4/20/2023 11:06 AM |
| 115 | Kenai fine arts center, Wednesday market, Saturday market. | 4/20/2023 7:03 AM |
| 116 | The parks in the summer provide a really wonderful opportunity to interact with all sorts of artists from different mediums. It's the best. | 4/19/2023 12:55 PM |
| 117 | Kenai Refuge Visitor's Center, Soldotna Creek Park events, old town Kenai, Classic Fish Walk/Centennial Trail | 4/19/2023 9:07 AM |
| 118 | Kenai River | 4/18/2023 8:23 AM |
| 119 | Soldotna Creek park, restaurants with live music, coffeeshops with art displays, theater performances, dragonfly art gallery, frames and things, dance performances, Performing art society events, high school concerts and theater events | 4/17/2023 8:27 PM |
| 120 | Wednesday music in the park | 4/17/2023 10:05 AM |
| 121 | The theater companies, schools, Soldotna Creek Park, the Kenai Art Center, Kenai Visitor Center, Where it's At/The Goods, all of Homer | 4/17/2023 7:47 AM |
| 122 | The Goods is an awesome community gathering space where people can access local art and take part in various other artistic/cultural events. The Kenai Arts Center is a hidden gem and Soldotna could use something similar. Soldotna Creek Park is artistically designed and is very pleasant to visit. Triumvirate Theatre and the Kenai Performers are wonderful opportunities to engage with the theatre community. | 4/16/2023 3:58 PM |
| 123 | Soldonta creek park | 4/16/2023 7:41 AM |
| 124 | Soldotna Creek Park, Soldotna bridge | 4/16/2023 12:05 AM |
| | | |

| 125 | Kenai Fine Arts Center Kenai Performers shows Peninsula Artists in Motion shows | 4/15/2023 9:42 PM |
|-----|--|-------------------|
| 126 | Soldotna creek park | 4/15/2023 9:07 PM |
| 127 | Visitor center | 4/15/2023 6:09 PM |
| 128 | Music in the park!!! | 4/15/2023 2:44 PM |
| 129 | Kenai art center, Kaladis, Wednesday Market, river feast, frozen river feast, salmon feast, any craft fair in the area, lucy's Market. | 4/11/2023 2:04 PM |
| 130 | Soldotna creek park, Soldotna library, Kenai Art Guild, Kenai visitors center. | 4/10/2023 8:25 AM |

Q6 What are the strengths of the current arts and culture offerings in Soldotna and surrounding areas?

Answered: 121 Skipped: 88

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | We have beautiful parks and some great small businesses | 5/18/2023 11:36 PM |
| 2 | Getting unusual and gifted musicians occasionally. Strong theater and theater support. | 5/16/2023 2:11 PM |
| 3 | The People | 5/16/2023 10:58 AM |
| 4 | Soldotna Park, live music | 5/15/2023 6:40 PM |
| 5 | Local and Alaskan featured artists. | 5/15/2023 6:23 PM |
| 6 | Levitt Amp Soldotna Music Series, Soldotna Wednesday Market | 5/12/2023 11:27 AM |
| 7 | For sure the libraries offer a lot of great events between Kenai and soldotna. The Kanaitze tribe also puts on lots of events and classes, even at the local schools. There is also a good variety of types of art shops/classes available. A good deal of fairs/bazaars | 5/12/2023 8:54 AM |
| 8 | not bad for a small town | 5/12/2023 8:20 AM |
| 9 | Good variety and open minded as to all cultures | 5/11/2023 9:44 PM |
| 10 | Incredible amount of talent in our musicians and actors | 5/11/2023 9:26 PM |
| 11 | Weekly live music events outdoors that bring together the community into one place. It serves as a great unifier while also generating revenue and sparking 'trickle down' arts and cultural events (like karaoke after or stand up comedy after). | 5/11/2023 7:13 PM |
| 12 | There are too few and things celebrating LGBTQ+ and Drag are always threatened | 5/11/2023 5:15 PM |
| 13 | There is no monthly function to give strength to. | 5/11/2023 2:25 PM |
| 14 | Parks, open nature | 5/11/2023 11:02 AM |
| 15 | Increased opportunities with Music in the Park and Wednesday market. Local art displays at local businesses. Occasional author talks. | 5/11/2023 10:07 AM |
| 16 | Soldotna has great music and should stick with the music and markets (Wednesday & farmers) | 5/11/2023 5:15 AM |
| 17 | Inclusive | 5/11/2023 12:16 AM |
| 18 | The people working to put together activities are our strength and should be supported | 5/10/2023 8:57 PM |
| 19 | Many talented people willing to share their skills. | 5/10/2023 8:24 PM |
| 20 | No strengths | 5/10/2023 7:54 PM |
| 21 | Wednesday in Park River Festivals Parks | 5/10/2023 6:04 PM |
| 22 | Wednesday @ the Park is huge! | 5/10/2023 5:58 PM |
| 23 | A lot of live music is available during the summer months | 5/10/2023 5:44 PM |
| 24 | The mini grants that Soldotna offers are a tremendous asset to the arts and culture. | 5/10/2023 11:18 AM |
| 25 | Soldotna Creek Park is great in the summer for live music and the markets. There are quite a few plays put on during the year in our community, and those are fun to see. | 5/10/2023 8:02 AM |
| 26 | Local artists. Parks & Rec, music in the park, Wednesday market | 5/9/2023 11:57 PM |
| 27 | I love that Wednesday market with life music. | 5/9/2023 9:10 PM |

| Frequent community events, strong community support. Something for all ages. Connecting others. Variety of LOCAL musicians Variety of LOCAL musicians Draw people in, good for local artists J99/2023 4:34 PM J07 PM Adding funds to community. J99/2023 3:24 PM Good Food trucks Adding funds to community. J99/2023 3:24 PM Cocasionally gatherings of indigenous peoples and medicine drums. J99/2023 3:09 PM Parks and sports center J99/2023 12:45 PM Absolutely LOVE the Wednesday markets with the concerts! Other things are enjoyable from fime to time. Community minded Medicaday in the park is loved by many people and it's nice to have it. J99/2023 10:14 AM Wednesday in the park is loved by many people and it's nice to have it. J99/2023 6:40 AM Very few. Greenhouse Music, three dance studies, two theater companies J99/2023 6:40 AM Very few. Greenhouse Music, three dance studies, two theater companies J99/2023 6:00 AM Wednesday in the park is avesome! There are none. J99/2023 7:37 PM Wednesday in the park is avesome! Kenai is better than Soldotna to find these events. Wednesday in the Soldotna to find these events. Community members Community members Community members J99/2023 1:05 PM None J99/2023 1:05 AM None J99/2023 1:04 AM None J99/2023 1:04 AM J99/2023 1:05 AM None J99/2023 1:05 AM None J99/2023 1:05 AM None J99/2023 1:05 AM J99/2023 1:05 AM None J99/2023 1:05 AM J99/2023 1:05 AM None J99/2023 1:05 AM None J99/2023 1:05 AM J99/2023 1:05 AM None J99/2023 1:05 AM None J99/2023 1:05 AM J9 | | | |
|--|----|---|-------------------|
| Variety of LOCAL musicians Sy9/2023 5.43 PM | 28 | Visitor center, refuge museum & grounds, playgrounds | 5/9/2023 6:01 PM |
| Adding funds to community. Adding funds to community. S/9/2023 3:24 PM Cocasionally gatherings of indigenous peoples and medicine drums. S/9/2023 3:29 PM Cocasionally gatherings of indigenous peoples and medicine drums. S/9/2023 12:57 PM S/9/2023 12:49 PM Aboutlety LOVE the Wednesday markets with the concents! Other things are enjoyable from time to time. S/9/2023 10:14 AM Mednesday in the park is loved by many people and it's nice to have it. S/9/2023 10:14 AM Wednesday in the park is loved by many people and it's nice to have it. S/9/2023 6:00 AM Weth rew when I lived there. Would like more festivals that don't center around alcohol. S/9/2023 6:00 AM Wethy few. Greenhouse Music, three dance studios, two theater companies S/8/2023 9:50 PM There are none. S/8/2023 9:50 PM Wethesday in the park is awesome! S/8/2023 7:57 PM Wethesday in the park is awesome! S/8/2023 7:57 PM Medium Cover the Kenai Fine Art Center, students art; art in shops and bookstores. Love PRIDE in the park and all the Wednesdays in the summer for music and food. But how about the rest of the year? Community members S/8/2023 1:55 PM Kenai is better than Soldotna to find these events. S/8/2023 1:56 AM Nohing that stands out. S/8/2023 1:56 AM Nohing that stands out. S/8/2023 9:59 PM S/8/2023 1:06 AM S/8/2023 9:59 PM S/8/2023 1:06 AM S/8/2023 1:06 AM S/8/2023 1:06 AM S/8/2023 1:05 AM S/8/2023 1:06 AM S/8/2023 3:06 AM S/8/2023 3:06 AM S/8/2023 3:06 AM S/8/ | 29 | | 5/9/2023 5:46 PM |
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| Occasionally gatherings of indigenous peoples and medicine drums. 5/9/2023 12:57 PM 5/9/2023 12:49 PM 36 Absolutely LOVE the Wednesday markets with the concerts! Other things are enjoyable from time to time. 77 Community minded 5/9/2023 10:14 AM 38 Wednesday in the park is loved by many people and it's nice to have it. 5/9/2023 6:40 AM 39 Fishing the river when I lived there. Would like more festivals that don't center around alcohol. 5/9/2023 6:00 AM 40 Very few. Greenhouse Music, three dance studios, two theater companies 5/8/2023 8:17 PM 41 There are none. 5/8/2023 8:17 PM 42 They include provide positive outlets for community member to participate in. 5/8/2023 8:17 PM 43 Many to choose from during summer. 5/8/2023 7:37 PM 44 Wednesday in the park is awesome! 45 Medium 5/8/2023 1:05 PM 46 Love the Kenai Fine Art Center, students art; art in shops and bookstores. Love PRIDE in the park and all the Wednesdays in the summer for music and food. But how about the rest of the year? 47 Summer outdoor options 48 Kenai is better than Soldotna to find these events. 5/8/2023 1:05 AM 49 Community members 5/8/2023 10:40 AM 5/8/2023 10:40 | 32 | Adding funds to community. | 5/9/2023 3:24 PM |
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| Love the Kenai Fine Art Center, students art; art in shops and bookstores. Love PRIDE in the park and all the Wednesdays in the summer for music and food. But how about the rest of the year? Summer outdoor options Kenai is better than Soldotna to find these events. 5/8/2023 11:55 AM Community members 5/8/2023 10:40 AM None 5/8/2023 10:40 AM Nothing that stands out. 5/8/2023 9:46 AM Love the events held at Soldotna Creek Park. It's great to see so much community enjoying events together. Playgrounds Playgrounds Fire at seem to utilize outdoor spaces well. The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. We have a vibrant music and art community Community family events Community family events 5/7/2023 7:25 PM Community family events 5/7/2023 5:51 PM | 44 | Wednesday in the park is awesome! | 5/8/2023 7:37 PM |
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| Kenai is better than Soldotna to find these events. 5/8/2023 11:55 AM Community members 5/8/2023 10:40 AM None 5/8/2023 10:06 AM Nothing that stands out. 5/8/2023 9:46 AM Love the events held at Soldotna Creek Park. It's great to see so much community enjoying events together. Figure 1: 47 PM Levitt music series 5/7/2023 11:47 PM The arts seem to utilize outdoor spaces well. 5/7/2023 8:54 PM The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. Kenai is better than Soldotna to find these events. 5/8/2023 10:40 AM 5/8/2023 9:46 AM 5/8/2023 9:30 AM 5/8/2023 9:30 AM 5/7/2023 11:47 PM 5/7/2023 8:09 PM 5/7/2023 8:54 PM 5/7/2023 8:54 PM 5/7/2023 8:00 PM 5/7/2023 8:00 PM 5/7/2023 7:25 PM Community family events 5/7/2023 7:25 PM 5/7/2023 7:07 PM 6/60 none | 46 | park and all the Wednesdays in the summer for music and food. But how about the rest of the | 5/8/2023 4:55 PM |
| Community members 5/8/2023 10:40 AM None 5/8/2023 10:40 AM Nothing that stands out. 5/8/2023 9:46 AM Love the events held at Soldotna Creek Park. It's great to see so much community enjoying events together. Figure 1: 4 | 47 | Summer outdoor options | 5/8/2023 2:50 PM |
| None 5/8/2023 10:06 AM Nothing that stands out. 5/8/2023 9:46 AM Love the events held at Soldotna Creek Park. It's great to see so much community enjoying events together. 5/8/2023 9:30 AM Playgrounds 5/7/2023 11:47 PM Levitt music series 5/7/2023 9:09 PM The arts seem to utilize outdoor spaces well. 5/7/2023 8:54 PM The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. We have a vibrant music and art community 5/7/2023 8:00 PM There is a lot of opportunities for the arts. 5/7/2023 7:07 PM Community family events 5/7/2023 5:51 PM | 48 | Kenai is better than Soldotna to find these events. | 5/8/2023 11:55 AM |
| Nothing that stands out. 5/8/2023 9:46 AM Love the events held at Soldotna Creek Park. It's great to see so much community enjoying events together. 5/8/2023 9:30 AM Playgrounds Levitt music series 5/7/2023 11:47 PM The arts seem to utilize outdoor spaces well. 5/7/2023 9:09 PM The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. We have a vibrant music and art community 5/7/2023 8:00 PM There is a lot of opportunities for the arts. 5/7/2023 7:07 PM Community family events 5/7/2023 5:51 PM | 49 | Community members | 5/8/2023 10:40 AM |
| Love the events held at Soldotna Creek Park. It's great to see so much community enjoying events together. 53 Playgrounds 5/7/2023 11:47 PM 54 Levitt music series 5/7/2023 9:09 PM 55 The arts seem to utilize outdoor spaces well. 5/7/2023 8:54 PM 56 The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. 57 We have a vibrant music and art community 5/7/2023 8:00 PM 58 There is a lot of opportunities for the arts. 5/7/2023 7:25 PM 59 Community family events 5/7/2023 5:51 PM 60 none 5/7/2023 5:51 PM | 50 | None | 5/8/2023 10:06 AM |
| events together. 53 Playgrounds 5/7/2023 11:47 PM 54 Levitt music series 5/7/2023 9:09 PM 55 The arts seem to utilize outdoor spaces well. 5/7/2023 8:54 PM 56 The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. 57 We have a vibrant music and art community 5/7/2023 8:00 PM 58 There is a lot of opportunities for the arts. 5/7/2023 7:25 PM 59 Community family events 5/7/2023 5:51 PM | 51 | Nothing that stands out. | 5/8/2023 9:46 AM |
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| The arts seem to utilize outdoor spaces well. The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. We have a vibrant music and art community There is a lot of opportunities for the arts. 5/7/2023 8:54 PM 5/7/2023 8:12 PM 5/7/2023 8:00 PM There is a lot of opportunities for the arts. 5/7/2023 7:25 PM Community family events 5/7/2023 5:51 PM | 53 | Playgrounds | 5/7/2023 11:47 PM |
| The diversity- I enjoy Pride, the Riverfest, the Wednesday Market, as well as the high school shows. I enjoy that everyone has the opportunity to put on an event like in a normal lower 48 city. We have a vibrant music and art community There is a lot of opportunities for the arts. Community family events 5/7/2023 8:12 PM 5/7/2023 8:00 PM 5/7/2023 7:25 PM 5/7/2023 7:25 PM 5/7/2023 7:07 PM none | 54 | Levitt music series | 5/7/2023 9:09 PM |
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| 59 Community family events 5/7/2023 7:07 PM 60 none 5/7/2023 5:51 PM | 57 | We have a vibrant music and art community | 5/7/2023 8:00 PM |
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| | 59 | Community family events | 5/7/2023 7:07 PM |
| 61 Well-established cultural groups offer excellent entertainment. 5/7/2023 12:34 PM | 60 | none | 5/7/2023 5:51 PM |
| | 61 | Well-established cultural groups offer excellent entertainment. | 5/7/2023 12:34 PM |

| 62 | Notification of events from the city of Soldotna is really good, just more events of all kinds would be better and I don't think it would be at the cost of the city but through partnering with non profits, private citizens, and community leaders. | 5/7/2023 11:56 AM |
|----|--|-------------------|
| 63 | Brings our community together Invites rest and sacred healing space to appreciate and value the richness of our community | 5/7/2023 8:20 AM |
| 64 | Music in the park and Wednesday market offer a variety of choices. This allows more people to participate and enjoy the events. | 5/7/2023 8:09 AM |
| 65 | Community. | 5/7/2023 5:11 AM |
| 66 | KPC, and the Fine Arts center in Kenai showcases local artists. | 5/6/2023 11:12 PM |
| 67 | The events in the Soldotna park are good, but we need more. That is only one day a week. | 5/6/2023 9:36 PM |
| 68 | Live music | 5/6/2023 9:18 PM |
| 69 | Not very strong | 5/6/2023 8:35 PM |
| 70 | 1-10. About 7(10 being high) | 5/6/2023 7:35 PM |
| 71 | Wednesday's at the park | 5/6/2023 7:08 PM |
| 72 | Showing our history | 5/6/2023 7:01 PM |
| 73 | I'd love to see more opportunities and even competitions. It would be great to encourage young performers and a soldotna music ensemble | 5/6/2023 6:35 PM |
| 74 | Minimal to elder, older, mature people. | 5/6/2023 6:25 PM |
| 75 | Seems like there are good events that surround major holidays like Christmas and Easter or Halloween. There's always something to do on these big days. | 5/6/2023 5:02 PM |
| 76 | The local drama groups continuing to build a decent location. A gentleman keeps putting together food events monthly, the current residents are determined to make them succeed. | 5/6/2023 4:58 PM |
| 77 | KFAC, Soldotna creek park, Kenai performers, dragonfly gallery I liked first Thursday's at galleries. Tsalteshi trails poetry and denaina names | 5/5/2023 4:20 PM |
| 78 | The park is great, would love to see more visual arts/sculptures around town. Excited about Crane trails. | 5/5/2023 4:00 PM |
| 79 | ??? | 5/5/2023 8:15 AM |
| 80 | It's increasing | 5/5/2023 6:18 AM |
| 81 | It has tremendous talent for a town this size. The talent needs to continue to be cultivated and allowed performing opportunities or it diminishes. The arts has a significant positive impact on quality of life and culture. | 5/5/2023 5:59 AM |
| 82 | The community engagement | 5/4/2023 11:42 PM |
| 83 | Many places for art classes | 5/4/2023 9:57 PM |
| 84 | The Arts exorcise the mind & body. The Arts bring our community together. The Arts bring joy. | 5/4/2023 4:05 PM |
| 85 | Music in the Park on Wednesdays. | 5/4/2023 1:50 PM |
| 86 | The community of artists and local support for those artists is very inspiring | 5/4/2023 8:15 AM |
| 87 | Not very good too much Tchotchke in the area. | 5/3/2023 8:50 PM |
| 88 | Live music, sense of aesthetic/arbor focus of trees on street scapes | 5/3/2023 6:57 PM |
| 89 | The incorporation of local Dena'ina language and culture. | 5/3/2023 6:28 PM |
| 90 | There are many through schools, Kenai National wildlife Refuge, Kenai peninsula college, | 5/3/2023 5:48 PM |
| 90 | offerings at the park we just need to make ourselves get up and go visit! In other words PARTICIPATE!! | |
| 91 | | 5/3/2023 4:49 PM |

| 93 | Craft shows, The Arena, Soldotna Park downtown, flowers installations in the summer | 5/3/2023 1:37 PM |
|-----|--|--------------------|
| 94 | Could be stronger, esp in winter months | 5/1/2023 4:56 AM |
| 95 | Well run and well attended summer music/arts market events. Notable effort to incorporate art into public spaces. | 4/30/2023 12:13 PM |
| 96 | There are currently many recreational theater groups and local dance studios that perform multiple times per year. Also there are many opportunities of live music offerings at local restaurants. The annual concert with many bands in Ninilchick. | 4/28/2023 8:52 PM |
| 97 | Very easily accessible if one knows where to look! And super fun and family friendly | 4/27/2023 3:30 PM |
| 98 | The people. | 4/25/2023 5:50 PM |
| 99 | Strengths are the summer music program and festivals in the park. | 4/25/2023 2:13 PM |
| 100 | Landscape and downtown accessibility | 4/25/2023 8:56 AM |
| 101 | Live music in the summers, plenty of shops, plenty of activities for kids | 4/25/2023 7:21 AM |
| 102 | Music in the park is a free large area anyone can go to to enjoy entertainment and the outdoors | 4/24/2023 7:55 PM |
| 103 | It's people and local artists! | 4/23/2023 8:44 PM |
| 104 | Music, preforming arts, and visual arts | 4/23/2023 8:44 AM |
| 105 | ? | 4/23/2023 7:25 AM |
| 106 | Wednesday market is nice. | 4/20/2023 11:36 AM |
| 107 | Appealing venue and music | 4/20/2023 11:06 AM |
| 108 | Wednesday market, kenai fine arts center, The Goods, Soldotna sports center. | 4/20/2023 7:03 AM |
| 109 | Weds market, Kenai art center | 4/19/2023 9:36 PM |
| 110 | Levitt grants and music in the park. | 4/19/2023 12:55 PM |
| 111 | Music in the Park, Frozenfest, Pride in the Park, loving the comedy shows Matt Plant is bringing in | 4/19/2023 9:07 AM |
| 112 | There's often something happening if you look for it | 4/17/2023 8:27 PM |
| 113 | There are some community events the display art and culture in Soldotna but mainly end up being vendor events. | 4/16/2023 3:58 PM |
| 114 | Fun for family | 4/16/2023 7:41 AM |
| 115 | They are free and in public spaces | 4/16/2023 12:05 AM |
| 116 | Engages many people | 4/15/2023 9:42 PM |
| 117 | Events in the park | 4/15/2023 9:07 PM |
| 118 | The abundant opportunity for more offerings? | 4/15/2023 6:15 PM |
| 119 | We'll developed and clean | 4/15/2023 2:44 PM |
| 120 | This area is very open to the arts and culture. It's a very welcoming community when it comes to the arts. | 4/11/2023 2:04 PM |
| 121 | Theater, there are often opportunities to watch excellent plays in our area! | 4/10/2023 8:25 AM |

Q7 What are the biggest opportunities for improvement in the arts and culture scene in Soldotna and surrounding areas?

