



*Viva*

---

ARTS & CULTURE

**Viva Arts & Culture  
Creative Economy Plan**

November 2021

# Acknowledgments

This effort was initiated and led by the Fall River Arts & Culture Coalition (FRACC). Formed in 2019, FRACC is a collaborative, open-source, member-based organization dedicated to advancing arts and culture in the city to create a vibrant, inclusive, and sustainable creative economy. The group is comprised of committed individuals representing the City of Fall River, organizations, civic groups, arts, culture, and creativity in the City of Fall River. FRACC is a committee of One SouthCoast Chamber and meets monthly. To join the group, please email Mike O’Sullivan at [mosullivan@onesouthcoast.com](mailto:mosullivan@onesouthcoast.com) to let him know your interest. See page 12 for further information on the diversity of the group.

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BARR Foundation  
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## Plan Consultant

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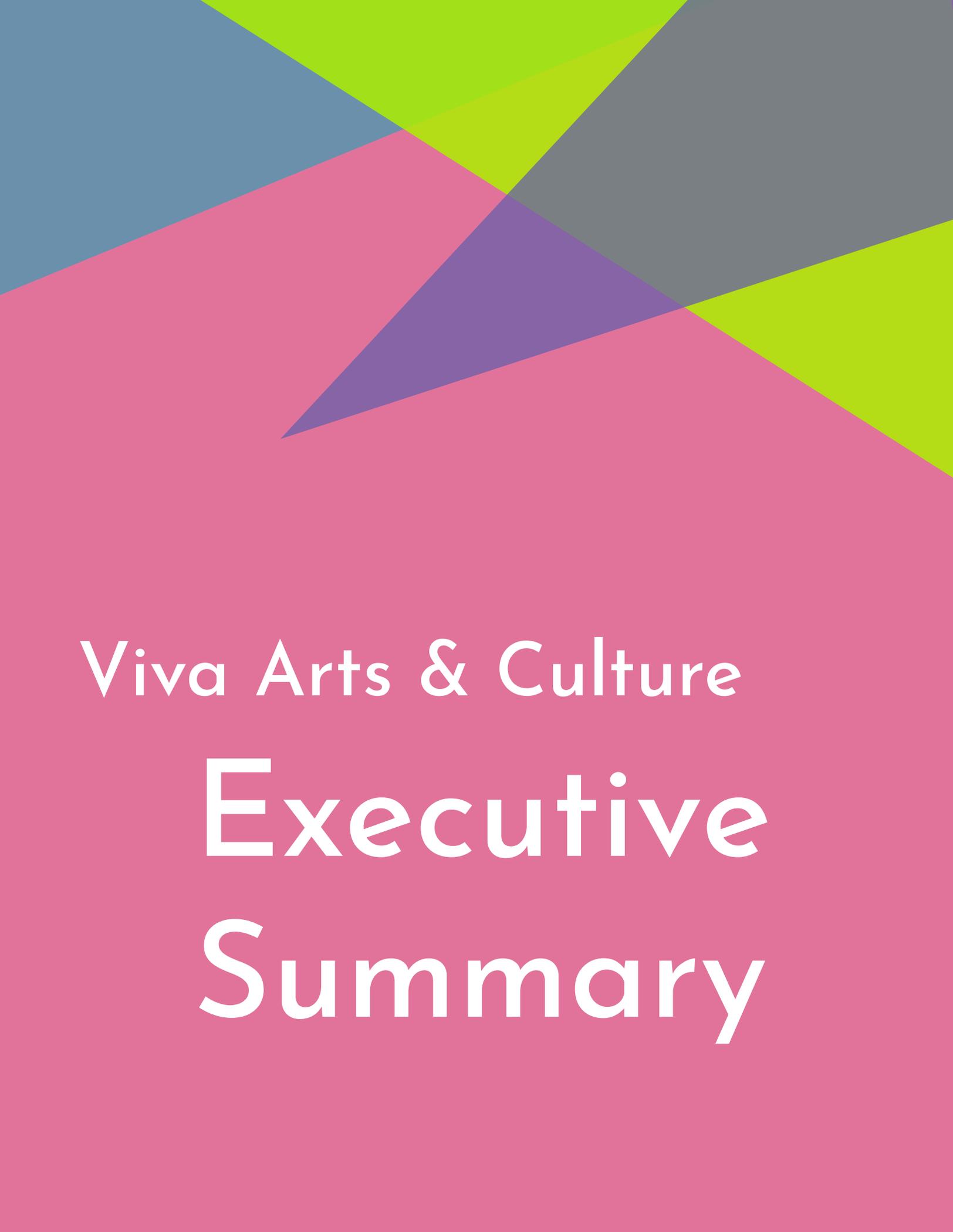
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Viva Arts & Culture

# Executive Summary

## Vision Statement

*Viva Arts & Culture believes that supporting and advancing arts and culture is a key driver to future economic prosperity. Our vibrant and diverse community of artists and creatives are a valuable resource to our community. In partnership with the Fall River Arts & Culture Coalition, we connect creatives with collaborative opportunities and weave them into cross-sector initiatives that apply the skills and resources of the creative community to increase impact and engagement.*

# Why a Creative Economy Plan?

Fall River is rich in history, culture, and diversity. This creative economy plan offers a vision for arts, culture, and creativity in the city that celebrates the past and builds on the present. Our goal? Making Fall River the best possible place to live, work, invest, play, and visit. We have the opportunity to infuse arts, culture, and creativity in everything we do - in attracting visitors, supporting economic development, programming parks, building infrastructure projects, and providing needed services and opportunities for residents. Why is this important? We know that arts, culture, and creativity are major contributors to the economy and quality of life. Looking at economic impacts in the last year prior to the Covid-19 Pandemic, the U.S Bureau of Economic Analysis reports that the arts and cultural sector contributed \$25.5 billion to the Massachusetts economy in 2019. That number represents 4.3% of the state's GDP.<sup>1</sup> Not having a coordinated arts, culture, and creative economy strategy for Fall River is leaving money on the table and allowing jobs and key services and opportunities to go elsewhere.

This Creative Economy Plan provides a roadmap for reaching goals and identifies cross-sector opportunities for addressing mutual interests and using resources wisely. This plan looks across interests and disciplines in Fall River to ensure that there is a cohesive approach to supporting and enhancing arts and culture that is integrated into overall City policies and initiatives.

A city that has an abundance of opportunities, spaces, and organizations and institutions infused with arts and culture is a vibrant city that invites people to gather, work, interact, and learn in celebration and recognition of the myriad traditions and cultural and creative practices that showcase and honor the diversity of our residents. This is the vision for the creative economy in Fall River.

<sup>1</sup> <https://www.bea.gov/research/papers/2014/arts-and-cultural-production-satellite-account-acpsa>

The importance of arts, culture, and tourism is clearly outlined in the City of Fall River Master Plan as well as the recent Urban Renewal Plans for the Downtown and Waterfront. These are just three of the myriad plans and initiatives that recognize how critical arts, culture, and tourism are to our city.

# FRACC: Our Planning and Action Principles

Viva Arts & Culture is Fall River's first creative economy plan. Known for its history as the center of textile manufacturing during the industrial revolution, present-day Fall River is emerging as a community of modern creativity and innovation. This plan recognizes and celebrates the culture, diversity, and active arts and creative enterprises in the city.

We are proud of the broad nature of support and input for this plan that began with the formation of the Fall River Arts & Culture Coalition (FRACC) in 2019 as the first big step in creating collaborative action in arts, culture, and the creative economy in a ten-year plan of focused effort in the city. FRACC was founded in early 2019 based on a commitment to sharing ideas and collective action and advocacy for arts, culture, and the creative economy. The original members felt that Fall River somehow was never able to leverage its "parts" for a greater whole, that somehow the cultural treasures of the city were hidden, that all of the volunteer time and efforts and struggles for funding weren't allowing everyone to move forward, to grow, to flourish.

During the planning process for this report, the twelve member FRACC Steering Committee met bi-weekly and the entire FRACC membership did the same. As of the writing of this report, FRACC has 93 members and is proud of its open-source commitment...inviting anyone and every organization to join who is committed to collaboration and improving the quality of life for Fall River residents by growing opportunities and support for the arts, culture, and creative economy of the city.

The sharing of knowledge and aligning of efforts of many different members of FRACC have yielded positive benefits and created an ethos of communication and partnerships that will serve the city in good stead for decades to come. Between FRACC's open-source structure and diverse membership and the collaborative work of the city's nonprofits and community organizations, there is a strong framework to move forward in arts, culture, and the creative economy. Success in arts, culture, cultural tourism, community development, and a host of other things depends on collaboration, cooperation, and mutual dependence to align efforts and resources, and create significant momentum, positive impacts, and high visibility.

## Viva Arts & Culture Guiding Principles

1. Commit to equity in arts and culture in the city.
  - Ensure all events are accessible and reflect the diversity of cultures and traditions found in Fall River (and beyond!) - in content, artists, and audience.
  - Ensure that the distribution of funding and arts and cultural support of all kinds is equitably distributed throughout the city, both geographically and demographically.
  - Commit to payment for all artists engaged in work for the Viva Arts & Culture Plan and FRACC.
2. Ensure that events and activities are ADA accessible for participants and that individuals with disabilities are offered the full spectrum of participation as artists. The [Americans for the Arts Statement on Cultural Equity](#) will be a guide for Viva Arts & Culture Plan actions.
3. Embrace collaboration and partnerships with local and regional arts, culture, and business organizations, community groups, and public officials.
4. Maintain the initiative's open-source framework to ensure transparency and access.

In essence, the Viva Arts & Culture Creative Economy Plan is about much more than arts and culture, it's about quality of life, opportunities for residents, and a nurturing environment for businesses. The plan sees arts, culture, and the creative economy as a part of larger economic development, community development, and tourism efforts in the city. The presence of creatives is a magnet that attracts customers for retail and dining, creates interest in living in the city, and entices visitors to explore the history, architecture, cultures, and environment of Fall River.

# The Planning Process

The planning process was guided by FRACC and the FRACC Steering Committee which developed the Scope of Work and hired CivicMoxie, the planning consultant who facilitated the planning process. There were three phases to the project, which began in November 2020:

An inventory of existing assets was conducted with site visits, online searches, reading existing City documents, soliciting feedback on the project mapping website, and getting feedback from FRACC. Community outreach throughout the process offered opportunities to test assumptions, hear needs and desires of residents and business owners, and identify resources and potential partners. Case studies were researched to provide inspiration for Plan ideas and the goals, recommendations, and priorities for implementation were created through discussions about resources and desired impacts.

The Plan is a living document, providing a framework to move forward to achieve the vision for arts, culture, and the creative economy in Fall River in the next ten years.

1

## Inventory

- Existing arts, cultural, civic, and creative economy assets
- Mapping of assets
- Understand past and current planning and projects

2

## Analysis

- Strengths and opportunities, weaknesses and what's missing, challenges and barriers
- How have others addressed these things?
- Priorities

3

## A Plan to Move Forward

- Vision
- Goals and strategies
- Roles and responsibilities
- Timeline
- Metrics to measure success

# Context

Fall River is a multi-cultural city known for its diversity, its food, and as a textile manufacturing center during the industrial revolution. This plan just touches the surface in terms of human, physical, and creative assets in the city.

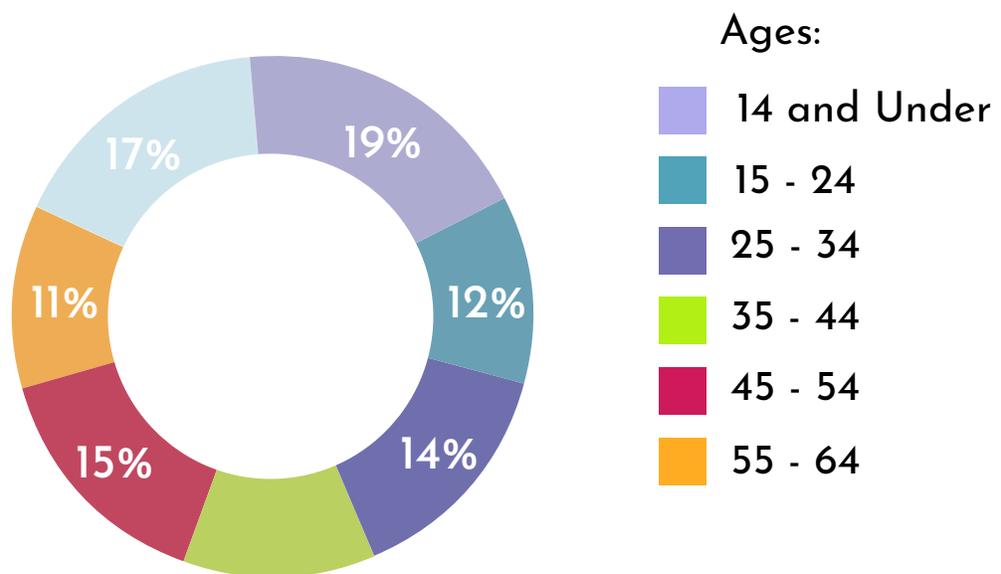
## The People of Fall River

According to the American Community Survey (2019),

**89,534** people call Fall River home.

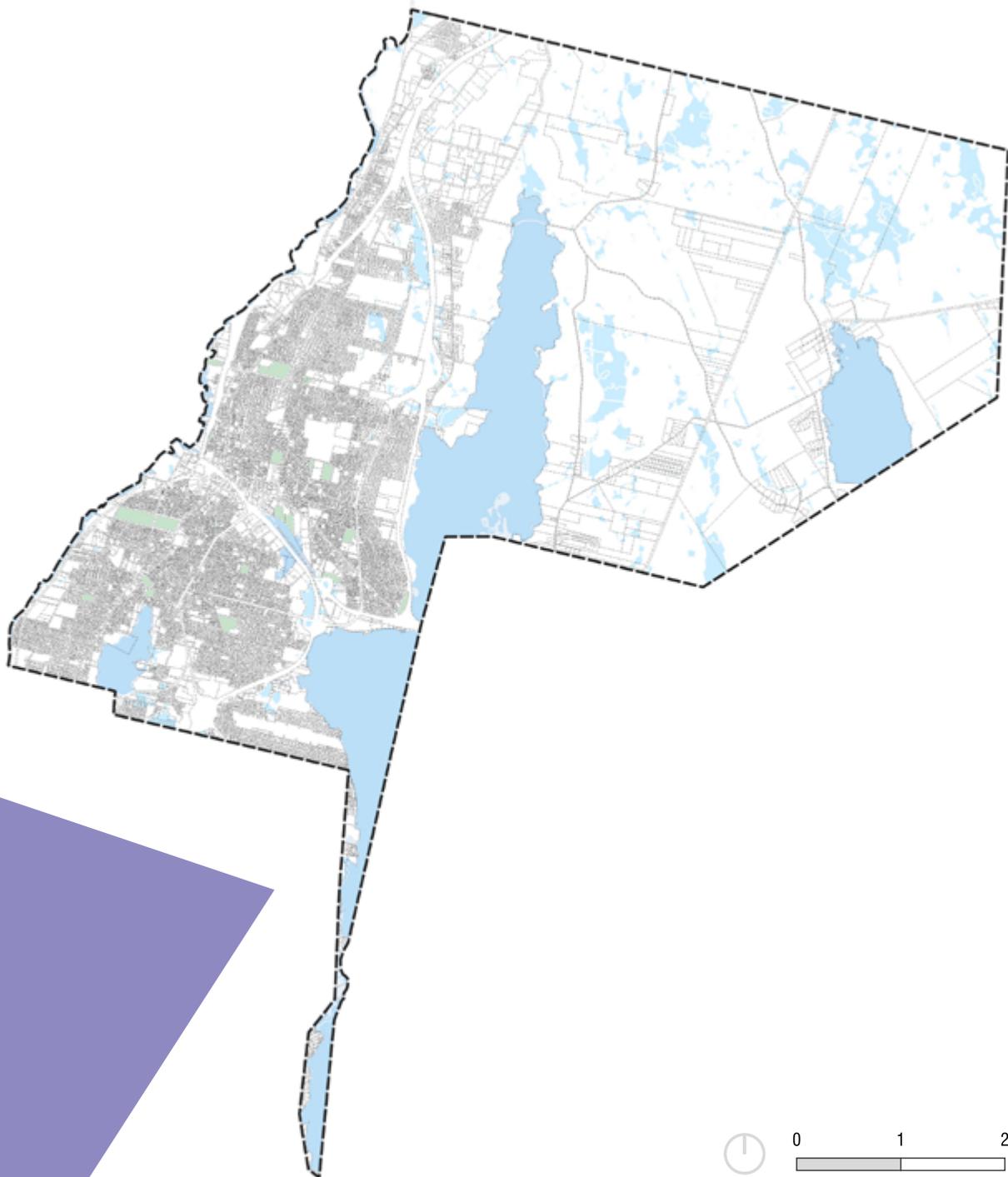
The average median age of  
Fall River residents is **39.2** years young.

Fall River residents span many generations...



## The Place

Fall River's location, its splendid views across the water, its hills, and its proximity to Boston are all things mentioned many times during this planning process. A little-known fact to people outside of the city is that 41% of the land area of Fall River is permanently protected open space. The forests and protected lands of the city offer another image of this 19th century textile city and one that is in total alignment with efforts to infuse arts and culture throughout the neighborhoods, trails, waterfront, and downtown of Fall River.



## Arts, Cultural, and Creative Economy Assets

### **Arts, Cultural, and Creative Economy Assets**

The city has a wealth of cultural, historic, and organizational assets and visitor destinations; mapping these assets will continue to be a work in progress.

### **Historical**

Fall River has 291 properties listed in the Massachusetts Historical Commission's Massachusetts Cultural Resource Information System (MACRIS). We have mapped some significant historical properties, which include numerous mill buildings as well as historic districts, including the Downtown Fall River Historic District, which was added to the National Register of Historic Places in 1983.

### **Dining and Food**

An often-heard comment during planning was "Fall River's restaurants and food are under-valued." A example of this is that there is no restaurant map showing the numerous opportunities to enjoy a diverse selection of food and drink in the city. There are over a hundred restaurants in the city with significant clusters of eateries downtown. This plan outlines opportunities for better collaboration between arts, cultural, and dining venues in the city to benefit all; creating inventories of eateries and reaching out to restaurateurs will be an important part of moving this plan forward

### **Publicly Accessible Art**

Public Art is often used as a catch-all term to describe murals, street art, statues, lighting art, etc., in the public realm. In fact, all of those things are better described as "publicly accessible art" because in the most cities, art efforts that are funded privately and often on private buildings or spaces, make up some of the most exciting of creative endeavors that everyone can enjoy. Public art technically refers to that art which is owned, controlled, and maintained by the City. The fact that Fall River doesn't have a public art plan or commission should not be a worry at this point in time. Creating and funding a plan takes time and if the City can incentivize the creation of publicly accessible art, what could be better?

### *Organizations, Education Institutions, Groups, Initiatives*

This plan embraces all the organizations, groups, educational institutions, initiatives, and efforts of the city that align with the goals of growing a robust economy and improving quality of life for residents through arts, culture, and creative endeavors. It's hard to think of why a list of collaborators wouldn't include every single organization and group in the city...and in fact the wide range of members of FRACC are testament to how powerful we can be when we collaborate. A summary of the assets of the city:

#### *Arts and Cultural Organizations and Groups*

- 29 education institutions, from Bristol Community College to local elementary schools
- Over 40 arts and cultural organizations or groups, from the Children's Museum of Greater Fall River to the Fall River Museum of Contemporary Art, to The Greater Fall River Symphony, to name just a few!
- Over 50 community organizations and institutions including the YMCA Southcoast, United Neighbors of Fall River, to the Boys and Girls Club and many others.
- 8 media outlets
- ...and countless other informal groups and initiatives.

#### *Artists and Creatives*

While we collected information on artists and creatives during this planning process, this information is not listed here because of privacy issues. The plan recommends creating a self-populating online public database of these resources or other visible way to celebrate the creatives who live and/or work in the city.

## Planning Initiatives

This Plan supports the goals for Fall River outlined in a number of City initiatives of the past decade.

- The Fall River Waterfront Cultural District
- MassDevelopment TDI Downtown District (transitioning to Viva Fall River)
- Downtown and Waterfront Urban Renewal Plans
- City of Fall River Master Plan 2009 - 2030  
The City's Master Plan goals include arts and culture and this creative economy plan directly supports the Master Plan.
- South Coast Rail Commuter Service to Fall River

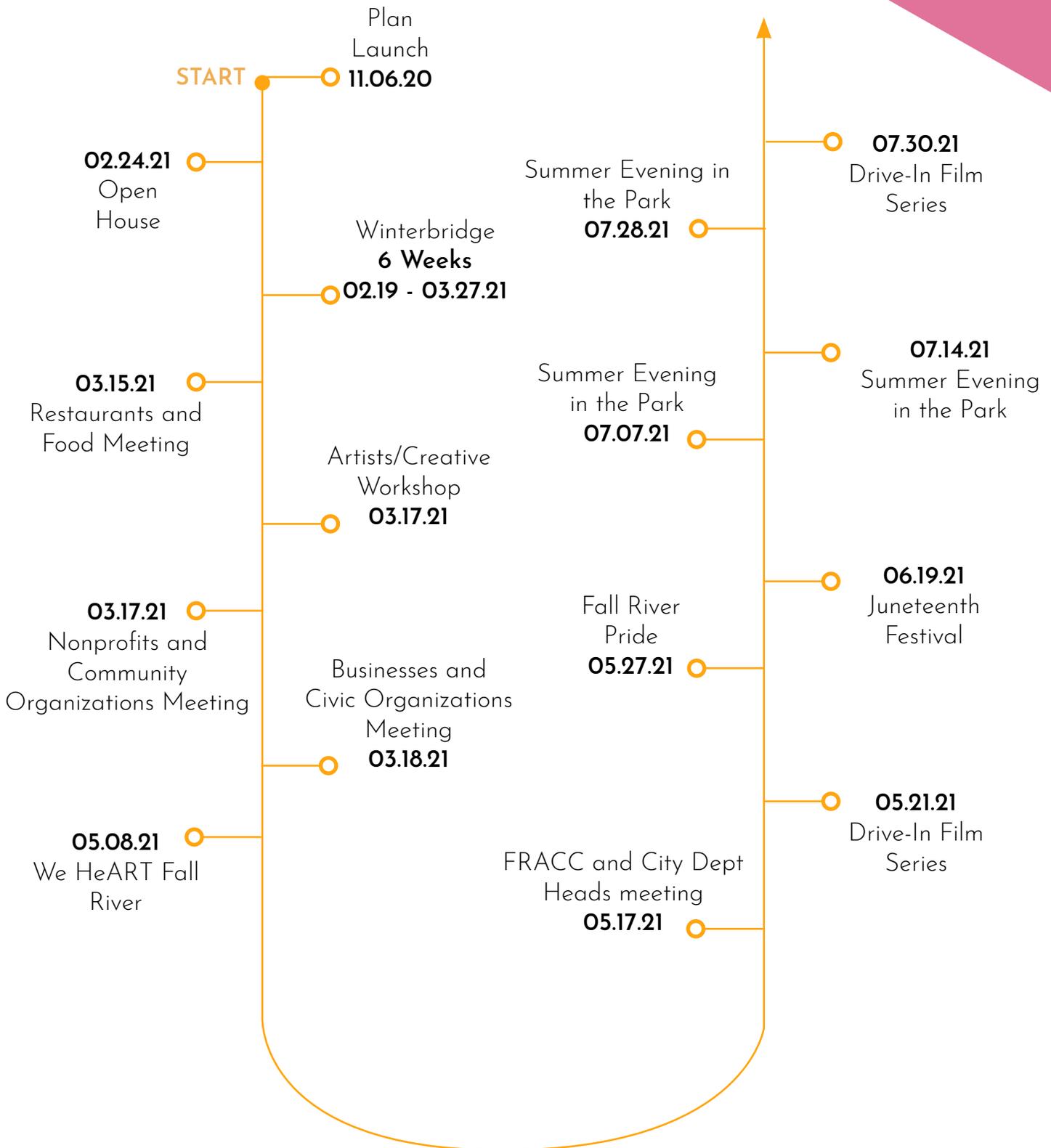
## What we Heard

The Viva Arts & Culture Plan began in the Fall of 2020 with the engagement of a consultant to advise on, and facilitate the planning process for FRACC. With over 90 members, FRACC formed the core of outreach and had monthly meetings throughout the planning process where plan updates were given, ideas tested, and input received from members on how to include residents and ensure this plan has a positive impact on quality of life while also supporting a robust Fall River economy and businesses.

### Our outreach efforts

- We created a website and online mapping tool in late 2020 that offers information on the planning process and invites everyone to input favorite gathering places, arts and culture resources, public art locations, and community organizations and groups.
- The Viva Fall River Facebook Page and @VivaFallRiver Instagram account helped publicize outreach events and community activities and began efforts to build a brand around arts, culture, tourism, and the creative economy.
- Multiple meetings, focus groups, interviews, and workshops were held from early 2021 through the summer and FRACC developed a team of volunteers and members to conduct intercept surveys at city events.

*The following graphic illustrates the range of outreach efforts undertaken by this plan.*



## Assets



Diversity



Food



Location/  
Waterfront



Braga Bridge  
View



Strong City  
Leadership



Parks

Other:

- Arts
- History
- People
- The Narrows
- Children's Museum
- Fall River Symphony
- Little Theatre
- Portugalia Marketplace
- FRACC
- Grimshaw-Gudewicz Gallery at BCC
- Durfee HS Auditorium
- Festivals and Feasts
- Social Clubs and Bands
- Cambodian Temple
- Spindle City Ballet
- Fall River Museum of Contemporary Art
- ...and more!

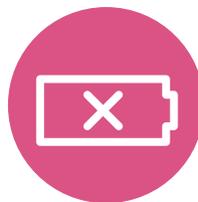
## Challenges



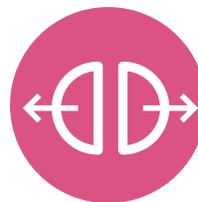
Cynicism



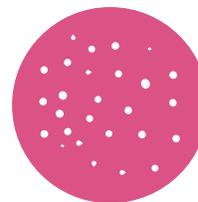
Political  
Turnover



Lacking  
Capacity



Disjointed  
Efforts



Sporadic  
Destinations/  
No City  
Cohesion



Missing an  
arts, culture  
and tourism  
coordinator

Other:

- Lacking history of cultural institutions and investment
- Many plans in the past have petered out
- We don't even know what we have. Everything is disjointed.
- There is no common calendar that is the "go-to" place
- Missed opportunity - city as foodie destination
- Many working artists in the city are under radar

## Missing Pieces



One Source  
Events Calendar



Funding



Affordable  
Artist Spaces



Waterfront  
Performances



Tourism and  
Marketing  
Direction

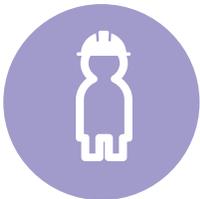


Youth  
Involvement

Other things missing in Fall River:

- Unifying force (in the past) to pull it together (FRACC here now...have hopes)
- Visible presence and density of contemporary artists
- A signature initiative
- Large gathering space
- No bigger vision...just plodding along in our silos
- Connections between people, organizations, ideas, places

## Hopes



Cultural/Tourism  
Coordinator



Encourage  
Collaboration



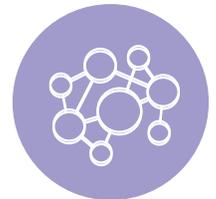
Supportive  
Environment  
for Artists



Resident  
Ownership



One Source  
Events  
Calendar



Initiatives That  
Cross Spectrum

Other:

- Long-term political and financial sustainability
- Tell a cohesive and compelling story of the city
- Focus on connections: arts, culture, tourism, restaurants, waterfront, history, trails, farmers' markets, transportation, public works, active living

## Recurring Themes

The overarching themes that emerged from our outreach efforts have helped shape our goals and strategies. These themes and focus areas include:



**A Broad Understanding of Arts, culture, and creativity:** Arts, culture, and creativity permeate every part of life in Fall River and we must celebrate and advertise this! This effort is inclusive of local community traditions, food, and craft as well as more formal efforts to support contemporary art, street art, theater and music, and entrepreneurs who are making new things in new ways in the city.



**Focus:** this effort must stay focused over time, transcending politics and efforts to move outside our strong collaborative framework. Shifting to new priorities and new initiatives constantly does not help us achieve success in our goals. We must stay focused on growing resources and leveraging investments (time, money, political capital) for multiplying returns.



**Sustainability:** Funding is needed for long-term paid professional staff to oversee plan implementation. We cannot depend on volunteer efforts to keep this initiative going. Everyone is already doing as much as they can.



**Collaboration and Cooperation:** There is power in aligning goals and interests across organizations, businesses, groups, and individuals. When everyone is in silos we can't achieve our full potential.



**Residents and Community:** At the end of the day, if what we do doesn't benefit residents, our neighborhoods, and businesses in tangible ways, we will not be successful. Our efforts must support enhanced quality of life and economy vitality for all.



**Artists and Creatives:** arts, culture, and creative endeavors and businesses need more visibility in the city and need a critical mass. This includes everything from local ethnic traditions to creative making/craft industries to contemporary and street art.



**Seize the Moment:** There is a concern for gentrification and the impacts on housing and affordable arts and creative spaces. With an abundance of relatively affordable larger older industrial buildings, we must act now to explore ways to protect affordability and grow the inventory of available spaces.



**Events and Festivals:** Almost everyone talked about events...wanting more of them, ensuring neighborhoods have events, and designing them so that they support local businesses.



**Role of the City of Fall River:** This plan is in alignment with City goals and interests including a more vibrant economy, enhanced quality of life, and increased tourism. The City must be a major partner in this effort for us to achieve success and its input and place at the table must continue.



**Measuring our Progress:** This plan sets out goals and a major timetable for the next ten years. We must be accountable for our work and measure our progress against the metrics for success outlined in the plan, including yearly report cards and a community summit to assess what we have achieved and how to move forward.

## Conclusion

What we heard has directly shaped the goals and strategies outlined in the next chapter. While the community clearly outlined potential challenges, there is great optimism and enthusiasm for moving forward. The collaboration of so many organizations, individuals, and civic groups during the Covid-19 Pandemic set a new standard for communication and cooperation that is exemplified in the work and composition of FRACC. After almost two years of working and talking together, everyone is ready to maintain the open-source nature of this effort and get to work!