Answered: 131 Skipped: 78

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | Museums, a focus on history | 5/18/2023 11:36 PM |
| 2 | A community engagement area for art. An art museum would be AMAZING. | 5/16/2023 2:11 PM |
| 3 | Our Hisyory | 5/16/2023 10:58 AM |
| 4 | Despite the small population size of the area, tremendously talented creative people are here. While it is not necessarily the role of the government to ensure opportunities for creatives are abundant, offering circumstances which encourage the public expression of and appreciation for art bolster the City's overall attractiveness (both to residents and visitors). Currently, outside of the Levitt Series and Soldotna Wednesday Market, there are limited outlets in the area (outside of bars/lounges and the annual Salmon Fest) for common expressions of art (like music). Seeking out and promoting local artists (in the vein of the Homer Center for the Art's open mic offerings) provides necessary community building and strengthening for the local art community. | 5/12/2023 11:27 AM |
| 5 | I feel very strongly that the 'current culture,' where transgender expression has been grossly used as entertainment AND a teaching tool (at Soldotna Creek Park), should never be allowed again. It's an inappropriate, negligent misuse of personal preference (many professionals diagnose it as a mental illness), and served up to the public—to our children and g'childrento teach and PROMOTE unnatural lifestyles as "normal." I would strongly disagree with public expression of anything sexual, even if it was heterosexual displays, whether for personal expression or education for anyone, namely our kids. It's inappropriate and harmful to dish up such things where young ones aren't emotionally or mentally mature enough to understand or process these things. Personal expression along these lines do NOT belong in our parks or public cultural spaces!! For what it's worth Thanks for reading. | 5/12/2023 9:13 AM |
| 6 | More art in public spaces, improvements to parks, more museums/classes and ways to engage with history and science | 5/12/2023 8:54 AM |
| 7 | family friendly concerts and events | 5/12/2023 8:20 AM |
| 8 | Financial aid to arts and culture scene | 5/11/2023 9:44 PM |
| 9 | Larger theater for performances, Grant opportunities for performing arts to be held-community center | 5/11/2023 9:26 PM |
| 10 | Beautification through public arts, murals, flowers, developing the Unity Trail with art, etc. | 5/11/2023 7:13 PM |
| 11 | More cultural demonstrations, more inclusive events | 5/11/2023 5:15 PM |
| 12 | Larger community involvement, socialization across genres. | 5/11/2023 2:25 PM |
| 13 | More music and festival occasions. | 5/11/2023 11:02 AM |
| 14 | Public art needs to be expanded | 5/11/2023 10:57 AM |
| 15 | Community involvement opportunities and exposure. Classes and presentations by local authors and artists. | 5/11/2023 10:07 AM |
| 16 | Store fronts could be more attractive - love the mural on Wilderness Way. | 5/11/2023 5:15 AM |
| 17 | Trying to involve more people will create opportunities | 5/10/2023 8:57 PM |
| 18 | A city owned theater/performing arts center where visiting musicians could perform as well as local theater/performing arts groups. | 5/10/2023 8:24 PM |
| | Leave it alone you have people who were born, bred, and raised here who know Zip about | 5/10/2023 7:54 PM |

culture.

| | culture. | |
|----|---|--------------------|
| 20 | Live theater | 5/10/2023 6:04 PM |
| 21 | Focus on including this at the Wednesdays Park activities! | 5/10/2023 5:58 PM |
| 22 | There are no good indoor venues for concerts, workshops, classes | 5/10/2023 5:44 PM |
| 23 | Visual. Murals and fine art would improve overall morale and provide visual stimulation and inspiration. | 5/10/2023 11:18 AM |
| 24 | I wish we had a local museum of some kind. I would love to see more work from local artists, not just in restaurants or at the market. Also, lots of towns are doing First Friday, where local businesses, once a month, provide snacks and you can go in and shop. They do it occasionally here, but not every month. | 5/10/2023 8:02 AM |
| 25 | Revitalize old buildings that need to be spruced up on their exterior (like Beemun's), paint culturally-themed murals on buildings and walls, get whoever owns the old Crossings restaurant on the river to replace those horrid concrete dividers with classier looking boulders or something, try to stop the weird trend of painting buildings black, add incentives for businesses to add art to visible areas of their buildings, etc. | 5/9/2023 11:57 PM |
| 26 | Alaska such a spread out place. It's hard to have a centralized downtown area. Events don't always line up with my schedule so it's hard to do all the things. | 5/9/2023 9:10 PM |
| 27 | Indoor, year-round activities for families with young children and the elderly! | 5/9/2023 6:01 PM |
| 28 | Bring back community chorus :), start informal practice groups for instruments such as ukelele and guitar, support the efforts of local well established nonprofits like Tsalteshi and Triumverate in further developing and enhancing their community offerings. | 5/9/2023 5:46 PM |
| 29 | Support LOCAL musicians | 5/9/2023 5:43 PM |
| 30 | Having an indoor space to hold events in the winter. | 5/9/2023 4:34 PM |
| 31 | Enforce NO SMOKING & NO TRANSGENDERS in public restrooms or children's parks or areas. | 5/9/2023 3:24 PM |
| 32 | More indigenous history of our areas on the Kenai Peninsula. History of Kenai Peninsula | 5/9/2023 12:57 PM |
| 33 | City needs to address inappropriate behaviors (drag queen performances by impersonators. City needs to pass the ordinance proposed by parks and rec board banning lewd behavior | 5/9/2023 12:49 PM |
| 34 | Keep our theaters going. Kids need some thing to be involved in that keeps them busy | 5/9/2023 10:46 AM |
| 35 | More concerts, more food truck festivals, more arts & crafts venues, more activities at the Refuge, more fundraising runs, walks & bike rides for various causes with snowshoeing, Xcountry skiing, ice skating, etc. through the winter. More activities needed for youth. | 5/9/2023 10:24 AM |
| 36 | Making more family friendly opportunities | 5/9/2023 10:14 AM |
| 37 | more inclusion - gender equality | 5/9/2023 9:15 AM |
| 38 | More art, parks, community choirs | 5/8/2023 9:50 PM |
| 39 | More professional symphonies or plays would be grand. Also more community art events for children | 5/8/2023 8:18 PM |
| 40 | Soldotna has no central focus. No downtown, no town center, nothing interesting, quaint, or especially attractive. The best area, the river should have been developed. Instead an eyesore was allowed when a tire center. Right now the best part is the area of the bookstore and brewery. | 5/8/2023 8:17 PM |
| 41 | Concerts, theater, ballet, activities that get the next generation interested in art. Chalk art options, contests and displays, science fairs, etc. | 5/8/2023 8:02 PM |
| 42 | Better public transportation and advertising of activities, have more to during the winter months. | 5/8/2023 7:57 PM |
| | | |

| 44 | More spaces to host these events | 5/8/2023 5:10 PM |
|----|--|-------------------|
| 45 | I wish Soldotna had a city center or town center or fun arts boardwalk/downtown like Juneau and Seward. A large park with shops, galleries and cafes around the perimeter, easy walking to food and art and music. Have you checked out the concert schedule in HOPE, AK?! Tiny little Hope gets some great performers! | 5/8/2023 4:55 PM |
| 46 | Soldotna needs to clean up the town and start reflecting Kenai a bit more. | 5/8/2023 11:55 AM |
| 47 | Encouraging family friendly activities and events | 5/8/2023 10:40 AM |
| 48 | We need an arts center | 5/8/2023 10:06 AM |
| 49 | Meet with the Kenaitze Indian Tribe to get an understanding of their culture, as well as the indigenous people from other parts of Alaska. They live here too. They are inupiat, yupik, alutiq, athabascans. | 5/8/2023 9:46 AM |
| 50 | More private businesses | 5/7/2023 11:47 PM |
| 51 | There are no indoor cultural locations for the winter | 5/7/2023 9:09 PM |
| 52 | Winter season arts | 5/7/2023 8:54 PM |
| 53 | More theater. | 5/7/2023 8:12 PM |
| 54 | Become more inclusive | 5/7/2023 8:05 PM |
| 55 | More cultural and heritage sites or walkways with cultural learning experiences. | 5/7/2023 8:00 PM |
| 56 | Better advertising and more venues for all ages. | 5/7/2023 7:25 PM |
| 57 | Advertising, advertising | 5/7/2023 7:07 PM |
| 58 | lots, compared to other communities. | 5/7/2023 5:51 PM |
| 59 | Visual arts - galleries and museums, venues for local live music, somewhere to go dancing | 5/7/2023 12:34 PM |
| 60 | History. Truly history to the area is a bit nil as we all focus on our tourism in the summer and really only fishing. Focus on our homesteaders, old families, and local ranches, farms, and agriculture would be cool to see. | 5/7/2023 11:56 AM |
| 61 | Education | 5/7/2023 11:10 AM |
| 62 | Diversifying locations to bring community members to local owned businesses areas Including our Indigenous Culture to teach us more about the history and stewardship of the land and showcasing Indigenous arts Supporting small businesses Diversifying events for a variety of age groups | 5/7/2023 8:20 AM |
| 63 | Making sure events are appropriate for the audience. | 5/7/2023 8:12 AM |
| 64 | Continuing to be fair in allowing all events who register to happen. Not listening yo the noisy minority. Unfortunately, most people don't speak up snd the only voices the city hears from is not open to diversity. | 5/7/2023 8:09 AM |
| 65 | Communication. Celebration. Advertise to those that do not hang in the cliques of the community. Keep it family. No drag queen shows | 5/7/2023 5:11 AM |
| 66 | Maybe several film festivals throughout the year. | 5/6/2023 11:12 PM |
| 67 | I think the biggest opportunity is to evolve the people who live here. Don't just gear everything for the tourists. | 5/6/2023 9:36 PM |
| 68 | School-community partnerships (especially adopting a feeder school to enrich, as many are losing art and music programs). Also, cultivating culture of kindness and celebration of diversity in feeder schools, including Tustumena, Sterling, k-beach, redoubt, Soldotna elementary & Montessori maybe like a big brothers/big sisters for culture and art? | 5/6/2023 9:18 PM |
| 69 | More city celebrations of our Alaska heritage & history. Homesteaders etc | 5/6/2023 8:35 PM |
| 70 | I think they should host at least once a month (even for the locals) in the winter time a music concert. —Getting more of a variety of restaurants in the Soldotna/Kenai area. | 5/6/2023 8:16 PM |
| 71 | Their own building | 5/6/2023 7:35 PM |

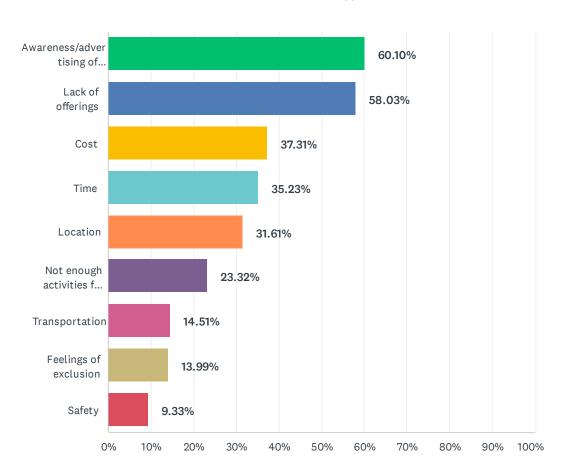
| 72 | Artsy Junktion interaction announcements | 5/6/2023 7:08 PM |
|----|--|-------------------|
| 73 | Parking for events | 5/6/2023 7:01 PM |
| 74 | We need more performing opportunities for kids here that are not connected to a studio directly. We don't have showcases or competitions unless an individual studio puts it on. | 5/6/2023 6:35 PM |
| 75 | Exposure to a variety of various classical, patriotic music made possible by our armed service groups. | 5/6/2023 6:25 PM |
| 76 | Tap into the diverse population and cultures you have here. Unless I'm unaware of it, I've not seen an event for Alaska Native Yuraq (Eskimo dance), there are a number of Filipino people in Kenai Soldotna who might be open to sharing a cultural event if you invite them, there is a Russian population here, a Mennonite population that could feature their wares and goods and services, the list goes on. Contact someone from each group and invite them to put on an event and give them people to help them plan. Or do a joint cultural event with two or more in the same event so that it's fuller. | 5/6/2023 5:02 PM |
| 77 | There is plenty of room to grow. Many business' need to volunteer to host an event each month, people meet to willing to get involved. When people try to start skmethjng others are quick to complain that it is costing the local government, when they don't look at where the .kney .ay be coming from. Our community is a great e at stregnth ro itself, we know how to get things started , not good at always ckntknuing. | 5/6/2023 4:58 PM |
| 78 | Community members protesting drag show has been chilling and ugly | 5/5/2023 4:20 PM |
| 79 | Utilize the city's public locations to bring more people to engage in our community. Music in the park is great in summer, but maybe have opportunities to do some fun things like learn to tie flys, learn to fish, learn to filet. Maybe incorporate some local native knowledge with ways to learn more about native culture and arts, maybe teach some beading or hand sewing something. I don't know if any of these things would work, but as a community member I'd love to be engaged in more cultural experiences here. | 5/5/2023 4:00 PM |
| 80 | Our true native heritage | 5/5/2023 12:05 PM |
| 81 | Triumvirate Theater, improve Soldotna Creek Park venue, make better use of KPC, stop conservatives from banning books and attacking LGBTQ people | 5/5/2023 8:15 AM |
| 82 | More advertising ahead of event time in multiple places | 5/5/2023 6:18 AM |
| 83 | If the Sohi theater closes that would be devastating. | 5/5/2023 5:59 AM |
| 84 | More parking | 5/4/2023 11:42 PM |
| 85 | Museums Native American museums | 5/4/2023 9:57 PM |
| 86 | I see transportation, to and from events, being a challenge. Perhaps hosting programs, story telling, music, etc., in small community coffee shops, book stores, or "closed out" building, in your neighborhood, every two months, engaging local "fun". | 5/4/2023 4:05 PM |
| 87 | Improving the riverfront! Add a fun run or fun bike race now and then | 5/4/2023 1:50 PM |
| 88 | Volume. Let's do more | 5/4/2023 8:15 AM |
| 89 | Education | 5/3/2023 8:50 PM |
| 90 | Having more events off season to gather, more classes/hands on instruction, event space | 5/3/2023 6:57 PM |
| 91 | The Riverfront Development | 5/3/2023 6:28 PM |
| 92 | as the world becomes for conscience of food and wanting to buy local , i think a farmers/ artist market should be everyday of week same time and same location make the table rentals cheaper for ppl wanting to sell there stuff same with river festival it's outrageous , you have to make sure you sell enough to cover your rental cost . | 5/3/2023 4:49 PM |
| 93 | Need more opportunities and diversification | 5/3/2023 1:48 PM |
| 94 | There are spaces that could use color and paint, The city needs more inspiration. The Saturday and Wednesday markets are great, but we need more color and art displays | 5/3/2023 1:37 PM |
| 95 | Web portal for disseminating info | 5/1/2023 4:56 AM |

| 96 | Public murals/temporary art installations; a fall/holiday arts walk hosted by local businesses (check out the arts walk event in Olympia, WA, it's excellent); a community center that could host local theater/chior/art shows/etc. when not being used for other paid events. Non-tourist season indoor events that offer locals something to do in winter. | 4/30/2023 12:13 PM |
|-----|---|--------------------|
| 97 | Our area needs an auditorium where local music, theater groups and dancers can perform. It is not enough to always rely on the KBPSD Auditoriums. Especially since they are at risk of being cut in the KPBSD budget. | 4/28/2023 8:52 PM |
| 98 | We need additional theaters to hold productions and performances, especially if the school board cuts funding to our school theaters. | 4/28/2023 5:09 PM |
| 99 | Needed variety of classes. Large art ND murals. Tactile and accessible art for all people of all abilities | 4/28/2023 1:48 PM |
| 100 | More, more, more of them!! | 4/27/2023 3:30 PM |
| 101 | Need to ensure that events and performances in the public parks are family friendly and safe for children, ie sexually explicit content. | 4/27/2023 1:31 PM |
| 102 | Better parking at Soldotna Creek Park. Very congested and dangerous for pedestrian traffic. | 4/25/2023 5:50 PM |
| 103 | Murals! Soldotna can be an ugly city with our 2 large highways. Murals and attention to art really improves the city aesthetics. Seward for instance really values murals and they promote history, tourism, nature, and community. | 4/25/2023 2:13 PM |
| 104 | Lots of opportunities for murals and other public art installations that would complement our local green space. | 4/25/2023 8:56 AM |
| 105 | Historical markers/development, public artwork, academic/literary events, community education programs | 4/25/2023 7:21 AM |
| 106 | Photography equipment store, printing services, photography galleries, first friday gallery shows, evening adult recreation not bar related, winter activities | 4/24/2023 7:55 PM |
| 107 | Do community classes for free | 4/23/2023 9:49 PM |
| 108 | THE town needs color. More public art. Murals!! | 4/23/2023 8:44 PM |
| 109 | Improving maintenance, cleanliness, and emphasizing nature. | 4/23/2023 3:31 PM |
| 110 | Public art, art spaces, education in the arts | 4/23/2023 8:44 AM |
| 111 | Education and Science | 4/23/2023 7:25 AM |
| 112 | It would be great to have a building that artists could rent a spot for display and or demonstration. | 4/20/2023 11:36 AM |
| 113 | More where possible | 4/20/2023 11:06 AM |
| 114 | We need an enclosed bldg or area to house local arts and crafts. The weather here is so unpredictable even in summer. So artists can setup year around to have a place sell their wares and also house special events such as live music events. | 4/20/2023 7:03 AM |
| 115 | Gallery spaces for local artists, similar to Kenai Art Center | 4/19/2023 9:36 PM |
| 116 | Adding visual arts to the upcoming riverfront development area or commercial areas | 4/19/2023 4:26 PM |
| 117 | Just do it more and more often. | 4/19/2023 12:55 PM |
| 118 | Public murals is an easy one, find a way to replicate the Covid Christmas Soldotna Cash (without the Covid), enjoyed the community theater at the park-would be great for it to be annual. | 4/19/2023 9:07 AM |
| 119 | A central hub to find out information and is hard for all groups to be able to fully advertise properly | 4/17/2023 8:27 PM |
| 120 | Honestly, Soldotna proper is lacking in Arts and Culture. Either that or it is not promoted enough. | 4/17/2023 7:47 AM |
| 121 | It would benefit Soldotna to have an Arts and Culture Commission so that there is an intentional approach to increasing access and engagement with arts and cultural activities. | 4/16/2023 3:58 PM |
| | | |

| 122 | No drag queens | 4/16/2023 7:41 AM |
|-----|---|--------------------|
| 123 | Murals around town, on the side walks | 4/16/2023 12:05 AM |
| 124 | More dance opportunities and places for young people to showcase visual and performance art | 4/15/2023 9:42 PM |
| 125 | More art installations and exhibit space. Better parking for Soldotna creek park. Connections/areas for student artists to display. | 4/15/2023 9:07 PM |
| 126 | More event space | 4/15/2023 6:15 PM |
| 127 | Smoke and tobacco policies that make all public parks Smoke free just like the state fairgrounds | 4/15/2023 6:09 PM |
| 128 | Parking | 4/15/2023 2:44 PM |
| 129 | Parking for events is an issue. Also, more kid friendly events. | 4/15/2023 1:37 PM |
| 130 | Some open mindedness when it comes to different types of art. Most street art in this area is seen as vandalism or would attract the wrong kind of crowd. | 4/11/2023 2:04 PM |
| 131 | More visual arts on display in Soldotnaespecially 3D. | 4/10/2023 8:25 AM |

Q8 What barriers exist to participation in arts and cultural activities? Please select all that apply.





| ANSWER CHOICES | RESPONSES | |
|--|-----------|-----|
| Awareness/advertising of opportunities | 60.10% | 116 |
| Lack of offerings | 58.03% | 112 |
| Cost | 37.31% | 72 |
| Time | 35.23% | 68 |
| Location | 31.61% | 61 |
| Not enough activities for my age group | 23.32% | 45 |
| Transportation | 14.51% | 28 |
| Feelings of exclusion | 13.99% | 27 |
| Safety | 9.33% | 18 |
| Total Respondents: 193 | | |
| | | |

DATE

OTHER (PLEASE SPECIFY)

| 1 | Often I find out of an event after it happened. Better advertising is important | 5/11/2023 5:15 PM |
|----|---|--------------------|
| 2 | Family opportunities | 5/11/2023 11:02 AM |
| 3 | Barriers for disabled persons to attend. Parking is a nightmare and people can be very rude. | 5/11/2023 10:57 AM |
| 4 | We need a coordinated calendar or website to see what is being offered (what, when, where). | 5/11/2023 5:15 AM |
| 5 | I acknowledge that there are many great offerings, but there could be more. | 5/10/2023 12:03 AM |
| 6 | Lack of enforcement on laws. | 5/9/2023 3:24 PM |
| 7 | 65 + elders. | 5/9/2023 12:57 PM |
| 8 | How about public dance classes and dancing in public spaces in the evenings? | 5/8/2023 4:55 PM |
| 9 | Stuff for my kids and not late at night | 5/8/2023 2:50 PM |
| 10 | Parking areas that are easy to access for those who are using wheelchairs or walkers. | 5/8/2023 9:30 AM |
| 11 | Parking | 5/7/2023 8:12 AM |
| 12 | Community partners with schools need to go through the volunteer application every year. Sometimes they need to be assertive or persistent in communicating and coordinating with schools because generic offers get lost in the shuffle. | 5/6/2023 9:18 PM |
| 13 | Need to have opportunities for sharing with our rich homesteaders in our area. They are all dying off & never share their rich stories. The historical society needs to be more involved & supported. | 5/6/2023 8:35 PM |
| 14 | Include different nationalities | 5/6/2023 7:35 PM |
| 15 | It would be great to have artist grants like rassmussen does. | 5/6/2023 6:35 PM |
| 16 | Availability. | 5/6/2023 6:25 PM |
| 17 | Online calls by protesters to show up armed at the pride event June 22 made me consider not letting my family attend. I'm glad we went but wish I didn't have to fear getting shot | 5/5/2023 4:20 PM |
| 18 | Maybe there are opportunities that exist here, but I just haven't heard, short of community schools, and that takes commitment. | 5/5/2023 4:00 PM |
| 19 | Parking, especially for handicapped individuals. | 5/5/2023 11:37 AM |
| 20 | Parking | 5/4/2023 11:42 PM |
| 21 | None | 5/4/2023 1:50 PM |
| 22 | I've lost several of my friends who've passed away! Finding new folks is not easy! | 5/3/2023 5:48 PM |
| 23 | Accessibility | 4/28/2023 1:48 PM |
| 24 | I was told Soldotna City Workers were threatened after the twerking in the Soldotna Creek Park Gay Pride performance 2022. | 4/25/2023 5:50 PM |
| 25 | There is a fear of decency now | 4/23/2023 7:25 AM |
| 26 | The weather year around. | 4/20/2023 7:03 AM |
| 27 | Location and lack of community spaces where people can gather is a big issue, especially if the schools close the theaters next year. | 4/17/2023 8:27 PM |
| 28 | PARKING | 4/16/2023 12:05 AM |
| 29 | Not sure | 4/15/2023 9:07 PM |

Q9 What are the biggest challenges facing artists and cultural organizations in Soldotna and surrounding areas?

Answered: 123 Skipped: 86

| # | RESPONSES | DATE |
|----|--|--------------------|
| 1 | Our community tends to have extremely religious people with strongly right leaning political views. Anything different from this view is treated poorly, defunded During winter months it's difficult to enjoy the parks, festivals. | 5/18/2023 11:36 PM |
| 2 | Nowhere to showcase. Except a few coffee shops in town. | 5/16/2023 2:11 PM |
| 3 | Costs | 5/16/2023 10:58 AM |
| 4 | Read #7 notes above. | 5/12/2023 9:13 AM |
| 5 | Getting enough participants or interested shoppers, inflation causing people to want to spend less, finding event areas big enough to host large events | 5/12/2023 8:54 AM |
| 6 | market availability | 5/12/2023 8:20 AM |
| 7 | Limitation on Freedom of Expression | 5/11/2023 9:44 PM |
| 8 | Lack of funding and facilities large enough to hold the events | 5/11/2023 9:26 PM |
| 9 | Money. | 5/11/2023 7:55 PM |
| 10 | Networking and availability/accessibility of public spaces to utilize. | 5/11/2023 7:13 PM |
| 11 | Space, cost for space, advertising | 5/11/2023 5:15 PM |
| 12 | Publicity and availability for local citizenry enrichment. | 5/11/2023 2:25 PM |
| 13 | Keeping our city family friendly!! Say NO NO to Trans and sexual exhibits!!!!! | 5/11/2023 11:02 AM |
| 14 | Lack of funding | 5/11/2023 10:57 AM |
| 15 | Funding and opportunities for inter-artist creativity times/places. | 5/11/2023 10:07 AM |
| 16 | Lack of funds to get word out to people and include them, ways to access more people | 5/10/2023 8:57 PM |
| 17 | Having a functional and classy space to perform throughout the year. | 5/10/2023 8:24 PM |
| 18 | Appreciation because most are ignorant. Look at our restaurants people actually think they can go to dinner and get good food. Marginal at best! | 5/10/2023 7:54 PM |
| 19 | Facilities | 5/10/2023 6:04 PM |
| 20 | Staffing and money. | 5/10/2023 5:58 PM |
| 21 | Fair pay, having a space | 5/10/2023 5:44 PM |
| 22 | People thinking that exposure is an acceptable form of payment. | 5/10/2023 11:18 AM |
| 23 | There's not one building designated to the arts. People are selling their artwork in restaurants or markets. Why can't there be a museum of some sort? It would be a great add-on to our community. Also, lack of advertising. The only place I see any real advertising is at the library or sometimes on Facebook. | 5/10/2023 8:02 AM |
| 24 | Platforms to showcase our art. | 5/10/2023 12:03 AM |
| 25 | Funding, lack of volunteers, etc. | 5/9/2023 11:57 PM |
| 26 | The internet makes it hard to maintain people's attention. Before you went to an art gallery to be exposed to art and take it in. Now it's a photo op for Instagram. | 5/9/2023 9:10 PM |
| 27 | Competing priorities and affordability. Many artists need to work day jobs to support | 5/9/2023 5:46 PM |
| | | |

themselves which leaves little time to create art, volunteer, and spend time with family and friends. All working parents especially feel the time crunch which makes it difficult to find time to volunteer or attend cultural events.

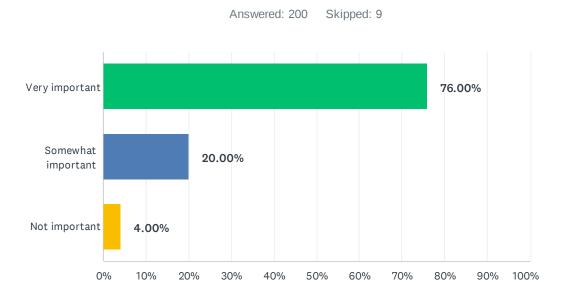
| | to volunteer or attend cultural events. | |
|----|--|-------------------|
| 28 | Funding | 5/9/2023 5:43 PM |
| 29 | Artists need to be connected to work. Need to be more opportunities for artists | 5/9/2023 4:34 PM |
| 30 | Lack of enforcement on laws. | 5/9/2023 3:24 PM |
| 31 | Cost of areas to hold gatherings for many types of entertainment and shows. | 5/9/2023 12:57 PM |
| 32 | Indoctrination (grooming) of children by LGBTQ with their secular religion | 5/9/2023 12:49 PM |
| 33 | Money | 5/9/2023 10:46 AM |
| 34 | cost | 5/9/2023 10:41 AM |
| 35 | Not enough venues available | 5/9/2023 10:24 AM |
| 36 | Community awareness/advertising | 5/9/2023 10:14 AM |
| 37 | lack of space | 5/9/2023 9:15 AM |
| 38 | Small minded people thinking they are protecting children when in reality they are censoring everyone who doesn't have the same beliefs they do. | 5/9/2023 6:40 AM |
| 39 | N/A | 5/8/2023 9:50 PM |
| 40 | Sometimes a great event occurs without ever really hearing about it. So a platform to advertise more and provide exposure | 5/8/2023 8:18 PM |
| 41 | Promotion. | 5/8/2023 8:17 PM |
| 42 | No good display areas. Limited activities other than craft fairs. | 5/8/2023 8:02 PM |
| 43 | In winter there are few places to gather that is either free or cost effective. | 5/8/2023 7:57 PM |
| 44 | People do not see the value | 5/8/2023 7:37 PM |
| 45 | Not a lot of places to gather and create in the winter | 5/8/2023 5:10 PM |
| 46 | Probably money, advertising, parking/location. | 5/8/2023 4:55 PM |
| 47 | The people Soldotna hires. | 5/8/2023 11:55 AM |
| 48 | Free speech is standard held for "progressive thought" & "political correctness" and it's subjective truth. Objective truth, facts that can be defined as correct/incorrect or true/false need to be used in making decisions for public events. | 5/8/2023 10:40 AM |
| 49 | Too many gift stores that won't pay my wholesale price. Therefore, i sell my art myself. My art is my employment. | 5/8/2023 9:46 AM |
| 50 | Not enough private businesses to display their work | 5/7/2023 11:47 PM |
| 51 | Not enough indoor spaces for events | 5/7/2023 9:09 PM |
| 52 | Venue | 5/7/2023 8:54 PM |
| 53 | Areas to perform or show their work. Community support. | 5/7/2023 8:12 PM |
| 54 | Close mindedness | 5/7/2023 8:05 PM |
| 55 | Venues and weather for outdoor venues. | 5/7/2023 8:00 PM |
| 56 | Connecting with others | 5/7/2023 7:25 PM |
| 57 | The infiltration of LGBT agendas. | 5/7/2023 7:07 PM |
| 58 | There is never enough parking | 5/7/2023 7:04 PM |
| 59 | Funding | 5/7/2023 12:34 PM |
| 60 | I think making a reasonable living is really a big item that hinders artists or at the very least does not allow them to fully focus on art. A possible solution would be to start a nonprofit fund | 5/7/2023 11:56 AM |

| | where community members could donate funds in order to encourage artists to produce public art or architectural changes to buildings within the city. | |
|----|--|-------------------|
| 61 | Coordination Consider adopting volunteer or providing a small stipend for Cultural ambassadors to be the experts on particular aspects of arts and cultural events make them feel valued many people will volunteer for free highlight their service on social media or asking them to make short (less than 7 minute videos) on their particular expertise creating a YouTube channels highlighting arts and cultural events in Soldotna,(similar the Appalachian Trail volunteers highlight historical and important information on various sections of the trail to educate hikers) if people feel valued and appreciated they will invest wholeheartedly | 5/7/2023 8:20 AM |
| 62 | I don't feel people appreciate the time, energy, talent that artists have. | 5/7/2023 8:09 AM |
| 63 | Parking | 5/7/2023 5:44 AM |
| 64 | You totally ruined it by bringing drag queens in the group. Involve families. Get inspirational with spirit so people will include and participate | 5/7/2023 5:11 AM |
| 65 | There aren't many opportunities available. | 5/6/2023 11:12 PM |
| 66 | As a artist in many areas finding a place to sell my work or teach a class is very hard to find in Soldotna. | 5/6/2023 9:36 PM |
| 67 | Low community awareness of opportunities. Sadly, fear about racial biases may inhibit some celebration of diversity. | 5/6/2023 9:18 PM |
| 68 | Probably costs & participants | 5/6/2023 8:35 PM |
| 69 | Funding | 5/6/2023 7:35 PM |
| 70 | Cost | 5/6/2023 7:01 PM |
| 71 | Mostly, opportunities. Wednesday market is nice but not accessible to those who have full time jobs typically. If you want local performers. | 5/6/2023 6:35 PM |
| 72 | Venue rental fees too expensive | 5/6/2023 6:29 PM |
| 73 | Production costs. | 5/6/2023 6:25 PM |
| 74 | Winter! Nobody wants to come out when it's 0 degrees outside. | 5/6/2023 5:02 PM |
| 75 | Display venues | 5/5/2023 4:20 PM |
| 76 | Funding and locations to utilize | 5/5/2023 4:00 PM |
| 77 | Keeping activities that are family friendly. | 5/5/2023 11:37 AM |
| 78 | Closed minded people, lack of good supportive venues | 5/5/2023 8:15 AM |
| 79 | Lack of art education | 5/5/2023 6:18 AM |
| 80 | The school district closing the theaters. | 5/5/2023 5:59 AM |
| 81 | Community Exposure | 5/4/2023 11:42 PM |
| 82 | Places to hold events | 5/4/2023 9:57 PM |
| 83 | An outlet for local artist. Creating spaces for marketing and meeting the Artist. | 5/4/2023 4:05 PM |
| 84 | Lack of avenues to display their talents | 5/4/2023 8:15 AM |
| 85 | Not enough people that want to spend money or knowledgeable about the arts. People in this area are so unoriginal they copy from everyone. | 5/3/2023 8:50 PM |
| 86 | Financial incentives/cost to begin. Event space. Seasonality of residents & tourists | 5/3/2023 6:57 PM |
| 87 | Lack of advertisement and parking | 5/3/2023 6:28 PM |
| 88 | I suspect if the group is not stationed in our area, transportation and housing would be difficult or too costly! Yet, Soldotna people are welcoming, and I'm sure would be of help if they knew the problem! | 5/3/2023 5:48 PM |
| 89 | promotion, lack of | 5/3/2023 4:49 PM |

| 90 | Venues | 5/3/2023 1:48 PM |
|-----|---|--------------------|
| 91 | funding and authorization for spaces to install art | 5/3/2023 1:37 PM |
| 92 | Participation | 5/1/2023 4:56 AM |
| 93 | A place to use for performances. | 4/28/2023 8:52 PM |
| 94 | Cost, lack of supplies. Lack of work space | 4/28/2023 1:48 PM |
| 95 | Sometimes it can be hard to find a place to feature your art if you're just starting out! | 4/27/2023 3:30 PM |
| 96 | Probably the poor support from local businesses to sell their products which are made locally. | 4/25/2023 5:50 PM |
| 97 | Community support/funding | 4/25/2023 2:13 PM |
| 98 | Lack of financial support to be able to focus on their art | 4/25/2023 8:56 AM |
| 99 | Funding, of course, but also community engagement and awareness. | 4/25/2023 7:21 AM |
| 100 | -It seems everyone is trying to start groups, or activities within their units and then they get burnt out or not enough people come and it goes away. If there was a better way to get the word out and everyone come together in one group, rather than multiple groups trying to do the same thingNo dedicated areas to show work. Kenai Art center does a great job but have limited hours and shows are filled for the year. Restaurants showcase work but with also long waitlists and there is no official event to show the work off and then you can't see it because everyone is eating in front of the pieces. | 4/24/2023 7:55 PM |
| 101 | Not enough venues to display our work. | 4/23/2023 8:44 PM |
| 102 | The local economy is unable to support artists. | 4/23/2023 3:31 PM |
| 103 | That Soldotna is not known as a huge arts and culture town they are more known as a fishing town and Homer is the place for arts and culture | 4/23/2023 8:44 AM |
| 104 | The Reputation of the dignity in art and cultural activities | 4/23/2023 7:25 AM |
| 105 | The Kenai Art Center is fine and all, but there could be a place in Soldotna for artists to gather in a more professional setting. | 4/20/2023 11:36 AM |
| 106 | Competent organization | 4/20/2023 11:06 AM |
| 107 | An enclosed or partly enclosed space, where artists can sell year around or have special events. | 4/20/2023 7:03 AM |
| 108 | Cost of doing business | 4/19/2023 9:36 PM |
| 109 | Bigots and idiots with signs. | 4/19/2023 12:55 PM |
| 110 | Having enough of an audience, affordable venue | 4/19/2023 9:07 AM |
| 111 | Venue and marketing/advertising are big challenges (although the newspaper and radio are generous with coverage) | 4/17/2023 8:27 PM |
| 112 | Space for events | 4/17/2023 10:05 AM |
| 113 | Lack of support from city of Soldotna trying to stifle activities they don't agree with. | 4/17/2023 9:38 AM |
| 114 | Losing authentic feel and Alaskan identity to appease tourists. Cost. Politics. | 4/16/2023 9:41 PM |
| 115 | There is little incentive for artists and cultural organizations other than intrinsic motivation and as it can be difficult to get the word out to the community about what activities are taking place. | 4/16/2023 3:58 PM |
| 116 | Not enough exposure | 4/16/2023 12:05 AM |
| 117 | Funding | 4/15/2023 9:42 PM |
| 118 | Funding | 4/15/2023 6:17 PM |
| 119 | Lack of event space | 4/15/2023 6:15 PM |
| 120 | Need more venues | 4/15/2023 2:44 PM |
| | | |

| 121 | Not enough spring events outside. | 4/15/2023 1:37 PM |
|-----|---|-------------------|
| 122 | I find having a place to practice is important in the growth of an artist. Having any kind of affordable rental art spaces would be beneficial. | 4/11/2023 2:04 PM |
| 123 | Budget | 4/10/2023 8:25 AM |

Q10 How important is it for arts and culture to be accessible and inclusive for all members of our community?



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|-----|
| Very important | 76.00% | 152 |
| Somewhat important | 20.00% | 40 |
| Not important | 4.00% | 8 |
| TOTAL | | 200 |

Q11 What can be done to increase accessibility and inclusivity in the arts and culture sector?

Answered: 111 Skipped: 98

| # | RESPONSES | DATE |
|----|---|--------------------|
| 1 | Ensure safety and voice for everyone by allowing everyone to speak - not just the people who yell loudest | 5/18/2023 11:36 PM |
| 2 | Central location Free access | 5/16/2023 2:11 PM |
| 3 | Keep costs down and times of events | 5/16/2023 10:58 AM |
| 4 | Display art in lots of different venues and rotate it. | 5/15/2023 6:23 PM |
| 5 | Read #7 above. | 5/12/2023 9:13 AM |
| 6 | Hosting low cost events, having enough parking | 5/12/2023 8:54 AM |
| 7 | Financial aid, more choices | 5/11/2023 9:44 PM |
| 8 | Stop with the inclusivity crap. No one cares until it's pushed down their throats. | 5/11/2023 7:55 PM |
| 9 | Purchasing a big projector screen to project visuals (and visual aids) onto during performances. | 5/11/2023 7:13 PM |
| 10 | Quit cutting the arts budget. Encourage passionate artists to create activities that have the support of Soldotna city govt. | 5/11/2023 2:25 PM |
| 11 | Keep activities and exhibits kid friendly! | 5/11/2023 11:02 AM |
| 12 | Disabled artists face many challenges. Venues are not disabled friendly and have burdensome requirements such as no help setting up the space or no booth sitters for people who need to take a small break for medical reasons. | 5/11/2023 10:57 AM |
| 13 | Make art visible in all sorts of places in the community. Sponsor spoken word events in addition to music and craft booths. | 5/11/2023 10:07 AM |
| 14 | Stop protesting Pride in the Park and other events that may not appeal to everyone. I don't love opera but I don't want it shut down. You do t have to go if you do t like it. | 5/11/2023 5:15 AM |
| 15 | Community sponsorship of nonprofits to share performances with schools, clubs etc | 5/10/2023 8:24 PM |
| 16 | Again you have zero arts or culture here. | 5/10/2023 7:54 PM |
| 17 | Parking and Handicap Parking | 5/10/2023 5:58 PM |
| 18 | Form an arts co-op, have a dedicated art space | 5/10/2023 5:44 PM |
| 19 | More community involvement. Murals that the community could collectively participate in, regardless of talent. More marketing on radio or TV to advertise opportunities for artists maybe? | 5/10/2023 11:18 AM |
| 20 | There are still some places asking for people to wear masks. This town is very divided politically. They haven't done any major performances at the auditorium anymore because of this. I feel like things will never go back to the way they were. | 5/10/2023 8:02 AM |
| 21 | Funding and public involvement/support | 5/10/2023 12:03 AM |
| 22 | Braille on community signs, sign language providers at public speaking events, enough paved pathways for walkers and wheelchairs to fit on instead of rocks or grass, more benches at Soldotna Creek Park, fliers that include multiple languages, etc. | 5/9/2023 11:57 PM |
| 23 | Meeting people where they are. | 5/9/2023 9:10 PM |
| 24 | Make sure programs are offered at different times of the week and times to ensure those with | 5/9/2023 5:46 PM |

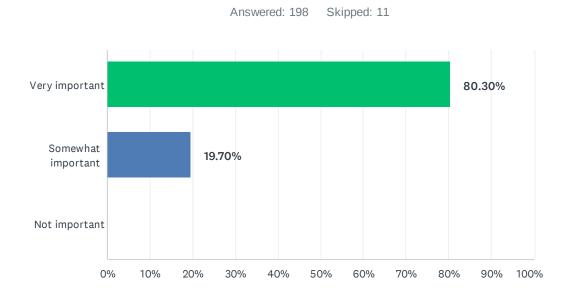
odd shifts can still participate. Hold community events in accessible parks and buildings. Incorporate land acknowledgements into our City meetings and community events, working with the Kenaitze tribe to ensure we are properly recognizing their centuires of contributions to our community.

| | our community. | |
|----|---|-------------------|
| 25 | N/a | 5/9/2023 5:43 PM |
| 26 | More awareness, social media updates on events | 5/9/2023 4:34 PM |
| 27 | Enforcement of laws. Protection of elders and youth. | 5/9/2023 3:24 PM |
| 28 | The post office in Soldotna needs to be more accessible with a lighter door. Hard for a wheelchair user | 5/9/2023 3:09 PM |
| 29 | Reduce the cost of areas needed to hold gatherings for all cultural, musical, art, and shows. | 5/9/2023 12:57 PM |
| 30 | Inclusively is a woke term. There should be community standards for behavior | 5/9/2023 12:49 PM |
| 31 | The groups you want to include aren't groups that have something that interests me. They appeal to only one specific group at a time which is not true inclusivity. When you offer an activity that appeals to me, I attend. When you offer one that appeals to a group that I don't personally identify with, I don't go. True inclusivity requires activities that appeal to a broad spectrum of people and, sadly, society in general hasn't figured that out. | 5/9/2023 10:24 AM |
| 32 | Multipurpose meeting area | 5/9/2023 10:14 AM |
| 33 | increased acceptance of all persons regardless of creed (!!!) race or gender. | 5/9/2023 9:15 AM |
| 34 | Advertising. We moved to Kenai and don't know when festivals are happening. | 5/9/2023 6:00 AM |
| 35 | Accessibility and inclusion are two different things. | 5/9/2023 5:31 AM |
| 36 | More grants maybe? | 5/8/2023 9:50 PM |
| 37 | Work at it. | 5/8/2023 8:17 PM |
| 38 | Provide more options for all ages. Not just activities with alcohol, or inappropriate adult behavior. | 5/8/2023 8:02 PM |
| 39 | Offer public transit and affordable fees, have a freebie/discount day have things for teens, and all ages that is appropriate/family friendly. | 5/8/2023 7:57 PM |
| 40 | Partnership with schools (to bring awareness) and public transportation and better walking paths. | 5/8/2023 7:37 PM |
| 41 | More opportunities | 5/8/2023 5:10 PM |
| 42 | Good question! I need to think about this one. | 5/8/2023 4:55 PM |
| 43 | Redo who the city is hiring. | 5/8/2023 11:55 AM |
| 44 | Adult activities of any kind should be held in venues that are not accessible to minors/children/teens, ie: enclosed/monitored areas, ex: Sports Center vs open air venues like park ramadas/pavilions | 5/8/2023 10:40 AM |
| 45 | Pay, private businesses to display them | 5/7/2023 11:47 PM |
| 46 | Create indoor art/culture spaces | 5/7/2023 9:09 PM |
| 47 | Nothing. You're already pandering to the mentally unstable in the name of inclusiveness despite their infinitesimally minute presence in our community. | 5/7/2023 8:38 PM |
| 48 | Advertising. Normalize attending cultural events and being exposed to different cultures and point of views. | 5/7/2023 8:12 PM |
| 49 | More advertisement and accessibility-parking and venues. | 5/7/2023 8:00 PM |
| 50 | Arts incubator - spaces for meeting | 5/7/2023 7:25 PM |
| 51 | Don't do it. Anytime the word "Inclusion" is used it is code for LGBT agenda. We don't want that! | 5/7/2023 7:07 PM |
| 52 | More parking, more inclusive events | 5/7/2023 7:04 PM |

| 53 | Offer at parks, for seniors, community in general | 5/7/2023 5:51 PM |
|----|---|-------------------|
| 54 | Plan mindfully for inclusion, diversify planning committees so that people with accessibility needs are represented | 5/7/2023 12:34 PM |
| 55 | Try to entice more artists from every medium in the area. Greater advertising than what is already being done. Community engagement in starting funds and choosing the type of public art they would like to see in the area. | 5/7/2023 11:56 AM |
| 56 | Build authentic relationships with underrepresented groups to ensure value and respect | 5/7/2023 8:20 AM |
| 57 | Public education and not caving to those who are anti diversity but are a lot of the time the loudest. | 5/7/2023 8:09 AM |
| 58 | Parking structures | 5/7/2023 5:44 AM |
| 59 | That is what I was hoping you had an answer for that. | 5/6/2023 9:36 PM |
| 60 | Make arts and culture an integral part of schools beginning in kindergarten. Openly and visibly celebrate diversity through art, music, food and cultural events. Invite diverse performers from different cultural backgrounds. | 5/6/2023 9:18 PM |
| 61 | More local awareness of our rich heritage!! | 5/6/2023 8:35 PM |
| 62 | Radio & t.v. bulletins | 5/6/2023 7:35 PM |
| 63 | Stay up to date with local and surrounding events | 5/6/2023 7:08 PM |
| 64 | Not isolate certain groups, more advertising, more parking | 5/6/2023 7:01 PM |
| 65 | Working with local music and arts instructors. Delana green Victoria Ray Forever dance Callie mclay Linda z And local schools. | 5/6/2023 6:35 PM |
| 66 | Stimulate funding, advertising, interest. There are experienced people in our community that know how it's done. | 5/6/2023 6:25 PM |
| 67 | .ake things a learning opportunity, take it tk senior centers, assisted living locations, day hab facilities then they will see what is being offered so they will know if they want to attempt whatever the event must be. Don't turn people away by making them feel different. | 5/6/2023 4:58 PM |
| 68 | Outreach to communities not traditionally represented Clear public statements that intolerance is not a Soldotna value | 5/5/2023 4:20 PM |
| 69 | Create more opportunities. | 5/5/2023 4:00 PM |
| 70 | Host public invitational shows | 5/5/2023 8:15 AM |
| 71 | Regular exposure to the sector | 5/5/2023 6:18 AM |
| 72 | Offer more culture classes . | 5/4/2023 9:57 PM |
| 73 | See Answer to No. 7 | 5/4/2023 4:05 PM |
| 74 | It already is. Don't get caught up in saying it isn't. | 5/4/2023 1:50 PM |
| 75 | Advertise in areas that will be seen by multiple different groups | 5/4/2023 8:15 AM |
| 76 | Try having Art openings in different areas instead of in the park, which can be demeaning for some artist. Giving the artists good exposure. Giving opportunities to artists that are serious about their work. | 5/3/2023 8:50 PM |
| 77 | Incorporate native art or historical artifacts / caches that are around. Maybe enhanced trail markers & information | 5/3/2023 6:57 PM |
| 78 | Crosswalks | 5/3/2023 6:28 PM |
| 79 | I'm not sure! | 5/3/2023 5:48 PM |
| 80 | more dates , i think markets , booths etc should be everyday of the week rather then one day at soldotna park one in kenai etc | 5/3/2023 4:49 PM |
| 81 | More venues | 5/3/2023 1:48 PM |

| 82 | collaborations | 5/3/2023 1:37 PM |
|-----|---|--------------------------------------|
| 83 | Planning and communication | 5/3/2023 1:57 FW 5/1/2023 4:56 AM |
| 84 | Clear advertising on events so that all events can be encouraged and individuals can curate what type of art they want included in their lives. Exclude no one, educate everyone. | 4/30/2023 12:13 PM |
| 85 | More free advertising for performances. | 4/28/2023 8:52 PM |
| 86 | Offering services for the hearing impaired | 4/28/2023 5:09 PM |
| 87 | Make it large, tactile, affordable, follow ADA laws, get input and ideas from groups and people with disabilities | 4/28/2023 1:48 PM |
| 88 | Maybe more advertising around town? | 4/27/2023 3:30 PM |
| 89 | More police security at Soldotna Creek Park. Raise rates for groups using park to pay for more Police coverage. | 4/25/2023 5:50 PM |
| 90 | Installation of art pieces on public lands that can be deeply appreciated by all at any time. | 4/25/2023 8:56 AM |
| 91 | Wider variety of organizers, timing of events (11 AM on Thursday works for few working people), free or low cost of entry. | 4/25/2023 7:21 AM |
| 92 | Events also seem to be during the work day. An official First Friday with places to go to gallery hop in the evening. | 4/24/2023 7:55 PM |
| 93 | Offer community classes | 4/23/2023 9:49 PM |
| 94 | More awareness of the artist community that exists here, and brdging the gap between public artwork, businesses and municipality. | 4/23/2023 8:44 PM |
| 95 | Provide more and greater opportunities, and variety of opportunities for artists. | 4/23/2023 3:31 PM |
| 96 | More coordination with surrounding communities to put on art events like first Fridays or art festival weeks, celebrations and activities. | 4/23/2023 8:44 AM |
| 97 | A major effort to keep Safety and Decency in place to ensure All can enjoy art and culture without fear. | 4/23/2023 7:25 AM |
| 98 | Like I said, build a building that makes a nice setting for people to gather, observe, and learn about local artists and their work. | 4/20/2023 11:36 AM |
| 99 | Business advice/assistance for artists. More regular events | 4/20/2023 11:06 AM |
| 100 | A place to do that | 4/20/2023 7:03 AM |
| 101 | Better ad campaigns. No one knows about anything until it's over. | 4/19/2023 12:55 PM |
| 102 | Not caving to the loud members of the community that have worked to exclude groups they don't like. | 4/19/2023 9:07 AM |
| 103 | Greater advertising and visibility | 4/17/2023 8:27 PM |
| 104 | Form a group to organize and develop events and spaces | 4/17/2023 10:05 AM |
| 105 | Try out some different formats for art and culture events in Soldotna and see which ones are most popular after the trial period. | 4/16/2023 3:58 PM |
| 106 | Not sure | 4/16/2023 12:05 AM |
| 107 | More event space | 4/15/2023 6:15 PM |
| 108 | Advertising | 4/15/2023 2:44 PM |
| 109 | I think understanding that art/culture doesn't have to equal a political stance. So including great art and culture for families that are more conservative would be great. | 4/15/2023 1:37 PM |
| 110 | Maybe creating an area in Soldotna and Kenai where people can come together and simply create. Like a Cafe, but for art. | 4/11/2023 2:04 PM |
| 111 | More community classes like through community schools. | 4/10/2023 8:25 AM |

Q12 How important is it to preserve the historical and cultural heritage of Soldotna and surrounding areas?



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|-----|
| Very important | 80.30% | 159 |
| Somewhat important | 19.70% | 39 |
| Not important | 0.00% | 0 |
| TOTAL | | 198 |

Q13 What are some ways that we can better preserve cultural heritage in Soldotna and surrounding areas?