# Goals + Strategies

## Goal #1: Support and grow a vibrant creative economy.

### Focus on: Creative Economy - Artists, Businesses/Entrepreneurs, Organizations

*Make Fall River a magnet for creativity by supporting, attracting, and retaining artists and creatives, including creative businesses, entrepreneurs, and organizations for living and working in the city.*

1. Develop a cross-sector Working Group designed to recruit creatives, makers, and artists to the city, support economic development and tourism, and identify spaces and opportunities to support same.
2. Support artists, creatives, and arts and cultural organizations in their work and visibility in the community.
3. Create and strengthen ties between the business and arts/cultural communities.
4. Support City policies that encourage arts and maker uses in vacant storefronts.
5. Explore how to maximize benefits and impact from the State-designated Cultural District on the waterfront.

## Goal #2: Support culture and creativity across the city and create real and measurable positive impacts for residents and neighborhoods.

### Focus on: Residents and Neighbors

*Cultivate a distribution of arts, cultural, and civic opportunities across Fall River geographies, interests, and communities by supporting and maintaining attractive, active, and accessible spaces that can host events, gatherings, activities, and public art of varied types.*

1. Support the creation/growth of afterschool mentoring programs in art, music, and other creative endeavors for youth and teens in the city.
2. Encourage and support the creation of a major makerspace or a shared tool and equipment library.
3. Encourage programs and initiatives that offer learning opportunities in City Parks and other public spaces related to city history, ecology, climate change, art, eco-art, etc. using art and environmental art.
4. Support farmers' markets/arts collaborations throughout the city.
5. Create a community arts fund that provides small grants to neighborhood organizations and community groups to host hyper-local arts and cultural events.

## Goal #3: Support a wide-range series of events at varied scales for neighborhoods, downtown, and visitor destinations.

### Focus on: Events

*Support a variety of existing and new events at different scales and for different audiences...from local neighborhood happenings to large-scale events that draw visitors, increase the city's visibility, and support local businesses.*

1. Create and support recurring events that combine dining, culture, and shopping.
2. Host an annual international cultural festival (or support the growth of an existing initiative, such as FABRIC, to a greater scale).

## Goal #4: Identify and support opportunities for sustainable affordable arts and creative business spaces and expanded use of public spaces for arts and culture

### Focus on: Spaces

*Encourage the use of older buildings, public spaces, and natural areas to further support arts, culture, and the creative economy and act now to protect affordability in the future.*

1. Create and maintain an inventory of private and public spaces available for arts, cultural, and civic use.
2. Identify and implement strategies to protect and grow affordable spaces for arts, cultural and creative uses in the city.
3. Support a permanent outdoor dining ordinance in the city.
4. Support efforts to streamline permitting and licensing for public events, temporary space use, and arts and cultural activities.
5. Advocate for the provision of electrical and lighting, and data hookups in public spaces and parks.

## Goal #5: Support the creation of publicly accessible art across the city.

### Focus on: Publicly Accessible Art

*Encourage all efforts to produce publicly accessible art and encourages opportunities to tie in these efforts with artist professional development opportunities, including mentorship of teen artists.*

1. Create a publicly accessible art map.
2. Encourage publicly accessible art throughout the city.
3. Create a City of Fall River functional art program.

## Goal #6: Create long-term, sustainable support and infrastructure for arts, culture, and the visitor economy.

### Focus on: Capacity/Leadership

*Create and sustain the capacity and leadership necessary to implement the plan.*

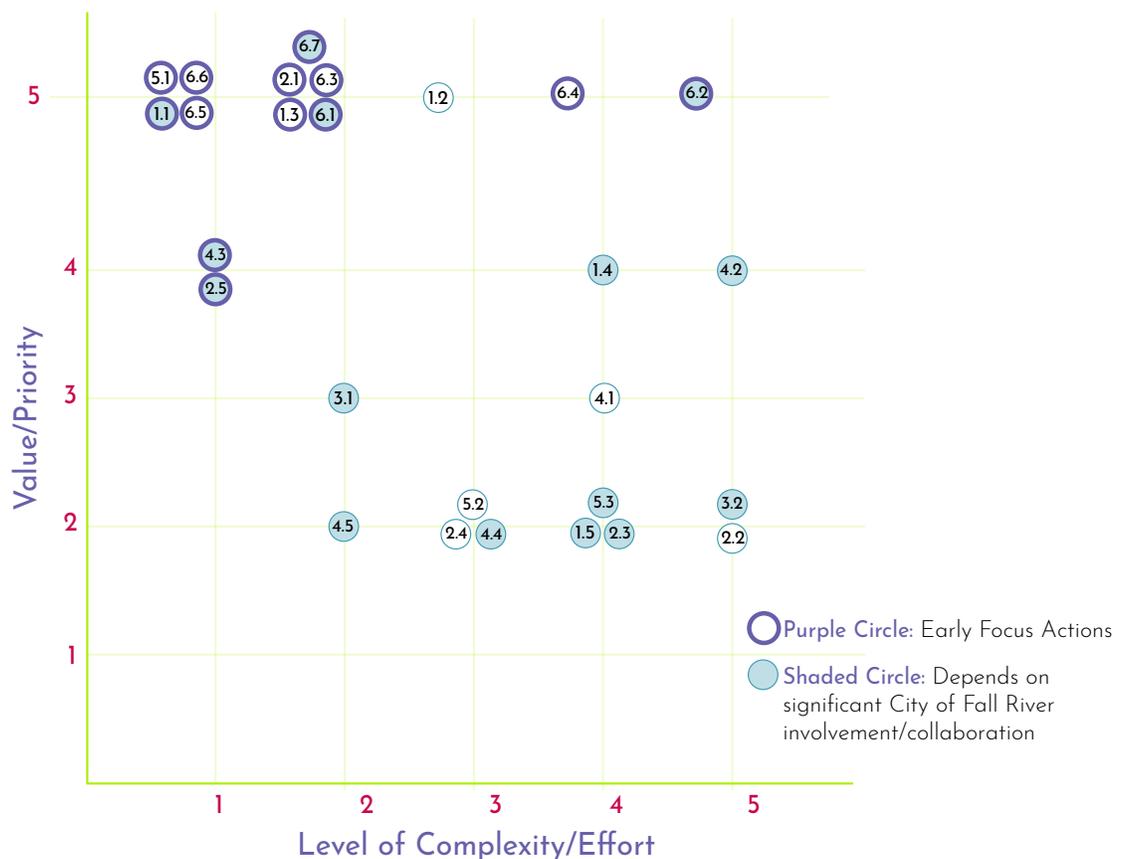
1. Launch a new initiative, Viva Arts & Culture, to maximize support, collaboration, and growth for arts, culture, and civic life in Fall River.
2. Adopt a multi-pronged approach to funding creative economy initiatives in Fall River.
3. Recruit and hire professional staff.
4. Provide professional marketing and promotion for all aspects of the creative economy.
5. Maintain the open-source structure of Viva Arts & Culture.
6. Commit to accountability and continuity.
7. Initiate and convene an annual city-wide cultural summit.

# Implementation

This plan is meant for action and prioritizes the strategies that support the six goals for Fall River’s creative economy so that FRACC and other partners can move forward on priority areas quickly. No creative economy plan can be implemented by one entity; a diverse range of stakeholders and advocates, including the City, nonprofits, residents, businesses, and others must work together to ensure success.

## Priorities

The graphic below indicates the strategies shown above, organized by priority and effort. The goals above vary in the number of strategies offered and this is directly aligned with the overall priorities. It is no surprise that Goal #6, which is about the capacity and long-term sustainability of this entire effort, has seven strategies. These must be the first focus for FRACC, regardless of level of effort, because these actions create the foundation for all other work in this plan. In addition, the efforts in the top left quadrant have the highest value with the lowest effort and should also be the early focus. These early focus areas are all circled on the grid.



**Priority/Value = 5 (high) - 1 (low):** the scoring represents the value or priority of this action. How much will this address the top priorities for arts, culture, tourism and the creative economy? How urgent is this? Important to do sooner, rather than later? How many people or organizations will this effect?

**Complexity/Effort = 1 (low) - 5 (high):** the scoring represents the level of effort needed to move forward. How difficult is this politically? How many different stakeholders are needed to accomplish this? How much risk is involved? Time needed?

## Conclusion

*There are six goals and 27 strategies in this Plan, with one third of these being highest priority for action. Many of these high priority strategies are medium to high level complexity and will require significant collaboration as well as a sustainable funding stream for professional staff. FRACC is in a good position to launch Viva Arts & Culture as a new initiative, under the auspices of One SouthCoast Chamber and Viva Fall River, and continue its collaborative and exciting efforts.*

Let the work begin!







section 1.

# What's It All About?

## Vision Statement

*Viva Fall River believes that supporting and advancing arts and culture is a key driver to future economic prosperity. Our vibrant and diverse community of artists and creatives are a valuable resource to our community. In partnership with the Fall River Arts & Culture Coalition, we connect creatives with collaborative opportunities and weave them into cross-sector initiatives that apply the skills and resources of the creative community to increase impact and engagement.*

# The Importance of Arts, Culture, and the Creative Economy

Fall River is rich in history, culture, and diversity. This creative economy plan offers a vision for arts, culture, and creativity in the city that celebrates the past and builds on the present. Our goal? Making Fall River the best possible place to live, work, invest, play, and visit.

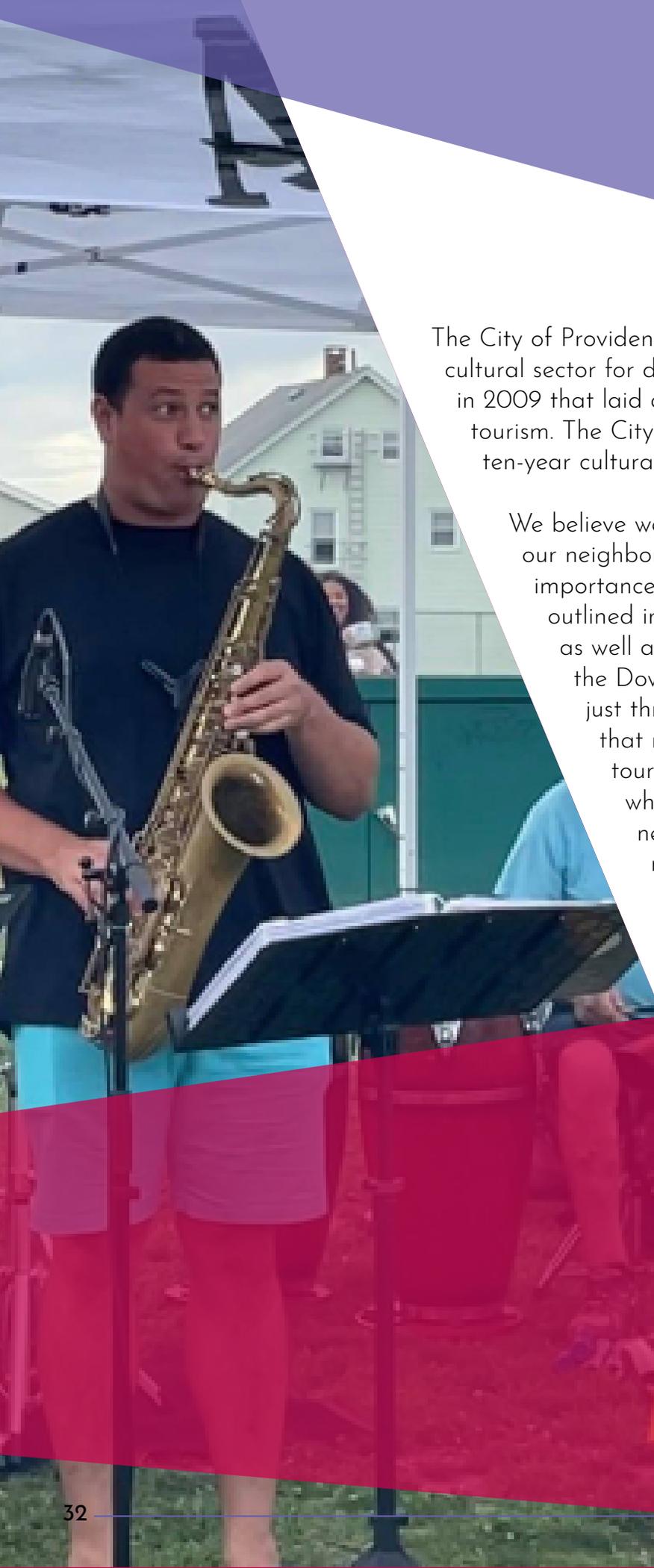
We have the opportunity to infuse arts, culture, and creativity in everything we do – in attracting visitors, supporting economic development, programming parks, building infrastructure projects, and providing needed services and opportunities for residents. Why is this important? We know that arts, culture, and creativity are major contributors to the economy and quality of life. Looking at economic impacts in the last year prior to the Covid-19 Pandemic, the U.S. Bureau of Economic Analysis reports that the arts and cultural sector contributed \$25.5 billion to the Massachusetts economy in 2019. That number represents 4.3% of the state’s GDP<sup>1</sup>. Not having a coordinated arts, culture, and creative economy strategy for Fall River is leaving money on the table and allowing jobs and key services and opportunities to go elsewhere.

Fall River’s neighbors know the importance of having a plan, and for years have been working in focused ways to support and grow arts, culture, and tourism in their communities. New Bedford created its arts and culture plan in 2018, building from years of work supporting a vision for culture in the core of its downtown and setting up a framework to actively recruit cultural tourism.

<sup>1</sup> <https://www.bea.gov/research/papers/2014/arts-and-cultural-production-satellite-account-acpsa>

There are a lot of working artists in Fall River but they are just working. No exhibitions... professional artists just doing their work. We need to change that and give them visibility.

– Winter 2021 public zoom open house participant



The City of Providence has been actively investing in the cultural sector for decades and completed a cultural plan in 2009 that laid a plan for funding arts, culture and tourism. The City is now in the draft phase of an updated ten-year cultural plan.

We believe we need to stop talking about what our neighbors are doing and get to work. The importance of arts, culture, and tourism are clearly outlined in the City of Fall River Master Plan as well as the recent Urban Renewal Plans for the Downtown and Waterfront. These are just three of the myriad plans and initiatives that recognize how critical arts, culture, and tourism are to our city. This plan articulates what the community has said it wants and needs (and we believe these conversations must continue) and lays out the steps to achieve our goals. Let's get started!

**It's impossible to  
love one area  
of the city over  
another!**

**– City Official, Spring  
2021**

# Collaboration and Communication are Everything!

This creative economy plan is the first of its kind for the city. Known for its history as the center of textile manufacturing during the industrial revolution, present-day Fall River is emerging as a community of modern creativity and innovation. This plan recognizes and celebrates the culture, diversity, and active arts and creative enterprises in the city.

This plan exemplifies collaboration and communication to set forth exciting and doable aspirations for the next ten years. Support for arts, culture, and the creative sector of the city brings benefits to all! Some cultural plans are supported by local nonprofits, others by community foundations, and many by the public sector (this plan is supported by local business and community organizations). What is common for all of them is the recognition that arts, culture and creativity are nurtured by collective and collaborative action. The levels of investment needed to have an impact, the desire to leverage limited resources for much greater returns, and cross-cutting nature of arts and culture (it's everywhere!) make it imperative that planning be a collective and sustained endeavor.

We are proud of the broad nature of support and input for this plan that began with the formation of the Fall River Arts & Culture Coalition (FRACC) in 2019 as the first big step in creating collaborative action in arts, culture, and the creative economy in a ten year plan of focused effort in the city. FRACC's careful planning and fundraising set the wheels in motion for this plan.

And then along came Covid-19 and in an unexpected way, the Pandemic accelerated the work necessary to launch coordinated and sustainable efforts to nurture the city's creative culture. Covid-19 brought together the city's nonprofits, community service organizations, major businesses, foundations, and other community groups in unprecedented ways. The sharing of knowledge and aligning of efforts have yielded positive benefits and created an ethos of communication and partnerships that will serve the city in good stead for decades to come. Between FRACC's open-source structure and diverse membership and the collaborative work of the city's nonprofits and community organizations, there is a strong framework to move forward in arts, culture, and the creative economy. Success in arts, culture, cultural tourism, community development, and a host of other things depends on collaboration, cooperation, and mutual dependence to align efforts and resources, and create significant momentum, positive impacts, and high visibility.

The time is now, the extraordinary people, organizations, and institutions of Fall River are talking with each other and planning, and Fall River is ready to be a significant force in the arts and culture sector in Massachusetts.



# A Broad View of Arts, Culture, and the Creative Economy

Yes, the greater creative sector includes artists and arts, as well as cultural organizations and venues. It is also so much more. At the core of this plan is the recognition that broader community organizations such as nonprofits, foundations, and neighborhood groups, as well as civic and public institutions such as schools, parks and recreation, and even public works and transportation, are all core contributors AND benefactors of arts and cultural planning and action.

Fall River organizations and groups have eagerly collaborated and shared information during the Covid-19 pandemic to achieve common goals; this plan builds on that momentum,

acknowledging the links between these organizations and their interests and goals in supporting the Fall River community. Mutual benefits can be reaped by all through working together and pooling resources and efforts: Arts and culture can support dining and food; collaborative initiatives between nonprofits and schools; along with the benefits arts organizations/creatives can bring to community development and teen mentoring. In essence, the Viva Arts & Culture Plan is about much more than arts and culture...it's about quality of life, opportunities for residents, and a nurturing environment for businesses. The plan sees arts, culture, and the creative economy as a part of larger economic development, community development, and tourism efforts in the city. The presence of creatives is a magnet that attracts customers for retail and dining, creates interest in living in the city, and entices visitors to explore the history, architecture, cultures, and environment of Fall River.

# History of Fall River Arts & Culture Coalition (FRACC)

The Fall River Arts & Culture Coalition was founded in early 2019 based on an idea discussed at a small meeting of civic-minded individuals at the Pink Bean. The topic of conversation? Multiple people and organizations were creating arts-based projects and initiatives in the city but they were working in silos. How could things such as the Barney Zeitz sculpture project, Michael Benevides' FABRIC arts festival, and Susan Wolfson's YEAH! Corps benefit from sharing ideas and collective action and advocacy within a larger coordinated effort? That was the central organizing question of FRACC. Starting with 15 members, the group began meeting monthly and attracted people excited about collaborating. These original members felt that Fall River somehow was never able to leverage its "parts" for a greater whole, that somehow the cultural treasures of the city were hidden, that all of the volunteer time and efforts and struggles for funding weren't allowing everyone to move forward, to grow, to flourish.

The group also understood that it needed broader expertise in how to go about its work. They developed a Request for Proposals for a consultant in May 2020 and hired planning firm CivicMoxie in October 2020 to guide their work.

During the planning process for this report, the twelve member FRACC Steering Committee met bi-weekly and the entire FRACC membership did the same. As of the writing of this report, FRACC has 93 members and is proud of its open-source commitment...inviting anyone and every organization to join who is committed to collaboration and improving the quality of life for Fall River residents by growing opportunities and support for the arts, culture, and creative economy of the city.

## A Note about Viva Arts & Culture:

During the course of planning, FRACC decided to name this effort "Viva Arts & Culture" to align its work with the larger Viva Fall River initiative which is working across sectors and includes economic development, downtown revitalization, and growing the visitor economy.

# Get to know FRACC...

FRACC is proud of its open-source philosophy and the diversity of its members. While now much larger and demonstrating even greater diversity in membership, an early snapshot of the group is illustrative of the broad reach and representation in FRACC:

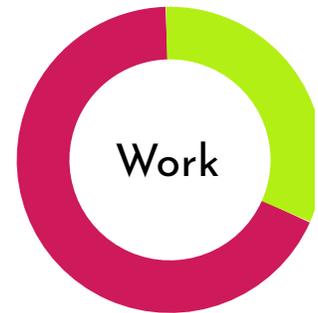
## The group is evenly split on where they grew up...

grew up in Fall River **50%** / **50%** grew up elsewhere

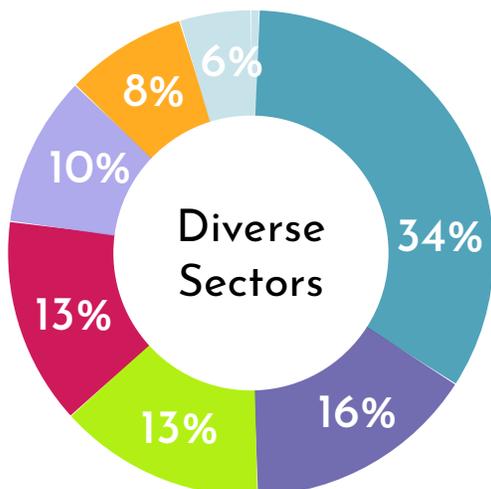


**74%** call Fall River home, while, **26%** live outside of the City.

**71%** work in Fall River, while, **29%** work outside of the City.



## FRACC members represent diverse sectors...



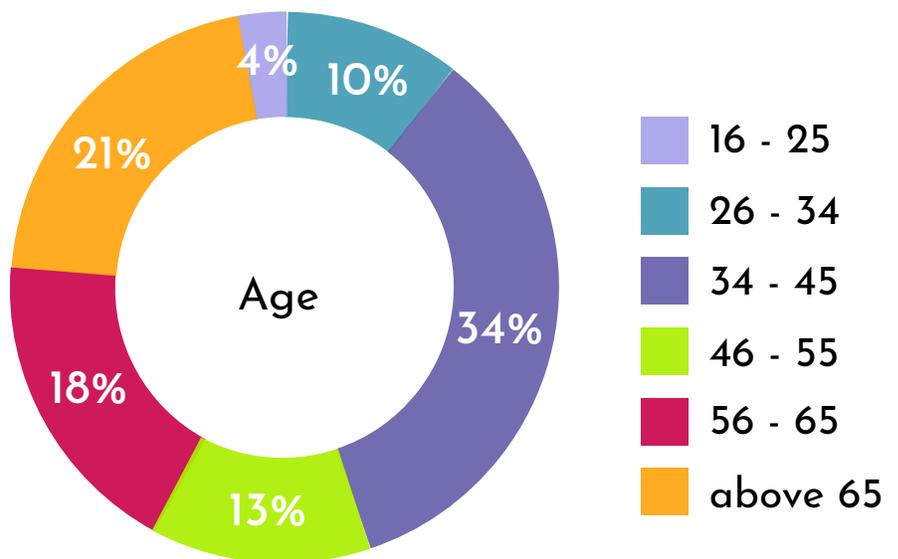
- Arts and Culture
- Non-Profit
- Business/Civic/Funder
- Community Organization
- City/Public
- Education/Public
- Other

# 12 members own a business in Fall River.

FRACC members represent diverse language and culture.



FRACC consists of diverse ages...



Future success will depend on continued broad membership and action in FRACC and this effort will need full collaboration and support from the City of Fall River, local nonprofits and community organizations, businesses, and regional and State authorities and programs to be successful.

FRACC expanded its activities in the Winter of 2021 and joined The City of Fall River, TDI Mass Development, BayCoast Bank, We Love Fall River, and Fall River Public Schools to sponsor Winterbridge, a six-week winter placemaking program at Gromada Plaza in downtown Fall River. These community events were an important way for FRACC to move from planning to action and also provided venues to get community feedback on our planning efforts. More events followed and in addition to Winterbridge, between February and August of 2021, FRACC sponsored We HeART Fall River, Juneteenth events, the Summer Drive-In series, and the Fall River Farmers and Artisans Market. At each event, FRACC representatives conducted intercept surveys of attendees to get crucial feedback on our planning work and also observe the power of arts and culture to bring our community together and offer joy in our lives.

## About this Planning Process

As this plan moves from paper to action, FRACC is poised to continue its work and will guide implementation of this plan.

The planning process was guided by FRACC and the FRACC Steering Committee which developed the Scope of Work and hired CivicMoxie, the planning consultant who facilitated the planning process. There were three phases to the project, which began in November 2020:

1

### Inventory

- Existing arts, cultural, civic, and creative economy assets
- Mapping of assets
- Understand past and current planning and projects

2

### Analysis

- Strengths and opportunities, weaknesses and what's missing, challenges and barriers
- How have others addressed these things?
- Priorities

3

### A Plan to Move Forward

- Vision
- Goals and strategies
- Roles and responsibilities
- Timeline
- Metrics to measure success

An inventory of existing assets was conducted with site visits, online searches, reading existing City documents, soliciting feedback on the project mapping website, and getting feedback from FRACC. Community outreach throughout the process offered opportunities to test assumptions, hear needs and desires of residents and business owners, and identify resources and potential partners. A detailed outline of outreach efforts and what we heard is offered in Section 2 of this plan. Case studies were researched to provide inspiration for plan ideas and the goals, recommendations, and priorities for implementation were created through discussions about resources and desired impacts.

## FRACC Guiding Principles for this Plan

- 1 Commit to equity in arts and culture in the city.**
  - Ensure all events are accessible and reflect the diversity of cultures and traditions found in Fall River (and beyond!) - in content, artists, and audience.
  - Ensure that the distribution of funding and arts and cultural support of all kinds is equitably distributed throughout the city, both geographically and demographically.
  - Commit to payment for all artists engaged in work for the Viva Arts & Culture Plan.
- 2 Ensure that events and activities are ADA accessible for participants and that individuals with disabilities are offered the full spectrum of participation as artists.** The [Americans for the Arts Statement on Cultural Equity](#) will be a guide for Viva Arts & Culture Plan actions.
- 3 Embrace collaboration and partnerships with local and regional arts, culture, and business organizations, community groups, and public officials.**
- 4 Maintain Viva Arts & Culture's open-source framework to ensure transparency and access.**

The plan is a living document, providing a framework to move forward to achieve the vision for arts, culture, and the creative economy in Fall River in the next ten years.

# Context

Fall River is a multi-cultural city known for its diversity, its food, and as a textile manufacturing center during the industrial revolution. This plan just touches the surface in terms of human, physical, and creative assets in the city.

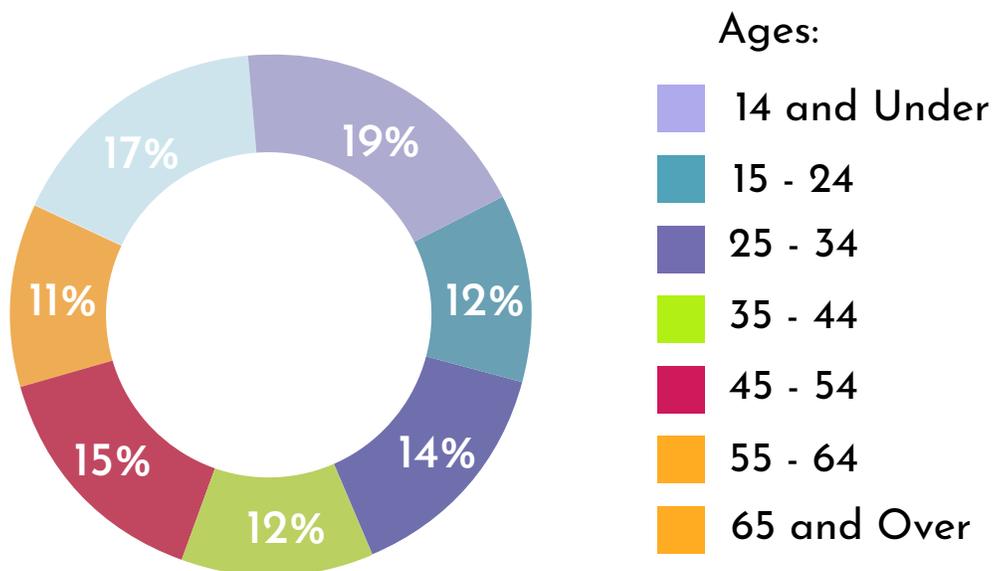
## People and Place...

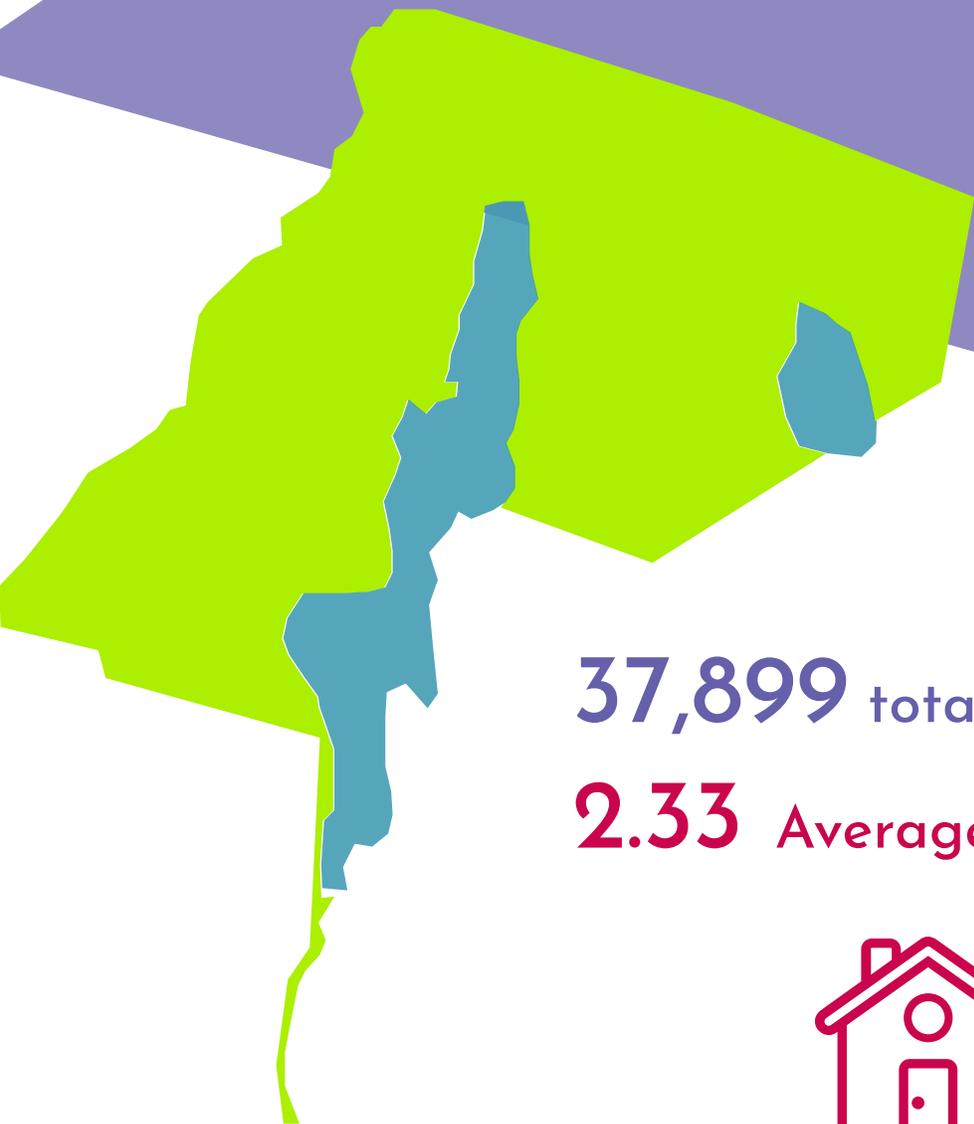
According to the American Community Survey (2019),

**89,534** people call Fall River home.

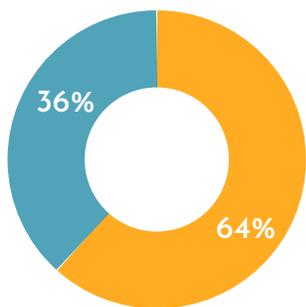
The average median age of  
Fall River residents is **39.2** years young.