Answered: 98 Skipped: 111

| 1 | RESPONSES | DATE |
|----|--|--------------------|
| 1 | Listen to the indiagraphs people. Ask there Dresewis the largerings and tooch our skildren | |
| | Listen to the indigenous people. Ask them. Preserve the language and teach our children | 5/18/2023 11:36 PM |
| 2 | Fireside talks about the area/history Guided tours? | 5/16/2023 2:11 PM |
| 3 | Start Now | 5/16/2023 10:58 AM |
| 4 | More museums. | 5/15/2023 6:23 PM |
| 5 | Don't let it get polluted by 'personal expression' for an individual's own jolly's. It's irresponsible and unwelcome and at times harmful! | 5/12/2023 9:13 AM |
| 6 | Funding for museums, keeping the Kanaitze tribe visiting the schools and offering community classes, keeping free or cheap classes at the library | 5/12/2023 8:54 AM |
| 7 | More emphasis on the inclusivity of all cultures. | 5/11/2023 9:44 PM |
| 8 | Not sure. | 5/11/2023 7:13 PM |
| 9 | More educational tours relating to this involvement. | 5/11/2023 2:25 PM |
| 10 | Museum | 5/10/2023 6:04 PM |
| 11 | Sharing our History at community function and include our local schools. | 5/10/2023 5:58 PM |
| 12 | Creating more culturally themed based art competitions? But not limited to native only. | 5/10/2023 11:18 AM |
| 13 | More opportunities. There haven't been very many events throughout the year. | 5/10/2023 8:02 AM |
| 14 | Work with Kenaitze | 5/9/2023 11:57 PM |
| 15 | I make it a point the teach my children about cool local facts I come across it would be great if someone could come up with a local history curriculum. It could be a cool idea to have historical plaques placed at significant locations. | 5/9/2023 9:10 PM |
| 16 | Story telling by older locals would be fascinating! Homesteaders etc. | 5/9/2023 6:01 PM |
| 17 | Expand the local musuem's focus beyond just the homesteader days. This is a very narrow focus and not inclusive. We should work more closely with Kenaitze to preserve our area's original cultural heritage not just that from the 1900s. | 5/9/2023 5:46 PM |
| 18 | Alaska Native Music/Arts | 5/9/2023 5:43 PM |
| 19 | Commissioning native artists to make traditional art displayed in town | 5/9/2023 4:34 PM |
| 20 | Prevent part time visitors from having a say. If you're not full time residents you don't have a say. | 5/9/2023 3:24 PM |
| 21 | Having a place that locals; that have artifacts or photographs of the older days can show them without worry of being copied or stolen. | 5/9/2023 12:57 PM |
| 22 | Recognize the indigenous history but also the other groups that formed our community - miners, trappers, Russians, Ukrainians, Germans, fishers, hunters, builders, homesteaders, etc. | 5/9/2023 10:24 AM |
| 23 | is the historical area with cabins staffed? | 5/9/2023 9:15 AM |
| 24 | Provide assistance to historical societies and museums, but also not getting in the way of progress into the future. | 5/9/2023 6:40 AM |
| 25 | Iditarod museum for folks that have been involved who are native to the area, like Alan Perry, | 5/8/2023 9:50 PM |

who ran the third Iditarod and a couple subsequent.

| | who ran the third iditarod and a couple subsequent. | |
|----|---|-------------------|
| 26 | What is Soldotna's culture heritage? Perhaps signs indicating a point of interest. | 5/8/2023 8:17 PM |
| 27 | Indigenous culture is well represented. | 5/8/2023 8:02 PM |
| 28 | Community Centers that offer classes about the local cultural/heritage. | 5/8/2023 7:57 PM |
| 29 | Upgrade museum—offer more cultural classes and partner with schools. | 5/8/2023 7:37 PM |
| 30 | Education and outreach | 5/8/2023 5:10 PM |
| 31 | Highlight and showcase local native culture in public spaces. Make it part of our everyday community environment. | 5/8/2023 4:55 PM |
| 32 | Historical tours/walks. Displays in city buildings: -library -city hall -chamber of commerce - visitors center -etc | 5/8/2023 10:40 AM |
| 33 | Invest in it | 5/7/2023 11:47 PM |
| 34 | More marked areas, publicly available maps & guides. Educate businesses so they can educate their staff and customers. | 5/7/2023 8:12 PM |
| 35 | Keeping parks and green spaces for preservation and future activities. | 5/7/2023 8:00 PM |
| 36 | Get the word out | 5/7/2023 7:25 PM |
| 37 | Invite non-cultural neighbors to participate and enjoy the culturenot just watch and donate. | 5/7/2023 7:07 PM |
| 38 | Teach beading, language, dance | 5/7/2023 5:51 PM |
| 39 | Increase awareness of what currently exists and support it | 5/7/2023 12:34 PM |
| 40 | A museum would help, greater advertising about the historical society, partnering with local longtime families in order to preserve the story of Soldotna, updating of architecture to display the woods and river character of Soldotna instead of the standard Alaska industrial look, invite tourists via advertising to learn about the history of the area while spending their time fishing in town, and also focusing on how much agriculture we really do have in the Soldotna area and the history behind that industry here. | 5/7/2023 11:56 AM |
| 41 | Use existing facilities and make partnerships to include sustainable predictable gatherings for showcasing cultural events. Examples: Sponsor Khaladis local photo gallery of the month and spoken word open mic Sponsor the refuge as a spot to develop relationships with local tribes so locals respect and value Indigenous knowledge (identification of plants, medical and edible herbs, storytelling, nature walks to teach the importance of place and how we are deeply connected through our actions in caring for the land) Sponsor winter family events in the mall Continue to support music in the park and local vendors Find a bigger and more visible space for our locals farmers market to be a consistent venue during peak crop season Provide guided interpretive walks on local trails | 5/7/2023 8:20 AM |
| 42 | I'm not sure | 5/7/2023 8:09 AM |
| 43 | Not destroying any area by the river. People are pigs and trash any area they are allowed to go | 5/7/2023 5:44 AM |
| 44 | Include all cultures including white people. This state has a very important native history but all races are part of this state surviving. | 5/7/2023 5:11 AM |
| 45 | There are many cultures in this area that should be explored. We should embrace them all. | 5/6/2023 9:36 PM |
| 46 | Collaborate with libraries, the cooperative extension, bookstores and galleries to highlight heritage and culture. | 5/6/2023 9:18 PM |
| 47 | We have a great city park. Why not honor our local homesteaders & host music & stories from their time with some large pictures of local sites within our peninsula as it was growing | 5/6/2023 8:35 PM |
| 48 | Include all races | 5/6/2023 7:35 PM |
| 49 | Become involved with local cultural businesses and support small businesses | 5/6/2023 7:08 PM |
| 50 | Move museum and visitors center to a visible location | 5/6/2023 7:01 PM |
| 51 | Rassmussen has wonderful individual artists awards and fellowships. I think that could be very | 5/6/2023 6:35 PM |
| | | |

| | powerful here. | |
|----|--|--------------------|
| 52 | Invite businesses to get involved with incentives to volunteer. | 5/6/2023 6:25 PM |
| 53 | Make certain areas that they cannot build upon, put signs up that teach people what it was or use to be. Have a contest every so often for people to guess the date that a building use to be x! | 5/6/2023 4:58 PM |
| 54 | River walk with historic info. Traditional place names and stories. Develop the waterfront with history (not just settler history) in mind | 5/5/2023 4:20 PM |
| 55 | See comment above. | 5/5/2023 4:00 PM |
| 56 | Collaborate with the college | 5/5/2023 12:05 PM |
| 57 | If by cultural heritage you mean native Alaskan heritage, ask them (I'm not native). If you mean colonization heritage, that's been covered enough. | 5/5/2023 8:15 AM |
| 58 | Community education on those aspects | 5/5/2023 6:18 AM |
| 59 | Get recorded histories from the homesteaders and old timers before they pass. | 5/5/2023 5:59 AM |
| 60 | Historical placards | 5/4/2023 11:42 PM |
| 61 | Natives are here but we don't see much of their culture. No museums no classes or anything | 5/4/2023 9:57 PM |
| 62 | Thru outreach and education, and visual stimulation! Celebrating the Arts utilizing all the senses, every where! | 5/4/2023 4:05 PM |
| 63 | By not erasing it with delusional language and fake sexual identies. | 5/3/2023 8:50 PM |
| 64 | Make the remnants of native Alaskan remnants of homes or caches more prominent & celebrated | 5/3/2023 6:57 PM |
| 65 | Incorporate indigenous people to the area | 5/3/2023 6:28 PM |
| 66 | With limited newspapers, short presentations at senior centers, maybe even churches, to children perhaps posted at school if there's something for them! | 5/3/2023 5:48 PM |
| 67 | more things at soldotna creek park | 5/3/2023 4:49 PM |
| 68 | inclusion of native art and culture into murals and such | 5/3/2023 1:37 PM |
| 69 | Highlight and educate the various cultural heritage. Have specific heritage days as part of an on going series? | 5/1/2023 4:56 AM |
| 70 | More native Alaskan arts/culture events. The culture of the Soldotna area didn't begin in 1960. | 4/30/2023 12:13 PM |
| 71 | Get tribal input | 4/28/2023 1:48 PM |
| 72 | More murals! More cultural art lessons/shows that families can go to! | 4/27/2023 3:30 PM |
| 73 | Bring more programs to the general public from indigenous people groups, such as the programs and performances at the Alaska Native Heritage Center in Anchorage. | 4/27/2023 1:31 PM |
| 74 | Include school and university students with discussions & decisions. | 4/25/2023 5:50 PM |
| 75 | Murals celebrating history, and museums and information available in public places about the history. I don't even know if there is a Soldotna museum. | 4/25/2023 2:13 PM |
| 76 | Develop awareness and better accessibility to the Soldotna Historical Society complex. It's too easily missed tucked away back in the woods. | 4/25/2023 8:56 AM |
| 77 | Funding a historical archive project, designating historical corridors with signage/historical walk areas, continuing to fund the historical society and museum | 4/25/2023 7:21 AM |
| 78 | -A museum - reopen the historical Old Kenai even though that is in kenai not soldotna, it is apart of the peninsula history (like the Pioneer park in Fairbanks), put shops in it, -Pioneer days is just like Wednesday markets and music in the park, maybe it can be more of a renaissance/olden days type fair -public murals | 4/24/2023 7:55 PM |
| 70 | | 4/22/2022 0:40 DM |

4/23/2023 9:49 PM

Put dry vendor buildings in the park .. rent them out for the summer not just wed in the park.

79

| 80 | Would like more education on the cultural and historical background. | 4/23/2023 8:44 PM |
|----|---|--------------------|
| 81 | Maintain the existing structures and expand them. | 4/23/2023 3:31 PM |
| 82 | Through the arts | 4/23/2023 8:44 AM |
| 83 | History and education opportunities | 4/23/2023 7:25 AM |
| 84 | Museums maybe? | 4/20/2023 11:06 AM |
| 85 | Enlarge our present museum. Have lectures, tours and hold a special day honoring those who blazed the trail to the peninsula. | 4/20/2023 7:03 AM |
| 86 | Educate and take ownership/pride in the history of it. | 4/19/2023 9:36 PM |
| 87 | Hold.more fund raising events wherein the proceeds directly fund arts and culture. | 4/19/2023 12:55 PM |
| 88 | Educational kiosks at the walkable portions of the city (Soldotna Creek Park/Centennial boardwalks) beyond river/fish science. Solar system walk along Unity Trail | 4/19/2023 9:07 AM |
| 89 | I think a majority of people probably don't even know that we have a homestead museum or have even visited the visitor center because it's so small | 4/17/2023 8:27 PM |
| 90 | Signage Education campaign Guest speakers Visits to schools Media coverage of local events | 4/17/2023 10:05 AM |
| 91 | Don't sanitize history - hunting, trapping, politics, hardship, it's all part of the story for Alaskan cultural heritage | 4/16/2023 9:41 PM |
| 92 | Talk with some of the old homesteaders | 4/16/2023 7:41 AM |
| 93 | Highlight historical buildings, areas. Historical plaques | 4/16/2023 12:05 AM |
| 94 | City buys Hutchings dealership building and remodels into visitor center and museum. | 4/15/2023 9:07 PM |
| 95 | Zoning policies that restrict commercial development to certain parts of the city (away from the river) | 4/15/2023 6:15 PM |
| 96 | New/updated museum. The folk that homesteader the peninsula are not getting any younger so the opportunity to get firsthand accounts from these family's are going to eventually be lost. | 4/15/2023 2:44 PM |
| 97 | Better visitor center! | 4/15/2023 1:37 PM |
| 98 | Encourage the arts in schools and through community class offerings. | 4/10/2023 8:25 AM |

Q14 Do you have any other comments or suggestions about arts and culture in our community?

Answered: 82 Skipped: 127

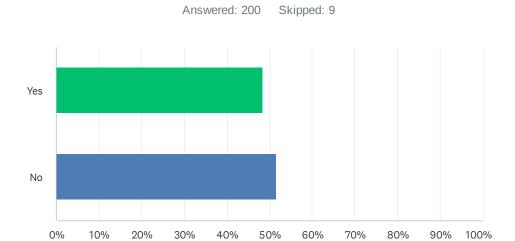
| # | RESPONSES | DATE |
|----|---|--------------------|
| 1 | Bike path on East Redoubt connecting to Keystone path | 5/15/2023 6:40 PM |
| 2 | It would be nice to bring in more concerts with famous named bands and indiv6.outside | 5/15/2023 6:23 PM |
| 3 | Only to say thank you for all the work you all do for Soldotna in this regard. It is MUCH APPRECIATED!! THANK YOU! :-) | 5/12/2023 9:13 AM |
| 4 | Not arts and culture, but please, there is a huge need and desire for swim lessons year round in Kenai and Soldotna! | 5/12/2023 8:54 AM |
| 5 | Don't push inclusivity. We are an inclusive community until it's pushed down our throats. I draw the line at drag queens. They can keep it at home or nightclubsnot public areas. | 5/11/2023 7:55 PM |
| 6 | More children and family activities. | 5/11/2023 11:02 AM |
| 7 | Thank you for working to support the arts! | 5/11/2023 10:07 AM |
| 8 | A regional first Friday would be fun. Art, music, dance, restaurants all participating in a special Friday once a month. | 5/11/2023 5:15 AM |
| 9 | Thank you for doing this! | 5/10/2023 8:57 PM |
| 10 | My dream is to have a theater/performing arts stage along or near the river in downtown Soldotna. | 5/10/2023 8:24 PM |
| 11 | Keep the drag show out of the park its for families. | 5/10/2023 7:54 PM |
| 12 | I will say what is NOT a part of Soldotna's culture, history, or anything of the sort, and that is DRAG QUEENS in the park, entertaining kids in an effort to indoctrinate! Inclusiveness does not pertain to this evil/sick display. The City inviting them must STOP! I have lived in Soldotna for 63 years, and I assure you this is not accepted as culture or anything else, but maybe a night club act, by the majority of residents! | 5/10/2023 2:31 AM |
| 13 | I love and appreciate what the different Art's Councils around the state, including Soldotna are doing to support many wonderful programs! Keep it up! | 5/10/2023 12:03 AM |
| 14 | I would LOVE to see more colorful murals on buildings or wall around town. | 5/9/2023 11:57 PM |
| 15 | I would love so much to have a museum here locally that I could take my children. However, I understand that is a large community investment. Maybe we could to have museum style exhibits at the library. | 5/9/2023 9:10 PM |
| 16 | No more child grooming events! | 5/9/2023 6:35 PM |
| 17 | No | 5/9/2023 5:43 PM |
| 18 | Murals! Didn't there used to be a salmon life cycle one behind Safeway? | 5/9/2023 4:34 PM |
| 19 | Protect seniors and children. | 5/9/2023 3:24 PM |
| 20 | We shouldn't be ashamed of our cultural or historical past; no matter what it's showing in photographs or objects. Stop the (If your not in the Club BS); on the Kenai Peninsula and our towns. | 5/9/2023 12:57 PM |
| 21 | Utilize and modify existing community standards for acceptable behaviors in public spaces | 5/9/2023 12:49 PM |
| 22 | Ironic, but my creative thinking right now is at an all time low. So I have no suggestions at the | 5/9/2023 10:46 AM |
| 22 | moment | |

| 24 | I'm seeing when I drive through Kenai and Soldotna, an awful lot of trash on roadways. I live by Meeks Trail and walk to the beach. I pick up so much garbage that would end up in the ocean. If we don't care for our home, tourists won't either. | 5/9/2023 6:00 AM |
|----|--|-------------------|
| 25 | Please do not use grant money for the advancement of LGBTQ in the name of "arts and culture." It is literally not in the best interest of our youth to push any more of the LGBTQ agenda on them. | 5/8/2023 11:54 PM |
| 26 | N/A | 5/8/2023 9:50 PM |
| 27 | If I am a visitor, how would I find out about anything about arts and culture? Other than going to the visitors center? There's nothing in this town that suggests any interest in arts and culture. | 5/8/2023 8:17 PM |
| 28 | People live in our rural community to feel like this is a safe place to raise children. Be mindful of what activity you label inclusive. As it will drive a large population to not engage if there is preference shown. Also hold all citizens to account for their behavior in community spaces. Including public decency standards. | 5/8/2023 8:02 PM |
| 29 | I live seeing different artwork around town, it is good to see it not just at the markets, but at the parks, library, coffee shops etc | 5/8/2023 7:57 PM |
| 30 | Thank you for this survey! | 5/8/2023 4:55 PM |
| 31 | Outdoor space on kbeach to enjoy other than the bike lane. Also extend the bike lane to cannery road beach accesses for tourist and locals to have safer access to the beach. | 5/8/2023 2:50 PM |
| 32 | Connect with the tribal organization. | 5/8/2023 9:46 AM |
| 33 | Need nicer play areas for children to express | 5/7/2023 11:47 PM |
| 34 | I believe providing my son with a diverse and active cultural experience is essential in developing his interpersonal skills and empathy. These are necessary for him to grow into a kind and productive member of society. Even opinions we may not agree with are teachable moments that provide necessary conversations to help him understand the world he lives in. | 5/7/2023 8:12 PM |
| 35 | Soldotna needs an arts and music venue for year round uses. | 5/7/2023 8:00 PM |
| 36 | The culture of Soldotna is conservative family. If people want an alternative culture they can find it elsewhere. We don't want pedophiles erotic dancing in front of our children and we expect our elected officials to stop that. | 5/7/2023 7:07 PM |
| 37 | we need mire, especially in the winter | 5/7/2023 5:51 PM |
| 38 | Reduce, reuse, recycle whenever possible. Sadly, events generate so much waste - plastic cups, bottles, utensils, styrofoam food containers - we need to switch to biodegradable containers. | 5/7/2023 12:34 PM |
| 39 | Architecture. I will comment on it in every forum: we can do miles better in our local architecture to match the river-town culture that we have. Look at Copenhagen, Denmark or take a note from the Northern European style architecture that Adriatica, Texas has. Attempt to partner with private land owners and business owners and incentivize them to adjust their buildings and land to match a cohesive classic architectural look that is decided upon by the community, city council, and city planning department. No one will agree with everything but a nice cohesive feel like homer, Alaska would do Soldotna a lot of good. | 5/7/2023 11:56 AM |
| 40 | Find the funding to support and extend current practices while being prudent and innovative with resources Be consistent and predictable about specific types of events to draw interest and engagement from the community (example: music in the park and vendors every Wednesday) Make venues affordable for small local business owners Increase social media efforts to advertise and draw interest but also include hard copies at local businesses and events for the older generation who do not use social media Offer events to appeal to multigenerational community members not just the young adults or young families Offer diversified cultural events | 5/7/2023 8:20 AM |
| 41 | Not at this time. | 5/7/2023 8:09 AM |
| 42 | Bring in ghe businesses. Especially the ones that care and help take care of this community and state. Oil industry is a life source. They should be celebrated not falsely scorned. They do | 5/7/2023 5:11 AM |

| | a tremendous service to akaska and its people. Education on this subject to show their involvement and the community good they do. Any business!!! Volunteers. Be grateful and recognize our community volunteers. Recognize the hard working citizens bothe educated AND skilled or non skilled laborers. There are a lot of people you are missing out there. | |
|----|--|--------------------|
| 43 | There needs to be better advertising so we all know what is going on. | 5/6/2023 9:36 PM |
| 44 | Consider partnering with schools to increase appreciation for arts and culture. If art and culture have not been emphasized as important kindergarten through 12th grade, it is unlikely an adult produced by such an institution will suddenly prioritize art and culture. Also, cultivate appreciation for cultural diversity, rather than fear of it. While learning kindness can start at home, it can be reinforced at school for many. Soldotna-area middle and high Schools contain many students who desperately need the kindness, empathy, perspective, etc. that an education rich in arts and culture can provide Please consider delegating artists to reach out as delegates to all the feeder schools, to teach some of these missing skills while kids are still young and impressionable. | 5/6/2023 9:18 PM |
| 45 | No | 5/6/2023 8:16 PM |
| 46 | Love to see more on history of Soldotna and early pioneers. | 5/6/2023 7:35 PM |
| 47 | Thank you for asking the questions | 5/6/2023 7:01 PM |
| 48 | It will take a while, but consistency will progress our arts community. | 5/6/2023 6:35 PM |
| 49 | Can't answer all these questions. We're older & been here 50 yrs. We enjoy the fresh veggies by the grade school, but will never attend a "show" in Soldotna Creek Park ever again if you think LBGQ etc is ok, or the woke ideas. Wake up, don't turn us into another Seattle, Portland, Chicago, NY type of town. | 5/6/2023 6:30 PM |
| 50 | We seem to miss many activities because we didn't know it was happening until after it happens. | 5/6/2023 6:25 PM |
| 51 | Attempt to get high school aged kids involved ask them to suggest an event for next year and with the school district and the city council help them plan it. Help people see how they can become contributing .e.bers of the society to improve all aspects of ideas. | 5/6/2023 4:58 PM |
| 52 | Thanks for asking :) | 5/5/2023 4:00 PM |
| 53 | Keep it family friendly. | 5/5/2023 11:37 AM |
| 54 | This survey is a great start. I hope it actually makes a difference. | 5/5/2023 8:15 AM |
| 55 | We just need more and more | 5/5/2023 6:18 AM |
| 56 | Thank you for focusing on this area. | 5/5/2023 5:59 AM |
| 57 | This is a great beginning to becoming a "hub" for Celebrating the Arts! | 5/4/2023 4:05 PM |
| 58 | Be independent stop following Agenda 2030! | 5/3/2023 8:50 PM |
| 59 | Not at the moment! Thank you for this opportunity! | 5/3/2023 5:48 PM |
| 60 | there are all kinds of things going on but lack of advertising , usually i don't see things until the day of and it's to late , i think more social media for marketing , the radio is a dying thing . i think there would be a large following if soldotna wanted to do a gardening class / farming class etc , more and more ppl are growing there food and are interested as well i think having a local farmers market more than once a week would flourish as well | 5/3/2023 4:49 PM |
| 61 | Is there a monthly meeting I can attend? | 5/3/2023 1:37 PM |
| 62 | Thank you to everyone involved in this project for working to bring more arts in cultural opportunities to the community. | 4/30/2023 12:13 PM |
| 63 | There re a lot of artists I Soldotna, but you wouldn't know it by looking at our community | 4/28/2023 1:48 PM |
| 64 | I always love seeing local artists around town, and I've always loved growing up in a place that cherishes cultural art so much! | 4/27/2023 3:30 PM |
| 65 | Please keep them kid friendly and kid safe and free from sexually charged, sexually confusing and suggestive content | 4/27/2023 1:31 PM |

| 66 | Increase police coverage to ensure safety at events. | 4/25/2023 5:50 PM |
|----|--|--------------------|
| 67 | Arts and culture investment don't just benefit locals it's a huge draw for tourism. I would love to see a more beautiful artistic city in the years to come. We have access to the stunning out of doors but inside our city should feel thriving and cultural not just 2 highways with a way out of town. | 4/25/2023 2:13 PM |
| 68 | Thank you for making this possible, let get more public art installations throughout the city! | 4/25/2023 8:56 AM |
| 69 | Make our Soldotna park more accessible for artists other than just wed in the park | 4/23/2023 9:49 PM |
| 70 | I am an artist, having relocated here two years ago and established home and studio. I worked many years in the public art sector as a professional muralist. Having murals and other art on and in buildings really can create appeal to a town's facade and vibe. Just look at Seward and Homer. I intend to bring other artists here from all over the state. country and the world for artist in residency programs. Am eager to share Soldotna with visitors. | 4/23/2023 8:44 PM |
| 71 | Start improvements now, make arts and culture visible in the community. | 4/23/2023 3:31 PM |
| 72 | Would love to see a collaborative effort with all communities to create art in the park or a mural week where artists from all over alaska and other states can got together and provide the communities with public art | 4/23/2023 8:44 AM |
| 73 | An event center where artists can setup, teach, demonstrate their products, ideas, and events. | 4/20/2023 7:03 AM |
| 74 | We've got a massive amount of talent around here. I love the KPEN! | 4/19/2023 12:55 PM |
| 75 | Love the planning that is moving forward. Soldotna is planning for a great future | 4/19/2023 9:07 AM |
| 76 | Let's do it! | 4/17/2023 10:05 AM |
| 77 | I could also see this current attention to arts and culture leading to an appearance commission that provides guidance, advice, and recommendations regarding the visual quality and aesthetic characteristics of the City of Soldotna. | 4/16/2023 3:58 PM |
| 78 | No drag queens in the park or where kids can see it | 4/16/2023 7:41 AM |
| 79 | We need more of it | 4/15/2023 9:07 PM |
| 80 | Thoughtful zoning and planning to keep visitor-focused business away from other commercial and transportation corridors. More event space even beyond the updated sports center. | 4/15/2023 6:15 PM |
| 81 | Keep up the good work!!! | 4/15/2023 2:44 PM |
| 82 | Music and theater in the park are great the visual arts on display in the park need to be advertised more and switched up on a regular schedule. | 4/10/2023 8:25 AM |

Q15 Do you consider yourself an artist?