Fall River residents span many generations...





**37,899** total households and  
**2.33** Average household size  
in Fall River.



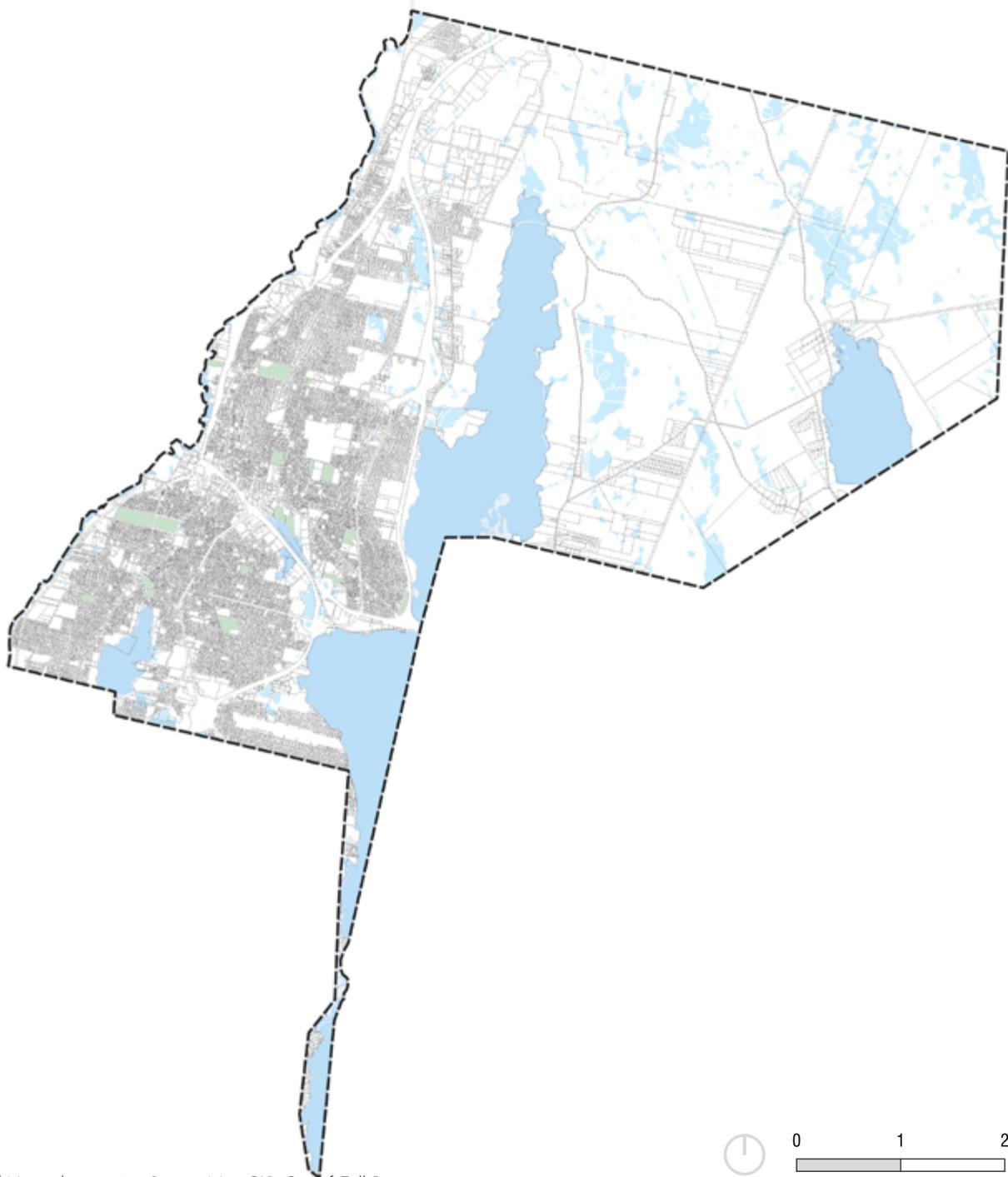
**36%** of residents rent their home,  
while, **64%** own their home.



# The Place

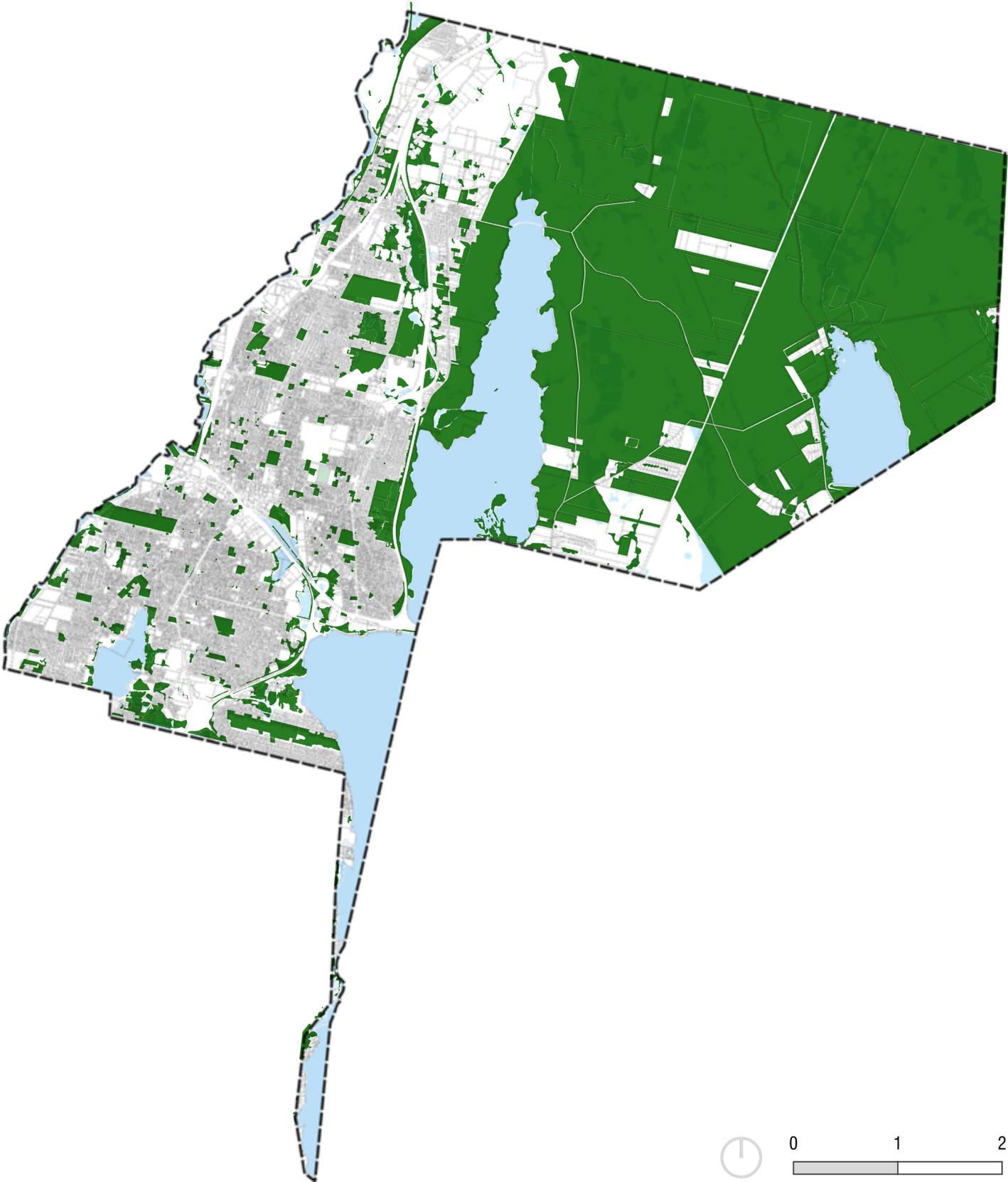
Fall River's location, its splendid views across the water, its hills, and its proximity to Boston are all things mentioned many times during this planning process. A little-known fact to people outside of the city is that 41% of the land area of Fall River is permanently protected open space. The forests and protected lands of the city offer another image of this 19th century textile city and one that is in total alignment with efforts to infuse arts and culture throughout the neighborhoods, trails, waterfront, and downtown of Fall River.

## City of Fall River



Date as of November 2, 2021 Source: MassGIS, City of Fall River

# Fall River Open Space



Date as of November 2, 2021 Source: MassGIS, City of Fall River

## Arts, Cultural, and Creative Economy Assets

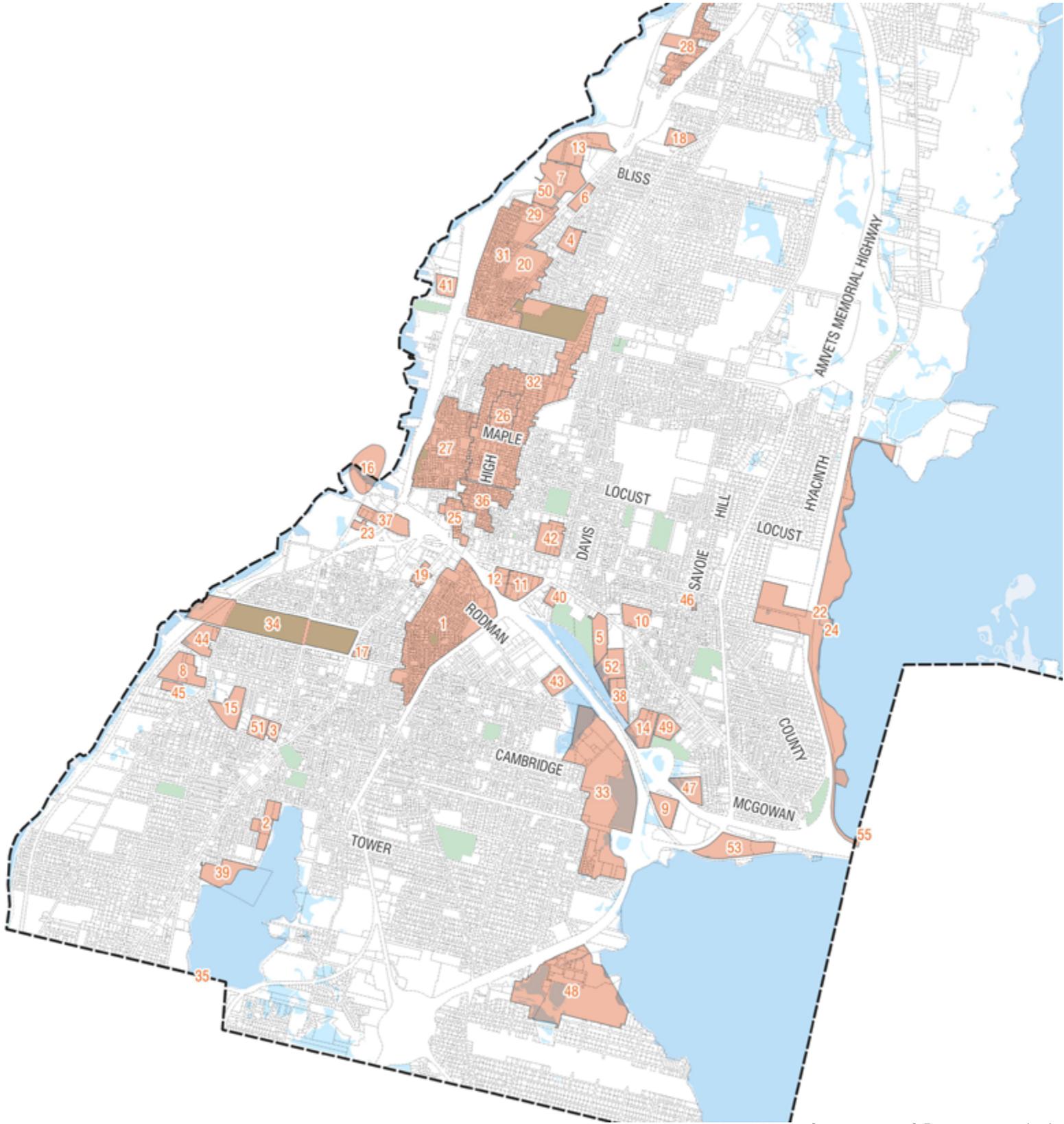
Documentation of existing cultural assets was started during this planning process. The city has a wealth of cultural, historic, and organizational assets and visitor destinations; many of the maps and lists below are works in progress. The city is constantly changing and in addition, it is impossible to capture everything that the city offers in one snapshot. These maps and lists are, however, a start to what will be an ongoing process of revealing and documenting the arts, cultural, and creative economy treasures of the city.

### Historic Assets

Fall River has 291 properties listed in the Massachusetts Historical Commission's Massachusetts Cultural Resource Information System (MACRIS). We have mapped some significant historical properties, which include numerous mill buildings as well as historic districts, including the Downtown Fall River Historic District, which was added to the National Register of Historic Places in 1983.

1. Fall River Country Club Golf Course
2. North Main Street Area
3. Truesdale Hospital Complex
4. Border City Mills
5. Sagamore Mill No. 3
6. Sagamore Mill No. 2
7. Foster Spinning Company
8. Narragansett Mills
9. Saint Michael's Roman Catholic Church
10. North Burial Ground
11. Wellington - Brownell Street Area
12. Mechanics Mill
13. Highlands Historic District
14. Highlands Local Historic District
15. Pearce - Durfee Streets Area
16. Battleship Cove
17. Fall River Gas Works
18. American Printing - Metacommet Mill
19. Downtown Fall River Historic District
20. Lower Highlands Historic District
21. Granite Mills
22. South Main Street Area
23. Union Mills
24. Durfee Mills
25. Crescent Mill
26. Corky Row Historic District
27. Saint Anne's Church and Parish
28. Kennedy Park
29. Algonquin Printing Company
30. Sanford Spinning Company
31. Ashworth Brothers Mill
32. Wyoming Mills
33. Globe Yarn Mills
34. Laurel Lake Mills
35. King Philip Mills
36. Charlton Mill
37. Pilgrim Mills
38. Stafford Mills
39. Chace Mills
40. Hargraves Mill #1
41. Barnard Mills
42. Wampanoag Mill
43. Flint Mills
44. Quequechan Valley Mills Historic District
45. Cornell Mills
46. Seaconnet Mill
47. Kerr Thread Mill
48. Fall River Bleachery
49. Boguslavsky Triple Deckers
50. Fall River Waterworks Complex
51. Fall River Waterworks Pumping Station,
52. Indian Town Road Area

# Historic Assets



Date as of November 2, 2021 Source: MassGIS, City of Fall River

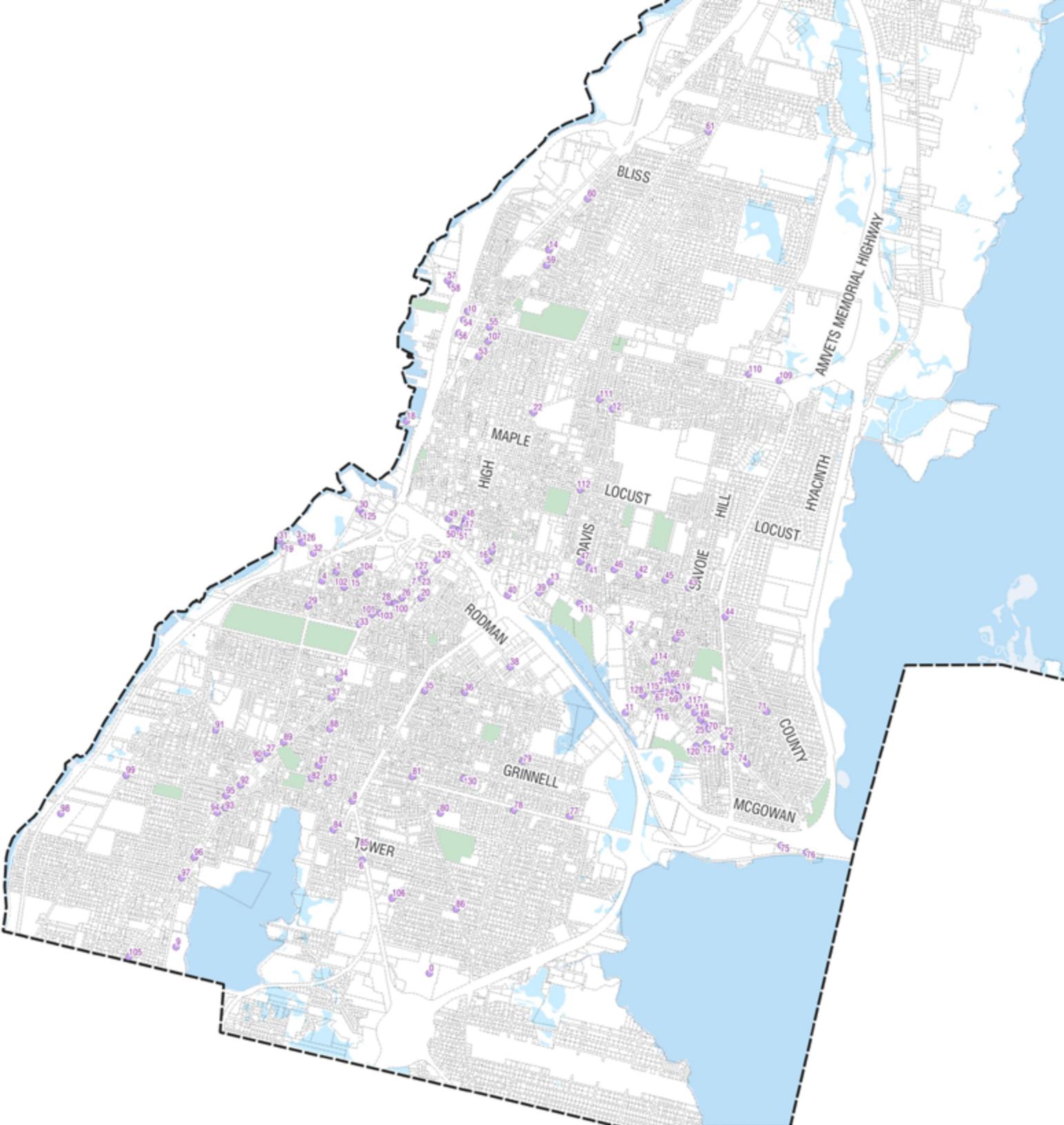
## Dining and Food

An often-heard comment during planning was “Fall River’s restaurants and food are under-valued.” An example of this is that there is no restaurant map showing the numerous opportunities to enjoy a diverse selection of food and drink in the city.

These maps are works in progress and are meant to kick-start the process of developing more robust visitor (and resident) marketing to support the restaurants in the city. This Plan outlines opportunities for better collaboration between arts, cultural, and dining venues in the city to benefit all.

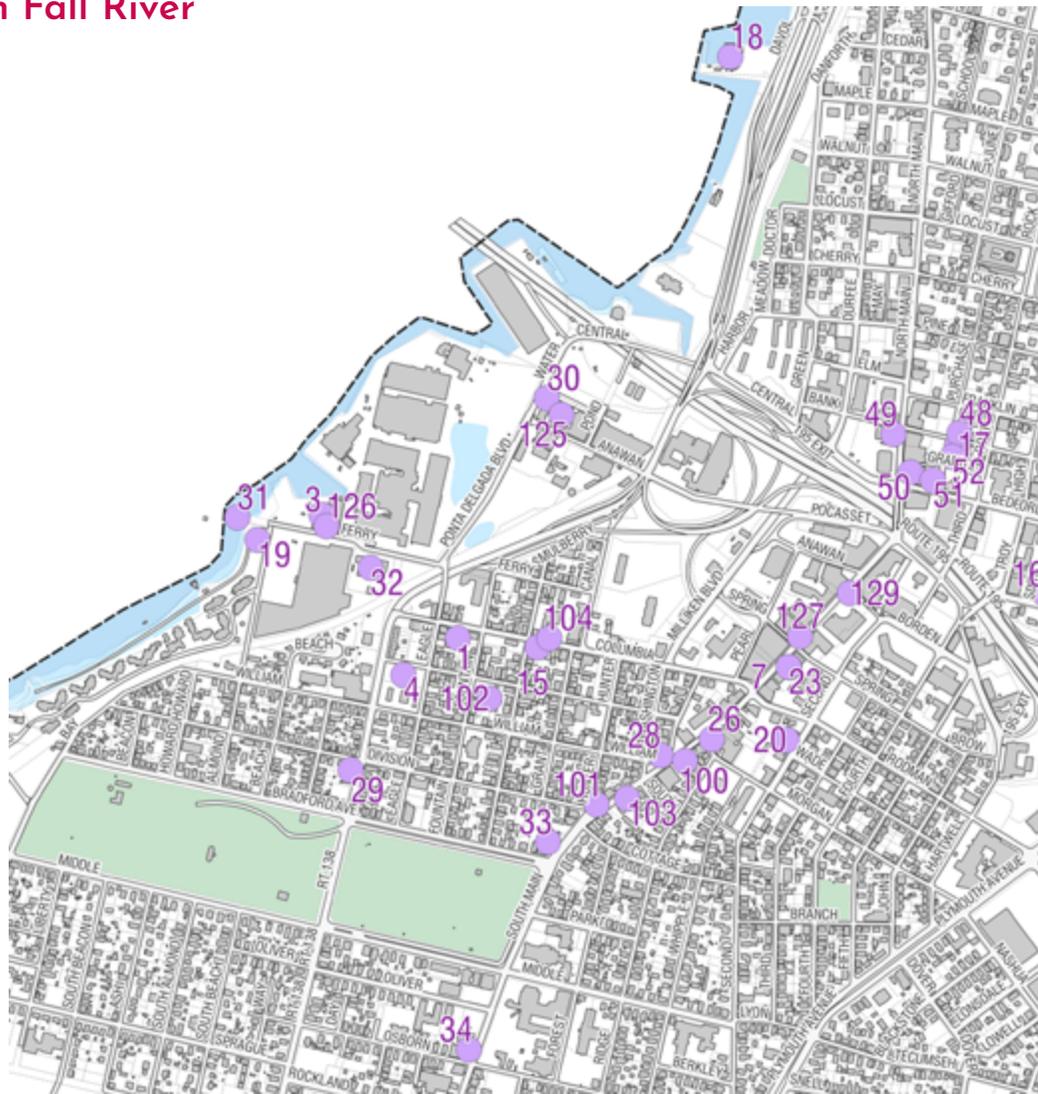
0. 110 Grill
1. Barca Restaurant
2. Caldeiras Restaurant
3. Canned Heat Craft Beer Co.
4. China Sails
5. Choco-Latte Cafe
6. Faneek’s
7. Harry’s Restaurant
8. Juice’d Cafe
9. McGovern’s Family Restaurant
10. Mesa 21
11. Mission Cold Brew
12. New Boston Bakery
13. New Tokyo Japanese Steakhouse
14. Roger’s Coney Island Inc.
15. Sagres Restaurant
16. Scottie’s Pub
17. Tequila Lime Cantina
18. The Cove Restaurant and Marina
19. Topsy Toboggan
20. Fall River Grill
21. Flint Village Restaurant
22. Sweet Rose Cafe
23. Harry’s Restaurant
24. Whitney’s Restaurant
25. Estoril
26. T A Restaurant
27. Marisqueira Azores Restaurant
28. Clipper Restaurant
29. Millennium Pizza
30. Boneheads Live
31. Topsy Seagull Docksides Pub (seasonal)
32. The Topsy Toboggan
33. Caravela Restaurant
34. Higson Seafood
35. Beira Alta Restaurant
36. Reis Bakery & Market
37. Patti’s Pierogis
38. Dominican Restaurant
39. Burger King
40. 99 Restaurants
41. Barcelos Bakery and Cafe
42. Marzilli’s Bakery
43. Eastern Pizza
44. Maxfarland’s Neighborhood Bar
45. Marcucci’s Bakery
46. The Island Buffete
47. Mister Chicken
48. The Pink Bean Coffee
49. Taqueria El Habanero
50. Dunny’s Cafe & Bistro
51. Thyme Blossom
52. Towne House Fall River / Douro Steakhouse
53. New Garden
54. Al Mac’s Diner
55. D’Angelo Grilled Sandwiches
56. China Star
57. Duke’s Bakery
58. Barrett’s Waterfront
59. Minerva’s III Pizzeria
60. Fiorentina Italian Kitchen
61. Highland Spa
62. Gina’s Restaurant
63. Barrett’s Alehouse Fall River
64. Aladdin’s Pizza
65. Latinos Cafe
66. CafŽ Rio
67. Sam’s Bakery
68. Pizza Time
69. Hamburgao Sanduiche
70. Avo’s Feast
71. O GilÕs Restaurant and Bar
72. Home Made Donuts
73. Atlas Pizza
74. US Pizza & Grill
75. Joe’s Shish Kabob Lebanese
76. LePage’s Seafood & Grille
77. Ed’s Famous BBQ
78. Brayton Ave Cafe
79. Modern Pontes Bakery
80. Dim Sum 440
81. Afonso’s Bakery
82. Lou’s Bakery
83. Dave’s Pizza
84. Shortys Pub Inc.
85. Fiesta Mexican Restaurant
86. Edu’s Cafe & Pizza
87. Panda Garden
88. Cousin Mike’s Pizza
89. Asia One
90. Leddy’s Bakery Coffee Shop
91. Amaral’s Bakery Inc.
92. Fall River House of Pizza
93. Golden River Restaurant
94. Mee Sum Restaurant
95. Hartley’s Original Pork Pies
96. Nick’s Jr.
97. Sip-N-Dip Donuts
98. Gold Medal Bakery Inc
99. Sousa’s CafŽ
100. Latino’s Restaurant
101. J J’s Coney Island Hot Dogs
102. Fall River Sports Club
103. Nick’s Hot Dogs
104. Tony’s Bakery
105. Alice’s Diner
106. Super Buffet 2000
107. Cinderella’s Bakery
108. Blount Company Soup Store
109. Newport Creamery
110. New York Bagel Co
111. Highland Pizza
112. New England Pizza
113. Central Bakery
114. Rock & Roll Saloon
115. Mario’s Lebanese Bakery
116. Fernando’s Place
117. Crown Fried Chicken
118. Brasil Coffee Shop
119. Seven Skys
120. Modern Bakery
121. Tim Buc II’s
122. Little Chopsticks III
123. Royal Pizza
124. Dunk N Munch
125. Troy City Brewing
126. Pier 52
127. Taphouse Grille
128. Hong Meas
129. New England Home Made Donuts
130. 19 Prime Tapas

# Restaurants in Fall River



Date as of November 2, 2021 Source: MassGIS, City of Fall River

# Restaurants in Downtown Fall River



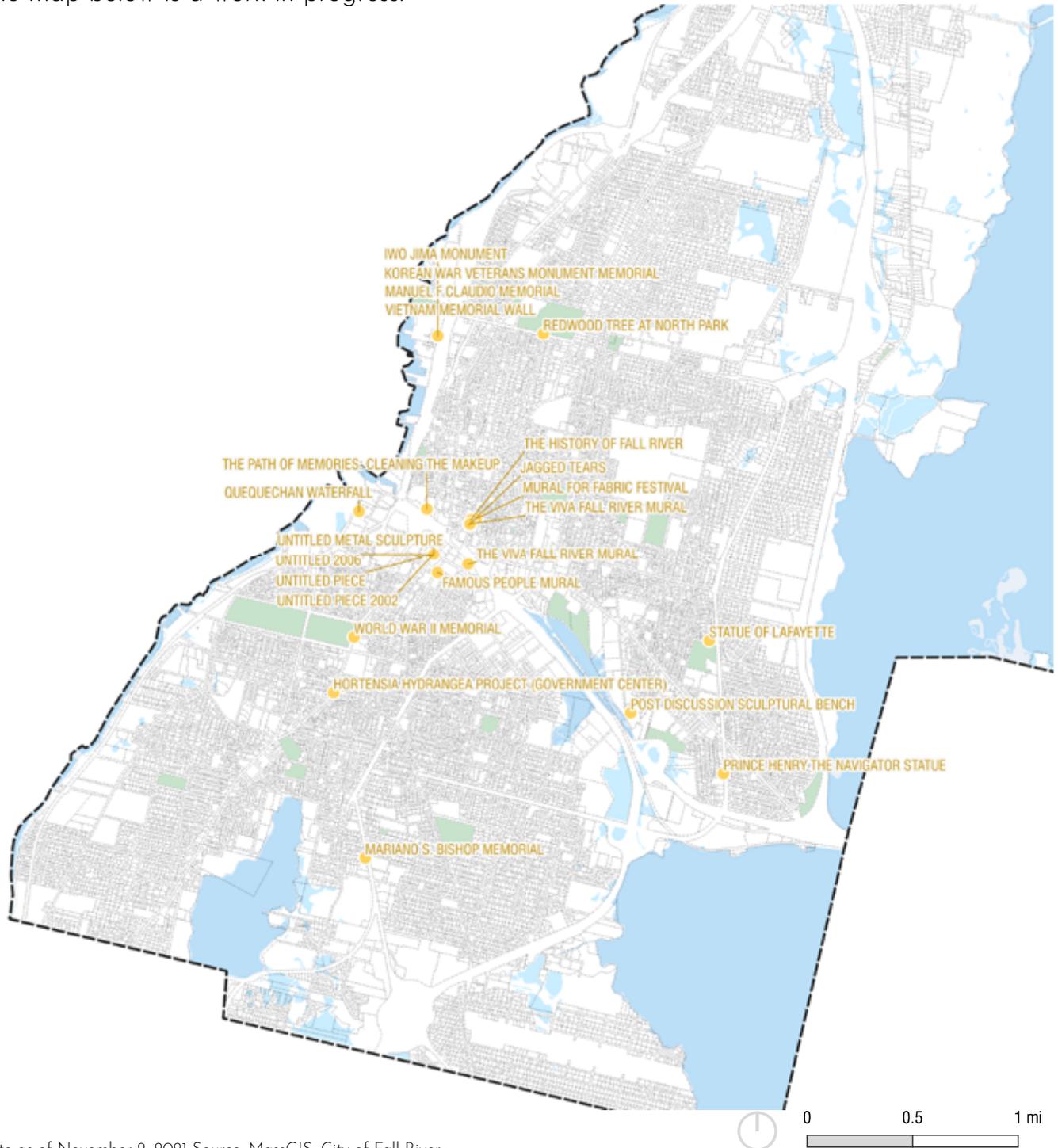
Date as of November 2, 2021 Source: MassGIS, City of Fall River

- |  |  |
|--|--|
| 1. Barca Restaurant                          | 33. Caravela Restaurant                          |
| 3. Canned Heat Craft Beer Co.                | 34. Higson Seafood                               |
| 4. China Sails                               | 48. The Pink Bean Coffee                         |
| 7. Harry's Restaurant                        | 49. Taqueria El Habanero                         |
| 15. Sagres Restaurant                        | 50. Dunny's Cafe & Bistro                        |
| 16. Scottie's Pub                            | 51. Thyme Blossom                                |
| 17. Tequila Lime Cantina                     | 52. Towne House Fall River / Douro<br>Steakhouse |
| 18. The Cove Restaurant and Marina           | 100. Latino's Restaurant                         |
| 19. Topsy Toboggan                           | 101. J J's Coney Island Hot Dogs                 |
| 20. Fall River Grill                         | 102. Fall River Sports Club                      |
| 23. Harry's Restaurant                       | 103. Nick's Hot Dogs                             |
| 26. T A Restaurant                           | 104. Tony's Bakery                               |
| 28. Clipper Restaurant                       | 125. Troy City Brewing                           |
| 29. Millennium Pizza                         | 126. Pier 52                                     |
| 30. Boneheads Live                           | 127. Taphouse Grille                             |
| 31. Topsy Seagull Dockside Pub<br>(seasonal) | 129. New England Home Made Donuts                |
|  | 130. 19 Prime Tapas                              |

## Publicly Accessible Art

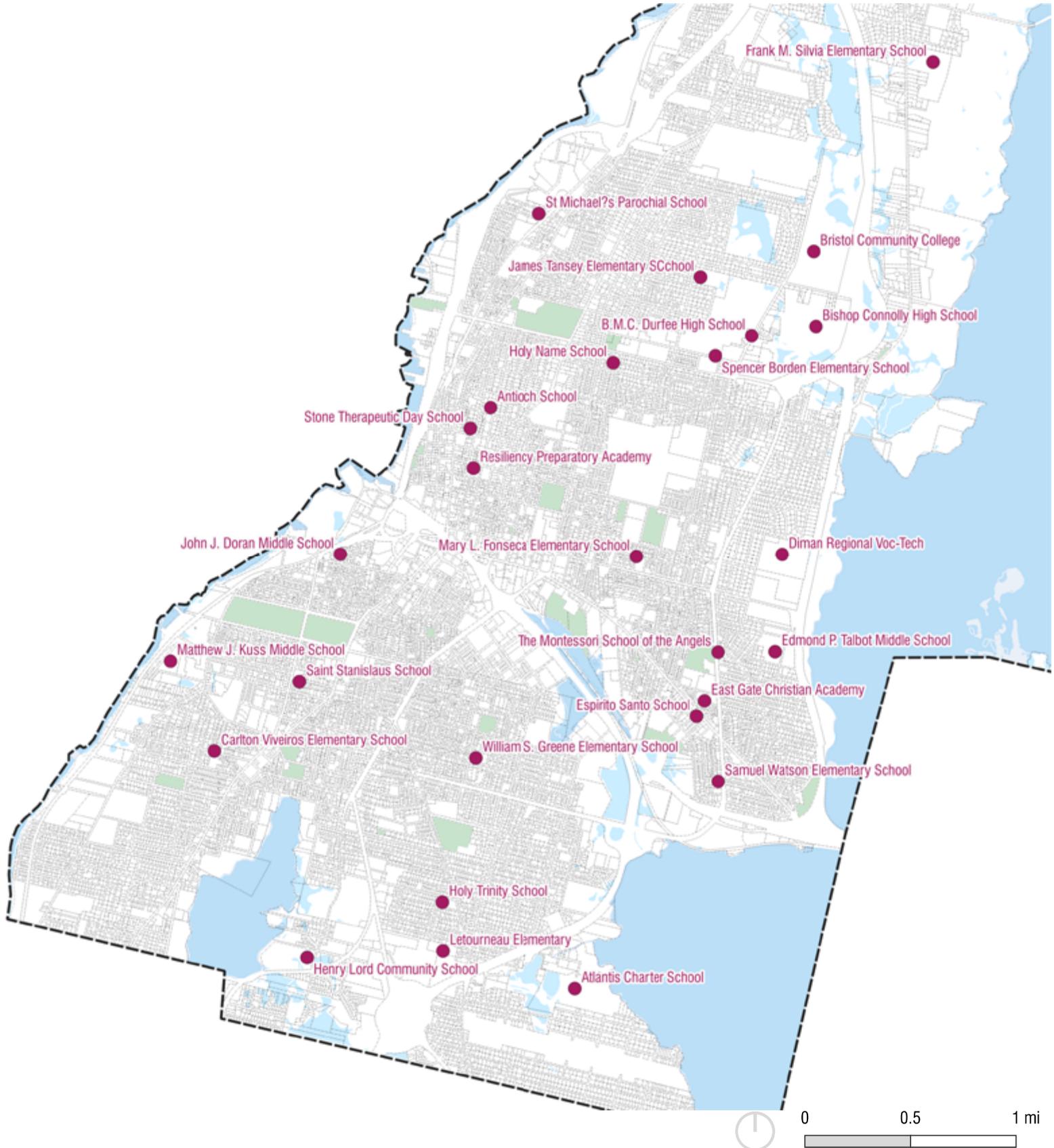
Public Art is often used as a catch-all term to describe murals, street art, statues, lighting art, etc., in the public realm. In fact, all of those things are better described as “publicly accessible art” because in the most cities, art efforts that are funded privately and often on private buildings or spaces, make up some of the most exciting of creative endeavors that everyone can enjoy. Public art technically refers to that art which is owned, controlled, and maintained by the City. The fact that Fall River doesn’t have a public art plan or commission should not be a worry at this point in time. Creating and funding a plan takes time and if the City can incentivize the creation of publicly accessible art, what could be better?

The map below is a work in progress.



Date as of November 2, 2021 Source: MassGIS, City of Fall River

# Educational Institutions



Date as of November 2, 2021 Source: MassGIS, City of Fall River

## Organizations, Groups, Initiatives

This plan embraces all the organizations, groups, initiatives, and efforts of the city that align with the goals of growing a robust economy and improving quality of life for residents through arts, culture, and creative endeavors. It's hard to think of why a list of collaborators wouldn't include every single organization and group in the city...and in fact the wide range of members of FRACC are testament to how powerful we can be when we collaborate. The lists below represent a host of groups and nonprofits in the city and we know we have missed some. The good news is that the open-source nature of this plan means that our efforts are always open to new members, new ideas, and new ways to make positive impacts.

### Arts and Cultural Organizations and Groups

- Arts United Fall River, Inc.
- Associacao Cultural Lusitania, Inc.
- Ateneu Luso American Inc.
- Battleship Cove Museum
- Business Innovation Center
- Capitol Theater Performing Arts Center Inc
- Cambodian American Rescue Organization (CARO) - Host of the Southeast Asian Cultural Festival
- Casa dos Acores de Nova Inglaterra
- Children's Museum of Greater Fall River
- Colonial Navy of Massachusetts
- Creative Arts Network
- Durfee Bells Preservation Society
- Fall River Fire Museum
- Fall River Historical Society
- Fall River Public Library
- Fall River Cultural Council
- Fall River Cambodian Cultural Festival
- Friends of Heritage State Park
- Globe Artists Community
- Greater Fall River Art Association
- Greater Fall River Symphony Society Inc
- Grimshaw Gudewicz Art Gallery
- Lafayette-Durfee Historical Foundation Inc
- Little Theatre of Fall River Inc.
- Lizzie Borden Bed and Breakfast / Museum
- Margaret L. Jackson Performing Arts Center
- The Maritime Museum at Battleship Cove
- Mellow Incubator
- Narrows Center for the Arts
- Old Colony and Fall River RR Museum Inc

- On Stage Theatrical Productions Inc.
- Preservation Society of Fall River
- South Coast Community Chorale
- Spindle City Ballet Inc
- St. Anthony's Band Club
- Standing Wolf Inc
- Studio Life Performing Arts
- USS Massachusetts Memorial Committee Inc.
- YEAH! Corps
- Youth Musical Theatre Corporation

### Community Organizations and Institutions

- Angels Anonymous
- Arbour Health
- Balanced Learning Center
- Boys and Girls Club of Fall River
- Bristol Community College
- Bristol Elder Services, Inc.
- Catholic Social Services
- Child & Family Services
- Children's Advocacy Center of Bristol County
- Citizens for Citizens Head Start
- Community Autism Resources
- Diman Regional Vocational Tech High School
- Essentia Wellness
- Fall River YMCA
- Fall River Family Center
- Fall River Housing Authority
- Fall River Public Schools
- Fallon Health

- Family Service Association
- Family Resource Center
- Fenway Health
- Greater Fall River RE-CREATION
- HealthFirst Family Care Center, Inc.
- Hearts of Hope
- Highpoint Treatment Center
- Junior Achievement of Southern Massachusetts
- Kennedy Donovan Center
- Justice Resource Institute
- Mass In Motion
- MassHire Bristol Workforce Board
- MassHire Fall River Career Center
- May Institute
- Meeting Street
- Partners for a Healthier Community
- People Incorporated
- Saint Anne’s Hospital
- SER-Jobs for Progress, Inc.
- Seven Hills Behavioral
- Southcoast Health
- St. Anne’s Preservation Society, Inc.
- St. Vincent’s Services
- SSTAR Family Healthcare
- Steppingstone Inc.
- The Fernandes Center for Children & Families
- United Neighbors of Fall River
- United Way of Greater Fall River
- WIC Program
- Youth Build Fall River

### Media Outlets

- FRC Media (Fall River Community Media)
- Fall River Government Television
- Herald News
- O Journal
- Radio Voz do Emigrante, WHTB
- Somerset Access Television Inc
- The Portuguese Channel
- WHTB
- WSAR

## Artists and Creatives

While we collected information on artists and creatives during this planning process, this information is not listed here because of privacy issues and we will be working on a self-populating online public database of these resources as plan implementation gets underway.

## Planning Initiatives

This plan supports the goals for Fall River outlined in a number of City initiatives of the past decade.

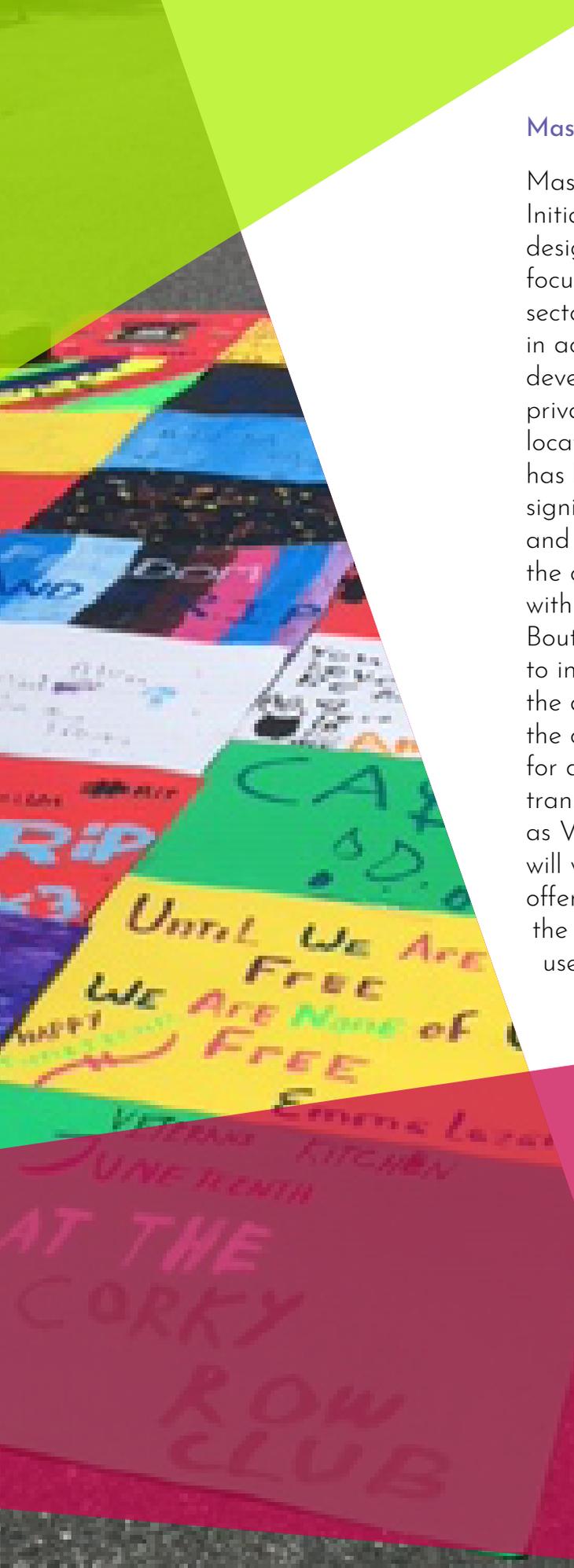
### The Fall River Waterfront Cultural District

The Fall River Waterfront Cultural District was designated by the Massachusetts Cultural Council (MCC) in June of 2020 after a multi-year effort led by the Creative Arts Network and including One SouthCoast Chamber, the Fall River Historical Commission, the Fall River Cultural Council, DCR/Fall River Heritage State Park, the Narrows Center for the Arts, USS Massachusetts Memorial Committee/ Battleship Cove, Shane Landing (Anawan Mills), and Gates of the City.

The Fall River Waterfront Cultural District is a large area running along the waterfront and including Columbia Street. The size of the area and dispersed destinations will require significant planning and cooperation among the City, entities within the District, and organizations and initiatives throughout the city and region to develop a strategy for connectivity, movement, and linkages within the area and to Fall River’s downtown.



Source:  
City of  
Fall River



## MassDevelopment TDI Downtown District

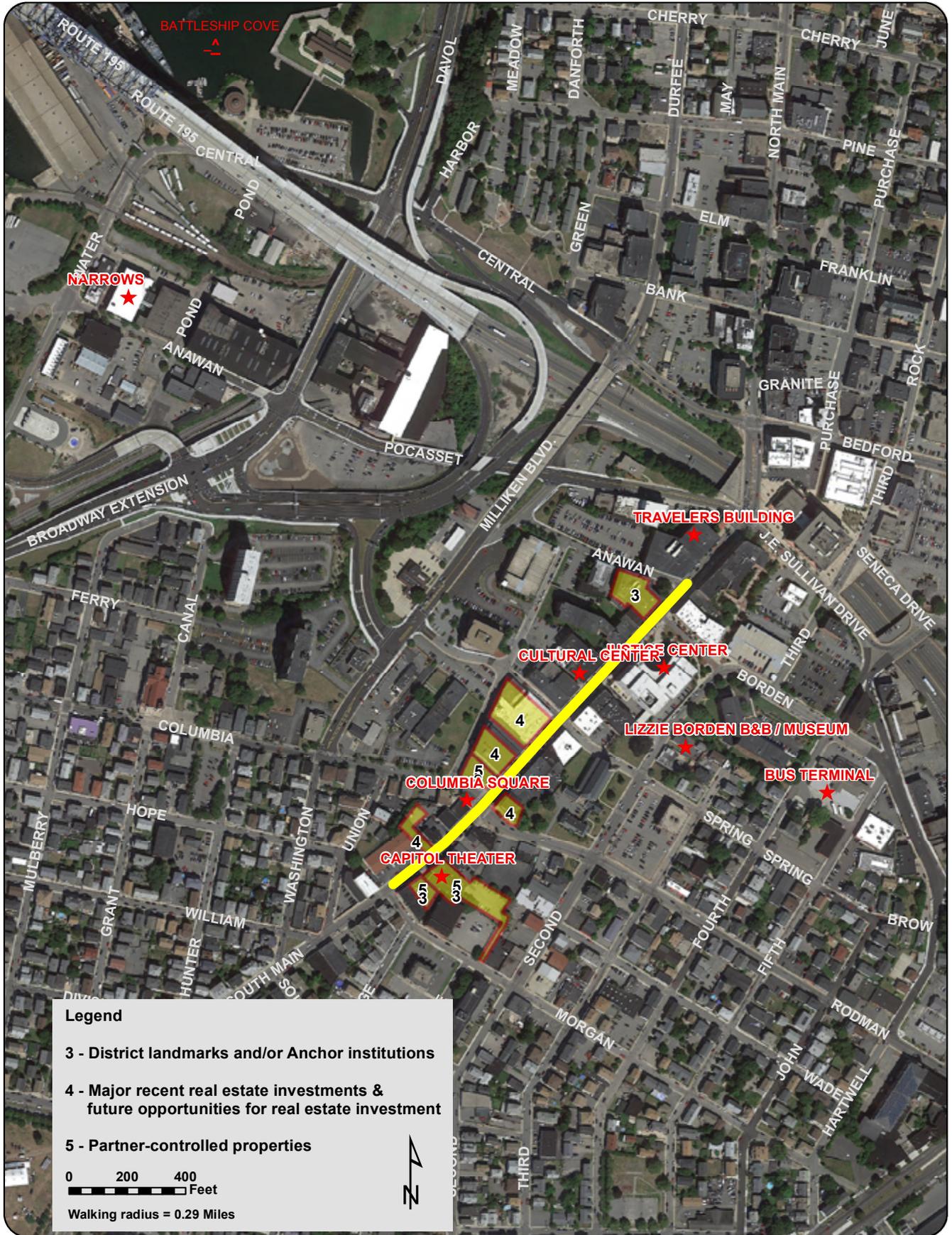
MassDevelopment's Transformative Development Initiative (TDI) is a program for Gateways Cities designed to accelerate economic growth within focused districts. The program works with cross-sector partnerships to engage community members in actionable planning, implement local economic development initiatives, and spur further public and private investment. The Fall River TDI District is located in the heart of downtown and the TDI Fellow has been an active member of FRACC. There is significant alignment between a healthy downtown and a robust cultural, creative, and visitor economy in the city. MassDevelopment is working in partnership with the City, One SouthCoast Chamber, Alexandra's Boutique and a host of businesses and nonprofits to increase market-rate housing and walkability in the downtown area, and to build relationships with the community to create a unique district identity for downtown. As of the writing of this plan, TDI is transitioning to a sustainable, long-term effort known as Viva Fall River. This plan, as Viva Arts & Culture, will work side-by-side with the downtown effort and offers additional collaborative opportunities to support the downtown and economic sectors to make the best use of combined resources.

Fall River is about craft, and music, and also about contemporary art...we can celebrate and support all three.

– Head of local cultural institution, Spring 2021

# MassDevelopment TDI Downtown District

(This effort is transitioning to Viva Fall River at the time of publication of this plan)



## Other City Plans and Goals

### City of Fall River Master Plan 2009-2030

The City's Master Plan goals include arts and culture:

- Develop and enhance Fall River as a tourist destination with an emphasis on the arts, culture, and history.
- Broaden the inclusion of arts, cultural and historic resources in Fall River's public, charter, and parochial schools at all levels, K-12.
- Strengthen and improve the capacity of historical, arts and cultural institutions and organizations in the city.

This plan directly supports these City goals. In addition, one of the four "Key Themes" of the plan is 'City Character and Identity' which seeks to explicitly promote appreciation of cultural and historic heritage and inspire and promote pride in Fall River. This plan also promotes culture and tourism—one of the economic development recommendations in the plan.

This plan incorporates action items in the plan into its goals and actions, including:

- Support the Downtown/Waterfront Revitalization Initiative Committee with the hiring of a marketing manager, development of a vision statement for the waterfront, and a web site, and brochure focusing on the downtown and the waterfront.
- Department of Community Services shall convene a meeting of historic, arts and cultural organizations to identify the financial challenges facing them and create an Action Plan for adoption within six months.
- Master Plan Committee shall designate an Anniversary date for review and update of the Master Plan's Action items.

- Emphasize arts, culture, recreation and dining in a comprehensive tourism development program and connect with regional and statewide entities promoting tourism.

## Downtown and Waterfront Urban Renewal Plans

The 2018 Fall River Downtown Urban Renewal Plan lays out a plan to attract residents to downtown to support existing and future businesses. Prepared by the Fall River Redevelopment Authority, the plan:

- Recommends adjusting zoning for the downtown area to add increased residential density, and remove uses that do not support denser, more walkable development.
- Includes information on the Arts Overlay District (AOD) -
  - This district promotes the expansion of arts and culture in Fall River. This district permits high-density residential development and allows a subset of institutional and commercial uses. Notably, it is the only district which permits bars by-right. Arts uses like art schools, dance and photography studios, carpentry shops, visual and performing arts spaces are permitted in this area.

The Redevelopment Authority's Fall River Waterfront Urban Renewal Plan of the same year has the goal of strengthening current arts, museums and parks destinations.

Both plans are highly connected and the 2020 designation of the Waterfront Cultural District aligns with the general focus areas in the Urban Renewal Plans.

## Downtown and Waterfront Urban Renewal Plan Boundaries



Source: Fall River Downtown Urban Renewal Plan

### *Things of Note in the Waterfront Urban Renewal Plan:*

- Much of the strategy to integrate the desperate parts of downtown Fall River with the waterfront depends on the proposed realignment of Davol Street and Route 79, which will create new land available for development in the central portion of the urban renewal area.
- The Arts Overlay District (AOD) geographically intersects with the plan's strategy to increase investment in downtown. The proximity of the AOD to the downtown make it one of the few natural connections between the waterfront and the downtown.
- The plan proposes medium and high density along the waterfront and seeks to enhance the recreational/cultural character of this area by promoting the creation of restaurants, art venues, and possible residential uses to rehabilitate underutilized mill buildings along Anawan/Pocasset Street.

### South Coast Rail Commuter Service to Fall River

The South Coast Rail project will restore commuter rail service between Boston and Fall River by the end of 2023. Currently without commuter rail access to Boston, Fall River can expect to see (and is already experiencing) increased development interest once the city is connected to Boston by rail.

# What's In This Plan



This is **Section 1: What It's All About** offers an overview of the plan's rationale, the process, and the context.



**Section 2: What We Heard** Provides details on community outreach efforts and offers highlights of feedback received along with key themes that emerged during the planning process.



**Section 3: Vision and Goals** Presents a vision for arts, culture, and the creative economy in Fall River and outlines six goals with corresponding strategies.



**Section 4: Action** Provides detailed information on each strategy in this plan, including roles, funding sources, and what is needed to move forward. Priorities are also offered.



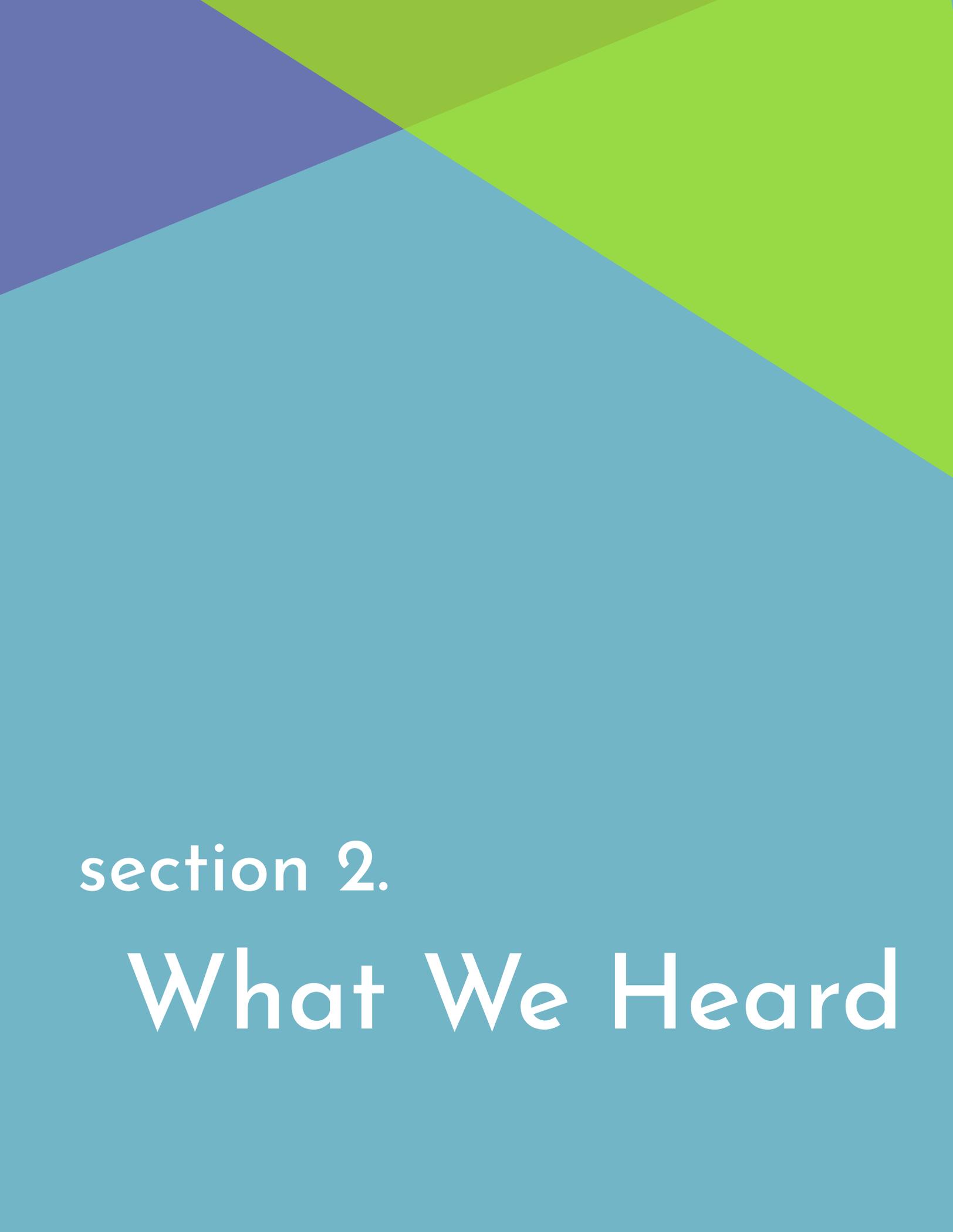
**Section 5: Case Studies** Offers snapshots of best practices that are related to many of the strategies in the plan. These are meant as inspiration for FRACC and others and can offer valuable lessons on how to move forward.



**Appendix A: Organization Alternatives Assessment** Features a chart that looks at four alternatives for building the capacity and leadership to move forward with this plan.







section 2.

# What We Heard



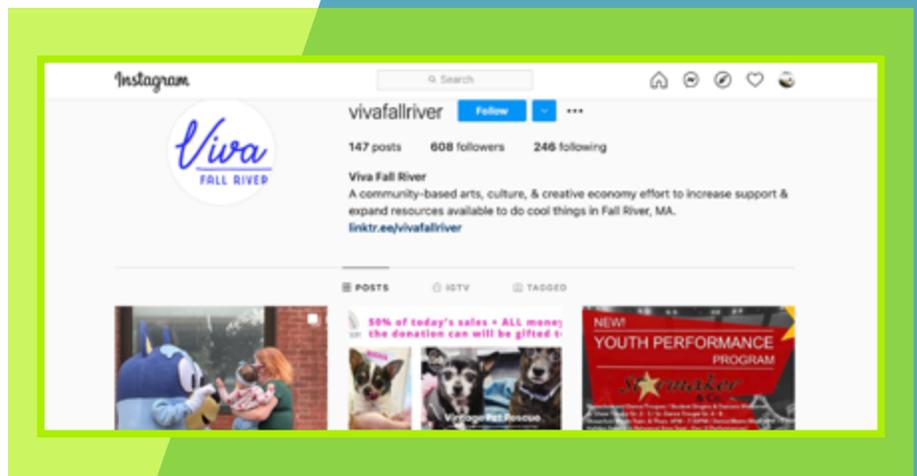
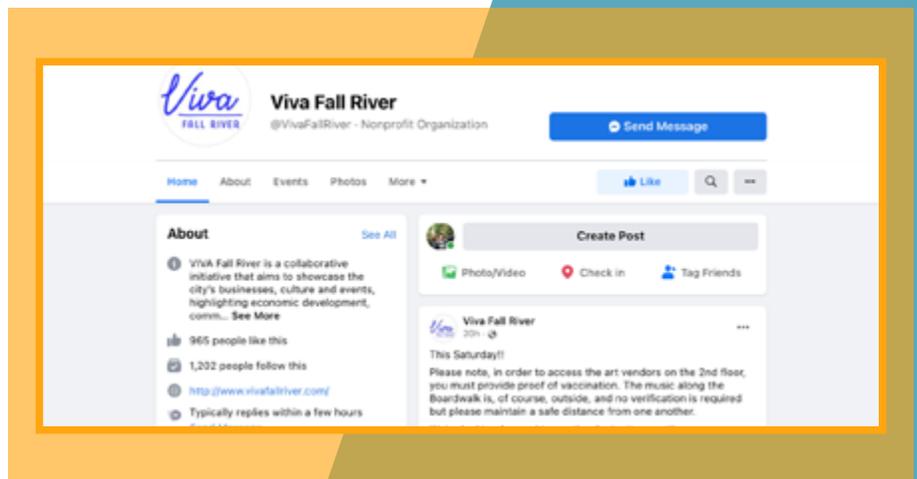
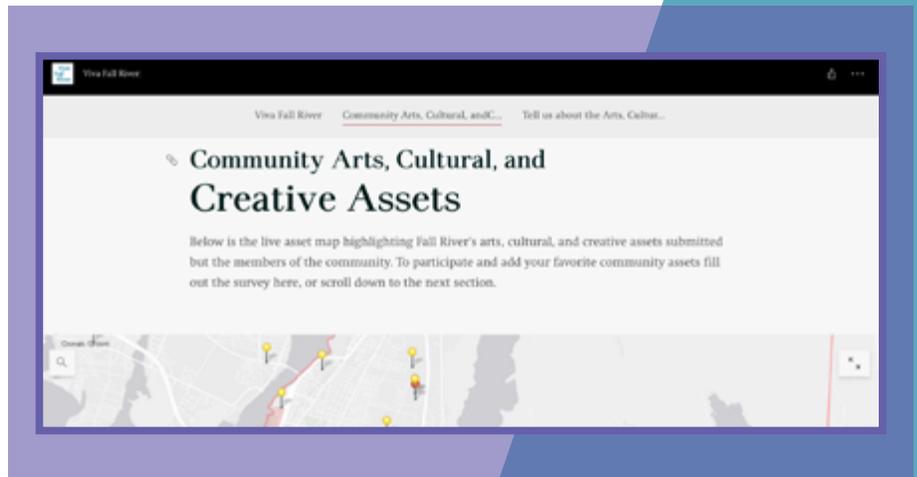
*From the start, the Fall River Arts & Culture Coalition (FRACC) has been an open-source effort and the importance of grassroots efforts that include anyone and everyone who wishes to participate is at the foundation of this plan. Through traditional and non-traditional outreach efforts, FRACC has set the standard for how arts, culture, creative economy, and tourism support and initiatives will be planned and implemented in the future, ensuring benefits are widely felt by business owners, the City, and residents.*

The Viva Arts & Culture Creative Economy Plan began in the Fall of 2020 with the engagement of a consultant to advise on, and facilitate the planning process for FRACC. FRACC is a coalition of civic leaders, arts and cultural organizations, creatives, public officials, and businesses working together to cross disciplinary boundaries to achieve common goals in the city. With over 90 members, FRACC formed the core of outreach and had monthly meetings throughout the planning process where plan updates were given, ideas tested, and input received from members on how to include residents and ensure this plan has a positive impact on quality of life while also supporting a robust Fall River economy and businesses.