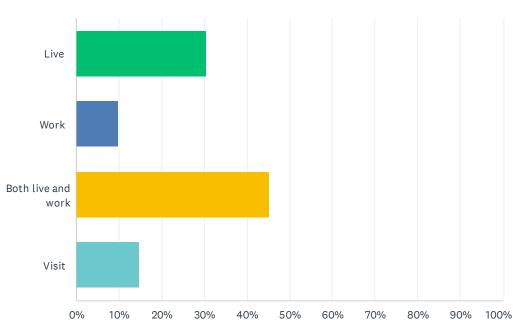


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Yes | 48.50% | 97 |
| No | 51.50% | 103 |
| TOTAL | | 200 |

| # | OTHER (PLEASE SPECIFY) | DATE |
|----|--|--------------------|
| 1 | My daughter is a musician. | 5/11/2023 5:16 AM |
| 2 | I know what I like when I see it. Even if I don't care for it, I know what is artistic. | 5/10/2023 2:37 AM |
| 3 | It's a hobby I would like to focus more on. | 5/8/2023 7:58 PM |
| 4 | I do many genres and teach classes. | 5/6/2023 9:41 PM |
| 5 | I write poetry at times | 5/6/2023 7:38 PM |
| 6 | I am a wanna be | 5/6/2023 4:59 PM |
| 7 | I'm a "crafter"—I cannot create anything that would be considered fine art. Not yet, anyway. | 5/5/2023 8:17 AM |
| 8 | I make jewelry and write | 5/3/2023 1:38 PM |
| 9 | Literary artist. Appreciator of ALL arts. | 4/30/2023 12:14 PM |
| 10 | I consider myself a creative. I leave it to everyone else to decide if I am one to them. To me it seems much more impactful for someone else to consider you an artist, then you simply giving yourself that title. It not only means that someone acknowledges your work, but you have found your people in this sea of subjective art. | 4/11/2023 2:10 PM |

Q16 Do you live in, work in, or visit Soldotna?

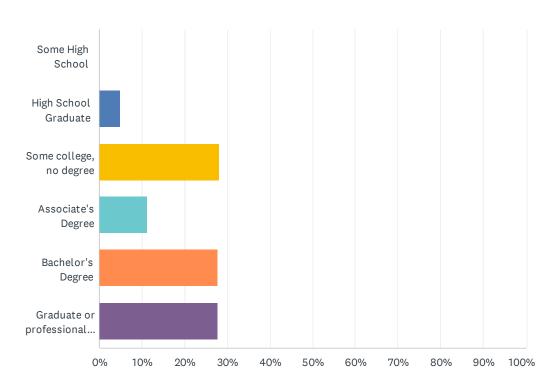




| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|-----|
| Live | 30.39% | 62 |
| Work | 9.80% | 20 |
| Both live and work | 45.10% | 92 |
| Visit | 14.71% | 30 |
| TOTAL | | 204 |

Q17 Level of education

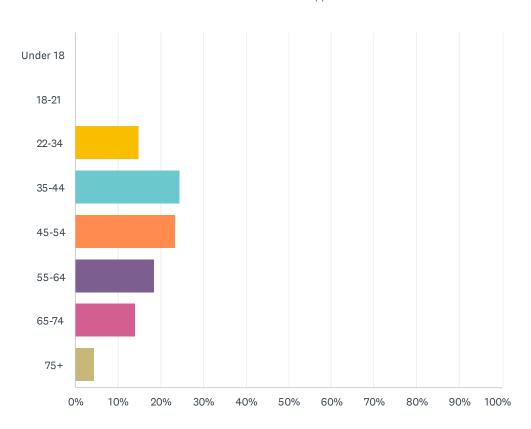
Answered: 202 Skipped: 7



| ANSWER CHOICES | RESPONSES |
|---------------------------------|-----------|
| Some High School | 0.00% |
| High School Graduate | 4.95% 10 |
| Some college, no degree | 28.22% 57 |
| Associate's Degree | 11.39% 23 |
| Bachelor's Degree | 27.72% 56 |
| Graduate or professional degree | 27.72% 56 |
| TOTAL | 202 |

Q18 Age

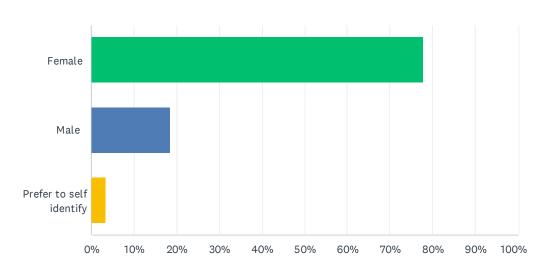
Answered: 200 Skipped: 9



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|-----|
| Under 18 | 0.00% | 0 |
| 18-21 | 0.00% | 0 |
| 22-34 | 15.00% | 30 |
| 35-44 | 24.50% | 49 |
| 45-54 | 23.50% | 47 |
| 55-64 | 18.50% | 37 |
| 65-74 | 14.00% | 28 |
| 75+ | 4.50% | 9 |
| TOTAL | | 200 |

Q19 I identify as

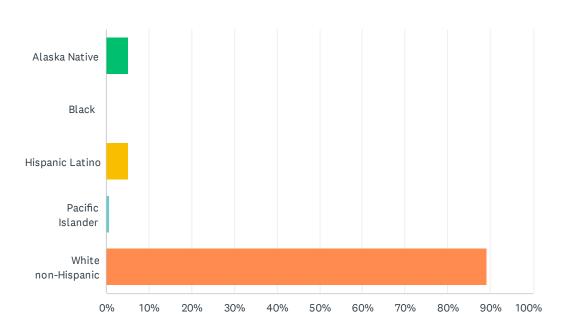
Answered: 199 Skipped: 10



| ANSWER CHOICES | RESPONSES |
|-------------------------|------------|
| Female | 77.89% 155 |
| Male | 18.59% 37 |
| Prefer to self identify | 3.52% 7 |
| TOTAL | 199 |

Q20 What is your ethnicity?

Answered: 176 Skipped: 33



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|-----|
| Alaska Native | 5.11% | 9 |
| Black | 0.00% | 0 |
| Hispanic Latino | 5.11% | 9 |
| Pacific Islander | 0.57% | 1 |
| White non-Hispanic | 89.20% | 157 |
| TOTAL | | 176 |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|--------------------|
| 1 | AMERICAN. ETHNICITY IS DIVIDING OUR COUNTRY AND ASKING THIS MEANS YOU ARE PUSHING THAT AGENDA | 5/11/2023 7:56 PM |
| 2 | American Indian | 5/11/2023 10:58 AM |
| 3 | There is is! Another disgusting term! What is your sexual identity! If you don't know if you are male or female, you had better seek mental help. The City engaging in this bullshit is despicable! I will be paying much closer attention to what is happening here! | 5/10/2023 2:37 AM |
| 4 | I'm American Indian. | 5/10/2023 12:01 AM |
| 5 | Alaskan | 5/9/2023 12:58 PM |
| 6 | I don't identify. I'm a biological male | 5/9/2023 12:50 PM |
| 7 | Tribal member of a Michigan tribe. Native American, not Alaska native . | 5/9/2023 6:01 AM |
| 8 | Does it really matter?? | 5/8/2023 11:55 PM |
| 9 | Mixed race. | 5/8/2023 8:02 PM |
| | | |

| 10 | mixed race | 5/8/2023 6:24 AM |
|----|--|--------------------|
| 11 | Nordic | 5/7/2023 8:38 PM |
| 12 | Korean and European mixed races | 5/7/2023 8:02 PM |
| 13 | Multi-racial | 5/7/2023 8:22 AM |
| 14 | Human | 5/7/2023 8:13 AM |
| 15 | My family is from the Scottish highlands and Ireland. | 5/6/2023 9:41 PM |
| 16 | Spanish & filippino | 5/6/2023 7:38 PM |
| 17 | None | 5/3/2023 8:52 PM |
| 18 | whiteamerican native | 4/29/2023 2:50 PM |
| 19 | Mutt | 4/28/2023 1:49 PM |
| 20 | And white- mixed race | 4/25/2023 2:14 PM |
| 21 | Celtic | 4/19/2023 12:55 PM |
| 22 | American Indian English/Irish | 4/17/2023 9:39 AM |
| 23 | It's 2023 I'm mixed races, get with the times and make it available for people to click more than one race if you want this information. | 4/16/2023 4:53 PM |
| 24 | American 🥌 | 4/15/2023 2:46 PM |

| | | Performing Arts Venues | Creative Spaces (galleries, studio, makerspaces) | Events, Festivals, Markets | ť | CULTURE, HISTORY | Cultural Centers, Libraries, Museums | Historical sites, culture, food | Natural heritage (parks, gardens, etc.) | EDUCATION | Youth Education Programs | Adult Education | ARTISTS, CREATIVE INDUSTRY | Design (architecture, graphic, tech, landscape) | Visual (visual arts, photography, crafts) | Performing (music, theater, dance) | Literary (writers, poets, storytellers, journalists, playwrites) | Film, Radio, TV | ARTS/CULTURE ENGAGEMENT | Cultural tourism and promotion | Funders and patrons | Arts Organizations |
|---|--------|------------------------|---|----------------------------|------------|------------------|--------------------------------------|---------------------------------|---|-----------|--------------------------|-----------------|----------------------------|---|---|------------------------------------|--|-----------------|-------------------------|--------------------------------|---------------------|--------------------|
| | SPACES | rform | Creative Space makerspaces) | ents, I | Public Art | JLTJI | Itural | storica | tural | A) | uth Ec | lult Ed | TIST | sign (| اsual (۱ | rform | erary | m, Ra | TS/C | Itural | nders | ts Org |
| Asset Name Agnew::Beck | S | Pe | δĔ | Ē. | Pu | ರ | 3 | Ξ̈́ | Z | | <u></u> | Ad | ₹ | X | Š | Pe | pi Ei | Ē | ¥ | ਤ x | J. | Ā |
| Alaskan Artisans & Crafters Guild | | | | | | | | | | | | | | X | Х | | | | | Х | | |
| April Byrd | | | | | | | | | | | | | | | X | | | | | | | |
| Artsy Junkin | | | Х | | | | | | | | | | | | ^ | | | | | | | |
| Artworks Alaska (Bunny Swan) | | | X | | | | | | | | | | | | Х | | | | | | | |
| Bella & Beyond | | | Α | | | | | | | | | | | | | Х | | | | | | |
| Cabin Fever Creations | | | Х | | | | | | | | | | | | | | | | | | | |
| Cam Choy | | | | | | | | | | | | | | | Х | | | | | | | |
| Central Peninsula Social Events page | | | | | | | | | | | | | | | | | | | | | | |
| Chelline Larsen | | | | | | | | | | | | | | | Х | | | | | | | |
| Custom Stained Glass | | | | | | | | | | | | | | | Х | | | | | | | |
| Dimond Dance | | | Х | | | | | | | | | | | | | Х | | | | | | |
| Dragonfly Gallery | | | Х | | | | | | | | | | | | | | | | | | | |
| Elaine Howell Photography & Design | | | | | | | | | | | | | | | Х | | | | | | | |
| Encore dance academy | | | | | | | | | | | Х | | | | | Х | | | | | | |
| Flat's Bistro | | Х | | | | | | | | | | | | | | | | | | | | |
| Forever Dance | | | Х | | | | | | | | | | | | | Х | | | | | | |
| Frames and Things | | | Х | | | | | | | | | | | | | | | | | | | |
| Frozen RiverFest | | | | Χ | | | | | | | | | | | | | | | | | | |
| Greenhouse Music | | | Х | | | | | | | | Х | Х | | | | Х | | | | | | |
| Holly Design Company | | | | | | | | | | | | | | Х | | | | | | | | |
| Inger Deede | | | | | | | | | | | | | | | Х | | | | | | | |
| Jaela White | | | | | | | | | | | | | | | Х | | | | | | | |
| Joe Kashi | | | | | | | | | | | | | | | Х | | | | | | | |
| Joel Isaak | | | | | | | | | | | | | | | | | | | | | | |
| K-Beach Studios | | | | | | | | | | | | | | | Х | | | | | | | |
| Kaladi Brothers Coffee | | | Х | | Χ | | | | | | | | | | | | | | | | | |
| Kasilof Museum of Historical Cabins | | | | | | | Х | Х | | | | | | | | | | | | | | |
| Kenai Art Center | | | Х | | | | | | | | | | | | | | | | | | | |
| Kenai Chamber of Commerce and Visitor Center | | | | | | | | | | | | | | | | | | | | Х | | |
| Kenai Community Library | | | | | | | Х | | | | | | | | | | | | | | | |
| Kenai National Wildlife Refuge Visitor Center | | | | | | | | | | | | | | | | | | | | | | |
| department | | | | | | | | | | | | Х | | | | | | | | | | |

| Kenai Peninsula Music Scene page | | | | | | | | | | | | | | | |
|--|----|-----|-----|---|---|---|--|---|---|---|---|--|---|---|---|
| Kenai Peninsula Orchestra | | | | | | | | | | | | | | | |
| | | | | | | | | | Х | | | | | | |
| Kenai Peninsula Photographers' Guild | | . v | | | | | | | _ | | | | | | |
| Kenai Peninsula Quilt Guid | ., | Х | | | | | | | X | | | | | | |
| Kenai Performers | Х | | | | | | | Х | X | | Х | | | | |
| Kenai River Festival | | | Х | | | | | | | | | | | | |
| Kenaii Peninsula Potters Guild | | Х | | | | | | | Х | | | | | | |
| Kenaitze Indian Tribe | | | | | | | | | | | | | | | |
| Lester Nelson | | | | | | | | | | X | | | | | |
| Levitt AMP Soldotna Music Series | | | Х | | | | | | | | | | | | |
| Localz | | | | | | | | | | | | | | | |
| Marali Sargent-Smith | | | | | | | | | | X | | | | | |
| Martin Media | | | | | | | | | | X | | | Х | | |
| Monthly Craft Show at the Dena'ina Wellness Center | | | Х | | | | | | | | | | | | |
| Mykel's Restaurant | | | | | | | | | | | | | | | |
| Nancy Field | | | | | | | | | | X | | | | | |
| Ninilchik Community Library | | | | | Х | | | | | | | | | | |
| Old Town Kenai | | | | | | Х | | | | | | | | | |
| Old Town Marketplace | | | Х | | | | | | | | | | | | |
| Old Town Music | | | | | | | | Х | Х | | Х | | | | |
| Orange Poppy | | Х | | | | | | | | | | | | | |
| Peninsula Artists in Motion | | | | | | | | Х | | | Х | | | | |
| Peninsula Arts Guild | | | | | | | | Х | Х | | | | | | Х |
| River City Books | | | | | | | | | | | | | | | |
| Russian Orthodox Church in Kenai | | | | | | Х | | | | | | | | | |
| Salmonfest | | | Х | | | | | | | | | | | | |
| Soldotna Chamber of Commerce and Visitor Center | | | | | | | | | | | | | Х | | |
| Soldotna Creek Park Display Space | | | | Х | | | | | | | | | | | |
| Soldotna Historical Society & Museum | | | | | | | | | | | | | | | |
| Soldotna Public Library | | | | | Х | | | | | | | | | | |
| Soldotna Rotary | | | | | | | | | | | | | | Х | Х |
| Soldotna Saturday Farmers Market | | | Х | | | | | | | | | | | | |
| Soldotna Wednesday Market | | | X | | | | | | | | | | | | |
| Sue Biggs | | | _ ^ | | | | | | | X | Х | | | | |
| Susan Watkins Studio | | | | | | | | | | X | ^ | | | | |
| | | | | | | | | | | | | | | | |
| SZQ Studios | | | | | | | | | | X | | | | | |
| Terese Kashi | | | | | | | | | | X | | | | | |
| The Goods | | | | | | | | | | | | | | | |
| The Peddler | | | Х | | | | | | | | | | | | |
| Town of Living Trees Gallery | | Х | | | | | | | | | | | | | |
| Triumvirate Theater | Х | | | | | | | Х | Х | | Х | | | | |
| Two Rusty Ravens | | | | | | | | | | | | | | | |
| Two Rusty Ravens | | | | | | | | | | | | | | | |
| Veronica's Café | Х | | | | | Х | | | | | | | | | |
| Vibrant Alaska (Kaitlin Vadla) | | Х | | | | | | | | X | | | | | |
| Whitey's Music | | | | | | | | | | | Х | | | | |
| Yin Yang Pottery | | | | | | | | | | X | | | | | |
| Zirrus VanDevere | | | | | | | | | | Х | | | | | |



Arts Council Development Handbook:

How To Develop a Successful, Sustainable Arts Council in Your Community



> Welcome

- Handbook Overview

Introduction: Understanding Arts Councils

Step One: Understanding Your Community

Step Two: Building a Strong Organizational Foundation

Step Three: Establishing Your Arts Council as a Nonprofit Organization

Step Four: Operating A Successful, Sustainable Arts Council

Conclusion: Long-Term Community Impact and Growth

Welcome to the Georgia Council for the Arts "Arts Council Development Handbook"

The Georgia Council for the Arts (GCA), a state agency dedicated to funding and supporting the arts in Georgia, has developed this handbook for two purposes: to introduce the basics of arts council development, and to provide helpful tools to determine the best course of action for your community.

The handbook includes case studies, examples, worksheets, articles, tips, and online resource links to guide you.

For the section that outlines the process of becoming a nonprofit corporation, we have teamed up with the Georgia Center for Nonprofits (GCN). GCN supports Georgia nonprofits by offering information, training, consulting, and jobs services.

In addition, we provide links to the Georgia Assembly of Community Arts Agencies (GACAA), whose mission includes strengthening and fostering community arts organizations in Georgia. This website is an especially good resource for new and developing arts councils.

Your arts council will be one of a kind

Your community is unique, so your arts council will be unique, too.

There are many types of arts councils — community, city, county, city-county — and also many different programming goals. Your first challenge is determining which type of arts council is best for your community based on your goals.

A few examples of goals include:

- Presenting touring programs
- Conducting workshops
- Offering classes
- Providing gallery space
- Acting as a resource for local artists and organizations

By choosing appropriately, you can create a workable, sustainable framework that can positively impact your community for years to come.



- Welcome

> Handbook Overview

Introduction: Understanding Arts Councils

Step One: Understanding Your Community

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Step Four: Operating A Successful, Sustainable Arts Council

Conclusion: Long-Term Community Impact and Growth

Handbook Overview

Before you start thinking about arts programming, it's important to have a solid understanding of how arts councils work. Then, by moving forward step by step, you can develop an arts council for your community that's best suited for its population and enjoys robust support.

This handbook provides a basic framework for guiding you though the development process, and concludes with suggestions about how to keep your arts council vibrant and viable for years to come. The process varies by community, of course, because each community has its own culture and different existing resources.

Here's how the handbook information is organized:

Understanding Arts Councils

- Examples of four Georgia community arts agencies
- Arts council definitions, functions and activities
- The benefits (and drawbacks) of nonprofit status
- The national arts council movement

Four-Step Action Plan

- Step One: Understanding Your Community
- Step Two: Building a Strong Organizational Foundation
- Step Three: Establishing Your Arts Council as a Nonprofit Organization
- Step Four: Operating A Successful, Sustainable Arts Council

Long-Term Community Impact and Growth

- Why strategic planning is necessary for viability
- The importance of "passing the baton"

You'll notice that each handbook topic is presented on a single page for easy viewing on-screen or in print, and the outline on the left indicates where you are in the handbook.

Additional Resources

At the bottom of many pages, you'll find added suggestions or tips, plus PDFs* (which you can download) and Internet links to related websites.

For example, use the link below to contact a Georgia Council for the Arts staff member.

LINK: Send an e-mail to GCA

^{*}PDFs are files in a universal format for use on all computers regardless of age or operating system. You need free software called <u>Adobe Acrobat Reader (download now)</u> to read the files. PDF files in this handbook are virus-free.



Four Georgia Community Arts Agency "Stories"

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Conclusion: Long-Term Community Impact and Growth What type of organization makes sense for your community?

The following case studies illustrate the scope of arts councils, the variety in their functions and goals, and how the most successful councils are those that respond to the needs and interests of their communities. These case studies are presented here not necessarily as examples to follow, but as a way to bolster understanding and generate conversation with others involved in developing an arts council for your community.

Abraham Baldwin Arts Connection

A college campus-based cultural development agency that cultivates arts councils and fosters collaboration.

Download the case study PDF Visit the website

Sautee Nacoochee Community Association

A grassroots nonprofit agency that operates a vibrant cultural center and offers diverse programming.

<u>Download the case study PDF</u>

<u>Visit the website</u>

City of Savannah, Department of Cultural Affairs

A city government agency that promotes the arts to revitalize neighborhoods and educate citizens.

<u>Download the case study PDF</u> Visit the website

Madison Morgan Cultural Center (Morgan County Foundation)

A regional arts facility and museum that attracts international visitors and enjoys a robust membership.

<u>Download the case study PDF</u> <u>Visit the website</u>



What Do Arts Councils Do?

Let's start with a broad-brush definition of an arts council:

An organization whose primary purpose is to stimulate and promote the arts, increasing access to the arts through services, programs, and/or funding within a specific geographic area; some present arts bookings, some produce arts programming, and some function under the aegis of (are owned by) a local government.

Arts councils typically do not focus on a single art discipline. The goal is to enrich a community through a variety of arts experiences.

Arts councils serve two main functions

The first function of an arts council is to provide the "big picture vision" for the arts in a community. This includes understanding and responding to the community's needs, developing long-term strategies, defining goals and objectives, building a strong support network and taking on other visionary responsibilities, such as:

- Raising awareness regarding the value of the arts
- Enhancing the artistic quality of local arts activities
- Preserving diverse cultural and artistic traditions
- Creating resources that enable local artists to flourish

By providing this type of leadership, the council becomes the arts community's collective "voice."

The second function of an arts council has to do with *implementing* strategies. This includes completing the legwork necessary to plan, organize and manage arts programming, making grants to local artists and arts organizations, providing central administrative services that benefit the arts community as a whole (such as maintaining mailing lists, artists directories and a community box office), among other "nuts and bolts" tasks.

When these two functions are operating smoothly and simultaneously, an arts council is most likely to achieve its mission.

Additional Resources

TIP: One of the best ways to learn about how arts councils function is to visit their websites. Use Internet search engines, and make good use of the links in this handbook.

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Pros and Cons of Nonprofit Status

In today's environment, competition for public and private support is intense. Donors want to make sure their funds are going to the very best use, and they expect to see tangible, quantifiable results.

Therefore, to be successful, arts council programming must exhibit quality planning and leadership, and should not duplicate another entity's effort. Your initial information-gathering process will uncover what other organizations are doing, and hopefully help define your niche. If you discover other entities are doing similar work, it may be worthwhile to consider partnering and potentially operating as an arm of a 501 (c)(3) that is already established. This may also strengthen your collective fundraising and programming potential.

Benefits of being a 501 (c)(3) Organization

- Eligible for state and federal tax exemptions
- Donations are tax deductible
- Eligible for government & foundation grants
- Eligible for Bulk Mailing Permit
- Protection from personal liability
- Forces entity to organize (creation of a board of directors) and establish clear purpose and vision

Responsibilities of being a 501 (c)(3) Organization

- Keep adequate records
- File required returns
- Provide donor substantiation
- · Obey disclosure laws
- Generate public support
- Avoid "Excess Benefits" for insiders
- Restrictions on political activity, campaigning and lobbying

Will your annual budget be under \$25,000?

If your organization will be local and small, consider forming an unincorporated association or club at first. Your group can have meetings and plan activities, but skip the reporting requirements, including registering as a charitable organization.

Additional Resources

LINK: <u>Tax Information for Charities & Other Non-Profits</u>

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The National Arts Council Movement

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Conclusion:
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Impact and Growth

As an individual interested in developing an arts council in your community, you are part of a decades-long national movement. Since the middle of the last century, arts councils have been springing up from coast to coast — there are several thousand to date, according to Americans for the Arts, the nation's leading nonprofit organization for advancing the arts in America.

In 1947 and 1948, local civic and cultural groups transformed their concerns about the public's limited access to quality arts events into the nation's first arts councils. After the National Endowment for the Arts (NEA) was established in 1965, there was a flurry of state arts agencies created because the NEA was required to allocate 20% of its funds to state-run programs. Today, every state and territory has an arts council.

Yet, perhaps the seeds of arts councils were originally sown by the New Deal's Works Project Administration (WPA). WPA's depressionera public arts projects produced over 225,000 works of art for the American people, connecting arts and community in this country ever since.

For comprehensive information about the arts across the country, visit:

LINK: National Endowment for the Arts

LINK: Americans for the Arts

How are arts councils funded today?

There are three main categories of financial support for arts councils:

- Earned revenue (i.e., ticket sales)
- Private support (i.e., donations, membership dues and grants from private foundations)
- Public support (i.e., support from local, state and federal programs and grants)

The category that provides the majority of funding often depends on the size of the population served by the arts council. Typically, the more people served, the more public support that's received.



The Environmental Scan: Collecting and Analyzing Information About Your Community

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Conclusion: Long-Term Community Impact and Growth Understanding your community is a prerequisite to attempting to meet its needs and interests.

The best way to get a comprehensive, birds-eye view of your community is by conducting an "environmental scan." An environmental scan is basically an information-gathering process that asks and answers key questions about your community. With the resulting data in mind, you can create a plan for your arts council that is relevant to your community and, therefore, most likely to be supported by its residents.

The environmental scanning process can be a team effort or a oneperson endeavor. In some communities, completing the process can take 18 months or longer. Whether it's completed quickly or over time, laying a firm foundation of understanding before moving forward is well worth the effort.

"Community Asset Mapping" — Philosophy and Practice

Asset-Based Community Development (ABCD) is a planning process that identifies and mobilizes the skills, talents, resources, and other assets in your community toward a specific goal. By focusing on areas of proven success instead of areas of deficit, ABCD builds cooperation and confidence, and enhances sustainability.

This is a very good tool to use as you conduct your environmental scan.

Additional Resources

LINK: The Asset-Based Community Development Institute



Information to Collect

To conduct your environmental scan, you will need to collect information about the people who live in your community and about its local groups and organizations, including businesses and available resources. The goal is to be as inclusive as possible, gathering facts about the entire community and not just people and entities already interested in the arts.

Information about individuals

What are your community's demographics? This includes data on its population, age, race, ethnicity, number of people per household, number of people per square mile (urban or rural), income, education, employment, crime statistics, health and home ownership.

What are your community's psychographics? This includes information about its values, attitudes, opinions, interests, habits and lifestyles.

Information about groups and organizations

What arts-related entities are currently operating in your community? This includes information about all of the groups, individuals, activities and events that are involved artistic endeavors of any kind. You may want to include those that are no longer operational for analytical purposes.

What business, government and other potential resources exist in your community? This includes information about all of the corporations operating in your area (from large regional employers to small store-front businesses), plus any business groups, civic groups, schools, local and county government agencies, and other entities that help define and shape your community.

Additional Resources

LINK: Yellow Pages online

TIP: Your local phone book (the blue and yellow pages) and newspaper can provide a wealth of information about your community — including the ads.

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Information Collection Methods

There are three basic methods to gather information about your community:

- Research existing information sources
- Create and distribute surveys
- Talk to people directly

Each method is best suited for gathering different kinds of information. It's a good idea to use all three methods to get the most complete understanding of your community.

Research existing information

Start by taking advantage of information collected by the **U.S. Census Bureau**. The bureau's website, http://www.census.gov, provides "demographic" profiles for all Georgia counties and municipalities. Local government websites may provide more up-to-date information if your community has experienced significant changes since the last census.

Internet search engines, such as <u>Google</u> or <u>Yahoo</u>, can turn up a surprising amount of relevant information about your community.

Create and distribute surveys

Surveys provide invaluable "psychographic" information. They can be distributed through newspapers, magazines, electronic media (websites and email lists), at community venues (stores, restaurants and events), at community meetings, and at other locations and events. Offering prize drawings, such as gift certificates, from completed surveys can increase response.

Link: Sample Community Survey

Talk with community leaders

Finally, open up **conversations** with others who might be interested in the benefits of an arts council, and with community leaders in general. Look to leaders and volunteers at existing organizations, to artists and owners of arts-related venues and businesses, and also to government leaders for their insights and opinions. Individuals who operate businesses unrelated to the arts can also provide valuable input.

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How to Analyze the Information

Now that you have collected a considerable amount of information about your community, it's time to organize and analyze your findings to determine the feasibility and viability of your arts council. SWOT Analysis is an easy-to-use tool that yields impressive results.

SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis give you an in-depth understanding of both the positive and negative aspects of an organization or project so that you can make good decisions about moving forward.

To make the best use of this technique, be as honest and as insightful as possible. Also, remember to consider the perceptions of others in the community and not just those of the individuals conducting the analysis.

Here are some questions you can ask during your analysis:

Strengths:

- What will people value about the arts council?
- Which community arts events and programming have been successful in the past?
- What types of resources currently exist?

Weaknesses:

- What types of community events have not been successful?
- What existing efforts or relationships could the arts council improve?

Opportunities:

- What opportunities for programming already exist?
- What untapped resources exist in your community?
- What community interests can you capitalize on?

Threats:

- What are the various obstacles that may lie ahead?
- What competition currently exists (for audience, financial support, programming, etc)?
- What current trends are acting against the development of an arts council or its sustainability?

Additional Resources

PDF: SWOT Worksheet

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Step Two: Building a Strong Organizational Foundation

Growing the "Vision" and a Foundation of Support

The activities in Step Two aren't necessarily linear. You will move from one activity to another, then back again as the vision for your arts council takes hold and support for the council builds.

"Visioning" — Be creative, innovative and inspiring

Most likely, you had a vision for what your arts council could ultimately become before opening this handbook. Now that you have done the research to substantiate your understanding of your community and its existing cultural climate, it's time to provide a clear framework for what "success" will look like.

Ask these questions to help build your arts council's vision:

- What principles, beliefs or values will guide your organization's work?
- What activities can you offer that are not already offered by other community organizations?
- How can you balance activities between demographic groups and across various arts disciplines?
- What connections emerge from within your environmental scan data?
- What will become the lasting improvements and sustainable impact your arts council will provide?

Team building and community support

The key to success is to articulate your vision so others can "see" it, too. When the vision is met with enthusiasm from individuals who might be involved in leadership roles, it's time to also present the vision to the community at large for additional input.

Without a clear vision right from the start, it will be difficult to secure the commitment of a leadership team or attain the necessary support for your planning, programming and fundraising down the road.

Additional Resources

LINK: communityarts.net

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Step Two: Building a Strong Organizational Foundation

The Mission Statement: What Purpose Will the Arts Council Serve?

Writing a mission statement is a process that typically involves many rewrites, especially in the beginning.

The first draft

The first draft mission statement is a jumping-off point that allows you to share your vision with others. While the first draft should represent the initial "big idea" about what the arts council will do, the description should be broad-brush at this point.

The team draft

Once your arts council has a steering committee in place, it will usually refine the mission statement based on input from participants in outreach activities.

The fine-tuned draft

A fine-tuned mission statement is required when filing Articles of Incorporation (Step Three). The best examples of fine-tuned mission statements are those that allow you to identify the organization without first knowing the name. Can you identify these organizations by their mission statements?

- The XXX is a public agency dedicated to supporting excellence in the arts, both new and established; bringing the arts to all Americans; and providing leadership in arts education.
- 2. To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.
- 3. The mission of XXX is to Leave No Child Behind and to ensure every child a Healthy Start, a Head Start, a Fair Start, a Safe Start, and a Moral Start in life and successful passage to adulthood with the help of caring families and communities.

Download this <u>Mission Statement Worksheet</u> for the answers, and for a practical method to crafting your own mission statement.

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Team Building, Part 1: Establishing Broad Support

With the first-draft mission statement in hand — along with a community meeting survey and a well-planned agenda — it's time to hold the first community meeting.

Why hold a public meeting?

This is your opportunity to present the vision of your potential arts council to the people in your community. This can be an exciting and productive event.

It's also an opportunity to establish broad support, create alliances and build the initial leadership team. The more layers of connections that can be established across the community at this time, the better.

Other benefits of a public meeting include:

- Enlisting the support of artists and existing arts organizations
- Involving local leaders and businesses
- Stimulating interest, exchanging ideas, and gathering survey information from attendees

Agenda considerations

Present your agenda at the start of the meeting, then stick to it.

Make sure to build in plenty of time for attendees to share their ideas and respond to the information you present. Keep in mind that a lively, positive meeting that encourages participation and appreciates all points of view will generate the most enthusiasm.

The first public meeting is also the best time to fill short-term leadership roles. Ask everyone to complete the interest survey, and ask for volunteers to participate in the committees that are needed to move the arts council development forward.

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Additional Resources

PDF: Sample Community Meeting Agenda

PDF: Checklist for Holding a Successful Community Meeting

PDF: Sample Community Meeting Survey



Step Two: Building a Strong Organizational Foundation

Team Building, Part 2: Cultivating Key Players

Successful arts councils are a team effort. The following is an overview of development and implementation roles, from conception through full-scale operation:

- Visionaries Generate the idea for the arts council
- Initiators Begin the actual development process, including completion and analysis of the environmental scan and coordination of the first public meeting
- Steering Committee Creates the formal "arts council" by refining the goals set forth in the public meeting(s) and determining how they can be achieved
- By-laws Committee Writes the arts council by-laws to be submitted to the initial Board of Directors for approval, and later to be included in the incorporation materials (often this is a subcommittee of the Steering Committee)
- Nominating Committee Proposes the initial board of directors (often this is a subcommittee of the Steering Committee)
- Initial Board of Directors Adopts the by-laws, develops
 the organizational and business structure, establishes
 nonprofit status (if applicable), establishes a base of financial
 support, follows up on legal matters, plans the initial
 calendar or events, holds first activity or activities, and
 creates mechanisms for community visibility and
 involvement
- Subsequent Boards of Directors Brings expertise, refines previous policy decisions, ensures financial support, provides direction, looks for additional opportunities, and interacts with the community on behalf of the arts council
- Paid Staff Once the arts council is underway, part- and fulltime employees may be required for day-to-day operations.

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LINK: Interaction Institute for Social Change



Step Two: Building a Strong Organizational Foundation

Community Support: Tips From Successful Arts Councils

Here are some suggestions for start-up arts councils gathered from Executive Directors across Georgia:

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Tips on getting started

- Elect or appoint a temporary chairperson and organizing committee. They will probably become a large part of the new board of directors.
- Be intentional about who is on your board. Include artists, but do not have a full board of artists to avoid a "self-serving" board. Balances should be maintained to bring the diversity needed to accomplish the mission.
- Once the group comes together, it's essential that assignments and timetables be flushed out and adhered to — this will be a never-ending task.
- While the vision for an arts council focuses on the arts and artists, recognize the only way to gain community support and secure the arts council's position in the community is to involve business leaders and those in political positions, especially city councils and commissioners.
- · Never borrow money to start your arts council!

"Swamp Gravy"

You may have heard of "Swamp Gravy," a series of plays produced by the **Colquitt/Miller Arts Council** in southwest Georgia. It has gained a reputation as one of the nation's most creative and innovative performing arts productions.

While certainly one-of-a-kind, the "Swamp Gravy" genesis and evolution may help you think "outside the box" as you create the foundation for your own community arts council.

PDF: Swamp Gravy Case Study
LINK: The History of Swamp Gravy



Process and Paperwork: An Overview

The process of establishing your arts council as a nonprofit corporation isn't difficult, but it includes many tasks and a fair amount of paperwork.

The Georgia Center for Nonprofits (GCN), as mentioned previously, provides support to agencies at every level of development. You can download its start-up packet, "Starting an Nonprofit Organization in Georgia," from the GCN website. Below you'll find a link to the packet in its entirety, links to specific items within the packet, and other useful links and PDFs as well.

If you choose to work with an attorney during the incorporation process, as many organizations do, consider Georgia Lawyers for the Arts (GLA). GLA works with many arts agencies and councils.

Three distinct phases

The incorporation process can be looked at in three phases:

Phase 1: Becoming a "Corporation"

Phase 2: Conducting the Initial Corporate Meeting

Phase 3: Applying for Tax-Exempt Status

This handbook presents the phases in checklist form to help you with your planning and progress tracking.

Additional Resources

LINK: Georgia Lawyers for the Arts

LINK: Starting an Nonprofit Organization in Georgia (GCN's start-up packet)

LINK: Eleven Steps to Nonprofit Incorporation

(Section 3, "Your Incorporation Checklist," GCN's start-up packet)

LINK: <u>Ten Common Mistakes Made When Starting a Nonprofit Organization</u> (in Section 1, ""Nonprofit Organizations: Planning for Success," GCN's start-up packet)

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Phase One: Becoming a "Corporation"

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Conclusion: Long-Term Community Impact and Growth The Georgia Secretary of State will soon begin to provide online filings for nonprofit corporations, which will streamline the process outlined below. Please visit the website to see if this service is operational at this time.

LINK: Georgia Secretary of State [file online page]

Below are the basic steps to incorporating. For detailed information on how to complete each step, please follow the links provided.

□ Research the availability of your arts council name, and reserve it if it's available.

LINK: <u>Georgia Secretary of State</u> [corporations search page]

LINK: Georgia Secretary of State [name reservation page]

- ☐ Determine who will make up your initial board of directors.
- ☐ File your Articles of Incorporation with the Georgia Secretary of State.

LINK: Georgia Secretary of State [filing page]

- ☐ At the same time you file your Articles of Incorporation, publish your Intent to Incorporate in a county newspaper of record.
- ☐ Apply for your Federal Employer Identification Number (FEIN).

LINK: Federal Employment Identification Number (FEIN)?



Phase Two: Conducting The Initial Corporate Meeting

Below are the main action items to accomplish during your first corporate meeting. For detailed information on these items, please follow the links provided.

■ Elect the "official" Board of Directors

LINK: <u>Your Board of Directors</u> (all articles in **Section 4**, **"Your Board of Directors**," of GCN's start-up packet)

- □ Appoint Officers.
- Adopt By-Laws.

LINK: <u>The Whats, Whys and Whos or By-laws</u> (in Section 5, "Your Mission Statement and By-laws," of GCN's start-up packet)

LINK: <u>Sample By-Laws</u> (in Section 5, "Sample By-laws," of GCN's start-up packet)

- ☐ Ratify your arts council's Articles of Incorporation.
- Discuss opening a bank account and other procedural requirements, such as regular meetings.

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Phase Three: Applying for Tax-Exempt Status

You will need to file requests and provide information to federal, state and local governments to complete the tax-exempt process.

Before you begin, consider enlisting the temporary help of a fiscal agent or a "parent organization." It has been a useful way for new nonprofit organizations to manage the financial learning curve.

LINK: <u>The Benefits of Having a Fiscal Agent</u> (in **Section 2**, "**Your Nonprofit** 'Corporation,'" of GCN's start-up packet)

Federal government

The IRS has a section within its website called "Life Cycle of a Public Charity." Included in this section are the most updated forms, instructions, guides and other items you need for your ongoing interactions with the federal tax authority.

LINK: Life Cycle of a Public Charity

Apply for federal tax-exempt status with the Internal Revenue Service (IRS) within 15 months of filing your Articles of Incorporation.

State of Georgia government

- Once you receive your federal exempt status, apply for Georgia tax-exempt status.
 Apply for Georgia State ID Number
- ☐ Register as a charitable organization in the state of Georgia

Local government(s)

☐ Obtain a business license from city/county governments

Congratulations — you have now completed all three phases of establishing your arts council as a nonprofit organization.

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Year One... and Beyond

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- Planning: Draft a Winning First-Year Road Man
- Programming: Choose Activities That Will Interest Your Community Most
- Fundraising: Develop a Mix Specific to Your Community
- Communicating: Reach Out Using a Variety of Media and Tools

Conclusion: Long-Term Community Impact and Growth Operating a successful, sustainable arts council requires building proficiency in a variety of processes. Your initial arts council board of directors is responsible for these processes the first year, and lays the foundation for subsequent years.

It's a good idea to begin slowly the initial year of operation, planning just a few arts activities or events. This will allow the board and volunteers to work out first-time challenges, gain experience and build a track record of success.

Four main processes on which to focus during the arts council's initial year of operation include:

- Planning Defining short- and long-term objectives, preferably through development of a comprehensive strategic plan, and arranging for day-to-day operations.
- Programming Creating the first in a series of arts events and activities that will interest the community, encourage participation, and fulfill the arts council's mission.
- Fundraising Developing a mix of funding opportunities, based on research attained during the environmental scan, that is varied, repeatable (if possible), and spread out over the year.
- Communicating Getting the word out to the public in a deliberate, consistent manner using as many different media as possible.

You can find an abundance of Information about these and other processes online. The resources below are highly recommended.

Additional Resources

TIP: Visit the <u>Georgia Assembly of Community Arts Agencies</u> (GACAA) to keep up to date on the annual conference, workshops, funding sources, consultant services and other timely news for arts councils in Georgia.

LINK: National Endowment for the Arts (NEA) Planning Toolsite

LINK: Boardsource.org

LINK: Basic Guide to Nonprofit Financial Management

LINK: Fieldstone Alliance — Free Tools



Planning: Draft a Winning First-Year Road Map

Welcome

Introduction:

Step One: Understanding Your Community

Step Two: Building a Strong Organizational Foundation

Step Three: Establishing Your Arts Council as a Nonprofit Organization

Step Four: Operating A Successful, Sustainable Arts Council - Year One... and Beyond

- > Planning: Draft a Winning First-Year Road Map
- Programming: Choose Activities That Will Interest Your Community Most
- Fundraising: Develop a Mix Specific to Your Community
- Communicating: Reach Out Using a Variety of Media and Tools

Conclusion: Long-Term Community Impact and Growth The likelihood of getting where you want to go increases considerably when you have a good map to follow.

Defining short- and long-term objectives

What are the three most important objectives the arts council needs to accomplish during its first year? What are the three most important objectives for the following years? How will these objectives be met? Who will do the actual work? How will the activities be financed? How will success be measured? What will determine if the arts council continues along the same track or adjusts its course?

These are the kinds of questions your initial board of directors will ask as it creates the first-year road map. They are part of what constitutes a strategic plan, a written document that incorporates short- and long-term objectives into an action plan. A well-conceived strategic plan can be the difference between success and failure.

Running an efficient "office"

Even the best road map can be derailed by ineffective office management systems. Take care to create systems that can be understood and operated by the entire team and not just a single person, and choose computer hardware and software that can be easily updated to grow with your arts council. Making good choices now prevents having to reinvent the wheel later.

Take advantage of existing talent and opportunities

Your initial board of directors brings with it a wealth of talent, and so do your volunteers — don't be shy about enlisting help. Also, board members and volunteer leaders might consider attending seminars, workshops, and conferences to gain additional knowledge and skills.

Additional Resources

LINK: Georgia Center for Nonprofits (GCN) Training Services



Programming: Choose Activities That Will Interest Your Community Most

Many consider this responsibility — planning original programming — the most exciting part of developing an arts council. The programming options are practically endless. Your best choices will be based on the community's interests as revealed during your environmental scan and public meeting, and be organized into an annual and possibly multi-year programming plan.

Step One: **Understanding Your**

Community

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Step Three: **Establishing Your Arts** Council as a Nonprofit Organization

Step Four: Operating A Successful, Sustainable Arts Council

- Year One... and Beyond
- Planning: Draft a Winning First-Year Road Map
- > Programming: **Choose Activities That** Will Interest Your **Community Most**
- Fundraising: Develop a Mix Specific to Your Community
- Communicating: Reach Out Using a Variety of Media and Tools

Conclusion: Long-Term Community Impact and Growth

Key Questions for Program Planning

Here are some questions to ask as you put together your programming plan:

- What are the activities your community has expressed interest in?
- What "holes" exist in arts programming locally?
- What resources exist locally?
- What is your annual budget?
- What project ideas align with the organization's mission statement?
- What types of programs could be offered that would stimulate public dialogue and understanding of an art form, and encourage its appreciation by a wide audience?

Programming "traps" to avoid:

- Don't be afraid to challenge your audience by offering programs that are creative, diverse in form and somewhat "outside the box."
- Don't plan beyond your financial resources.
- Don't loose sight of constantly striving for artistic excellence.
- Don't offer the same programs over and over again. Offer new projects to keep your audience engaged.

Additional Resources

PDF: Project Planning: A Step-By-Step Approach

LINK: Arts and Humanities in Rural America



Fundraising: Develop a Mix Specific to Your Community

Effective fundraising depends on this straightforward premise: You must ask in order to receive.

Who you ask — and when — depends on your unique community. Your arts council will need to raise funds from a variety of different sources throughout the year to remain viable.

Circle back to your environmental scan

Which kinds of fundraising efforts will be most successful in your community? The answers can usually be found in the research already completed during Step One — plus some trial and error.

Review your environmental scan with an eye towards potential partnerships, untapped resources and unique fundraising opportunities. Find out what's worked for other organizations, and which corporations or government entities offer (or have offered) funding or sponsorships. Get creative. Send out "feelers." Every community has resources, no matter what its size.

Overall, your fundraising success will be determined by how well you do three main things:

- Meet your community's needs
- Team up with existing organizations and businesses
- Present your appeals into win-win frameworks

Keep in mind that a well-rounded fundraising calendar includes efforts that raise funds for programming *and* efforts that raise the "unrestricted" funds you need to pay operating expenses.

Effective fundraising depends on this straightforward premise:

Step Two: Building a Strong Organizational

Understanding Your

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Foundation

Step Three: Establishing Your Arts Council as a Nonprofit Organization

Step Four: Operating A Successful, Sustainable Arts Council - Year One... and Beyond

- Planning: Draft a Winning First-Year Road Map
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- > Fundraising: Develop a Mix Specific to Your Community
- Communicating: Reach Out Using a Variety of Media and Tools

Conclusion: Long-Term Community Impact and Growth

Additional Resources

TIP: Spend some time on the <u>Association of Fundraising Professionals</u> (AFP) website. AFP is a professional organization that educates, trains and advocates for nonprofits, and offers a robust website and online bookstore

LINK: Foundation Center

PDF: Sample Fundraising Calendar



Communicating: Reach Out Using a Variety of Media and Tools

Successful arts councils understand they must create a recognizable identity and continually reach out to the community in order to build and maintain support. They use as many different media as possible because community members differ in how they get their information.

Sharing your visions, events and accomplishments

Here is a list of materials and activities needed to "spread the word" about your arts council:

Brand identity — your arts council's "persona," which is the combination of your visual identity (logo) and perhaps a tag line (slogan), and the reputation you build through consistent action and communication

Case For Support (or Case Statement) — your arts council's vision written in a format that makes a compelling "case" for why your arts council deserves to be funded; also an excellent tool for marketing and training

Website — a central "location" to share information about the arts council and its vision, programming, events calendar, fundraising activities, recent successes and other items of interest

Advertising — ads (print and web-based), billboards, flyers, and other items, plus broadcast Public Service Announcements (PSAs)

Email and e-newsletters — inexpensive communication vehicles to keep in touch with the community on a monthly or quarterly basis

Collateral — brochures and other printed material that define your arts council and its programs, special events, and other activities

Membership, Fundraising and Acknowledgement materials — communication pieces that ask for financial support or continued participation, or thank contributors for their support

Public Relations — the activities associated with proactively seeking and generating goodwill, primarily though favorable media coverage; a "press kit," which provides background information, includes a selection of the materials listed above

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Conclusion: Long-Term Community Impact and Growth

Techniques For Long-Lasting Success

Among the many elements required for long-term success, two are critical: strategic planning and succession planning.

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Conclusion:
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Impact and Growth
> Techniques for LongLasting Success

- Sustainability: Tips from Successful Arts Councils
- National Resources

Strategic Planning

Some arts councils, especially those with a strong desire to become professional organizations, will be ready and eager to undertake a formal strategic planning process within a year or two after inception. The arts council leadership team can undertake this process itself, or can hire a consultant for guidance and facilitation.

A strategic plan should be considered a "living" document that is updated regularly to adapt to a community's changing population, culture, and needs. By staying actively involved in the community, leadership can see these changes as they're happening. Bringing in new volunteers with fresh ideas from throughout the community is also an important part of a successful arts council's strategic plan.

In addition, using analytic tools to delve into "what's working and what's not," such as SWOT Analysis (described earlier), can be instrumental to the success of your strategic planning process.

Succession Planning

Arts councils that are prepared to "pass the baton" operate most effectively – and last the longest. No matter how dedicated the initial leadership team, eventually these people will move on.

Which volunteer, community and business leaders are being cultivated to become the next board members? How will new board members be nurtured so they can take over chairperson's roles? Who will step into the Executive Director's role if this person suddenly is no longer available? How will each of these transitions be managed?

Working out the answers to these succession questions *before* the situations arise will assure smooth transitions and promote efficiency, effectiveness, longevity — and success.

Additional Resources

LINK: <u>Succession Planning and Sustainability in Nonprofit Organizations</u>



Conclusion: Long-Term Community Impact and Growth

Sustainability: Tips From Successful Arts Councils

Here are some suggestions for sustainability gathered from arts council Executive Directors across Georgia:

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- Techniques for Long-Lasting Success
> Sustainability: Tips

from Successful Arts Councils

- National Resources

Tips for success

- Continue to form partnerships with all facets of your community, and showcase your partners —they will do the same for you.
- When staff is hired, make sure at least three years of salary is earmarked in advance so your arts council can raise the funds necessary to sustain the staff positions.
- Diversify your funding base!
- Create a "Board Profile Survey" for board candidates so you can continually pursue qualified individuals with skill sets that address deficiencies.
- Plan for the future and plan for growth, but maintain flexibility and be responsive to your community.
- Constantly seek out new things: new audiences, new partners, new volunteers, new collaborations, new art forms and arts experiences to which you can expose your audience.

If you have any questions about the materials included in this handbook, or are interested in additional resource information, please contact <u>Georgia Council for the Arts</u>.



Conclusion: Long-Term Community Impact and Growth

National Resources

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Long-Term Community Impact and Growth - Techniques for Long-Lasting Success - Sustainability: Tips from Successful Arts Councils

> National Resources

The National Endowment for the Arts and Americans for the Arts are two of the most relevant and informative resources for arts councils operating in communities across the nation. Consider taking some time to explore these organizations' in-depth and comprehensive websites:

LINK: National Endowment for the Arts

LINK: Americans for the Arts

Storefront Activation

RAPID RECOVERY PROGRAM TOOLKIT



This toolkit has been made possible through technical assistance provided by the Baker-Polito Administration's Local Rapid Recovery Planning program.