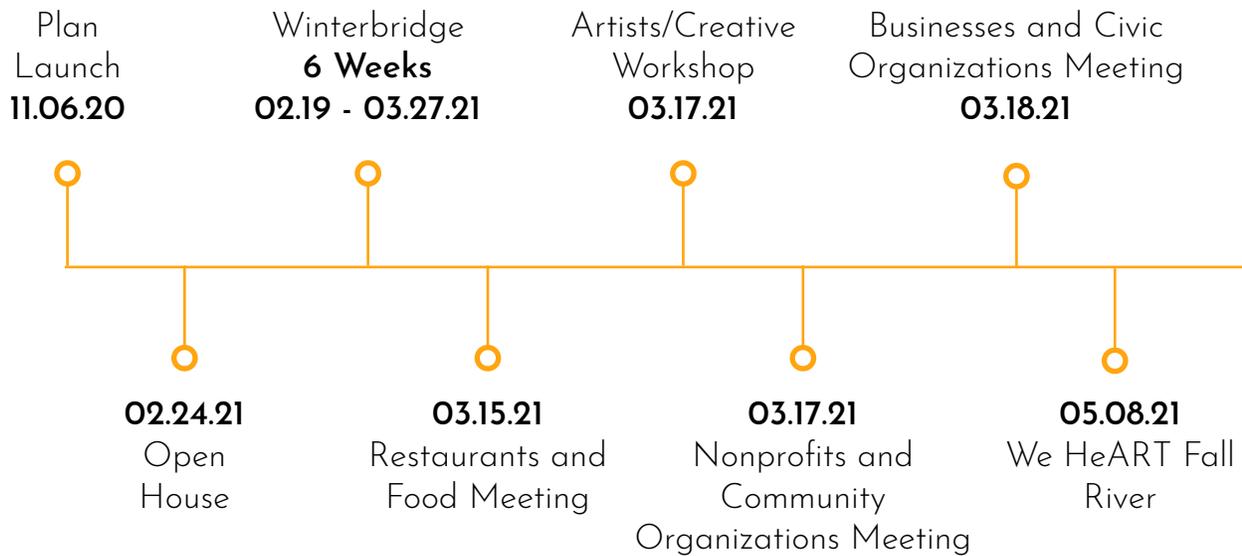
# Our Outreach Efforts

We created a website in late 2020 that offers information on the planning process and invites everyone to input favorite gathering places, arts and culture resources, public art locations, and community organizations and groups.

In addition, the Viva Fall River Facebook Page and @VivaFallRiver Instagram account helped publicize outreach events and community activities and began efforts to build a brand around arts, culture, tourism, and the creative economy.



In addition to the online mapping tool and social media, multiple meetings, focus groups, interviews, and workshops were held from early 2021 through the summer and FRACC developed a team of volunteers and members to conduct intercept surveys at city events. The graphic below illustrates the range of outreach efforts undertaken by this plan.





FRACC and City Dept  
Heads meeting  
**05.17.21**

Fall River  
Pride  
**05.27.21**

Summer Evening  
in the Park  
**07.07.21**

Summer Evening in  
the Park  
**07.28.21**



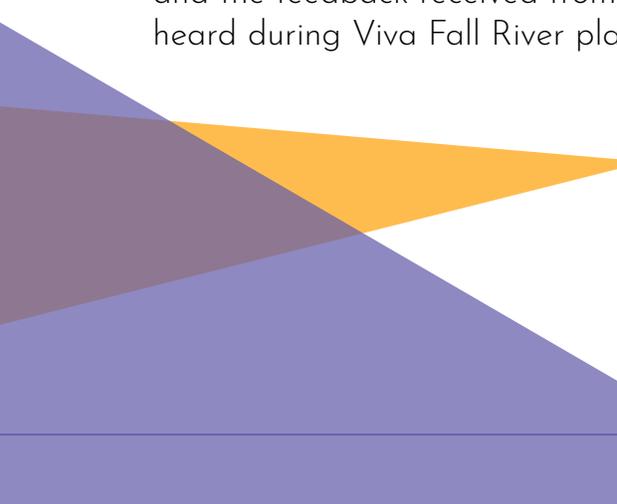
**05.21.21**  
Drive-In Film  
Series

**06.19.21**  
Juneteenth  
Festival

**07.14.21**  
Summer Evening  
in the Park

**07.30.21**  
Drive-In Film  
Series

It is important to note that in June of 2017, the Community Foundation of Southeastern Massachusetts (now known as the SouthCoast Community Foundation) facilitated a series of community listening sessions as part of its “Arts, Culture & Creativity Initiative” which was funded by the Barr Foundation. Those sessions created the early seeds for this planning effort and the feedback received from the community is in remarkable alignment with the key themes heard during Viva Fall River planning.



# What We Heard

## Assets



Diversity



Food



Location/  
Waterfront



Braga Bridge  
View



Strong City  
Leadership



Parks

Other:

- Arts
- History
- People
- The Narrows
- Children's Museum
- Fall River Symphony
- Little Theatre
- Portugalia Marketplace
- FRACC
- Grimshaw-Gudewicz Gallery at BCC
- Durfee HS Auditorium
- Festivals and Feasts
- Social Clubs and Bands
- Cambodian Temple
- Spindle City Ballet
- Fall River Museum of Contemporary Art
- ...and more!

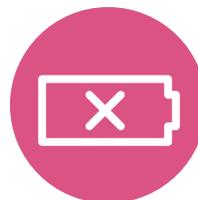
## Challenges



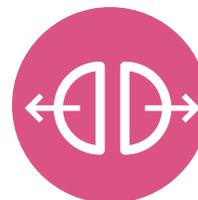
Cynicism



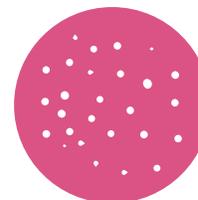
Political  
Turnover



Lacking  
Capacity



Disjointed  
Efforts



Sporadic  
Destinations/  
No City  
Cohesion



Missing an  
arts, culture  
and tourism  
coordinator

Other:

- Lacking history of cultural institutions and investment
- Many plans in the past have petered out
- We don't even know what we have. Everything is disjointed.
- There is no common calendar that is the "go-to" place
- Missed opportunity - city as foodie destination
- Many working artists in the city are under radar

## Missing Pieces



One Source  
Events Calendar



Funding



Affordable  
Artist Spaces



Waterfront  
Performances



Tourism and  
Marketing  
Direction



Youth  
Involvement

Other things missing in Fall River:

- Unifying force (in the past) to pull it together (FRACC here now...have hopes)
- Visible presence and density of contemporary artists
- A signature initiative
- Large gathering space
- No bigger vision...just plodding along in our silos
- Connections between people, organizations, ideas, places

## Hopes



Cultural/Tourism  
Coordinator



Encourage  
Collaboration



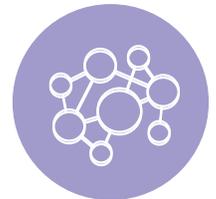
Supportive  
Environment  
for Artists



Resident  
Ownership



One Source  
Events  
Calendar



Initiatives That  
Cross Spectrum

Other:

- Long-term political and financial sustainability
- Tell a cohesive and compelling story of the city
- Focus on connections: arts, culture, tourism, restaurants, waterfront, history, trails, farmers' markets, transportation, public works, active living

## Arts, Culture, and the Creative Economy Preference Survey

Arts, culture, and creativity take many forms--from dance, street art, and murals to music, painting and public art. It also includes crafting, making things, art classes, mentoring and even events and cultural food experiences. At eight various community events the project team asked attendees to select three forms of art, culture, or creativity that you would like to see in the city or your neighborhood from a provided list. Below are the top three community preferences from these surveys:

1<sup>st</sup>



**Music  
Indoors/Outdoors**

2<sup>nd</sup>



**Festivals  
and Events**

3<sup>rd</sup>



**After-School Music  
and Youth Mentorship  
Programs**

Full community preferences from the surveys listed below:

- Music Indoors/Outdoors **15%**
- Festivals and Events **14%**
- Afterschool Youth Mentorship and Music Programming **12%**
- Lighting Art **8%**
- Street Art **8%**
- Murals **8%**
- Public Art **7%**
- Functional Art **7%**
- Museum Galleries **6%**
- EcoArt **5%**
- Art Crosswalks **5%**
- Intergenerational Art **4%**

### Survey Respondents Demographics

- 69 survey respondents live in Fall River
- 21 survey respondents work in Fall River
- 12% of respondents under 18
- 6% of respondents 19 - 24 years young
- 18% of respondents 25 - 34 years young
- 20% respondents 35 - 44 years young
- 11% respondents 45 - 54 years young
- 17% respondents 55 - 64 years young
- 11% respondents 65 - 74 years young
- 5% respondents 75 and up



## Recurring Themes

The overarching themes that emerged from our outreach efforts have helped shape our goals and strategies. These themes and focus areas include:



**A Broad Understanding of Arts, culture, and creativity:** Arts, culture, and creativity permeate every part of life in Fall River and we must celebrate and advertise this! This effort is inclusive of local community traditions, food, and craft as well as more formal efforts to support contemporary art, street art, theater and music, and entrepreneurs who are making new things in new ways in the city.



**Focus:** this effort must stay focused over time, transcending politics and efforts to move outside our strong collaborative framework. Shifting to new priorities and new initiatives constantly does not help us achieve success in our goals. We must stay focused on growing resources and leveraging investments (time, money, political capital) for multiplying returns.



**Sustainability:** Funding is needed for long-term paid professional staff to oversee plan implementation. We cannot depend on volunteer efforts to keep this initiative going. Everyone is already doing as much as they can.



**Collaboration and Cooperation:** There is power in aligning goals and interests across organizations, businesses, groups, and individuals. When everyone is in silos we can't achieve our full potential.



**Residents and Community:** At the end of the day, if what we do doesn't benefit residents, our neighborhoods, and businesses in tangible ways, we will not be successful. Our efforts must support enhanced quality of life and economy vitality for all.



**Artists and Creatives:** arts, culture, and creative endeavors and businesses need more visibility in the city and need a critical mass. This includes everything from local ethnic traditions to creative making/craft industries to contemporary and street art.



**Seize the Moment:** There is a concern for gentrification and the impacts on housing and affordable arts and creative spaces. With an abundance of relatively affordable larger older industrial buildings, we must act now to explore ways to protect affordability and grow the inventory of available spaces.



**Events and Festivals:** Almost everyone talked about events...wanting more of them, ensuring neighborhoods have events, and designing them so that they support local businesses.



**Role of the City of Fall River:** This plan is in alignment with City goals and interests including a more vibrant economy, enhanced quality of life, and increased tourism. The City must be a major partner in this effort for us to achieve success and its input and place at the table must continue.

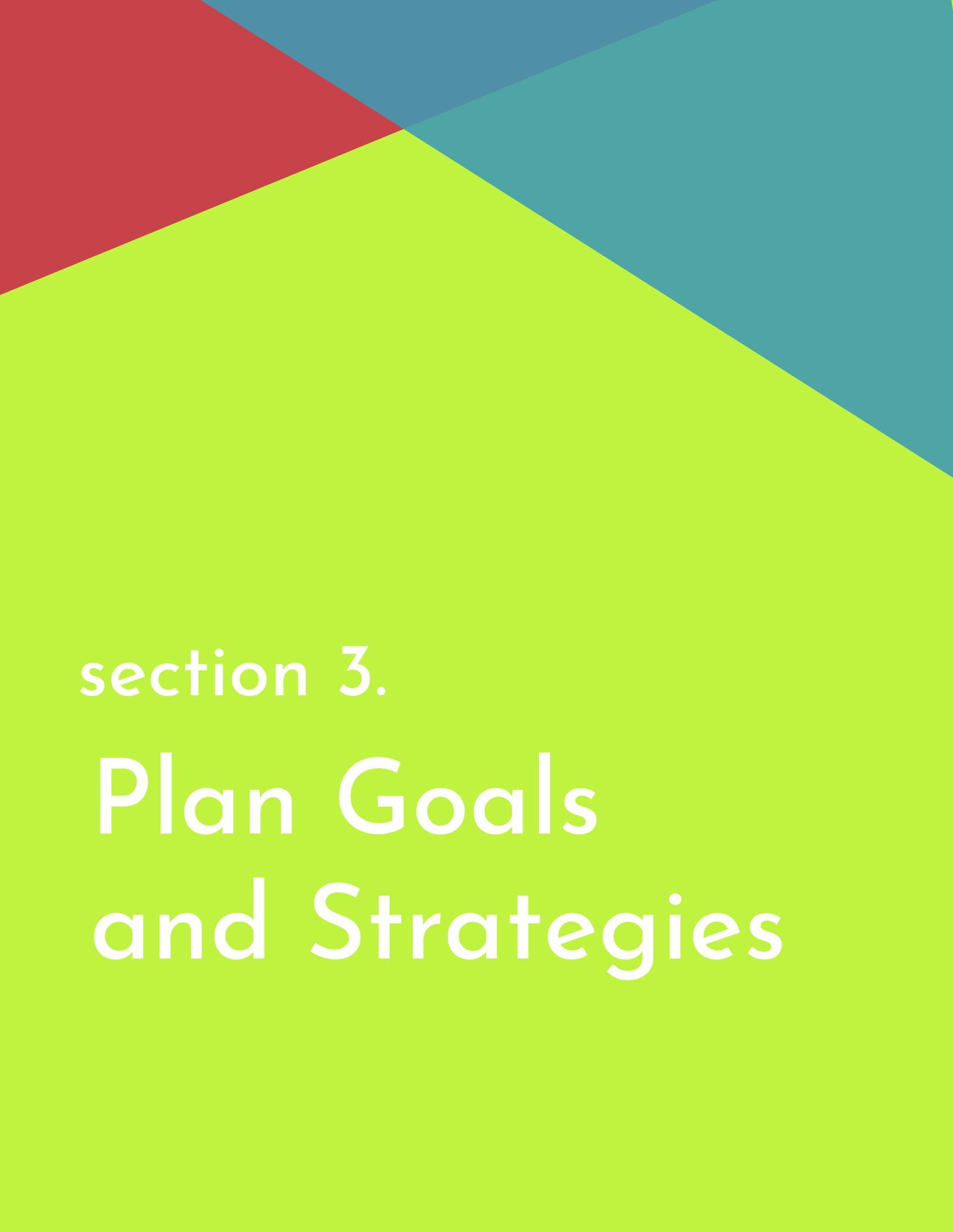


**Measuring our Progress:** This plan sets out goals and a major timetable for the next ten years. We must be accountable for our work and measure our progress against the metrics for success outlined in the plan, including yearly report cards and a community summit to assess what we have achieved and how to move forward.

## Conclusion

What we heard has directly shaped the goals and strategies outlined in the next chapter. While the community clearly outlined potential challenges, there is great optimism and enthusiasm for moving forward. The collaboration of so many organizations, individuals, and civic groups during the Covid-19 Pandemic set a new standard for communication and cooperation that is exemplified in the work and composition of FRACC. After almost two years of working and talking together, everyone is ready to maintain the open-source nature of this effort and get to work!





section 3.

# Plan Goals and Strategies

*The goals of this plan support many of the goals in the City's Master Plan, goals for the downtown, economic development policies, and the desire to grow the tourism economy in the city. FRACC views the work of this plan as an extension of the City's work in implementing a range of plans and strategies to enhance quality of life, grow our economy, and increase opportunities for all.*

FRACC has developed this plan as a framework, outlining goals and strategies while encouraging and accommodating the open-source spirit of the FRACC effort from the start. To that end, many of these strategies are loosely described. The intention is to let continued community involvement and feedback dictate how best to implement elements of this plan. It is FRACC's intent that an annual Fall River arts, culture, and creativity summit be a time to reflect on previous year's progress, articulate metrics for success and indicators toward progress, and set the agenda and implementation priorities for the year ahead.

The first five goals reflect the focus areas for the plan and the sixth goal provides the means for action:



FRACC brings together a diversity of the city - if this plan can be the meeting ground for service providers and arts and culture, we can have extraordinary impacts on our community.

– Winter 2021 Artists and Creatives Workshop Participant

# Goals + Strategies

## Goal #1: Support and grow a vibrant creative economy.

### Focus on: Creative Economy - Artists, Businesses/Entrepreneurs, Organizations

*Make Fall River a magnet for creativity by supporting, attracting, and retaining artists and creatives, including creative businesses, entrepreneurs, and organizations for living and working in the city.*

There are strong ties between arts and economic development. Studies show the positive impacts that community arts, placemaking, and cultural opportunities have on the quality of life for residents, the health of retail and dining districts, as well as the effect on successful business recruitment and employee retention in addition to satisfaction. Strong collaborations between the arts/cultural community, businesses, and community organizations can reap rewards for all.

### Strategies:

#### **1.1. Develop a cross-sector Working Group designed to recruit creatives, makers, and artists to the city, support economic development and tourism, and identify spaces and opportunities to support same.**

Create a Working Group that includes the larger Viva Fall River Initiative, One SouthCoast Chamber, the Fall River Redevelopment Authority, MassDevelopment, City of Fall River representative(s): planning, economic development, Mayor liaison, and others as appropriate. The purpose of this group would be to ensure messaging, recruitment materials, and investments support an ecosystem of creativity and entrepreneurship in the city. Focus areas would be:

- Building redevelopment and affordable space opportunities: makerspaces, incubators, performance and rehearsal venues, and workshop spaces
- Recruitment materials and economic development efforts
- Networking and peer to peer mentorship (*See Case Study 1.1: 2 Degrees Program*).
- Liaison and collaboration across efforts in the city – public and nonprofit endeavors, as well as private efforts around space and business growth

Step one is finding someone to pull it together - if this plan can be the leader and coordinate things going forward, it will be a major win for everyone.

- Stakeholder at Winter and Spring 2021 outreach event

### **1.2. Support artists, creatives and arts and cultural organizations in their work and visibility.**

Artists and creatives are the backbone of arts, culture, and creativity in Fall River. Supporting creative work with grants, paid opportunities for art and other work, and coordinated marketing is a core strategy of this plan. In addition, arts-based businesses and entrepreneurs, as well as cultural events and destinations, can enhance experiences for residents, workers, and visitors. Artists and businesses can support the city as a food and cultural destination. Providing incentives for the development of affordable work and live/work spaces, as well as makerspaces in new projects can help support the creative economy. This goal is also related to Goal #4 Spaces.

### **1.3. Create and strengthen ties between the business and arts/cultural communities.**

Arts and cultural organizations have many shared goals and challenges with businesses. Commercial districts are struggling and arts and cultural offerings provide the experience and authenticity that cannot be duplicated with online shopping.

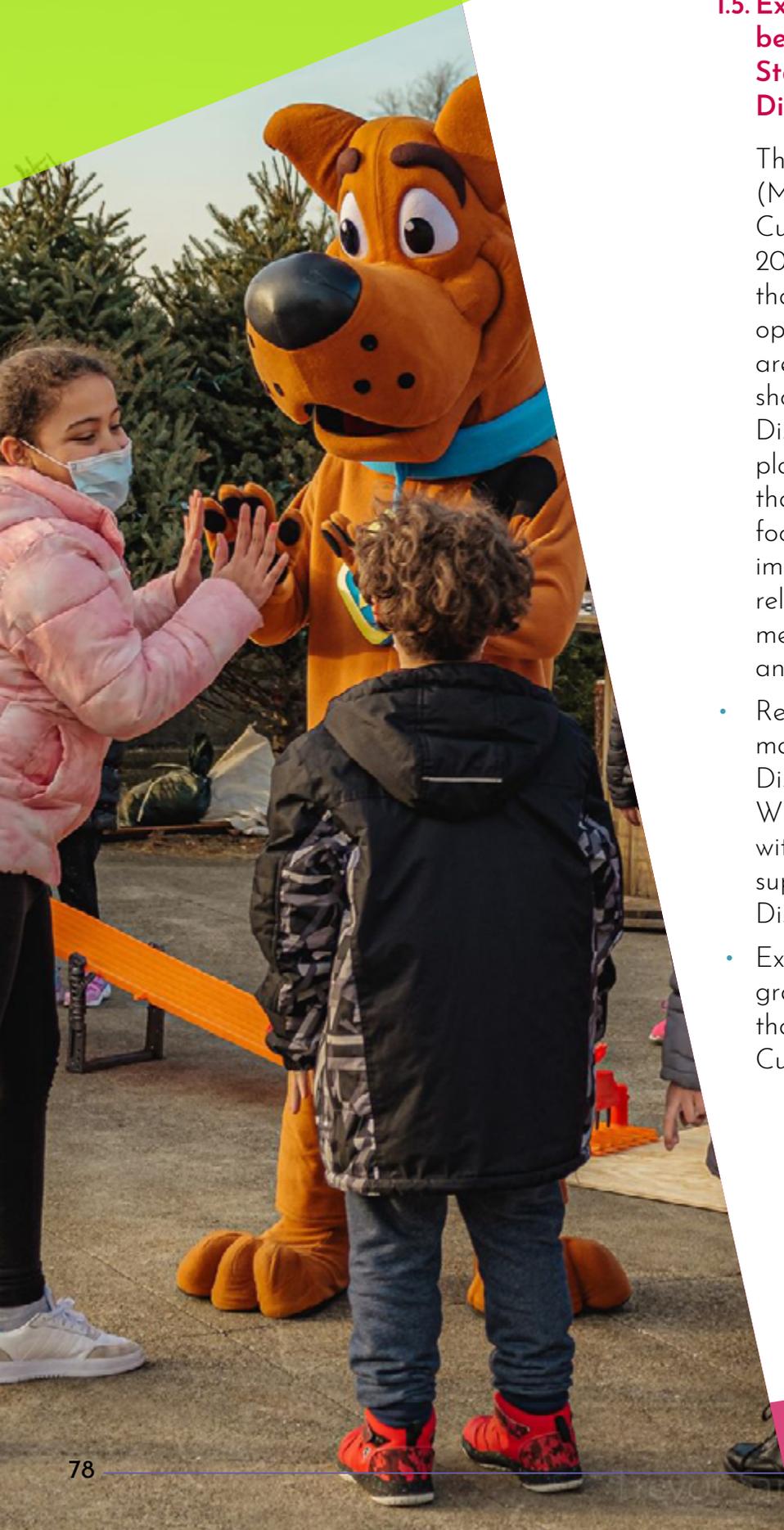
- Cross-promotions between arts and dining and retail (marketing, discounts, walking tours and experience packages)
- Monthly late-night dining/shopping/cultural programs—see Goal #3

## Goal 1 Strategies Continued:

### 1.4. Support City policies that encourage arts and maker uses in vacant storefronts.

Vacant storefronts detract from the image of commercial areas and the overall vitality of public spaces and business districts. New City policies, such as a Commercial District Ordinance, could provide overall support, incentives, and technical assistance to property owners, managers, and arts, cultural, and creative uses and organizations by allowing temporary use of vacant spaces for pop-up retail, artists space, galleries, and other creative sector uses. The focus area should be South Main Street as an initial program area. Require landlords to register vacant ground floor space in designated districts in a central database and to consider “leasing” space at low cost, no cost, or utilities only to entities in the database as potential temporary tenants (*See Case Study 1.4: Renew Newcastle*).

- Support adoption of a City ordinance to:
  - Create temporary use permits for pop-up retail, event, gallery “spaces” and remove impediments to the temporary use of vacant spaces (such as increased parking requirements for temporary uses or use of expanded outdoor spaces).
  - Require or encourage landlords to exhibit art in the windows of vacant ground floor space (curated and organized/installed by Viva Fall River - funded by vacant space registration fees).
- Collaborate with partners (Viva Fall River, City of Fall River, others) to create a pop-up and vacant storefronts “Kit” to simplify the process and make all requirements and goals clear.
- Identify a nonprofit or business willing to include pop-up uses on its liability insurance agreements as an extension of its basic coverage.
- Conduct a search of regional makers and creatives, using Etsy, eBay, local nonprofits, and other lists to survey space and retail needs, market the program to these regional creatives.
- Collaborate with partners to conduct an intensive and targeted marketing campaign, complete with event programming, to promote this concentration of uses.



### 1.5. Explore how to maximize benefits and impact from the State-designated Cultural District on the waterfront.

The Massachusetts Cultural Council (MCC) Fall River Waterfront Cultural District was designated in 2020 and current efforts to parlay that designation into enhanced opportunities for arts and culture are dormant. Viva Arts & Culture should explore how the Cultural District can integrate into overall plan goals. It is important to note that this plan is committed to focused efforts to maximize positive impact. Exploration of opportunities related to the Cultural District is meant to support focused efforts and not distract from core goals.

- Revisit the plan and commitments made as part of the Cultural District designation application. What goals are in alignment with this plan? How can this plan support goals stated in the Cultural District designation process?
- Explore potential financial benefits, grants, and marketing opportunities that may be possible through the Cultural District designation.

## Goal #2: Support culture and creativity across the city and create real and measurable positive impacts for residents and neighborhoods.

### Focus on: Residents and Neighbors

*Cultivate a distribution of arts, cultural, and civic opportunities across Fall River geographies, interests, and communities by supporting and maintaining attractive, active, and accessible spaces that can host events, gatherings, activities, and public art of varied types.*

The Viva Arts & Culture initiative embraces culture and creativity of all kinds. Efforts to grow the cultural economy of the city must have a tangible positive effect on the existing residents, neighborhoods, and local businesses in Fall River. Ongoing plan initiatives and implementation must have broad input and buy-in of a diverse cross-section of the city's population and must articulate clear and tangible ways that the plan will matter to residents. With distinct neighborhoods across the city, initiatives must ensure a varied and continued distribution of events and initiatives, as well as funding, for programs that offer relevant and accessible arts and civic opportunities spanning Fall River's geographic expanse. Goal #2 focuses on ensuring an equitable distribution of resources and support for all segments of Fall River and emphasizes the importance of including the wide array of community nonprofits and social service organizations in planning.

### Strategies:

#### **2.1. Support the creation/growth of afterschool mentoring programs in art, music, and other creative endeavors for youth and teens in the city.**

Multiple organizations and institutions are focused on teen and young adult mental health, education, and mentorship in the city. FRACC brought many of these stakeholders together and common goals and interests have been revealed (See Case Study 2.1: Studios at Colton School).

- Create a working group of interested parties to outline available resources, current programs, goals and missions.
- Identify overlapping goals and efforts and explore ways resources and expertise can be combined to magnify positive impact.
- Work with the City, private property owners, and the Redevelopment Authority to identify appropriate spaces and venues to house efforts in this area.

## 2.2. Encourage and support the creation of a major makerspace or a shared tool and equipment library.

There are various efforts and resources in Fall River regarding media libraries, makerspace, and innovation centers. Coordination of efforts, common lending/access rules and guidelines, and pooled resources could provide expanded opportunities for residents and also for entrepreneurs and home-based businesses (See *Case Study 2.2: Somerville Media Center*).

- Create an inventory of efforts, spaces, and organizations/businesses providing materials and equipment.
- Meet to compare goals, target constituencies, and areas of potential collaboration.
- Identify policies, resources, spaces, etc., for a combined effort.

## 2.3. Encourage programs and initiatives that offer learning opportunities in City Parks and other public spaces related to city history, ecology, climate change, art, eco-art, etc. using art and environmental art.

Parks and public spaces are open to all and provide excellent venues for public art, learning, and civic collaboration. Collaborate with Parks and Recreation and the Parks Board of Commissioners to establish areas where arts and culture can inform park decisions and enhance park use.

- Use landscape features such as gardens, plants in public parks, and trees as learning opportunities for art, environmental conditions, nature education, and eco-art and climate issues (*Case Study 2.3: Street Lagoon*).
- Incorporate eco-art and environmental art into park design, new plantings, and City infrastructure projects (street furniture, transportation, etc.)

## 2.4. Support farmers' markets/arts collaborations throughout the city.

Farmers' markets attract a diverse group of residents and also visitors. These venues can showcase art and culture and provide a place to highlight varied cultural traditions and histories of Fall River (*Case Study 2.4: Sowing Place*).

- Collaborate with the Fall River Farmers & Artisans Market and other existing Farmers' Market efforts in the city to identify opportunities to weave arts and culture into events.
- Identify community nonprofits and service providers who wish to partner to explore ways to use art as part of healthy food initiatives, senior citizen services, and other community services.

**2.5. Create a community arts fund that provides small grants to neighborhood organizations and community groups to host hyper-local arts and cultural events.**

To ensure that arts, cultural, and civic opportunities are available and continue across all neighborhoods of Fall River, small grants can allow each community to decide regarding what cultural events or initiatives are most important. A small fund for civic events can provide support to neighborhood associations and community groups and be used for such things as neighborhood movie nights, small music events, dance classes, and art workshops. Requirements for grants should include: 1) Contributes to a generally diverse geographic distribution of activities throughout the city; 2) Events are open to the general public and widely advertised; and 3) Events occur on public property or in publicly accessible space (*Case Study 2.5: Community Connections Micro-Grants*).

- Create a small fund available for neighborhood associations, nonprofits working in the community, and other groups.
- Solicit proposals twice yearly for small events or initiatives and then distribute grants to support activities such as music in public spaces and parks, arts workshops, family movie nights, and more.

We can't  
compete  
without  
tourism.  
There are  
no places  
to stay  
here, and  
no hotels  
downtown.

– Stakeholder  
Interview,  
Spring 2021

## Goal #3: Support a wide-range series of events at varied scales for neighborhoods, downtown, and visitor destinations.

### Focus on: Events

*Support a variety of existing and new events at different scales and for different audiences...from local neighborhood happenings to large-scale events that draw visitors, increase the city's visibility, and support local businesses.*

Events were mentioned repeatedly in conversations and meetings and are seen as a way to build and celebrate community and the diversity and strengths of the city. Events should be planned at every scale. Smaller, local events can support community pride and provide opportunities to showcase local traditions and cultural practices. Larger city-wide events can highlight the diversity of the city and create connections between groups and neighborhoods as well as attract visitors to the city. National and international programs can spotlight Fall River, enhance its image, and provide assistance for business and creative economy recruitment.

### Strategies:

#### **3.1. Create and support recurring events that combine dining, culture, and shopping.**

Creating recurring events and programs that link food, culture, and retail in Fall River can create “stickiness” for downtown and the cultural and food destinations in the city...linking Fall River’s image to culture and food and benefiting a wide array of businesses and venues.

- Create a monthly mid-week late-night “Taste of Fall River Food and Culture” culture/dining/shopping event. Work with restaurateurs, cultural venues, and businesses to coordinate hours and marketing. Encourage companion dining and shopping during the evening and movement from one area to another and develop a program of short offerings of music, theater, art showings in cultural and public spaces (*Case Study 3.1: Burning Coal Theatre Cemetery Plays*).

- Grow existing restaurant weeks and food promotions by expanding marketing to regionally and beyond through tourism channels to draw from a wider market area.
- Facilitate collaboration between restaurants and artists to transform restaurants into visual arts galleries with changing monthly exhibits.

#### **3.2. Host an annual international cultural festival (or support the growth of an existing initiative, such as FABRIC, to a greater scale).**

Larger-scale cultural festivals can raise the visibility of the city as a cultural destination.

- Partner with business and civic groups, as well as cultural organizations to identify ways that scheduling, locations, and promotions can benefit existing food and retail destinations.
- Focus on celebrating food, music, and visual arts.

## Goal #4: Identify and support opportunities for sustainable affordable arts and creative business spaces and expanded use of public spaces for arts and culture

### Focus on: Spaces

*Encourage the use of older buildings, public spaces, and natural areas to further support arts, culture, and the creative economy and act now to protect affordability in the future.*

One of Fall River's greatest assets is its spaces – large relatively affordable mill buildings and other spaces, the city's waterfront location, proximity to Boston, Providence, and Newport, and its topography, forests, and other green and waterfront spaces. Acknowledging the value of these spaces and protecting them can provide significant benefits for residents and businesses. Gentrification is already underway in Fall River. With the completion of the commuter rail station and the continued conversion of mill buildings for housing units, the trend will continue. Stakeholders have been clear that a main asset of the city is the abundance of large, lower-cost spaces that are ideal for arts, culture, and entrepreneurial spaces. Almost all the current spaces used for artist studios and related activities are the result of benevolent landlords and existing low rent structures with no site control or longer-term affordability protections. Without a strategy to secure buildings and spaces for the long-term, Fall River will follow the path of every other changing and gentrifying city in the region and country...a loss of affordable spaces and an exodus of the creative community out of the city.

### Strategies:

#### 4.1. Create and maintain an inventory of private and public spaces available for arts, cultural, and civic use.

Information on available buildings and spaces for cultural and creative use is fragmented. FRACC can conduct and

maintain an inventory of available spaces in the city. This inventory can highlight available institutional space, religious buildings, schools, and other facilities that could be available for rental and/or free public use. The inventory can be publicly accessible and used by the Working Group in Goal #1 to recruit creatives and businesses to the city (*Case Study 4.1: Boulder County Arts Alliance*).



- Send a survey to all nonprofits, public entities, schools, and religious entities as a start, requesting information about the availability of space for use and/or rental for cultural and arts uses. Gather information through this survey on the following space characteristics:
  - Physical address
  - Contact information for owner or manager
  - Rental availability and guidelines
  - Suitability of space for
    - Rehearsals
    - Music
    - Performance and/or dance
    - Making, exhibiting & selling art
    - Meetings
    - Hosting virtual events/podcasts
    - Exhibits of two-dimensional and/or three-dimensional artwork
  - Size and capacity of space
  - Hours/days available for use
  - Associated amenities
    - Kitchen
    - Changing rooms
    - Gathering spaces
    - Restroom facilities
  - ADA accessibility and limitations
  - Cost for rental/use
  - Other pertinent information
- Create and maintain a public database of available spaces and update yearly through an annual survey.

## 4.2. Identify and implement strategies to protect and grow affordable spaces for arts, cultural and creative uses in the city.

There are a number of efforts underway to put underutilized and vacant spaces back to work in the city. The cross-sector Working Group mentioned in Goal #1 could be a good vehicle to collect information on potential affordable spaces in the city that could be targets for arts and creative use redevelopment and reuse, as well as to recruit mission driven developers, work with nonprofits, and seek funding sources for the creation and protection of affordable spaces for live/work, work, making, and exhibition and educational uses.

- Create an affordable space Working Group consisting of Viva Fall River, the Fall River Redevelopment Authority, YEAH! Corps, and other interested nonprofits. The group would be charged with looking at potential projects for affordable spaces, and identifying partners for development/redevelopment.
- Map buildings for potential affordable space projects and identify potential partners in redevelopment, programming, and ongoing management.
- Assess the regional market for affordable space for live/work, workshops, types of creative work, learning, rehearsal and practice spaces, and other forms of spaces by conducting a market study.
- Use space inventory and market study to recruit mission driven developers or facilitate collaborative teams for the purposes of purchase/redevelopment/reuse.



## 4.3. Support a permanent outdoor dining ordinance in the city.

Covid-19 responses to indoor dining prohibitions in restaurants demonstrated the feasibility and popularity of outdoor dining. Outdoor dining venues create more vibrant public spaces and municipalities across the state are transforming emergency temporary outdoor dining ordinances into permanent allowances for dining plazas, parklets, and sidewalk spaces for restaurants. Fall River's offering of ethnic eateries creates an ideal environment to use outdoor dining to market the food assets of the city and compete regionally with other dining destinations.

- Use the Commonwealth of [Massachusetts DHCH LRRP Outdoor Dining and Retail Toolkit](#) to inform Fall River's Outdoor Dining Policy.
- Craft an outdoor dining ordinance that supports a vibrant public realm and commercial areas.

#### **4.4. Support efforts to streamline permitting and licensing for public events, temporary space use, and arts and cultural activities.**

Many cities have inspectional services and public health and safety departments that work together to clarify permitting for events and activities. This can reduce the barriers and costs to activating public spaces and enlivening neighborhoods and business districts. In the beginning months of the Covid-19 Pandemic, many municipalities streamlined their permitting and licensing processes and reduced or eliminated requirements to help businesses adapt and survive during the shutdown. These changes demonstrated the power of collaborative action and permitting. The City of Fall River should evaluate the permitting and licensing processes and refine and streamline requirements wherever possible. Streamlined permitting and licensing could be applied to the following:

- Outdoor dining
- Music performances in commercial areas and the Cultural District
- Food trucks (with a maximum number of permits issued for specific locations on designated days)
- Street fairs/street closings
- Movie nights/community nights
- Festivals
- Music performances in private and nonprofit spaces

#### **4.5. Advocate for the provision of electrical and lighting, and data hookups in public spaces and parks.**

The use of public spaces for civic and cultural events and activities can be more cost effective and feasible if these spaces have electrical, data, and audiovisual availability. In addition, lighting can extend the useful hours of spaces. The City of Fall River can support these amenities through revised zoning, development agreements, and its own infrastructure and capital improvements.

- Plan and fund for the inclusion of electrical and water into public space and parks improvements wherever possible.
- Revise zoning and development regulations to require electrical and water hookups in all outdoor gathering spaces and plazas provided in private development projects.

## Goal #5: Support the creation of publicly accessible art across the city.

### Focus on: Publicly Accessible Art

*Encourage all efforts to produce publicly accessible art and encourages opportunities to tie in these efforts with artist professional development opportunities, including mentorship of teen artists.*

Public art programs take significant resources of time and money. At the same time private efforts to create publicly accessible art can often be easily achieved through agreements between private property owners and artists and sponsoring organizations or businesses. Examples include murals on the sides of private buildings, pavement paintings in parking areas and courtyards, and sculptures at building entrances or plazas, to name a few. The City of Fall River can also support publicly accessible art through partnerships and innovative projects that treat infrastructure as canvasses (bridges, roadways, vehicles, street furniture, signage, etc.) (*Case Study 5.0: Mural Arts, Philadelphia*).

### Strategies:

#### 5.1. Create a publicly accessible art map.

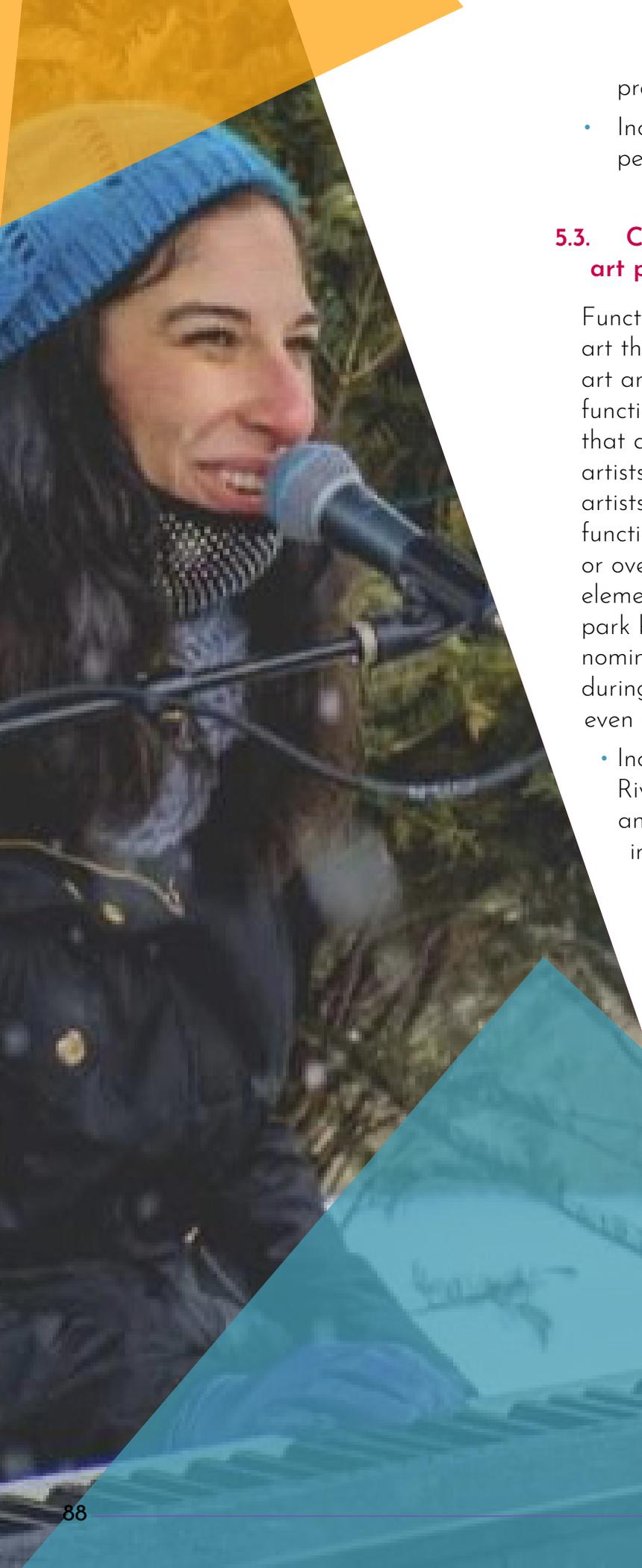
Support for publicly accessible art in the city includes continuing the cataloging and mapping of publicly accessible art and marketing this art as part of the cultural life and experience of the city for residents and visitors.

- Use social media campaigns encouraging residents and visitors to post publicly accessible art photos and use this information to build out the draft inventory of art created during the Viva Arts & Culture planning process.
- Post the publicly accessible map online at the Viva Fall River site and encourage inclusion of publicly accessible art sites in historic, culinary, and other walking tours.
- Celebrate new additions to the city's publicly accessible art.

#### 5.2. Encourage publicly accessible art throughout the city.

Encourage the expansion of publicly accessible art in the city, as well as experimentation and thematic exploration throughout the city.

- Explore interest by private property owners, developers, organizations, and others for hosting publicly accessible art.
- Using existing guidelines in other cities, develop a guidebook/"how to" for creating publicly accessible art to assist potential patrons, property owners, and artists.
- Identify funding sources for art, and support efforts to develop teen and artist mentorship opportunities around public art careers and public art planning and execution as a



professional endeavor.

- Include arts and cultural considerations in permitting/development requirements

### **5.3. Create a City of Fall River functional art program.**

Functional art can be described as works of art that have a purpose in addition to public art and that are utilitarian in nature. This functional art can include pedestrian bridges that are design collaborations between artists and DPW, street furniture designed by artists, art-inspired bike racks, etc. Sometimes, functional art can be the simple painting or overlay design of an existing streetscape element such as a bus shelter, trash can, or park bench. Often these art works add only nominal costs to existing projects and planning during a project's design phase make them even more cost effective.

- Incorporate functional art throughout Fall River and use an arts filter when planning and implementing City infrastructure and improvement projects
  - Create an art crosswalk program throughout the city.

## Goal #6: Create long-term, sustainable support and infrastructure for arts, culture, and the visitor economy.

### Focus on: Capacity/Leadership

*Create and sustain the capacity and leadership necessary to implement the plan.*

The number one concern of most stakeholders is the sustainability and consistency of any creative economy efforts in the city. There is a desire to prioritize, focus, and stay the course over time to realize tangible, impactful results. To this end, this goal focuses on creating and sustaining the capacity and leadership necessary to implement the plan.

### Strategies:

#### 6.1. Launch a new initiative, Viva Arts & Culture, to maximize support, collaboration, and growth for arts, culture, and civic life in Fall River.

Currently, there is no existing organization or city department/effort that addresses widespread goals for the creative economy in Fall River. To implement this plan, a well-funded and professionally-staffed initiative is needed to lead the efforts, raise money, and act as a liaison as well as convener for multiple interests in the city and region. Because this recommendation is a critical first step to achieving most of the goals in this plan, extended details and implementation suggestions for a new initiative called Viva Arts & Culture can be found in Section 4: Action.

#### 6.2. Adopt a multi-pronged approach to funding creative economy initiatives in Fall River.

Adopt policies that utilize a variety of resources and methods for funding arts and culture including:

- Existing funding: City of Fall River economic development/tourism/culture funding
- A possible Percent for Arts + Culture Capital Project Fund
- ARPA funds
- Potential private development agreements
- Utilize an arts and cultural lens for the design of all City infrastructure projects
- Grants - see potential sources in Appendix A
- Event revenues
- Membership dues
- Voluntary 1% for Arts + Culture Program for new development
- Civic Engagement and Volunteer Services (*Case Study 6.2: Mayors office of civic engagement and volunteer services, Philadelphia*)

### **6.3. Recruit and hire professional staff.**

A new initiative, Viva Arts & Culture, can achieve sustainability only with professional staff to provide the continuity and consistency needed to establish relationships, pursue sponsors and grants, and lead collaborations on multiple initiatives and programs.

- Use the job description provided in Section 4: Action of this plan to advertise and recruit for a director for Viva Arts & Culture.
- Secure three years of funding for operational expenses and create goals and metrics to measure progress to report back to funders and sponsors.
- Include a grant writer in professional staff requirements if needed.

### **6.4. Provide professional marketing and promotion for all aspects of the creative economy.**

Culture doesn't sit in a vacuum and marketing should include all aspects of the creative economy.

- Tell a compelling and vibrant "story" of Fall River that promotes and supports positivity and current businesses and life in the city.
- Work closely with Viva Fall River to coordinate efforts (see organizational diagram in Section 4).
- Collaborate with downtown management and programming entities and the City of Fall River to identify mutual goals and interests and coordinate efforts/pool resources.
- Create and maintain a comprehensive arts, culture, dining, and visitor experience calendar.

### **6.5. Maintain the open-source structure of Viva Arts & Culture.**

Viva Arts & Culture is an inclusive and open-source effort that from the start, has been open to all who wish to join and commit to the goals of the initiative. Maintaining this open-source platform and continuing to listen to residents, businesses, and the creative community is critical to the long-term success of this plan.

- Create an open-access and broadly representative initiative, open to all who wish to work toward achieving Viva Arts & Culture Goals (see Section 4: Action for recommendations on the initiative's structure).

### **6.6. Commit to accountability and continuity.**

Transparent reporting and annual report cards can help build trust, recruit partners and funders, and enhance visibility within the city and region.

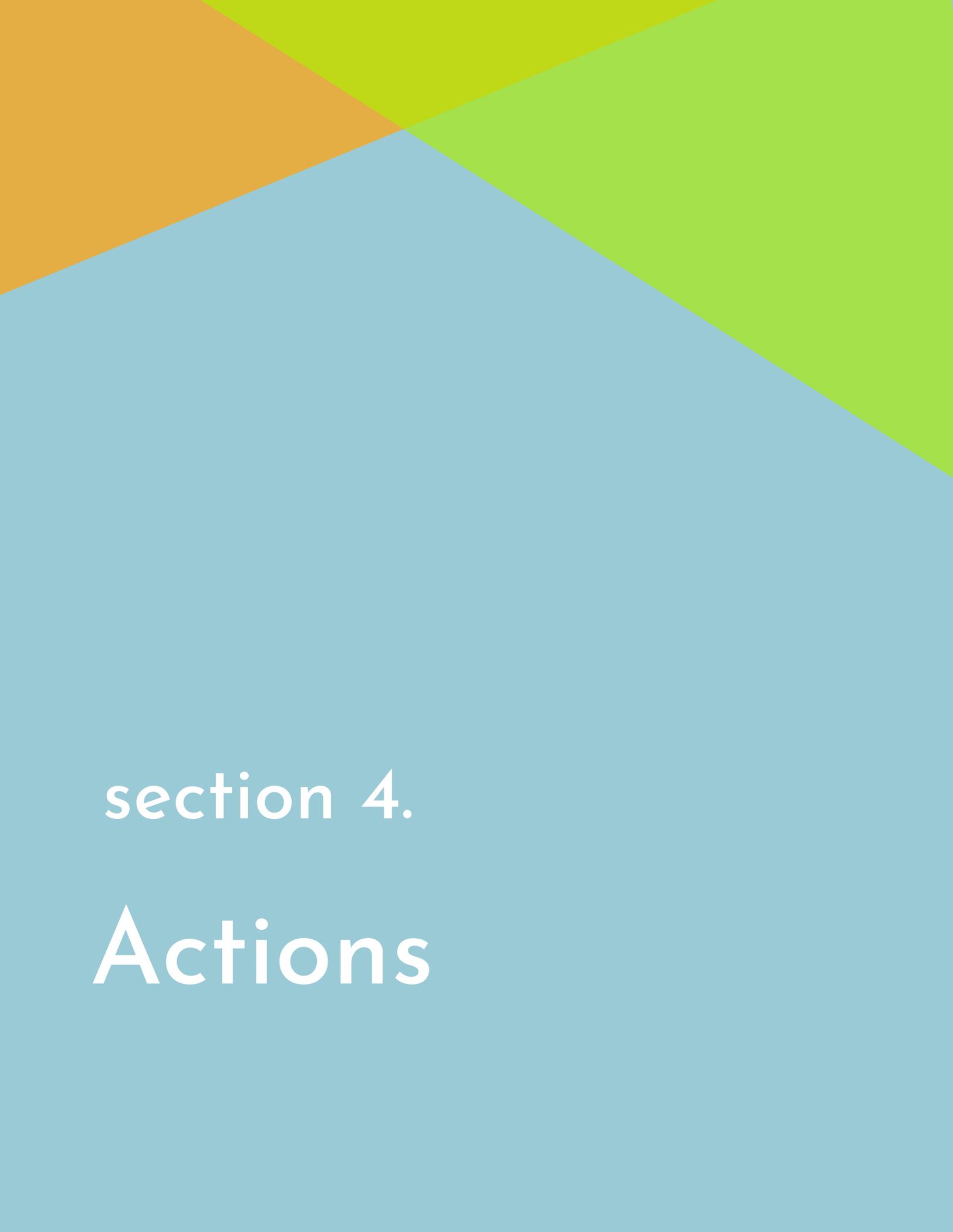
- Create a transparent and accessible process and structure for evaluating plan progress and sustaining long-term implementation.
- Conduct an annual evaluation of plan progress and communicate results to the public using metrics in Section 4 of the plan.

### **6.7. Initiate and convene an annual city-wide cultural summit.**

An annual cultural gathering can bring together arts and cultural organizations, advocates, funders, and entrepreneurs, as well as businesses and the public sector to identify goals, evaluate progress, and set work plans for the coming year. The summit could be modeled after One SouthCoast Chamber's existing summits on education and economic development.







section 4.

# Actions

A recurring theme has been the desire for consistent and focused action to support and grow arts and culture, and tourism and the creative economy. There are 6 goals and 27 strategies in this plan. These strategies are not meant to be a laundry list of wishful thinking but rather targeted actions to move forward with plan implementation.

There are three parts to this section to clarify actions, roles, and priorities:

- 1 Implementation Chart
- 2 Prioritization Recommendations
- 3 Goal #6 Start-up Recommendations

## Implementation Chart

Collaborative efforts will be needed to move forward with plan implementation. As discussed in Section 1, this plan directly supports a number of key goals of the Fall River Master Plan, the Downtown TDI effort (transitioning to the Viva Fall River initiative), and Urban Renewal Plans for Downtown and the Waterfront as well as overall economic development in the city. The Chart below lists all the plan goals and strategies and suggests roles for a variety of stakeholders. Because of the alignment of goals with City efforts, possible actions and actors cover a wide range of choices. Each action listed on the implementation chart below includes information on perceived priority/value and the level of complexity/effort to implement, which are further explained with Prioritization Recommendations later in this section. References to the relevant case studies in Section 5 are also provided.

### Key for Chart:

**FRACC:** as the governing entity for Viva Arts & Culture, will lead advocacy, marketing, and plan implementation to support arts, culture, and the creative economy in the city.

**City:** City of Fall River (when a particular department is indicated, it is shown in parentheses)

**DPW:** Department of Public Works

**MCC:** Massachusetts Cultural Council

**RDA:** Fall River Redevelopment Authority

**Viva FR:** Viva Fall River, as the umbrella effort under which Viva Arts & Culture will exist. Viva FR is the successor to the MassDevelopment TDI effort for downtown as in initial focus, expanding city-wide.

Priority/ Value 5 (high) 1 (low)	Complexity/ Effort 5 (high) 1 (low)	Who (lead is in bold)	Possible Funding	Notes/ Relevant Case Studies
<b>Goal #1: Support and grow a vibrant creative economy.</b>				
<b>Strategy 1.1</b> Develop a cross-sector Working Group designed to recruit creatives, makers, and artists to the city, support economic development and tourism, and identify spaces and opportunities to support same.				
5	1	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>City</b></li> <li>• Viva FR</li> </ul>	City grant to initiative for city-wide efforts	Requires formation of Working Group for the Creative Economy.
<b>Strategy 1.2</b> Support artists, creatives and arts and cultural organizations in their work and visibility. Artists and creatives are the backbone of arts, culture, and creativity in Fall River. Supporting creative work with grants, paid opportunities for art and other work, and coordinated marketing is a core strategy of this plan. In addition, arts-based businesses and entrepreneurs, as well as cultural events and destinations, can enhance experiences for residents, workers, and visitors. Artists and businesses can support the city as a food and cultural destination. Providing incentives for the development of affordable work and live/work spaces, as well as makerspaces in new projects can help support the creative economy. This goal is also related to Goal #4 Spaces.				
5	3	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• City</li> <li>• MCC</li> </ul>	City or Organization Staff Time	Requires formation of Working Group for artists and arts and cultural organizations.
<b>Strategy 1.3</b> Create and strengthen ties between the business and arts/cultural communities.				
5	2	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>Viva FR</b></li> </ul>	-	
<b>Strategy 1.4</b> Support City policies that encourage arts and maker uses in vacant storefronts.				
4	4	<ul style="list-style-type: none"> <li>• <b>Viva FR</b></li> <li>• <b>City</b></li> <li>• FRACC</li> <li>• RDA</li> </ul>	City Staff Time	This may be the easiest to implement as there are multiple examples of successful temporary and longer-term storefront programs across the US.
<b>Strategy 1.5</b> Explore how to maximize benefits and impact from the State-designated Cultural District on the waterfront.				
2	4	<ul style="list-style-type: none"> <li>• <b>City</b></li> <li>• FRACC</li> <li>• RDA</li> <li>• MCC</li> </ul>		

Priority/ Value 5 (high) 1 (low)	Complexity/ Effort 5 (high) 1 (low)	Who (lead is in bold)	Possible Funding	Notes/ Relevant Case Studies
<b>Goal #2: Support culture and creativity across the city and create real and measurable positive impacts for residents and neighborhoods.</b>				
<b>Strategy 2.1</b> Support the creation/growth of afterschool mentoring programs in art, music, and other creative endeavors for youth and teens in the city.				
5	2	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>United Neighbors</b></li> <li>• YEAH! Corps</li> <li>• The Narrows</li> </ul>	South Coast Community Foundation	
<b>Strategy 2.2</b> Encourage and support the creation of a major makerspace or a shared tool and equipment library.				
2	5	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> </ul>	Institute of Museum and Library Services Grants	There are resources for equipment in video and music production in the city that little-known. This strategy focuses on bringing together those who have resources, equipment, and expertise to create an accessible maker space or lending library and training for equipment and tools.
<b>Strategy 2.3</b> Encourage programs and initiatives that offer learning opportunities in City Parks and other public spaces related to city history, ecology, climate change, art, eco-art, etc. using art and environmental art.				
2	4	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>City Parks Staff</b></li> <li>• City Parks and Rec Board</li> </ul>	Mass Humanities, New England Foundation of the Arts	

Priority/ Value 5 (high) 1 (low)	Complexity/ Effort 5 (high) 1 (low)	Who (lead is in bold)	Possible Funding	Notes/ Relevant Case Studies
<i>(continued) Goal #2: Support culture and creativity across the city and create real and measurable positive impacts for residents and neighborhoods.</i>				
<b>Strategy 2.4</b> Support farmer's markets/arts collaborations throughout the city.				
2	3	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>SEMAP</b></li> <li>• <b>City Parks Staff</b></li> <li>• <b>Viva FR</b></li> <li>• City Parks and Rec Board</li> <li>• Owners of private spaces suitable for markets</li> </ul>	Massachusetts Food Ventures Grant, Massachusetts Food Trust Program	
<b>Strategy 2.5</b> Create a community arts fund that provides small grants to neighborhood organizations and community groups to host hyper-local arts and cultural events.				
4	1	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>Neighborhood organizations</b></li> <li>• <b>City Parks Staff</b></li> <li>• City Parks and Rec Board</li> </ul>	Mass Cultural Council, New England Foundation of the Arts	Requires formation of a Working Group of Neighborhood Organizations and Parks Staff
<b>Goal #3: Support a wide-range series of events at varied scales for neighborhoods, downtown, and visitor destinations.</b>				
<b>Strategy 3.1</b> Create and support recurring events that combine dining, culture, and shopping.				
3	2	<ul style="list-style-type: none"> <li>• <b>Viva FR</b></li> <li>• <b>FRACC</b></li> <li>• <b>City</b></li> <li>• One SouthCoast Chamber</li> </ul>	Business Sponsors, Fall River Cultural Council	Requires formation of a Working Group of restauranteurs, cultural organizations and venues, and retail businesses.
<b>Strategy 3.2</b> Host an annual international cultural festival (or support the growth of an existing initiative, such as FABRIC, to a greater scale).				
2	5	<ul style="list-style-type: none"> <li>• FRACC</li> <li>• City</li> <li>• One SouthCoast Chamber</li> <li>• FABRIC</li> </ul>	Fall River Cultural Council Grant, Patronicity & Commonwealth Places	

Priority/ Value 5 (high) 1 (low)	Complexity/ Effort 5 (high) 1 (low)	Who (lead is in bold)	Possible Funding	Notes/ Relevant Case Studies
<b>Goal #4: Identify and support opportunities for sustainable affordable arts and creative business spaces and expanded use of public spaces for arts and culture</b>				
<b>Strategy 4.1</b> Create and maintain an inventory of private and public spaces available for arts, cultural, and civic use.				
3	4	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>City</b></li> </ul>	Administrative staff time from initiative or City	
<b>Strategy 4.2</b> Identify and implement strategies to protect and grow affordable spaces for arts, cultural and creative uses in the city.				
4	5	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>YEAH! Corps</b></li> <li>• <b>City</b></li> <li>• <b>RDA</b></li> <li>• Mission-driven developer</li> <li>• Major property owners</li> </ul>		Requires formation of a Working Group on affordable space.
<b>Strategy 4.3</b> Support a permanent outdoor dining ordinance in the city.				
4	1	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>City</b></li> <li>• <b>Viva FR</b></li> <li>• <b>One SouthCoast Chamber</b></li> </ul>	City Staff Time	
<b>Strategy 4.4</b> Support efforts to streamline permitting and licensing for public events, temporary space use, and arts and cultural activities.				
2	3	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>City</b></li> <li>• Viva FR</li> <li>• Parks &amp; Rec Board</li> <li>• Parks and Rec Staff</li> <li>• One SouthCoast Chamber</li> </ul>	City Staff Time	