The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the pandemic. Cities, towns, and nonprofit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

For more information, contact DHCD: 100 Cambridge St, Suite 300 Boston, MA 02114 617-573-1100 mass.gov/DHCD

Toolkit prepared by:



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Rapid Recovery Plan Program - Toolkit

Why This Toolkit?

Why This Toolkit?

As a result of the COVID-19 pandemic, downtowns across the state are suffering from increased vacancies and underutilized spaces. Empty spaces, whether a vacant storefront, a blank wall, or an unused lot, cause blank spaces as people walk along the street, negatively impacting the economic and streetscape vitality of a downtown area. Studies have shown that people strolling with no agenda need something to engage them every 25 feet or so. This keeps them walking, and in the downtown context that

means more people on the street increasing safety, creating a sense of community, and passing by stores with the potential to shop.

Addressing vacant storefronts and vacant or underutilized properties head on is a priority and can bring vibrancy back to downtown. Filling vacant spaces can create a series of effects:

- improving the look of downtown, communicating care and promoting community pride;
- generating foot traffic to support businesses;
- creating social opportunities for the community connect;
- increasing the experience of safety; and
- serving as an incubator to give an economic boon to the area.

This toolkit is "How-to-Guide" intended to help municipalities large and small in setting up popup programs in vacant storefronts on their main streets and commercial districts.

""With the right resources, some collaboration, and a little imagination, empty storefronts can come alive, create positive results, and become vibrant community spaces that showcase Main Street opportunities!"

~Main Street America. Main Spotlight: Windows of Opportunity - The Transformation of Empty Storefronts or Main Street. Lisa Morgen, Retailworks, Inc. March 18, 2021.

Getting Started

Getting Started

How to use this toolkit

This toolkit is a guide to help communities generate positive social and commercial activity by activating vacant or underutilized spaces in their core districts. This Toolkit offers suggestions for how to determine what type of program is best for your community, answers common questions, provides examples of what has worked in other communities, and provides MA-specific detail for implementation.

The toolkit is divided into three sections.

The first section - **The Basics: We Want to Set Up a Vacant Pop-Up Program** - lays the groundwork for how to set up a program. Every community is different, but there are similarities in setting up a pop-up program whether large or small, whether inside storefronts and exterior window activations. Everyone should start here.

The following two sections detail specifics for different types of vacant storefront activations:

- We want to set up a Temporary Pop-up Program Inside Vacant Storefronts
- We want to set up a Temporary Window Activation Outside Vacant Storefronts

After going through The Basics section, you should be able to determine which sections are right for your community.

Toolkit Checklist

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Getting It Done

The Basics: We Want to Set Up a Vacant Pop-Up Program

You have already determined that you have vacancies that you would like to activate with a pop-up program. Which ones? How many? For how long should the program run? This section will help you define your target area, set your goals, determine your measurements of success, and negotiate funding options.

Step 1: Define Your Goals

First, understand the problem your program is targeted to address. How are these vacancies impacting your city? Is it primarily economic? Do the vacancies degrade the aesthetic presence of downtown and affect other businesses? Are vacancies generating negative activity that's becoming a safety issue?

Second, put people at the center of your plans. Part of defining your goals must include understanding the people, organizations or businesses that will be affected by the program. Understanding of who will be interested in visiting these spaces will drive your decisions and help you hone in on which businesses/ organizations to target (both lease space and types of activations). Consider exploring community needs through a survey: what are missing amenities? What do they want to do/see/purchase that they can't today? Can this program address some of those desires?

Finally, convert all of this information into positive goal statements to guide your program. Creating goal statements also provides your community to affirm the direction of your program. The program will not be able to do everything. With crystal clear goals and buy-in on them from your major stakeholders, your goals can act as the "goalie" for the rest of your process, deflecting potential uses that don't serve that purpose.

Sample Program Goal Statements

Below are examples of program goal statements from other cities. Your program may target one or more of these goals.

- Reduce negative aesthetic impact of vacant storefronts
- Increase foot traffic to support existing businesses and improve safety and perception of safety
- Offer a low-cost option for local entrepreneurs to try new ideas and reach new customers
- Encourage small business entrepreneurs to find a permanent retail location within downtown/ district
- Create viable platforms for small businesses that reflect the culture and character of their neighborhoods
- Enhance the retail core of downtown with more merchants and products
- Create an opportunity for artists to expand their studio space and present their work to the public.
- Increase public gathering spaces
- Generate jobs for local residents

Step 2: Determine the Area You Want to Activate

For a pop-up program to have the most impact, a noticeable percentage of change must take place. Depending on the size of your city and location of vacancies, determine your target location. For smaller cities with one core business district, the answer may be simple, to target the primary downtown main street or commercial district. For larger cities with many vacancies spread across multiple commercial districts, target your first pop-up program in one area only. This will simplify implementation and concentrate impact. Many pop-ups in one area creates buzz and draws people more effectively than pop-ups spread across the city. A larger concentrated program can serve as a pilot, which can later be expanded to other areas incorporating lessons learned.

Also consider how the location of your pop-up program will affect the surrounding businesses, and visa-a-versa. Pop-ups in storefronts that are in close proximity to struggling businesses will bring more people to the area and help give those businesses a boost. Pop-ups placed near thriving businesses will benefit from the already existing foot traffic in the area.

Step 3: Select the type (or types) of activations that best address your goals.

Given your goals (step 1) and the nature and location of your vacancies (step 2), what type of activation will have the most impact and ease of implementation? This toolkit covers two types of activations:

Interior Activations of Vacant Storefronts

Interior storefront activations involve use of the interior of a shop, whether the entire store or a portion of it. People will be coming in and out of the space. This type of activation will require a license agreement or a lease with the property owner for temporary use. If your goals involve helping entrepreneurs get into downtown retail space, you will need an interior storefront activation.

Exterior Activations of Vacant Storefronts

Exterior storefront activations involve only window displays or other changes to the façade of the building. There is no interior access in this scenario, outside of setting up the display. As such, these activations are much simpler to implement, though a written agreement with the landlord will still be required. If your goals are about creating vibrancy on a street and supporting existing businesses, an exterior storefront activation is simpler to implement to meet your goals.



Images: 12 Essex St Melrose (top), Storefront display via blog.bonbrand.com



• Activation of Vacant or Underutilized Lots

Activation of vacant or underutilized lots is another way to make a positive impact in a downtown or commercial district. Vacant lots might be privately or publicly owned and are typically the result of a building being torn down that is awaiting future development. These sites can occur in the middle of an otherwise active street. Underutilized lots, such as parking lots that are empty some days or at certain times of the day, are also great to stage micro-pop-up or events. If your goals involve creating community space or hosting events to draw people to downtown, focusing on vacant lots might be your answer.



Images: The Musicant Group's Pop Ups at Central Station, St Paul, MN (top), Pop Zebra (below)

Step 4: Gather Partners

Tap into organizations that can help move your project forward. This will include surrounding businesses and community organizations that may use or benefit from the program. Depending on your target location, partner organizations could be surrounding businesses, non-profits, theaters, or office buildings. Any organization that has a stake in the success of the program is a potential partner. These partners might be willing to provide funding or marketing support. At the very least, the partnerships should focus on communicating the status of the program every step of the way so they can be supportive on the ground and provide good word-of-mouth advertising.



Step 5: Set Your Timeline and Define Your Targets

Metrics of Success. Define key metrics for success and gather baseline data to measure your pilot program. For example: change in the number of vacant stores; number of participating businesses; number of patrons/visitors to the spaces; revenue generated in pop-ups; change in revenue at neighboring storefronts; community perception of downtown. The baseline data you have available or you are able to gather during the planning phase may determine what you choose as your metrics for success.

Number of Activations. What is your target number of activations? Knowing this will determine the management structure. The target number of activations is highly dependent on how close together they are, the overall number of vacancies, and your

goals. You have to determine the right number to make an impact and meet your goals.

(Pilot) Program Timeline. If this is your first time running a pop-up program, consider this your pilot. A pilot program should run for a minimum of two months, especially if interior activations are planned. The time and effort to ready a property and start a business, artistic or other activation should be balanced by a length of stay to make it worthwhile. At the same time, the building owner/landlord will want an assurance that if a lease becomes available that they will not be long tied into this temporary activation. A minimum 2-month contract followed by a month-to-month contract can serve both parties.

What is the Right Number of Activations?

Example: If you have ten vacancies along a 3-block Main Street, you might want to target 70% activation: five being interior storefront pop-ups, and two being exterior window activations that contribute to the vibrancy of the street and add extra marking to the surrounding shops. You should have enough activations in the immediate area to create an impact. One new pop-up may not draw people downtown if they have been reluctant to go. Five-ten new pop-ups, whether interior or exterior, provide more of an incentive to visit.

Step 6: Determine Your Management and Financial Structure

Your management and financial structure will vary depending on the type of activation you are planning, and the goals of your program. Management of an exterior window activation is far simpler than an interior pop-up activation. Financial support can come from grants, city fees, sponsors and the participants themselves. See the specifics in each section:

- Interior Activations of Vacant Storefronts, pg page 16
- Exterior Activations of Vacant Storefronts, pg page 28

Step 7: Document your Program Plan

Before you begin recruiting storefronts or the pop-ups to fill them, all of the above should be documented in a simple program plan that you can use during recruitment. You might choose to create two versions of materials: one marketing the program to property owners and landlord, and the other marketing the program to potential pop-ups. Your program plan should include:

- Description and goals of the program.
- Dates of the program. Be clear about whether you expect tenants to move out at the end of the program, or whether the goal is to convert to a long-term lease after this trial period. This may alter the types of applications you receive.
- Application process, as well as the criteria for selection.
- Management structure and legal requirements
- Any rules for the program that an applicant would need to determine whether their shop would be a good fit.

See the Key Resources section for links to sample of project documentation.



Step 8: Recruit Owners and Tenants/Pop-ups

Not until you have completed the first seven steps should recruitment begin. You will likely have already reached out to a few potential owners and tenants as you were setting goals and gathering partners, but until you have the details worked out, and documented, don't try to get commitment from participants. Whether you recruit spaces or pop-ups first will depend on your program.

In some cases, recruitment of landlords and storefront owners should happen before recruitment of activations. Knowing what types of spaces are available before recruiting participants will draw more place-based responses for use. Recruitment of landlords also may alter the type of pop-ups you eventually recruit, since you will get an early understanding of what landlords are willing to host.

On the other hand, recruiting landlords too early may not be feasible. You cannot ask a landlord to hold a vacant space for a future activation that you are working to recruit. Recruiting activations can take several months, and some landlords may have their spaces rented before you can fill them.

Ultimately, the right order for recruitment depends on your community, your relationship with building owners, and your contacts with potential pop-up tenants. It may take some testing to see which approach works better for your program.

Step 9: Marketing

Create a comprehensive marketing plan to promote your program launch. Create buzz in the community at least one month prior to the program so people know it is coming. As pop-ups move in, take pictures and post to social media or in the newspaper. Make opening day an event, and ensure the media is there to cover it. Throughout the program, update social media with pictures of people shopping or interacting with the pop-ups.

It will be helpful to determine ways to connect the storefronts together: set up a temporary page on your website that has information about all of the storefronts participating; create a QR code window cling to put up in each participating storefront.



Step 10: Launch! (and Iterate!)

Launch is just the beginning. Here you will begin analyzing the impact and making adjustments. These ten steps should be constantly revisited and adjusted to ensure you are meeting your goals - you may even find that redefining your goals is appropriate as the program progresses.

A temporary pop-up program should set the stage for a longer-term implementation and ongoing management of vacancies in your community.

We want to set up a Temporary Pop-up Program Inside Vacant Storefronts

Filling vacant storefronts is a great way to add vibrancy to the street as well as jump start long-term leases. If you are looking to help new businesses get into downtown retail space, or give artists locations to create and display their wares, you will need an interior storefront activation.

"The increasing popularity of pop-up stores has been a boon for landlords struggling to fill vacancies amid the explosion of online shopping and coinciding rise in brick-and-mortar store closures. And it is no longer a niche business. Storefront.com estimates that pop-up retail has grown into an \$80 billion industry. Although landlords prefer long-term leases with established tenants, many owners recognize the value in experiential retail. Pop-ups create buzz and help drive shopper traffic. And successful pop-ups may become longer term tenants with larger footprints."

~Prospering with Pop-Ups: Legal Considerations for Landlords and Tenants, Herman R. Lipkis, April 01, 2019.

Management and Financial Structures

Even before you recruit storefronts for the program, you should set up the management and financial structure. In order to attract owners of vacant stores to the program, they will need to know exactly how the program will be run, what they have to contribute, and the risks and benefits of participating. Participation needs to be easy for both landlords and tenants.

Management Models

There are a number of ways to manage a temporary vacant storefront pop-up program, which boil down to three main models:

1. City/Town enters into a lease agreement with the property owners and subleases to tenants.

The municipality holds the most control (and responsibility) in this scenario, entering into temporary lease agreements with landlords, and then sublease agreements with the tenants.



2. Owners and tenants enter into agreements directly with each other

The municipality provides help in recruitment, matching pop-ups to vacant storefronts, marketing and oversight, but tenants and landlords enter into the legal agreement with each other. In this scenario, the landlords and businesses hold the legal burden. Businesses should hold their own insurance.



3. Third-party entity holds agreements and insurance

Rather than tenants negotiating individually with each building owner, consider working with a third party management entity. The third party would hold a master use agreement or lease for all of the participating vacant properties, with common rules and language across the entire program. The pop-up tenants would sublease with the third party entity rather than the building landlord themselves. This management structure can streamline the program and create and lower the barrier to entry for both the building owner and the tenant. This takes a major logistical burden off of the tenants, many of whom may be unfamiliar with commercial leases or ill-equipped to take on those responsibilities for short term use. The third-party could also utilize existing organizational insurance.

License or Lease Considerations

In the case of a temporary pop-up, you may be able to use a license rather than a lease. A license gives the licensee the legal authority to use the landlord's asset. Generally, licenses are given out for short-term occupants. In either case, the agreement should stipulate the terms of the short-term space use. While these terms could vary depending on use, below are key elements to consider. Also see the Resources section for links to sample lease agreements.

| L | icense/Lease Considerations |
|----------|--|
| | Length of the term. It is simplest to have the entire program sign for the same term, such as a three-month program, but you could adjust the term based on the landlord or the activation. For longer-term programs without a clear end date, you should be able to promise at least 60 days to make it worthwhile for the short-term occupant and then have a rolling 30 day expulsion clause for no cause going forward to allow for the space to be rented and temporary uses to cease. Utilities and garbage. Simplest would be for the owner to continue to cover all utilities and garbage removal during the temporary period, and for the tenant to pay a flat fee |
| ✓ | for rent. Details for how the space may (or may not be) altered, along with stipulations that |
| | improvements or alterations of any kind must be discussed with the landlord. Hours of access. The lease should include any limitations on access to the store, including hours and/or days of the week. The agreement might also include a requirement for minimum hours of operation by the tenant to ensure the tenancy results in an open and active storefront to meet the goals of the program. |
| | Repair responsibilities and timelines. Typically tenants would be responsible for general upkeep such as cleaning or minor repairs (such as interior paint touch-ups or light bulb replacement). Landlords would be responsible for structural or utility repairs. Since this is a short-term lease, the agreement should include a requirement on the speed of repairs to electrical, plumbing and mechanical systems should there be an issue. Landlords should consider their ability to complete repairs in a timely manner before entering into an agreement. |
| ✓ | Clear understanding of responsibility for any personal or property damage resulting from tenancy. This protects both the landlord and the tenant. |
| | Statements outlining what would trigger immediate termination of the agreement, such as uses you want to prohibit. This is a strategy to mitigate activity that the property owner or third party master-agreement holder believes will significantly increase their liability. Examples might include hosting un-approved events in the space, making un-approved modifications to the space, using the space at unauthorized hours, or the presence of illegal substances on site. |
| | Penalties if tenants do not comply with the program. For example, the tenant might have to reimburse the city for grant money received and/or opportunity costs lost. |

Regulatory/Permitting Considerations

The time burden of a difficult regulatory process can prevent efforts like these from getting off the ground. Municipalities should look to create as easy of a process as possible that ensures people's safety. A simple process to acquire a temporary use permit should be part of the program.

If multiple pop-ups will cycle through a space during the program (for example, three one-month pop-ups over a three-month program) permitting should be done on the front end. One permit covering all of the intended uses should be established up front, rather than as each tenant moves in. If using a third party, make sure as much of the burden falls on the third party who is holding the master use agreement/lease.

It can be challenging to use the interior of a vacant storefront that does not have a certificate of occupancy. If that is the case, target this location as an exterior-only activation (see next section).

Pop-up Retail Ordinance

The City of Austin, TX created a Pop-up Retail Ordinance to help facilitate temporary activations. The ordinance allows for issuance of temporary Certificates of Occupancy, though they still must comply with underlying zoning. 45-day permits can be issued, with renewal for up to 90 days.

Insurance

Liability and property insurance should be considered when setting up the program. Either require businesses to have their own insurance as a criteria of participation, or work with a third party firm to hold the insurance for the program. Since acquiring insurance can be an impediment for some temporary pop-up retailers, part of the program benefits can be to facilitate partnerships between the businesses and firms that providing insurance services. A financial benefit of participation could be that insurance premium be paid for the duration of the pop-up program.

- In Sheboygan, WI, tenant retailers must sign a waiver of liability regarding program participation, including responsibility for any personal or property damage resulting from participation.
- The program in West Town, Chicago requires general insurance coverage up to \$1M, with the West Town Chicago Chamber of Commerce listed as additionally insured.
- In St. Paul, MN, the St. Anthony Park Community Council, a nonprofit resident/business association, acted as the master licensor and policy holder for a pop-up shop program in their space, with temporary tenants added as "additional insureds" to the existing liability insurance policy.

Also see the Resource section for more information for businesses.

Financial Models

The goals of your program should drive your funding structure. How much financial help will you provide to the pop-up tenants? Will you help the landlords fill their space by paying them full rent, or will they have to accept a reduced fee in order to fill their space? What about capital improvements?

Determine how the program will be funded so you can incentivize owners of vacant storefronts and tenants to participate. Don't forget that the soft incentives (recruitment, marketing, logistical support in leasing and permitting) should be included as part of the incentive package and a way to attract both owners and tenants.

Owners/Landlords: Set the rent target that is right for your community, your goals, and the amount of funding you have. Full market rate rent would attract the most owners/landlords, but likely limit the number of pop-ups you could set up. 50-80% market rate asks the owners/landlords to bear some of the burden, while reaping the benefits of their space being in use. It is unlikely that owners/landlords would participate for less than 50% rent unless there are other significant incentives included with participation, such as capital improvements.

Tenants: Pop-up programs can require tenants to pay market-rate rent, provide the space rent free, or anywhere in between. Determining the right rent level has a lot to do with the community. Are you are filling a few vacancies in an otherwise busy downtown, or trying to build momentum after years of disinvestment? Are trying to attract thriving online businesses into downtown retail space (free rent might not be necessary, but a reduced rent would provide incentive) or are you trying to support budding local entrepreneurs (free rent for a period of time may help them make the leap into retail space).



If you want the program to run more like a traditional lease between landlord and tenant, yet still want to provide free rent to the tenant, set up a rent pass-through in the form of a voucher to entrepreneurs, artists, or other tenants to procure the space. This keeps the financial support going directly to the tenant, rather than paying the building owner. While the money is effectively going to the same place, support from the city is to the tenant. This can be a more attractive model for some municipalities.

In New York City, non-profit ChaShaMa provides free rent for three months to get businesses going. The hope is that this boost will enable them to enter into a long-term lease after the program.

Funding and Support

Grants

Pop-up programs are typically about downtown revitalization, and grants Mass.gov are available to fund this work. The State of Massachusetts is committed to helping communities recover from the economic downturn experienced during the pandemic. The Rapid Recovery Plan (RRP) Program was intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts. Funding resources are included on the website and are intended to inform communities of the most up-to-date information on grants and other resources available. See https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program#fundingresources-

Starting a temporary pop-up program could be a pilot project for managing vacant storefronts in your city going forward. The State of Massachusetts has provided grants to cities for pop-up programs under the Regional Pilot Project Grant Program. See https://www.mass.gov/info-details/regional-pilot-project-grant-program

The towns of Wrentham, MA and Franklin, MA received this grant. See the How Others Are Doing It section.

If art is to be highlighted in the pop-ups, artist grants could be tapped into to fund temporary gallery or maker space:

- New England Foundation for the Arts (NEFA) offers grants to artists and organizations to support the creation and presentation of work. See https://www.nefa.org/
- Mass Cultural Council partners with communities across the Commonwealth to "expand access, improve education, promote diversity, and encourage excellence in the arts, humanities, and sciences. Through our efforts, we make our state a better place to live, work, and visit for everyone." In 2021, Mass Cultural Council supported 161 organizations with \$342,500 in Cultural Investment Portfolio Projects grants for programming during the July 1, 2020 – June 30, 2021 fiscal year.

See https://massculturalcouncil.org/





Local Partners

Private companies that have a stake in the success of the program could sponsor a storefront. Support from partners could come in the form of funding (such as a sponsorship) or sweat equity and donated materials. A major office building neighboring many vacant properties may find that donating to the program in order to activate the area is a benefit to their employees and therefore their bottom line. Nearby entertainment venues may be able to donate time or artwork to the program, seeing the benefit of more activity in the area creating a safer environment, especially at night when most shows take place. Local charitable organizations may provide volunteer hours to support and may be able to tie the program to their mission and goals, tapping into additional funds that may not be available to the municipality normally. In some districts, BIDs or parking fees could be tapped into for funding. Be creative as you seek how to support the program.

Participants

You may be setting up the program and minimizing logistical barriers, while the participants fully fund their own participation. Will the program be free to tenants, or will they be paying to rent the space? Will the property owners be required to accept a reduced rent, or will the program provide market rate rent? For tenants and landlords, the requirements for participation (such as commitment to setting up an attractive storefront) are part of their support.

Recruiting Spaces and Tenants

Step 8 in *The Basics* section explained that the order in which you recruit landlords and potential tenants depends on your program, and the relationships you have in place. Recruiting landlords and storefront owners before recruiting the pop-ups (tenants) will draw more place-based responses for use. Knowing what types of spaces are available before recruiting participants may alter the type of pop-ups you eventually target, since you will know what landlords are willing to host.

On the other hand, recruiting landlords too early may not be feasible. You cannot ask a landlord to hold a vacant space for a future activation that you are working to recruit. Recruiting activations can take several months, and some landlords may have their spaces rented before you can fill them.

For the October-December 2021 Pop-Up Shop program in Sheboygan, WI, they began recruitment of pop-up tenants in June 2021, with interviews and final selection happening over the summer and early fall. *After* their top tenants were identified, they recruited storefronts. Not all identified tenants were paired with a vacant storefront for the October launch, but this planted a seed for extending the program into the future, when other vacant spaces come up and need to be filled. Clear communication to both tenants and landlords is key to keeping expectations in check.

Recruiting Vacant Storefront Owners/Landlords

Focus first on locally-owned properties who are invested in the community. There is a higher likelihood of participation from owners who are also community members. Encourage property owners with community messaging, such as: We are all in this together. Your participation benefits the entire district. Activating the main street benefits the entire community. This is a way to meaningfully enhance your reputation as a landlord as one who cares about and supports their community/district.

Pitch it as marketing their leasable space. A successful program undoes itself - the temporary uses boosting foot traffic to their space, generating leads for new tenants and resulting in new leases. For many programs, tenants are selected based on their likelihood of turning into long-term tenants, so if your program goals support that, it is a major incentive to landlords.

Emphasize this is temporary. A temporary pop-up does not preclude them from seeking out permanent tenants. This program activates a space that wouldn't have been generating revenue during this time anyway.



1 Lincoln St. in Newton, MA hosted a pop-up shop in Fall 2021 and extended through the holiday season. (Image: Google)

Adding business and activity in and around a vacant space will contribute to a more desirable neighborhood overall and help to attract longer term prospects.

Make participation easy with clear communication up front. Be prepared with your management plan in place prior to recruitment. Develop a brief summary document outlining how the program will work, including regular check-ins with the owner and lessee to ensure the use is complying with agreed upon parameters. Create a submission form requesting contact information, level and type of activity they are interested in (such as will they need a closed storefront or open to visitors, how many hours, time of day, days of week, etc). Have a plan to shut down activations that don't follow the rules.

Consider financial incentives to support building owners. Asking building owners to lease at a reduced rental rate may be necessary. Providing further financial incentives to support the building owners can help in the recruitment process, such as waiving any permitting fees, a stipend to ready the interior for use, or a \$500 bonus for the first landlord to sign up, then \$400, \$300, etc. to build excitement and get the ball rolling.

Point out capital benefits. When the building is occupied, it is being looked after, which will help minimize crime or vandalism. Additionally, if the pop-up program is funding any basic improvements prior to occupancy, that is like money in their pocket, providing capital improvements that will outlast the program.