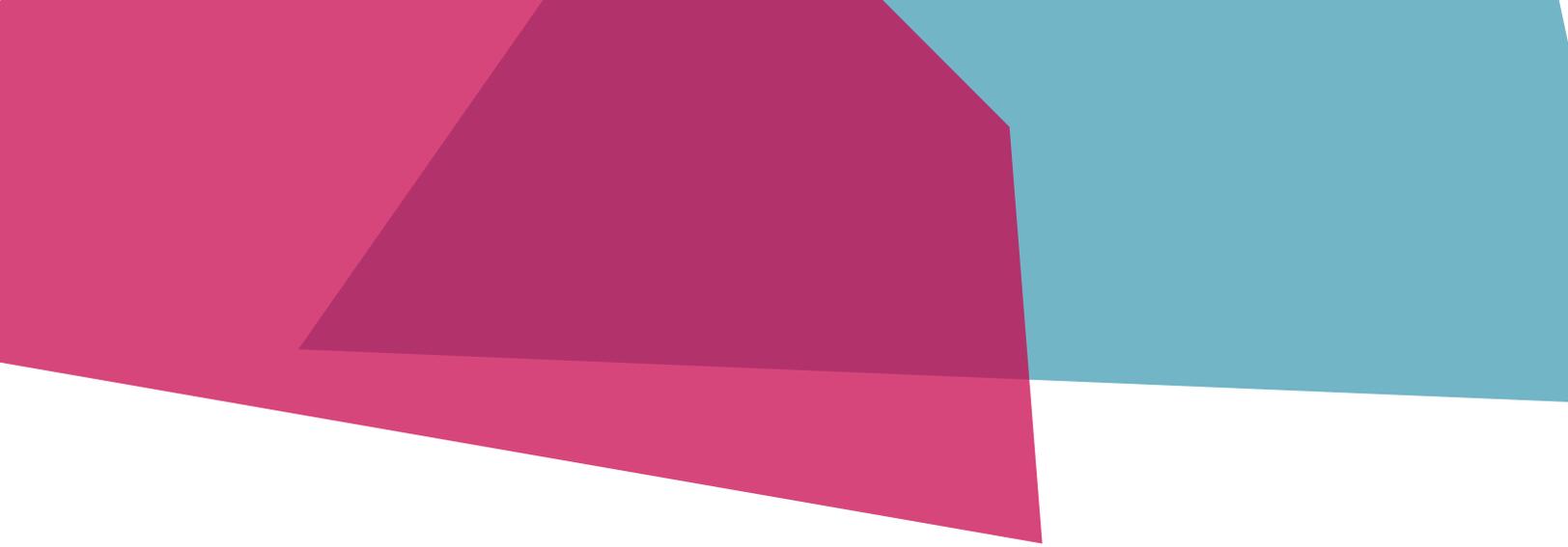
Priority/ Value 5 (high) 1 (low)	Complexity/ Effort 5 (high) 1 (low)	Who (lead is in bold)	Possible Funding	Notes/ Relevant Case Studies
<i>(continued) Goal #4: Identify and support opportunities for sustainable affordable arts and creative business spaces and expanded use of public spaces for arts and culture</i>				
<b>Strategy 4.5</b> Advocate for the provision of electrical and lighting, and data hookups in public spaces and parks.				
2	2	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> <li>• <b>City</b></li> <li>• Viva FR</li> <li>• DPW</li> </ul>	Annual Budget, Developers, (BID?)	
<b>Goal #5: Support the creation of publicly accessible art across the city.</b>				
<b>Strategy 5.1</b> Create a publicly accessible art map.				
5	1	<ul style="list-style-type: none"> <li>• <b>FRACC</b></li> </ul>	Staff Time	
<b>Strategy 5.2</b> Encourage publicly accessible art throughout the city.				
2	4	<ul style="list-style-type: none"> <li>• <b>City</b></li> <li>• FRACC</li> <li>• DPW</li> <li>• Parks &amp; Rec Dept</li> <li>• Transportation Dept</li> </ul>	City Staff Time	
<b>Strategy 5.3</b> Create a City of Fall River functional art program				
2	4	<ul style="list-style-type: none"> <li>• <b>City</b></li> <li>• FRACC</li> <li>• DPW</li> <li>• Parks &amp; Rec Dept</li> <li>• Transportation Dept</li> </ul>	City Staff Time	

Priority/ Value 5 (high) 1 (low)	Complexity/ Effort 5 (high) 1 (low)	Who (lead is in bold)	Possible Funding	Notes/ Relevant Case Studies
<b>Goal #6: Create long-term, sustainable support and infrastructure for arts, culture, and the visitor economy.</b>				
<b>Strategy 6.1</b> Launch a new initiative, Viva Arts & Culture, to maximize support, collaboration, and growth for arts, culture, and civic life in Fall River.				
5	2	<ul style="list-style-type: none"> <li>• FRACC</li> <li>• Viva FR</li> <li>• <b>One SouthCoast Chamber</b></li> <li>• City</li> </ul>	South Coast Community Foundation Grant	
<b>Strategy 6.2</b> Adopt a multi-pronged approach to funding creative economy initiatives in Fall River.				
5	5	<ul style="list-style-type: none"> <li>• FRACC</li> <li>• <b>One SouthCoast Chamber</b></li> <li>• City</li> </ul>	Our Town Grant	
<b>Strategy 6.3</b> Recruit and hire professional staff.				
5	2	<ul style="list-style-type: none"> <li>• FRACC</li> <li>• <b>One SouthCoast Chamber</b></li> </ul>		
<b>Strategy 6.4</b> Provide professional marketing and promotion for all aspects of the creative economy.				
5	4	<ul style="list-style-type: none"> <li>• <b>Viva FR</b></li> </ul>	Pooled resources combined with City and initiative funds	

Priority/ Value 5 (high) 1 (low)	Complexity/ Effort 5 (high) 1 (low)	Who (lead is in bold)	Possible Funding	Notes/ Relevant Case Studies
<i>(continued) Goal #6: Create long-term, sustainable support and infrastructure for arts, culture, and the visitor economy.</i>				
<b>Strategy 6.5</b> Maintain the open-source structure of Viva Arts & Culture.				
5	1	• FRACC		
<b>Strategy 6.6</b> Commit to accountability and continuity.				
5	1	• FRACC		
<b>Strategy 6.7</b> Initiate and convene an annual city-wide cultural summit.				
5	2	<ul style="list-style-type: none"> <li>• FRACC</li> <li>• <b>One SouthCoast Chamber</b></li> <li>• City</li> </ul>	Our Town Grant	

So many cities have places and spaces where people intersect. Fall River doesn't have the place that people intersect. This plan can create those moments, programs, spaces, and opportunities.

— Local educator, Winter 2021



## Metrics for Success

How will FRACC know it is successful? How can the community understand the impacts of this creative economy plan? Suggested metrics for measuring progress are listed below. Most are easily obtainable. Some will require additional processes for data collection and will need careful pre-planning. Tracking metrics is important. FRACC should prepare a yearly report card of progress and share this with the community (perhaps at the suggested annual Arts, Culture, and Creative Economy Summit). Partners on initiatives may be able to provide data to measure success (i.e. City of Fall River estimates for crowd sizes at festivals or nonprofit attendance demographics for programs). This report card and data can also be used when applying for grants and funding.

## Goal #1: Support and grow a vibrant creative economy.

Goal/Strategy	Metrics for Success
1.1. Develop a cross-sector Working Group designed to recruit creatives, makers, and artists to the city, support economic development and tourism, and identify spaces and opportunities to support same.	<ul style="list-style-type: none"> <li>• Creation of the working group</li> <li>• Number of times it meets</li> <li>• Number of action items accomplished</li> <li>• Diversity sectors of members (economy, development, creatives, tourism, etc.)</li> </ul>
1.2. Support artists, creatives and arts and cultural organizations in their work and visibility.	<ul style="list-style-type: none"> <li>• Number and amount of grants given</li> <li>• New initiatives (events, art shows, cultural initiatives)</li> <li>• Annual survey to creatives and organizations to gather feedback on effectiveness of Viva Arts &amp; Culture</li> </ul>
1.3. Create and strengthen ties between the business and arts/cultural communities.	<ul style="list-style-type: none"> <li>• Creation of the cross-sector working group (1.1)</li> <li>• Number of cross-sector initiatives (i.e. dining-cultural discounts; art exhibits in restaurants, etc.)</li> <li>• Number and amount of business sponsorships of cultural events</li> <li>• Number and type of joint promotions and marketing efforts</li> </ul>
1.4. Support City policies that encourage arts and maker uses in vacant storefronts.	<ul style="list-style-type: none"> <li>• Creation of an official vacant storefront program</li> <li>• Number of vacant storefronts repurposed for arts and maker uses</li> <li>• Number of property owners participating in program</li> </ul>
1.5. Explore how to maximize benefits and impact from the State-designated Cultural District on the waterfront.	<ul style="list-style-type: none"> <li>• Creation of a strategic plan for maximizing benefits and impact</li> <li>• Number of initiatives that support strategic plan</li> <li>• Number of grants received specifically for Cultural District</li> </ul>

## Goal #2: Support culture and creativity across the city and create real and measurable positive impacts for residents and neighborhoods.

Goal/Strategy	Metrics for Success
2.1. Support the creation/growth of afterschool mentoring programs in art, music, and other creative endeavors for youth and teens in the city.	<ul style="list-style-type: none"> <li>• Number of grants received (by Viva Arts &amp; Culture or community/cultural nonprofits)</li> <li>• Number of programs created</li> <li>• Number of youth and teens served</li> <li>• Number of artists and creatives participating in program</li> <li>• Demographics of population served, if available</li> </ul>
2.2. Encourage and support the creation of a major makerspace or a shared tool and equipment library.	<ul style="list-style-type: none"> <li>• Creation of the makerspace and/or tool library</li> <li>• Number of partners collaborating to create the library</li> <li>• Number of people served</li> </ul>
2.3. Encourage programs and initiatives that offer learning opportunities in City Parks and other public spaces related to city history, ecology, climate change, art, eco-art, etc. using art and environmental art.	<ul style="list-style-type: none"> <li>• Number of programs and initiatives created</li> <li>• Number of partners leading or assisting in this initiative</li> <li>• Number of participants in programs</li> </ul>
2.4. Support farmers' markets/arts collaborations throughout the city.	<ul style="list-style-type: none"> <li>• Number of collaborations</li> <li>• Number of initiatives or programs</li> <li>• Growth in the number of spaces or markets</li> </ul>
2.5. Create a community arts fund that provides small grants to neighborhood organizations and community groups to host hyper-local arts and cultural events.	<ul style="list-style-type: none"> <li>• Creation of fund</li> <li>• Amount of money available in the fund</li> <li>• Number of neighborhood organizations receiving grants</li> <li>• Number of events and programs at the local level</li> <li>• Number of participants in these programs</li> <li>• Results of annual survey to neighborhood organizations or directly to residents getting feedback on program</li> </ul>

### Goal #3: Support a wide-range series of events at varied scales for neighborhoods, downtown, and visitor destinations.

Goal/Strategy	Metrics for Success
3.1. Create and support recurring events that combine dining, culture, and shopping.	<ul style="list-style-type: none"> <li>• Number of events created</li> <li>• Number of participants</li> <li>• Number of collaborating businesses, neighborhood groups, nonprofits, etc.</li> </ul>
3.2. Host an annual international cultural festival (or support the growth of an existing initiative, such as FABRIC, to a greater scale).	<ul style="list-style-type: none"> <li>• Creation of a festival or growth of existing (number of artists participating, artworks created, programs or events offered, budget size, etc.)</li> </ul>

### Goal #4: Identify and support opportunities for sustainable affordable arts and creative business spaces and expanded use of public spaces for arts and culture

Goal/Strategy	Metrics for Success
4.1. Create and maintain an inventory of private and public spaces available for arts, cultural, and civic use.	<ul style="list-style-type: none"> <li>• Creation of an inventory</li> <li>• Number of entries in the inventory</li> <li>• Online visits to the inventory</li> <li>• Number of filled spaces</li> </ul>
4.2. Identify and implement strategies to protect and grow affordable spaces for arts, cultural and creative uses in the city.	<ul style="list-style-type: none"> <li>• Number of affordable arts spaces in the city</li> <li>• Growth or maintenance of those spaces over time</li> <li>• Creation of new affordable arts/creative spaces</li> <li>• Long-term protection of spaces (site control, ownership, etc.)</li> </ul>
4.3. Support a permanent outdoor dining ordinance in the city.	<ul style="list-style-type: none"> <li>• City of Fall River adoption of a permanent Outdoor Dining Ordinance.</li> </ul>
4.4. Support efforts to streamline permitting and licensing for public events, temporary space use, and arts and cultural activities.	<ul style="list-style-type: none"> <li>• Creation of City streamlined permitting processes</li> </ul>
4.5. Advocate for the provision of electrical and lighting, and data hookups in public spaces and parks.	<ul style="list-style-type: none"> <li>• Number of existing public parks and spaces in which electric supply and lighting are added</li> <li>• Inclusion of lighting, electric and possibly data (or wifi) in new spaces</li> <li>• Change in zoning to require all new development to provide electric and lighting in outdoor public-use spaces such as courtyards, plazas, etc.</li> </ul>

## Goal #5: Support the creation of publicly accessible art across the city.

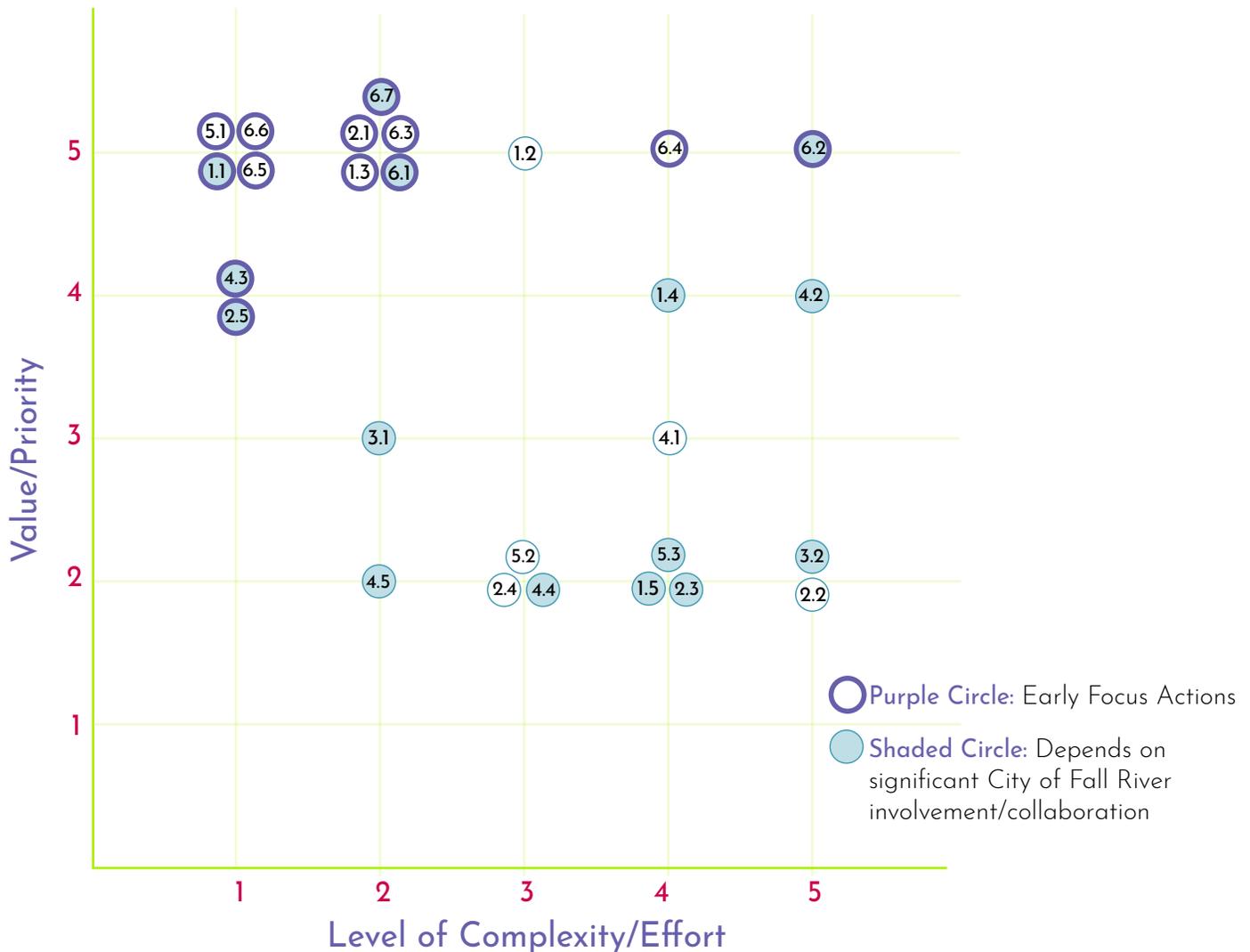
Goal/Strategy	Metrics for Success
5.1. Create a publicly accessible art map.	<ul style="list-style-type: none"><li>• Creation of a map and distribution/availability to the public (residents and visitors)</li><li>• Creation of art walks or guided tours to enhance visibility of publicly accessible art</li><li>• Number of additions to the map</li></ul>
5.2. Encourage publicly accessible art throughout the city.	<ul style="list-style-type: none"><li>• Number of new publicly accessible art works in the city</li><li>• Distribution of publicly accessible art works: how many are in places with no previous artworks?</li></ul>
5.3. Create a City of Fall River functional art program.	<ul style="list-style-type: none"><li>• Creation of a functional art program</li><li>• Number of functional art pieces added in the city (benches, trash cans, bike racks, etc.)</li></ul>

## Goal #6: Create long-term, sustainable support and infrastructure for arts, culture, and the visitor economy.

Goal/Strategy	Metrics for Success
6.1. Launch a new initiative, Viva Arts & Culture, to maximize support, collaboration, and growth for arts, culture, and civic life in Fall River.	<ul style="list-style-type: none"> <li>• Creation of Viva Arts &amp; Culture initiative with bylaws, organizational structure, committees, working groups, etc.</li> <li>• Existence of new initiative within One SouthCoast Chamber under the auspices of Viva Fall River.</li> </ul>
6.2. Adopt a multi-pronged approach to funding creative economy initiatives in Fall River.	<ul style="list-style-type: none"> <li>• Number of collaborations for programs and initiatives</li> <li>• Number of grants received and diversity of sources</li> <li>• Amount of sustained or ongoing support received</li> </ul>
6.3. Recruit and hire professional staff.	<ul style="list-style-type: none"> <li>• Hire of director with deep experience</li> <li>• Hire of grants writer if needed</li> </ul>
6.4. Provide professional marketing and promotion for all aspects of the creative economy.	<ul style="list-style-type: none"> <li>• Creation and execution of marketing program</li> <li>• Partnership with Viva Fall River for social media</li> <li>• Number and extent of marketing initiatives and campaigns</li> </ul>
6.5. Maintain the open-source structure of Viva Arts & Culture.	<ul style="list-style-type: none"> <li>• Demographics and number of FRACC members</li> <li>• Number of new members</li> <li>• Retention of existing members</li> <li>• Attendance at meetings</li> </ul>
6.6. Commit to accountability and continuity.	<ul style="list-style-type: none"> <li>• Maintenance of open-source structure for FRACC</li> <li>• Creation of yearly report card on progress on plan recommendations</li> </ul>
6.7. Initiate and convene an annual city-wide cultural summit.	<ul style="list-style-type: none"> <li>• Creation of yearly summit</li> <li>• Number of attendees of yearly summit</li> <li>• Progress toward outcomes/recommendations from summit for the following year</li> </ul>

# Prioritization Recommendations

The graphic below indicates the strategies shown above, organized by priority and effort. The goals above vary in the number of strategies offered and this is directly aligned with the overall importance of FRACC focusing on these in the plan. It is no surprise that Goal #6, which is about the capacity and long-term sustainability of this entire effort, has seven strategies. These must be the first focus for FRACC, regardless of level of effort, because these actions create the foundation for all other work in this plan. In addition, the efforts in the top left quadrant have the highest value with the lowest effort and should also be the early focus. These early focus areas are all circled on the grid.



**Priority/Value = 5 (high) - 1 (low):** the scoring represents the value or priority of this action. How much will this address the top priorities for arts, culture, tourism and the creative economy? How urgent is this? Important to do sooner, rather than later? How many people or organizations will this effect?

**Complexity/Effort = 1 (low) - 5 (high):** the scoring represents the level of effort needed to move forward. How difficult is this politically? How many different stakeholders are needed to accomplish this? How much risk is involved? Time needed?

## Conclusion

There are six goals and 27 strategies in this plan, with one third of these being highest priority for action. Many of these high priority strategies are medium to high level complexity and will require significant collaboration as well as a sustainable funding stream for professional staff. FRACC is in a good position to launch Viva Arts & Culture, a new initiative, under the auspices of One SouthCoast Chamber and Viva Fall River, and continue its collaborative and exciting efforts.

Let the work begin!

# Goal #6 Start-up Recommendations

## A New Initiative: Viva Arts & Culture

The creation of a new initiative is a key recommendation of this plan. With the widespread involvement and buy-in from Fall River's arts, cultural, and community organizations, as well as business interests, the new initiative can serve as a traditional full-service arts and cultural alliance while also providing creative economy and tourism marketing. This model is a common one in cities that understand the interconnectedness of arts, culture, creativity, tourism, and economic development. With its own dedicated leadership, FRACC will shepherd the execution of the Viva Arts & Culture plan under the auspices of a larger, inclusive, newly-formed, city-wide organization called Viva Fall River.

### Roles for the new initiative would include:

#### Arts, Cultural, Creative Economy, and Tourism Support

- The newly-formed, city-wide organization Viva Fall River is comprised of four platforms: Business, Tourism, Community, and Arts & Culture. FRACC will lead the Viva Arts & Culture effort under the umbrella of Viva Fall River. Viva Arts & Culture will offer coordination and support for Fall River art, cultural, and creative economy initiatives, including tourism marketing and infrastructure support. FRACC endeavors to be a grantmaking organization for Fall River arts and cultural nonprofits and community groups, individual artists and creatives. The new initiative will seek funds from local, regional, state, and federal sources.

#### Marketing & Advocacy

- Coordinate and streamline marketing for arts, culture, creative economy, and tourism.
- Create an engaged social media marketing platform.
- Identify cross-sector marketing and promotion opportunities between arts, culture, business entities.
- Collaborate and coordinate with the City of Fall River and all cultural initiatives in the city to create, fund, and maintain one city-wide arts, culture, and visitor calendar.
- Promote world-class art and culture and show regional relevancy to funders and audience.
- Advocate for City of Fall River support for arts, culture and tourism with regard to policies and initiatives including zoning, public infrastructure, and programming.

#### Cultural Events, Festivals, and Activities

- Support the creation of publicly accessible art in the city.
- Support the use of public and private spaces for art and events in Fall River.
- Identify opportunities to incorporate an arts and cultural "lens" on a range of projects including parks, open space, public works, transportation, etc.

## Collaboration + Community Connections

- Ensure that arts, culture, and civic activities and support are enjoyed throughout Fall River's diverse communities (demographic, social, neighborhood, interests).
- Identify cross-sector collaborations and funding/grant opportunities (arts as it relates to business, public health, transportation, etc.).
- Support/lead enhanced collaboration between community nonprofits, arts groups, etc.

## Fundraising

- Maximize funding (including individual donors, corporate sponsors, as well as private, nonprofit, and public grant monies, as well as sponsorship and ticket revenue) for arts, culture, and the creative economy in Fall River.

## Organizational Structure

Details on the recommended structure for Viva Arts & Culture are provided below and are intended to provide guidance for FRACC and One SouthCoast Chamber as they move forward with plan implementation. When we discuss "new initiative" in this plan, we are referring to a new committee, "Viva Arts & Culture," which will work under the auspices of a new city-wide Viva Fall River organization. See Appendix A to understand FRACC's decision-making process regarding the creation of this new initiative.

# Viva Fall River

(Umbrella Organization)

## Viva Business

(Viva S. Main  
Neighborhood Pilot Initiative  
–intended for city-wide  
application)

## Viva Arts & Culture

led by the FRACC  
(implementation of the  
Viva Arts & Culture Plan)

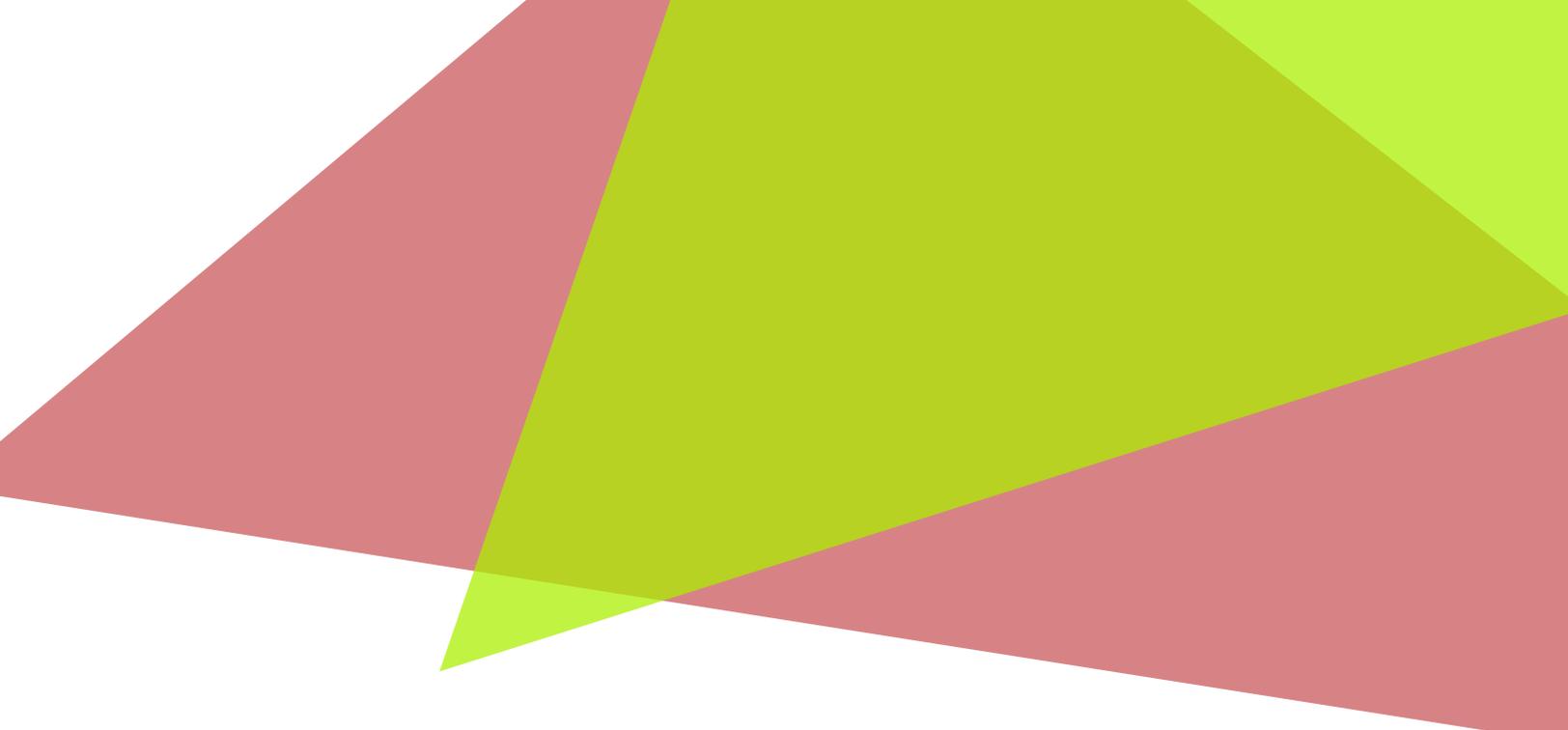
## Viva Community

## Viva Visit

(Tourism)

## Viva Events

(Community Calendar)



Viva Arts & Culture will be a committee of One SouthCoast Chamber which can act as the fiscal agent for the organization. The new initiative must have a mission, guidelines, and funding in order to hire professional staff and act as the arts, culture, and creative economy advocate in the city. We propose that Viva Arts & Culture follow a typical framework for arts councils where the initiative operates semi-autonomously from the City, but the organizational and leadership structure is created to enable frequent collaboration as well as funding support with the public sector through strong partnerships and governance. This model reflects the internationally recognized Arm's Length Principle for arts councils and organizations that allows public support of arts and cultural (and business advocacy and marketing) but creates a wider body of support and inclusion for the nonprofit and private sectors. This structure has a strong advantage in that its work under nonprofit status makes it eligible to apply for grant funding not normally available to towns and cities and to partner with private, public, and other nonprofit entities.

Viva Arts & Culture should retain the leadership structure of FRACC and the FRACC executive committee. Care should be taken to ensure that the advisory board and executive committee continue to represent a broad diversity of arts, culture, and business interests in the city to meet plan goals and to foster enduring collaborations and support.

## Leadership

FRACC needs a dynamic and goal-driven leader who can straddle the worlds of arts and culture, business, and philanthropy and should be well-connected across sectors and political groups. One of the actions should be the recruitment and hiring of a leader who demonstrates:

- Strong leadership and management skills.
- A track record of fundraising through grants and philanthropy.
- Creative problem-solving skills
- Ability to successfully complete projects on time and to work independently and be self-motivated while being part of a team and supportive to leaders of other organizations and groups.
- Superior verbal and written communications skills.
- Responsibilities of the FRACC leader should include:
  - Implement the vision and elements of this plan. Oversee the completion of an organizational strategic plan (based on this creative economy plan and other stakeholder inputs).
  - Oversee and coordinate the ongoing work of FRACC which includes engaged community organizations, arts and cultural entities, creatives, public entities, and businesses, representing a diverse array of sectors and geographic areas of the city. The goal of the group is to collectively celebrate and elevate the businesses, arts and culture, recreational and historical assets and destinations across the city.
  - Assist in identifying/facilitating opportunities for collaboration among FRACC member organizations to participate projects that promote access and appreciation of arts and culture as well as creative economy endeavors. Serve as a liaison to the arts and culture community as well as business community and those involved in the visitor economy. Serve as the point of contact for individuals or entities wishing to undertake art-focused project(s) in public spaces.
  - Serve as the liaison of this effort to the City of Fall River and work closely with Viva Fall River to guide the Viva Arts & Culture initiative.
  - Explore opportunities to expand current funding resources, seek and identify outside grant opportunities and disseminate information to FRACC members. Lead (or manage) grant writing as well as fundraising and development.
  - Oversee and report on the organization's results/accomplishments. Prepare accurate and timely analyses that capture and communicate fundraising results, variances, and performance trends. Prepare a yearly report card on plan implementation progress.
  - Be responsible for the planning and direction of the organization's operations and programs. Over time (to be determined by strategic plan), develop and retain a diverse, highly qualified staff and volunteers. Arrange for monthly FRACC meetings and take minutes for same.

## Funding

Nonprofit arts and cultural and business support organizations typically generate revenue from some combination of four sources:

### Public

- City of Fall River - seed funding and ongoing funding for tourism and arts and culture marketing and events
- State
- Federal (ARPA, NEA, etc.)

### Private and Nonprofit Grants

#### Membership/Sponsorship/Individual Donations

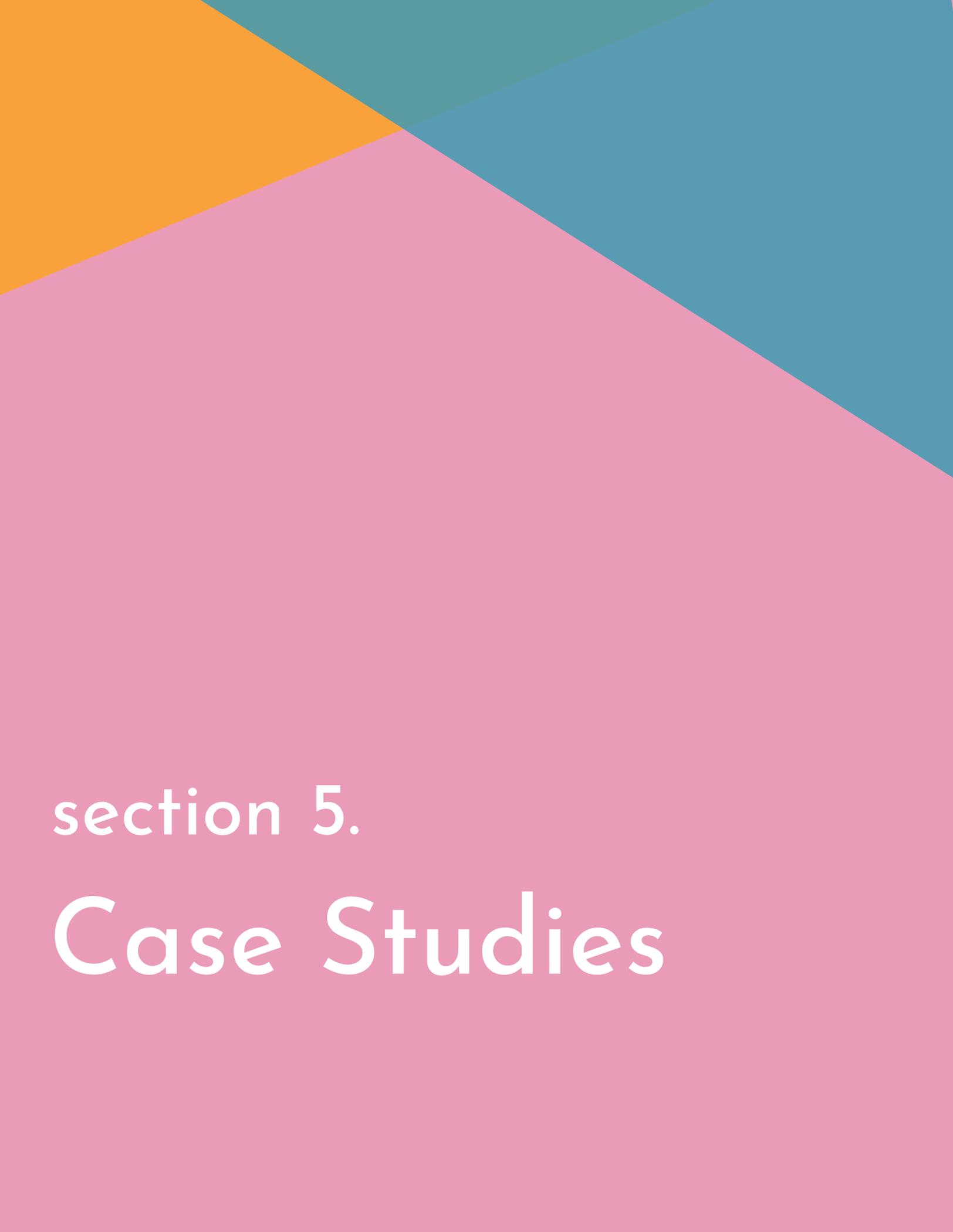
- Corporate
- Artists and creatives (in return for website presence, marketing, technical assistance, etc.)
- Advocates, arts lovers)

### Earned Revenue

- Ticket Sales
- Merchandise
- Percentage of food/drink sales at events, participation fees, etc.

The category that provides the majority of funding often depends on the size of the population served. Typically, the more people served, the more public support that's provided to the organization. Since Viva Arts & Culture proposes to address the needs of arts and cultural organizations and individuals, as well as businesses, and tourist destinations in the city, funding should ideally be a hybrid that recognizes the public role the initiative will play.



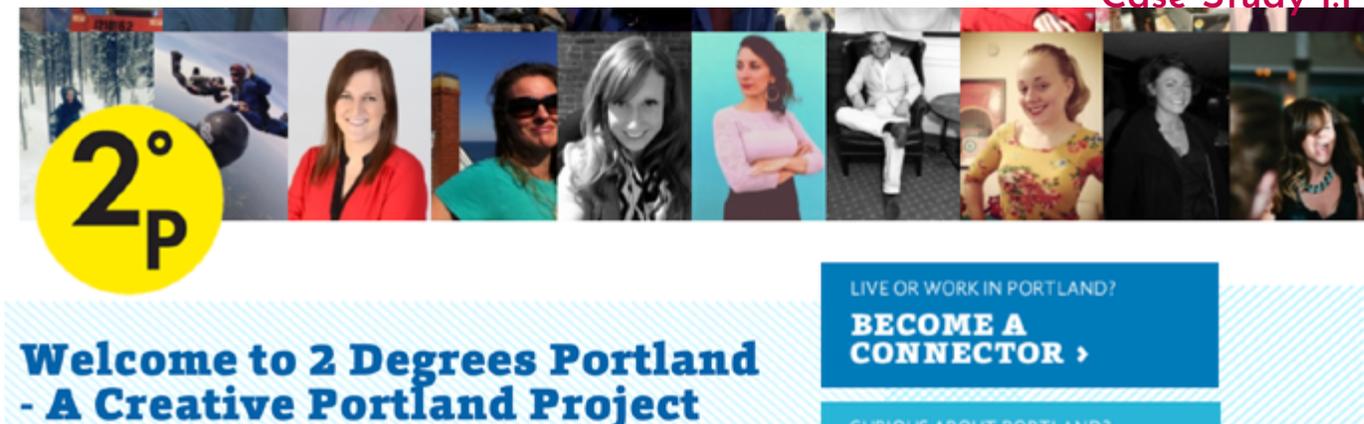


section 5.

# Case Studies

# Goal #1: Support and grow a vibrant creative economy.

## Case Study 1.1

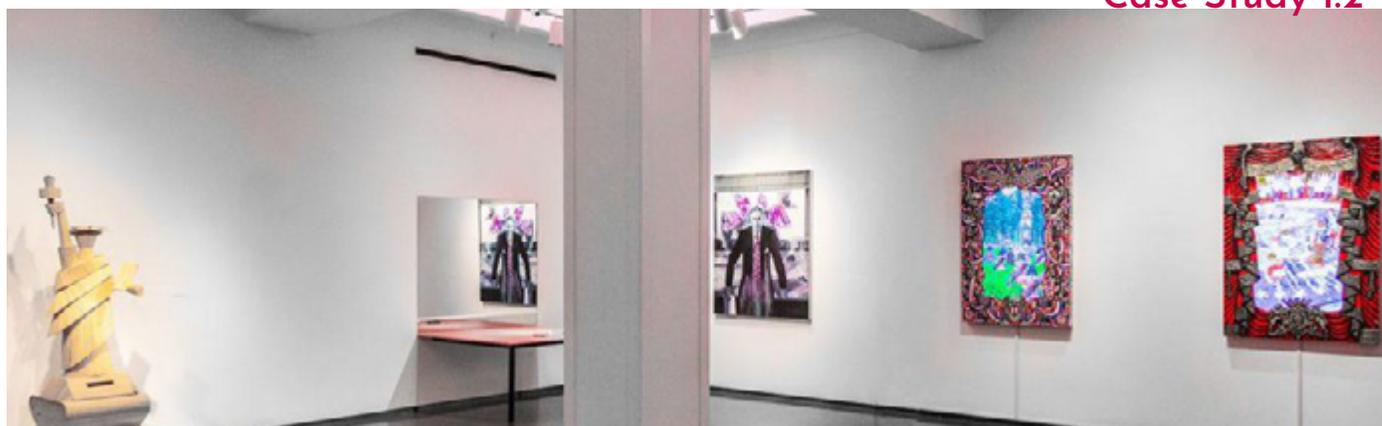


### 2 Degrees Portland—Portland, ME

2 Degrees Portland is a networking service for engineers, artists, entrepreneurs, designers, and other creative professionals who want to find out what it's like to live and work in Portland. Visitors to Portland or those who are exploring the city through online means can ask Creative Portland to connect them with a like-minded professional. The organization has also sponsored gatherings so people can connect in person.

For more information: [www.creativeportland.com/connect-visit/2-degrees-portland](http://www.creativeportland.com/connect-visit/2-degrees-portland)

## Case Study 1.2



### 21c Museum Hotel—Cincinnati, OH

The 21c Museum Hotel is a preserved historic hotel with 8,000 square feet of gallery, meeting and event space. This hotel museum is open to the public 24/7, and hosts cultural programs like poetry readings, film screenings, artist lectures, and live performances. This project was created through a partnership of 21c Museum Hotels Group, 3CDC organization, City of Cincinnati, Local banks, economic development funds, and CDFIs.

For More Information: [www.21cmuseumhotels.com/cincinnati#top](http://www.21cmuseumhotels.com/cincinnati#top)



## ArtWorks PHX–Phoenix, AZ

ArtWorks PHX, is a digital web-based campaign curated by the Arts, Culture, & Public Life Committee of the Phoenix Community Alliance, a non-profit community development organization focused on the Greater Downtown Phoenix.

Modeled after the national pARTnership movement, ArtWORKS PHX is a regional effort to foster art and business collaboration in the Phoenix area. As a member driven campaign, ArtWORKS both inspires and showcases business engagement with the arts. They offer resources, programs, and an online case study library of different local businesses and their engagement and integration with art.

ArtWORKS PHX also offers the Creative City Series, an extension of the digital campaign and sets the stage for advancing artists and business collaboration. The program convenes Phoenix's business and creative communities to discuss partnering in order to attract talent, maximize business innovation, advance an inclusive city, foster placemaking, and escalate economic development in Phoenix.

For more information: [www.artworksphx.org](http://www.artworksphx.org)



## Renew Newcastle–Newcastle, AUS

Founded in 2008 by Marcus Westbury as a reaction to the growing number of vacant storefront and office spaces in Newcastle's central business district, Renew Newcastle is a nonprofit organization that specializes in connecting property owners with people and projects to occupy spaces that would otherwise remain vacant. The goal of the organization is to enliven and bring life into underutilized spaces, while attempting to create mutually beneficial outcomes for both property owners and creative entrepreneurs. By allowing creative projects to occupy vacant space, property owners are able to receive help with maintenance, increased property visibility and activity, and the increased security of an occupied space; creative projects are able to house and grow their short (1-2 days to a week), medium (a few months to a year), and long-term (ongoing and indefinite) projects at an affordable rate.

For more information: <https://renewnewcastle.org/>

## Goal #2: Support culture and creativity across the city and create real and measurable positive impacts for residents and neighborhoods.

### Case Study 2.1



#### Studios at Colton School–New Orleans, LA

The Studios at Colton School became an affordable studio and rehearsal space, educational center with free or low-cost classes and workshops, and collaborative exhibition environment for New Orleans area artists and studios in aftermath of Hurricane Katrina (2005). Due to a newly dispersed population and reduced attendance, the Colton Middle School on St. Claude Avenue was forced to close its doors in 2008. The Creative Alliance of New Orleans (CANO), a non-profit arts-focused economic development organization, worked to transform the vacant 100,000 ft<sup>2</sup> building into an arts space that fostered innovation and collaboration between creative disciplines.

Between 2008-2009, Studios at Colton welcomed over 30,000 visitors and hosted about 100 artists and creative industries organizations. In addition, over 150 students, primarily from the Recovery School district, visited several times a week to learn creative skills like printmaking, fashion design, radio station hosting, jazz music, and upholstery. The Colton School reopened for the 2009 school year.

For more information: <http://cano-la.org/donate/colton-school/>



# Somerville Media Center

## Somerville Media Center—Somerville, MA

The Somerville Media Center is a non-profit public access media center that encourages community creativity and storytelling through low-cost media education, access to production resources, and distribution online and on cable television. Staff and instructors lead virtual and in-person workshops, free media tutorials, and certification classes that provide youth, students, and community members with the skills and knowledge to use software and media equipment independently and start professional and personal projects. The center also provides paid production offerings for all mediums and camera kit, audio gear, studio, and editing computer rentals.

For more information: <https://www.somervillemedia.org/>

## Case Study 2.3



## Street Lagoon—Philadelphia, PA

Street Lagoon was a high visual impact, low-cost art installation at the intersection of 9th and Christian Streets in Philadelphia by Stacy Levy. It was created by a collaboration between Philadelphia Mural Arts and the Philadelphia Water Department. The piece, made with thermoplastic and line striping paint reflectors, consists of a collection of blue dots that depict the story of urban storm water. Showing and interpreting the movement of water over the street's surface, Street Lagoon, inspires thought and education surrounding the sometime unseen movement of water in our environment, especially in this region of Philadelphia which used to be a wetland. This project also grounded itself through community participation. Two neighborhood youth groups and members of the nearby community garden worked together with the artist to layout and install the artwork over a single weekend in the summer.

For more information: [www.stacylevy.com/street-lagoon](http://www.stacylevy.com/street-lagoon)



## Sowing Place—Providence, RI

“Sowing Place is a creative placemaking initiative organized by the Department of Art, Culture + Tourism in partnership with the Providence Healthy Communities Office, the African Alliance of Rhode Island, West Elmwood Housing Development Corporation’s Sankofa Initiative, and Southside Cultural Center of Rhode Island. Facilitated by Providence-based poets Vatic Kuumba and Laura Brown-Lavoie, together we support a unique set of food and arts events to promote an expansive perspective of health and well-being. Our collaboration centers communities, vendors, and artists of color to build a strong, inclusive local cultural economy and a resilient local food system. Working as a team of municipal workers, artists, and farmers, we share bread, poetry, and consensus organizing with the aim of lovingly challenging the way the City works in relationship with community partners, one project at a time.” Sowing Place Website

For more information: [www.artculturetourism.com/sowing-place/](http://www.artculturetourism.com/sowing-place/)

## Case Study 2.5



Overview Who Should Apply Requirements Common Questions To Apply 

## Community Connections Small Grants—Greater Milwaukee, WI

“The Community Connections Small Grants Program supports resident-led efforts to improve the quality of life throughout local neighborhoods. In partnership with the Greater Milwaukee Foundation, Zilber Family Foundation and Northwestern Mutual, these grants (ranging from \$50.00 to \$600.00) fund projects, events and activities led by residents. All grant applications are reviewed and scored by a group of residents who reside in the targeted zip-codes: 53204, 53205, 53206, 53208, 53209, 53210, 53212, 53215, 53216, 53218, 53224 as well as Dunbar Oaks and Tower Hill neighborhoods in Waukesha.

Residents can apply as an individual (with a community partner) or a group for grants ranging from \$50.00-\$600.00.” - Community Connections Small Grants Website

For more information: <http://ccsmallgrants.org>

## Goal #3: Support a wide-range series of events at varied scales for neighborhoods, downtown, and visitor destinations.

### Case Study 3.1



### Oakwood & Other history Plays—Raleigh, NC

“Every October, Burning Coal Theatre partners with the historic Oakwood Cemetery to present a series of short plays based on the lives of people buried in the Oakwood Cemetery, their partners, neighbors, associates and nemeses’.

Playwrights from around the Triangle and sometimes beyond will craft these short plays that look at the comical, the tragic, the dastardly and the utterly heroic lives of those who came before and upon whose shoulders, for better and for worse, the Capital City was built.” - From Website

For more information: <https://burningcoal.org/oakwood-and-history-plays/>

### Case Study 3.2



### Multicultural Festival—Roxbury, MA

Sponsored by Dudley Street Neighborhood Initiative (DSNI), a local community development organization in Boston’s neighborhood of Roxbury, the Multicultural Festival brings together the neighborhood’s diverse residents to celebrate all cultures in the community. This annual festival involves stage performances with an array of traditional music and dances, martial arts, circus, sports, clinics, recreation games, face painting, inflatable entertainment, and a wide array of food and crafts from the neighborhood’s Cape Verdean, Latinx, Afro-Caribbean, African American, and Asian-American residents.

For more information: <https://www.dsni.org>

# Goal #4: Identify and support opportunities for sustainable affordable arts and creative business spaces and expanded use of public spaces for arts and culture

## Case Study 4.1



### Boulder County Arts Alliance–Boulder, CO

The Boulder County Arts Alliance (BCAA) is a 501(c)3 nonprofit organization founded in 1966 that acts as a catalyst to incubate, stimulate, and sustain a thriving arts community in Boulder County, Colorado. The BCAA website has a section labelled “Arts Spaces” that includes a listing of 284 spaces within the county linked to an interactive map. The listings have useful information, including: space details (dimensions, square footage, ceiling height, occupancy, accessibility, parking, lighting, flooring, etc.), creative disciplines, contact information, rental terms, amenities, and more. Users can enter new spaces into the database by creating an account and submitting information.

For more information: [www.bouldercountyarts.org/art-spaces](http://www.bouldercountyarts.org/art-spaces)

## Case Study 4.3

# Outdoor Dining/Retail Community Toolkit

*A guide for communities seeking to assist business owners  
in creating outdoor dining and retail options*

### Outdoor Dining/Retail Community Toolkit–Massachusetts

[The Outdoor Dining/Retail Community Toolkit](#) is a guide for local governments to make outdoor dining and retail decisions, regulations, and assistance to businesses. The Toolkit responds to the need for each community to take it’s own unique approach by offering suggestions for design guidelines, asking a series of questions for municipalities, and providing examples from other communities.

# Goal #5: Support the creation of publicly accessible art across the city.

## Case Study 5.0

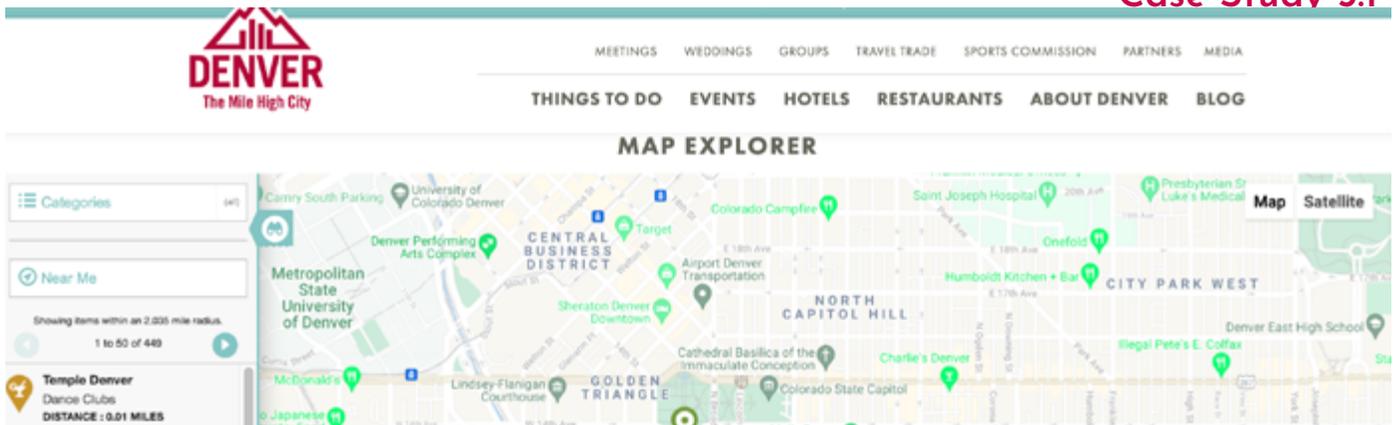


### Mural Arts–Philadelphia, PA

For over 35 years, Mural Arts has united artists and communities through a collaborative process, rooted in the traditions of mural-making, to create art that transforms public spaces and individual lives. Mural Arts engages communities in 50-100 public art projects each year, and maintains its growing collection through a restoration initiative. Our core program areas—Art Education, Restorative Justice, and Porch Light—yield unique, project-based learning opportunities for thousands of youth and adults.

More Information: [www.muralarts.org](http://www.muralarts.org)

## Case Study 5.1



### Visit Denver–Denver, CO (Mentioned for the interactive map)

Managed by Visit Denver. VISIT DENVER is a private, nonprofit trade association that is responsible for marketing metro Denver as a convention and leisure destination. The map provides an interactive user experience with many categories of destinations and attractions. this map also can use your current location to show you nearby attractions or businesses as well as using a search feature. Created by Simple View Inc.

More Information: [www.denver.org/mapexplorer/](http://www.denver.org/mapexplorer/)



### Art on the Bench – Hickory, NC

Art on the Bench calls on local artists to submit design ideas for public park benches, and provides stipends of \$500 to accepted artists to support their designs on one steel bench. Since the program's inception in 2008, artists have painted 67 benches at bus stops, parks, and other locations in the city. The program also gives local organizations the opportunity to promote causes important to them through bench designs. The city will also program events around the installations, like a scavenger hunt in the summer.

For More Information: [www.hickorync.gov/content/public-art-commission-seeks-artists-\"art-bench\"-project](http://www.hickorync.gov/content/public-art-commission-seeks-artists-\)





The background features a large, light purple triangle pointing downwards from the top center. The top corners are filled with a dark red color, creating a triangular shape at the top. The rest of the background is a solid light purple color.

Appendix A

Organization/  
New Initiative  
Alternatives

# VIVA FALL RIVER - ORGANIZATION/NEW INITIATIVE ALTERNATIVES

06/15/2021

ALTERNATIVES	OPTION A - CHAMBER INITIATIVE	OPTION B - SEPARATE NEW NONPROFIT	OPTION C - QUASI-PUBLIC ENTITY	OPTION D - CITY HALL
<b>Description &amp; Key Details</b>	<p><b>Viva Fall River supporting culture, tourism and business development is an initiative of the One SouthCoast Chamber of Commerce and gets support from the City of Fall River.</b></p> <ul style="list-style-type: none"> <li>all three functions in one initiative that is a sub-effort of Chamber</li> <li>City would support operational costs and staff, have representation on board</li> </ul>	<p><b>Viva Fall River becomes separate nonprofit. .</b></p> <ul style="list-style-type: none"> <li>Sits along side Chamber efforts, MassDev efforts</li> <li>Would request City support for operational/staff costs</li> <li>Most likely focused on culture and tourism</li> </ul>	<p><b>Viva Fall River efforts taken over by a City-created existing or new authority.</b></p> <ul style="list-style-type: none"> <li>City would support operational costs and staff</li> <li>Mission would be culture, tourism, business health and recruitment</li> </ul>	<p><b>Create a position for culture, tourism and business support in City Hall...either in the Mayor's office, or perhaps planning or parks and recreation.</b></p>
<b>Clarity of Purpose/ Continuance of FRACC momentum</b>	<ul style="list-style-type: none"> <li>+ Coordination between culture, tourism, and business support and recruitment.</li> <li>+ Transparency of purpose, goals, metrics</li> <li>+ Full continuance of FRACC momentum and potential for organizational structure to remain "open source" and inclusive of all who want to participate.</li> </ul>	<ul style="list-style-type: none"> <li>+ Coordination between culture, tourism, and business support and recruitment.</li> <li>+ Transparency of purpose, goals, metrics</li> <li>+ Full continuance of FRACC momentum and potential for organizational structure to remain "open source" and inclusive of all who want to participate.</li> </ul>	<ul style="list-style-type: none"> <li>+ Clear mission, consolidation of goals under a city authority with City funding.</li> <li>- Metrics, goals must be clear and accountability will be needed for entity to have longevity.</li> <li>- Unlikely to maintain a full continuance of FRACC momentum and potential for organizational structure to remain "open source" and inclusive of all who want to participate</li> </ul>	<ul style="list-style-type: none"> <li>+ Clear job description and goals.</li> <li>- Effort reduced to staff member and City Hall resources. Cannot maintain a full continuance of FRACC momentum and potential for organizational structure to remain "open source" and inclusive of all who want to participate</li> </ul>
<b>Overlap/redundancy with other organizations/efforts</b>	<ul style="list-style-type: none"> <li>+ Streamlines efforts to coordinate, implement, support arts, cultural, business, and tourism activities in the city</li> <li>+ Combines all efforts and aligns with City goals</li> <li>+ Future joining of MassDev downtown efforts and this culture/commerce/tourism position to align all efforts and maximize collaboration and use of resources?</li> </ul>	<ul style="list-style-type: none"> <li>- Possible confusion...how are initiatives different than what Chamber, MassDev, City Hall is doing?</li> <li>- Question of funding capacity</li> </ul>	<ul style="list-style-type: none"> <li>- May compete with other business support and recruitment initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>- Need to ensure clear role of staff position(s) and identify possible areas of overlap and collaboration with Chamber, downtown efforts, etc.</li> </ul>
<b>Ability to leverage public investment</b>	<ul style="list-style-type: none"> <li>+ Fundraising and grant writing abilities broadened</li> <li>+ Public funding toward a staff position focused on growing base of support + increasing resources</li> </ul>	<ul style="list-style-type: none"> <li>+ Fundraising and grant writing abilities broadened</li> <li>+ Public funding toward a staff position focused on growing base of support + increasing resources</li> </ul>	<ul style="list-style-type: none"> <li>- Fully City funded (doesn't seem likely at the current time)</li> <li>- This entity would not have ability to apply for most grants or enter partnerships needed to solicit/administer funds.</li> </ul>	<ul style="list-style-type: none"> <li>- This position/department would not have ability, as a public entity, to apply for most grants or enter partnerships needed to solicit/administer funds.</li> </ul>
<b>Maximize collaboration</b>	<ul style="list-style-type: none"> <li>+ Combines and aligns efforts of City, downtown MassDev efforts, Chamber, others.</li> <li>+ Minimizes competition that detracts from efforts.</li> <li>+ Focus for maximum impact and visibility.</li> </ul>	<ul style="list-style-type: none"> <li>- Possible overlap with other efforts (downtown, tourism, business) may result in spreading existing funding thinly, difficulty in collaborating with competing organizations.</li> </ul>	<ul style="list-style-type: none"> <li>- Unclear how the momentum and collaboration of existing Viva Fall River efforts and FRACC work would continue under this scenario.</li> <li>- Structure of public authority may preclude the grassroots energy and flexibility inherent in the current FRACC effort.</li> <li>+ Combines and aligns efforts of City staff position(s),</li> </ul>	<ul style="list-style-type: none"> <li>- Unclear how collaborative opportunities will be increased.</li> <li>- City staff position is not enough to maximize the momentum of FRACC and the Viva Fall River initiative.</li> </ul>
<b>Ease of implementation</b>	<ul style="list-style-type: none"> <li>+ Ensure nimble and flexible under Chamber structure</li> <li>+ Can receive grant funds and Chamber can act as fiscal agent.</li> <li>+ Board/advisors can mirror FRACC structure...keep momentum going.</li> <li>+ No new nonprofit needed</li> </ul>	<ul style="list-style-type: none"> <li>- Will take a facilitated process and many conversations about how this organization sits within all the nonprofits and organizations of the city</li> <li>- Process of starting a nonprofit will be fairly lengthy... how is organization funded?</li> </ul>	<ul style="list-style-type: none"> <li>- Unclear that any existing entity fits the criteria to "own" this.</li> <li>- Question of whether the City has the capacity and resources to start something new and then fully fund to a sufficient level to accomplish goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Will require funding allocation and a long-term commitment of City.</li> <li>- Must hire staff position(s) and create goals and mission statement, job responsibilities.</li> <li>- Need decision of where this sits in City Hall</li> </ul>
<b>Level of control retained by City of Fall River (from perspective of City)</b>	<ul style="list-style-type: none"> <li>+ The City participates in general oversight with seat on board, has input into governance and can set conditions of public funding.</li> <li>- Not in direct control and doesn't "sit" in City Hall.</li> </ul>	<ul style="list-style-type: none"> <li>+ The City has seat on board with say in general oversight and has input into governance and conditions of public funding.</li> <li>- Not in direct control and doesn't "sit" in City Hall.</li> </ul>	<ul style="list-style-type: none"> <li>+ The City has complete control of authority, also responsibilities that go with this.</li> <li>+ May have a board of advisors representing other interests (could pull from FRACC membership for this).</li> </ul>	<ul style="list-style-type: none"> <li>+ City in full control.</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>+ Provides consolidation of "ask" to the private and public sectors.</li> <li>- Possible negative effects for member organizations? but goal is to grow the "pie" of resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Doesn't necessarily provide consolidation of "ask" to the private sector, may compete with other efforts by Chamber, and for tourism.</li> </ul>	<ul style="list-style-type: none"> <li>- Doesn't have advantage of nonprofit status for pursuing grants...will need nonprofit partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Does not enhance funding opportunities as City not eligible for most grants available.</li> </ul>
<b>Notes</b>	<ul style="list-style-type: none"> <li>Easiest to do in many regards and familiar to most. Allows FRACC and Viva Fall River effort to move forward, taking advantage of existing commitments, two years of working relationships and trust. Staff (funds for operating expenses) needed. Benefit in that the Chamber is seen as a "neutral party."</li> </ul>	<ul style="list-style-type: none"> <li>Major question of whether there is the capacity to start a new nonprofit in the city.</li> </ul>	<ul style="list-style-type: none"> <li>Putting this effort under City control and giving the City full responsibility for funding may negatively affect sustainability given perceived low capacity of the City.</li> <li>Also concerns about sustainability over the long-term based on changes in administrations, City Council, etc.</li> </ul>	<ul style="list-style-type: none"> <li>This option seems the least likely to achieve the major goal of maintaining and growing FRACC momentum and collaboration. Position also dependent on City funding and administration/ City Council consistency.</li> </ul>