Note: If owners are reluctant to give internal access to their space, see if they would be open to an exterior, window-only activations. See the We want to set up an Exterior Window Activation of Vacant Storefronts Program section, page xx.

Recruiting and Selecting Activations

Consider this an opportunity to curate your downtown. Balancing the mix of goods and services that are provided. No salons or health care in the area? Seek out those types of small businesses. Don't have a hardware store in the area? How about pop-up tool library, or a fix-it clinic. More people will come to the area if there is more variety of things to do/buy. If there is success in the pop-up, you may draw a long-term business in.

Consider the pop-up types and how they will complement existing businesses. You may want to avoid direct competition with nearby stores. On the other hand, adding similar stores can draw more people by providing more choice. For example, adding a clothing pop-up near an existing retail clothing store could bring more customers to both businesses.

"A recent survey indicates that 25 percent of retailers are investing in pop-up store locations. Due to their temporary location, pop-up stores have a "here today, gone tomorrow" existence. As a result, they provide an alluring, exclusive type of shopping experience and a sense of urgency to buy, which can lead to additional sales. Because of their temporary nature, pop-ups can be more creative and whimsical in design. What a perfect opportunity to get consumers to take notice and to create an Instagrammable moment for them! And what a wonderful opportunity for the retailer to drive up social media traffic and expand their brand."

~ Main Street America. Main Spotlight: Windows of Opportunity - The Transformation of Empty Storefronts on Main Street. Lisa Morgen Match pop-ups to the available spaces. Appropriate uses vary based on context and the goals of your project. Location, size, access, parking, and walkability all factor into what type of activation would work in a space.

Retail Businesses and Services

One of the quickest routes to implementation is a pop-up retailer that already has online sales, or a store in another location. In this scenario a customer base is already established and may provide immediate foot traffic to visit the new brick-and-mortar store. An established online retailer is also set up to help with advertising the program through their existing website and social media channels. This option is also effective if you are looking for the tenant to pay rent.

Your goal may include supporting new businesses. If you are providing a rent-free program it is reasonable to disallow businesses with existing locations to participate. New businesses should be vetted to ensure they will add to the vibrancy of the street.

Participation criteria for retailers might include the items below. These items could be included on the license agreement.

Participation Criteria Minimum and maximum of operational hours needed to produce the activation outcomes the program wants to see. Since the point is to activate the street, you may require a businesses to be open a minimum of 40 hours per week, with at least 8 hours on weekends. Requirements for stock in the store. You don't want to end up with a businesses that has very little inventory and so sells out before program completion. With that, you will end up with another vacant storefront on your street. The agreement should stipulate reasonably full stock. Minimum requirements for attractive window displays. The occupation of the vacant storefront should benefit the street. Occupying the back room of a vacant store is likely not going to fulfill your goals for the vacant storefront program. (Although, if your only goal is to help small businesses start up, it may.) Minimum marketing requirements, such as the business must have a website and social media presence. You may want to require that the business proactively market its participation in the pop-up shop program. Ensure they have access to social media posts and images from the overall program to push out to their own networks. A collective marketing campaign with unified messaging and images across multiple platforms and channels will expand the impact of the program.

A Note on Food Businesses. For many programs, food businesses are more difficult unless they already have a significant operations basis. The food industry has significant barriers to entry and the first three months of a new food business are turbulent. Even if the on-season business is a food business, sharing kitchens is a frequent source of conflict. If the space would require significant build out to house a food business, that can create a financial and permitting barrier to a rapid-implementation activation project.

Visual Artists

Vacant storefronts make excellent artist galleries and studios. Art galleries offer a number of benefits: low cost, easily accessible artists to fill space, and may be easier to get regulatory approval. A significant draw-back is that they may not generate much traffic, save for opening/special events, and sales are not likely from the average shopper (though this depends on the type and price-point of the art).

Art studios are also an excellent option. There is often a large unmet need for quality and affordable space for artists to make their wares. We recommend encouraging people to come in and watch if the artist approves and the lease allows it. Provide indoor or outdoor seating to encourage people to linger. Watching art being made is a great way to activate the street. Artists who already have work created that can be displayed while they utilize the space for ongoing creation is an added benefit, allowing for retail use of the space as well.

Seek artists via social media groups (facebook, reddit, next door), art fair lists, neighboring community art commissions, etc.



Images: Artist studio details via Laura Adai (top), Musical Storefronts via Kaufman Music Center (below)

Performing Artists

Could your local theater move their rehearsals to this space temporarily? There are always theater groups or bands looking for rehearsal and performance space. Partnering with a theater troupe(s), musicians or other performers would animate the space with real live people. This would provide advertising for them (many performers are struggling due to performance restrictions during the pandemic) as well as a mini show for passers by. Set up seating outside or inside to encourage people to watch for a while.



Community Space

Another draw is a rotating community space. Many community residents, artists, and entrepreneurs want to see positive change and would be willing to support revitalization of their downtown or main street. In many cases, they only need a vision, and help from the municipality to guide them through the regulatory and permitting processes. Support could come in the form of finances, volunteering, visioning and planning events, or donations of goods and services. This approach enhances the sense of community while enhancing the image of the street and district.

An organization or staff could organize micro events in one of the vacant storefronts: social clubs, community meetings, pop-up concerts, game nights, music lessons, indoor winter "park" space, lending library, teen hangout, community class location, weekly "TED" talk, movie nights with popcorn sales, etc.

See How Others Are Doing It: CultureHouse in Boston, MA





Images: CultureHouse, https://culturehouse.medium.com/ Left: Union Square - Boston MA | Right: Kendell Square - Cambridge, MA

We want to set up a Temporary Window Activation Outside Vacant Storefronts

Using vacant store windows as a canvas is a great way to add vibrancy to a street, and there is little risk for the store owner. No one need enter the storefront in this scenario. Window activations can create interest in the street, bringing more people to the area and keep them walking, increasing foot traffic for open businesses.

Additionally, simply upgrading the facade of a building can have a big impact on the overall feeling of a street. A full activation (interior or exterior) is not always necessary. Providing grants for owners to upgrade the facades of their vacant buildings can have positive benefits for surrounding businesses. Outdoor space improvements provide dual benefit to the business and the community streetscape, which drives more foot traffic and thus more business.

"A vacant storefront is the perfect stage to creatively promote the available space or to showcase other businesses and events in the area. Furthermore, clever window displays can tell a story, educate, entertain, lift spirits, and draw attention to downtowns. It's time to transform these blank canvases into attractive and engaging windows displays through a visual storefront campaign."

~ Main Street America. Main Spotlight: Windows of Opportunity - The Transformation of Empty Storefronts on Main Street. Lisa Morgen, Retailworks, Inc. March 18, 2021. https://www.mainstreet.org/blogs/ national-main-street-center/2021/03/18/main-spotlight

Management and Financial Structures

Management of an exterior window activation is far simpler than an interior pop-up activation. A lease is not needed; only a simple use agreement with the owner of the building.

Agreement Considerations

The agreement should stipulate the terms of the short-term use. While the terms of the agreement will vary slightly based on the type of activation, below are key elements to consider.

Agreement Considerations Length of the term. It is simplest to have the entire program sign for the same term. such as a three-month program, but you could adjust the term based on the landlord or the activation. Utilities. The store owner should ensure coverage of the utilities. Specifically, electrical, since lighting will be required for the window activation. Details for how the exterior and interior window space may (or may not be) altered, along with stipulations that improvements or alterations of any kind must be discussed with the landlord. • Repair responsibilities and timelines. Either the program coordinators or the landlords will be for ensuring lights work for the duration of the installation. Who will monitor the project and how often? If a bulb goes out, who will repair it? Clear understanding of responsibility for any personal or property damage resulting from the installation. This would be unusual, but if the window installation somehow damages the building (or more rare, incites someone to damage the building) who will be held responsible? • Statements outlining what is allowed and what would trigger immediate termination of the agreement. This may include outlining language or imagery that you want to prohibit.

Funding Sources

Grants

Vacant storefront window activations are about downtown revitalization, and grants are available to fund this work. The State of Massachusetts is committed to helping communities recover from the economic downturn experienced during the pandemic. The Rapid Recovery Plan (RRP) Program was intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts. Funding resources are included on the website and are intended to inform communities of the most up-to-date information on grants and other resources available. See https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program#funding-resources-

A typical window activation is an art installation. Artist grants are a good place to start for funding:

- New England Foundation for the Arts (NEFA) offers grants to artists and organizations to support the creation and presentation of work.
 See https://www.nefa.org/
- Mass Cultural Council partners with communities across the
 Commonwealth to "expand access, improve education, promote diversity,
 and encourage excellence in the arts, humanities, and sciences. Through
 our efforts, we make our state a better place to live, work, and visit for
 everyone." In 2021, Mass Cultural Council supported 161 organizations with
 \$342,500 in Cultural Investment Portfolio Projects grants for programming
 during the July 1, 2020 June 30, 2021 fiscal year.







Local Partners

Private companies that have a stake in the success of the program could sponsor a storefront. Support from partners could come in the form of funding (such as a sponsorship) or sweat equity and donated materials. A major office building neighboring many vacant properties may find that donating to the program in order to beautify the street is a benefit to their employees and therefore their bottom line. Nearby entertainment venues may be able to donate time or artwork to the program, seeing the benefit of more activity in the area creating a safer environment, especially at night when most shows take place. Local charitable organizations may provide volunteer hours to support and may be able to tie the program to their mission and goals, tapping into additional funds that may not be available to the municipality normally.

Advertising

Another approach to funding a window activation would be to treat it as advertising space. Neighboring businesses could extend their window displays and pay for the extra frontage. Theaters could advertise upcoming shows. Treating the storefront as a valuable marketing opportunity could open more funding opportunities.

Business Improvement Districts

Since neighboring businesses will benefit from a pop-up program, having those businesses fund or partially fund the program makes sense. If you have an established business improvement district with funding, tap into those businesses to sponsor the program. Be creative as you seek how to support the program.

The Downtown Milwaukee Business Improvement District #21 implemented a pop-up program in 17 windows at four downtown properties. These activations drew attention to the real estate space as well as entertained passersby. The installations included illustrations of historic downtown buildings and envisioned types of businesses that could work in those spaces. "Activating vacant storefronts has proven to be a great utilization of our resources," said Beth Weirick, CEO of Downtown Milwaukee, Business Improvement District #21.1





Images: Milwaukee BID #21 Window Activations. Photos by Retailworks, Inc.

¹ Main Street America. Main Spotlight: Windows of Opportunity - The Transformation of Empty Storefronts on Main Street. Lisa Morgen, Retailworks, Inc. March 18, 2021. https://www.mainstreet.org/blogs/national-main-street-center/2021/03/18/main-spotlight

Recruiting Storefronts and Activations

Attracting owners/landlords and window activations to an exterior vacant storefront program is far simpler than interior pop-ups; but some of the same principles apply. In addition to the recommendations in the previous section, "Recruiting Spaces and Tenants" on page 23, also consider the following points.

Selecting Storefronts for the Program

Size. Does the storefront have large windows? In order to create an attractive, eye-catching window display, the windows need to be large enough to create an impact. If the windows don't allow for an effective indoor display, shift to thinking though what could be done to the facade of the building that might fit within the program. If the building is vacant and street parking in front of the building is not needed, consider adding a parklette in this space.

Visibility. Is the storefront visible to passersby? Vacant spaces on a second floor of a building or off an alley are not the best choices for an exterior activation.

Lighting. Are there working exterior lights to light the facade at night? Do interior lights exist that could illuminate the window display area? If lights aren't available, are there electrical outlets close to the windows so temporary lights can be used? Ensure the landlord knows that electrical service is required for these activations.

Cleanliness. Is the exterior and visible interior of the storefront clean and in good repair? If not, will the owner be responsible, or will that be part of the program? Keep in mind that a window activation should consider the interior of the space. If the space is in disrepair, create a window display that completely hides the interior.

"An empty storefront is the perfect stage to not only creatively promote a space, but showcase a downtown's "brand", feature local celebs, and even highlight historic buildings."

~Milwaukee BID #21 Project Statement.

Retailworks Inc

Recruitment and Selection of Activations

In many cases, exterior storefront activations involve working with artists to install an outdoor gallery, but there are many other avenues to explore. Some ideas for activations include:

- Outdoor Art Gallery. Exhibit artist's existing work, or ask artists to create work based on a theme.
- Connected piece that tells a story or is a riddle/scavenger hunt that gets people to walk the entire length of the district, visiting each of the storefronts.
- Themed or holiday window decorations. For a long-term project, rotate the theme monthly or seasonally to get people back to see the updates.
- Promotion of a community-wide event or building project. Show large-scale project concept drawings and ask for public feedback.
- Community message boards. Chalkboards or magnetic letters allowing people to say hello to their neighbors.
- Advertising space for other businesses or nonprofits. This might be marketed as a "Local Business Spotlight." Highlight a local business in vacant store windows (owner, store history, etc.) This could be free advertising for the business, or charge for it as a revenue stream.
- Know Your Neighbors campaign. Have the community nominate great neighbors. Tell their story of how they contribute to the community. Use photography or have a local artist draw their portrait.
- Cambridge, MA had a contest for artists to submit storefront imagery which could be reproduced and used throughout the city in vacant storefronts. This is an ongoing program to support all districts with vacancies over time, rather than a targeted, temporary pop-up program. See the How Others Are Doing It section.
- This children's toy store in Hopkins, MN made use of an inactive mail slot to interact with passersby, asking children to leave a question for the "Wampus." A similar interactive display could be set up in a vacant storefront to encourage community interaction (and fun!).



Working with Artists

If an art in storefronts or mural approach is taken, quality responses for artists require you to provide them guide rails for their creativity to be expressed. Three possible ways to pursue a artist activation:

- 1. An open call for artists to submit existing work to be displayed in storefronts.
- 2. Directly commissioning new pieces from local artists for specific locations, perhaps centered around a theme.
- 3. A competitive process in which the artist submits an idea created specifically for this project. If you want to hold a competition, a best practice requires limited inputs of artist time on the front end (such as submission of prior work and qualifications) and production of new work only once the opportunity is secured.

Seek artists via social media groups (facebook, reddit, next door), art fair lists, neighboring community art commissions, etc, or partner with local artists organizations. In the City of Cambridge, MA, Cambridge Arts works to partner local artists who are interested in temporary installations or pop-up projects with owners of vacant properties.

Note: working with local schools and their art departments/teachers would also be a possible approach; as well as working with a company that specializes in window activations, such as Retailworks, Inc. (https://retailworksinc.com/visual-merchandising-and-window-display/)

How Others Are Doing It

How Others Are Doing It

Newton, MA | Needham, MA | Melrose, MA

UpNext is a Newton-based, woman-owned business that began a pop-up program in Newton, which has now expanded to Needham and Melrose. UpNext works with local real estate companies to identify vacant spaces and helps select the small businesses that will occupy those spaces.

In the three towns, over 100 emerging brands and entrepreneurs applied to be a part of Project: Pop-Up in the summer and fall of 2021. 15 brands were selected to occupy storefronts for two-to-three months at a subsidized rental rate. The project is funded by the Massachusetts Office of Business Development's (MOBD) Regional Pilot Project Grant Program.



Newton, MA opened four pop-up sites each hosting multiple brands, as well as artist displays. At the end of 2021, two sites were still open hosting five brands and one artist. Both Needham and Melrose opened two sites.

In addition to helping connect entrepreneurs with brick and mortar spaces, the project gives access to support services, marketing opportunities, and event stipends to help get the businesses started. Locations and brands are advertised on a central website.

Links for more information

The Project Pop-Up website lists the locations and links to media about the program: https://www.project-pop-up.com/

In addition to retail pop-ups, the program recruited artists to display their works in the spaces: https://www.newtonma.gov/home/showdocument?id=69001

UpNext works in many communities. https://poppingupnext.com/spaces







Images: UpNext, Project Pop-Up Instagram - Left images: Melrose, MA | Right images: Newton, MA

Successes

80% of pop-ups extended through the holiday

Multiple sites were leased longterm after the pop-up, even after years of vacancy

40% BIPOC-owned and 80% women-owned businesses were supported through the program

Franklin, MA | Wrentham, MA

The neighboring Towns of Franklin and Wrentham, MA partnered to fund and organize a pop-up shop program. The two towns, together, were awarded \$188,000 from the Regional Pilot Project Grant Program at the end of April 2021.

The Town of Franklin, MA opened two pop-up shops in highly visible locations in its downtown. These spaces allow small business owners the opportunity to test the market in a downtown brick-and-mortar space with no financial risk. Four businesses cycled through the spaces at 2A Main Street and 70 East Central Street.



"During Covid, so many small business owners had to pivot, and we know it's a big leap to go from running a business out of your home or only having a website to actually having a brick and mortar location. We're trying to bridge the gap."

~ Anne Marie Tracey, of the town of Franklin

The Town of Wrentham worked to attract home businesses to the program, and also worked with the Cultural Council to identify local artists and artisans. The Town entered into a six-month lease agreement with one vacant storefront. Payment terms were based on the owner's mortgage and utility fees, and was close to the amount of a typical rent. (The owner held the utility contracts and continued to pay those charges.) While multiple sub-leases could have been issued to fill the six-month timeframe, the Town found a pop-up tenant wanting the space for the entire six months.

Lessons learned in Wrentham

- ☑ Get the word out well ahead of time. It takes time to develop the relationships to recruit tenants and storefronts.
- ☑ Be flexible on the timeframes and work out a schedule that works for the type of activation. Allow longer activations if the business supports it.
- ✓ Understand the space you have and be creative with way you use it.

Links for more information

Franklin, MA program website:

https://www.franklinma.gov/economic-development/pages/pop-shop-franklin

Franklin, MA news:

https://www.franklintownnews.com/2021/06/01/358117/franklin-wrentham-get-state-funding-for-pop-up-shops

Cambridge, MA

Cambridge has a very proactive approach to vacant storefronts. Since even temporary vacancies through normal turnover can have a negative impact on the perception of a commercial corridor's vitality and quality of the consumer shopping experience, Cambridge works to activate vacant storefronts on an ongoing basis. The City has developed many resources

"The goal of activating vacant retail is maintaining street level activity, protecting property values, maintaining neighborhood integrity and accessibility, safeguarding against economic property blight, protecting city resources, and ensuring the safe and sanitary maintenance of ground floor vacant properties."

Vacant Storefront Initiative Website: https://www.cambridgema.gov/CDD/EconDev/VacantStoreFrontResources

Vacant Property Database and Site Finder Form

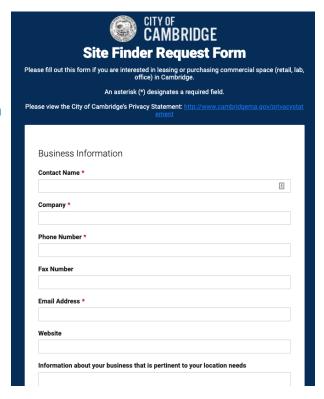
Cambridge, MA maintains a database of vacant properties viewable by the public. This allows entrepreneurs to find spaces to occupy. Cambridge provides a form for businesses to fill out so the city can match them with an available space.

Vacant Storefront Creative Design Contest

In order to be ready to activate vacant storefronts as soon as they come up, each year the Community Development Department and the Cambridge Arts Council hold a contest, inviting local artists to submit their original artwork, photography, and designs. Five winners are selected, whose work can be reproduced and used for temporary window displays for vacant ground floor storefronts. This project enables property owners to choose and print artwork for use in windows while the store is vacant.

https://www.cambridgema.gov/ econdev/vacantstorefrontresources/ vacantstorefrontcreativedesigncontest

> Two of the 2020 finalists: True Colors by Greggy Bazile (left) Joy Revealed by Valerie Imparato (right)



CDD/





Key Resources

Key Resources

Sample Documents

Sample Program Descriptions and Tenant Applications

Referenced in the The Basics: "Step 7: Document your Program Plan" on page 14, documentation of your program along with the tenant application will help in recruitment.

Project description and application PDFs:

https://www.sheboyganwi.gov/wp-content/uploads/2021/04/Pop-Up-Shop-Application-2021.pdf

https://ctycms.com/wi-greenbay/docs/pop-up-shop-info.pdf

Sample online application from West Town Chicago:

https://docs.google.com/forms/d/e/1FAIpQLSf7BuDH3WHeydtH8XYIyQgFuFphY84v4m8xDAPwF71mux JFXw/viewform

Sample Tenant Rental Agreements, Leases and Forms

Sample Rental Agreement:

https://www.alittlebeaconblog.com/popup-event-rental-agreement

Sample Tenant Lease:

https://4c0efff1-86f8-4e0f-a650-4a2a17e38775.filesusr.com/ugd/607e2e e6bc987615744358a5e98cab2c514a0f.pdf

Sample Tenant Lease Rider:

https://4c0efff1-86f8-4e0f-a650-4a2a17e38775.filesusr.com/ ugd/607e2e 00b0b95b443047cabf0160fe1923df4e.pdf

Sample COVID Rider:

https://4c0efff1-86f8-4e0f-a650-4a2a17e38775.filesusr.com/ ugd/607e2e_4274ae544649451db2dd81a3e106a953.pdf

Long-term Vacant Storefront Management

While this toolkit covers temporary activations of vacant storefronts, management of vacancies for long-term occupancy is the end goal. The following programs can aid in management of vacant storefronts on an ongoing basis.

Massachusetts Vacant Storefronts Program (MVSP)

Under this program, municipalities may apply to the Economic Assistance Coordinating Council (EACC) to designate a defined downtown or other commercial area as a Certified Vacant Storefront District. After designation, businesses or individuals may apply to the EACC for refundable EDIP tax credits for leasing and occupying a vacant storefront in that district. In the fall of 2021, 18 communities had registered Certified Vacant Storefront Districts.

For a property to be considered vacant, it must be unoccupied for a period of at least 12 months. The guidelines for the program indicate that:

"Temporary pop-up shops do not count against the 12 month vacancy timeline if:

- The space is offered to the pop-up at, or below, cost; and
- The pop-up shop is open for less than 2 calendar months; and
- The space hosts no more than two pop-up shops in each calendar year."

https://www.mass.gov/service-details/massachusetts-vacant-storefronts-program-mvsp

Vacant Property Registration Ordinances

A Vacant Property Registration Ordinance (VPRO) requires that owners of vacant commercial properties in a community to submit information to a registry and pay an annual fee for each year that the property remains vacant. This enables the municipality to track and monitor vacant properties and work toward occupancy.

Best Practices Report

In 2018 the City of Cambridge published Storefront Vacancies Best Practices. This report outlines long-term regulatory strategies for working with vacant storefronts. The bulk of the document outlines implementation of a Vacant Property Registration Ordinance.

https://www.cambridgema.gov/-/media/Files/CDD/EconDev/retailstrategy/cambridgevacancystorefrontreport_6302018.pdf

Other Resources

Resource for Retailer Looking to Add a Pop-Up

From shopify.com blog, the article Pop-Up Shops Are Set to Surge (and Everything Else You Need to Know to Try Temporary Retail) guides small businesses in how and why they should try a pop-up shop. This may be a useful resource to share while recruiting tenants.

https://www.shopify.com/blog/pop-up-shop#5

Help for Creating Community Pop-Up Spaces

From Culture House:

https://culturehouse.cc/wp-content/uploads/2020/03/culturehouse_manual.pdf

From Freespace:

http://freespace-io.wpengine.netdna-cdn.com/files/2013/10/freespace-toolkit1.pdf

Friendly Storefronts Toolkit

From The Musicant Group, this toolkit provides ideas for activating occupied storefronts, but the tactics for improvements are applicable to pop-up spaces too.

http://www.musicantgroup.com/free-ideas.html

Covid Response Toolkit for Business Districts

From The Musicant Group and Hennepin County, this toolkit provides strategies and resources for businesses to respond to the challenges of operating during Covid.

https://drive.google.com/file/d/1VTM6M7GL8smlrkgtNuvn6KBtxkML00Nj/view

Funding and Support

State of Massachusetts Programs

Rapid Recovery Plan (RRP) Program

https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program#funding-resources-

Regional Pilot Project Grant Program (2021)

https://www.mass.gov/info-details/regional-pilot-project-grant-program

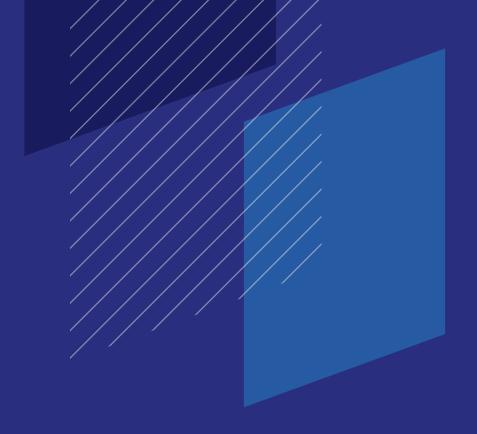
Resources for Grants for the Arts

New England Foundation for the Arts (NEFA)

https://www.nefa.org/

Mass Cultural Council

https://massculturalcouncil.org/



For more information, visit: www.mass.gov/info-details/rapid-recovery-plan-rrp-program

If you have questions about the RRP program, contact: