



A vision for cultural development in the cities of
Lewiston and Auburn, Maine

2016 – 2021

Cultural Plan LA

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2016 - 2021

Guidance Committee Members:

John Holden: President and Co-Chair, Lewiston-Auburn Economic Growth Council

Mary LaFontaine: Councilor, City of Auburn

Darby Ray: Director, Harvard Center for Community Partnerships Director, Bates College; Harvard Professor of Civic Engagement, Bates College

Craig Saddlemire, Filmmaker; former Lewiston City Councilor

Richard Martin, The Franco Center

Jim Parakilas, Bates Arts Collaborative

Prepared by:

Reinholt Consulting LLC

Table of Contents

Forward	4
Acknowledgments & Appreciation	7
Executive Summary	8
Why Cultural Plan? Why Now?	Error! Bookmark not defined.
Methodology	13
LA Arts, Heritage, & Cultural Vision	15
LA Public Opinion Survey Data	16
LA Artist & Maker Survey	25
LA Cultural Priorities	28

Forward

It is with great pride, joy, and awe that we present the five year cultural plan for Lewiston Auburn, Maine. Outlined here are the key strategies, backed by a wealth of new data, honed over months of review from a steering committee of over 30 local leaders, that set the path toward economic and community-wide revitalization through strategic leverage of LA's arts and cultural assets.

Like any meaningful, heartfelt endeavor, the cultural planning process was a powerful excersize in community building in and of itself. At our final steering committee meeting this summer, one of our local leaders remarked to the cross-sector crowd, "the people in this room right now never got together and talked about how to better LA and now,

here we are," all thanks to the cultural planning process. Because of this work, we not only have a plan that reflects key perspectives from a wide swath of relevant local sectors and perspectives, we've sown the seeds of partnership that will be needed to implement the plan's multifaceted array of strategies over the next five years.

We at L/A Arts, the lead coordinating entity behind Cultural Plan LA, have found the process deeply informative and inspiring. Working across sectors has expanded our perspective on creating positive change in LA. It has given us a chance to form new

partnerships that will serve the Twin Cities for years to come. And it has helped us hone our ongoing vision as the region's local arts agency.

We are indebted to the members of LA's diverse public who voiced their opinions in over 600 surveys, including almost 30 business representatives and over 90 local artists and artisans. We thank the dozens of community members who participated in our community conversations, the students who shared their unique and valuable perspectives with us. Special thanks go of course to the local leaders who committed their time and energy over the 12-month plan development period to ensure the plan best reflects the array of needs and existing assets in Lewiston Auburn. We extend gratitude to the cities of Lewiston and Auburn, as well as the Maine Arts Commission, all of whom provided significant funding support toward the development of this plan.

The National Endowment for the Arts deserves thanks here as well for their support of downtown development initiatives and collaborations that have arisen out of the plan. The NEA's Our Town funding will help jumpstart our implementation work.

To say that we here in Lewiston Auburn are ready to make change for the better is the understatement. We've been speaking it for years and have begun to see pockets of meaningful progress in recent past. But now it's time for us to come together in focused, strategic ways, backed by public opinion, to build on our current strengths and reach toward a dream of our community that is both multifaceted and united. It is time to leverage our diverse, artisanal heritage to weave a new future for Lewiston Auburn.

"The people in this room right now never got together and talked about how to better LA and now, here we are."



TYSON PEASE

Program Manager, LA Arts



LOUISE ROSEN

Consulting Director, LA Arts



Photo Credits

Thank you to L/A Arts, Sun Journal, and Imaginary Moments Photography



Acknowledgments & Appreciation

We would like to acknowledge and thank Joshua Vink, former executive director of L//A Arts, under whose guidance Cultural Plan LA was first developed. Cultural Plan LA was created in collaboration with a Steering Committee and a Guidance Committee composed of representatives of the Lewiston Auburn municipalities and creative organizations and with broad community participation from the greater LA area. The concepts and solutions in the plan were shaped by residents and stakeholders. L/A Arts is grateful to the community members whose participation, insight, and experience helped to create a plan that truly reflect the LA community. In appreciation of their assistance, advice, and support we would like to recognize the municipal entities, organizations, and businesses represented by the Committees:

Androscoggin Historical Society
Androscoggin Valley Council of Governments
Auburn City Council
Auburn City Planning
Auburn Public Library
Auburn Public Schools
Bates College Harward Center for Community Partnerships
Bates College Museum of Art
Bates College Olin Arts Center
City of Auburn Economic Development
City of Lewiston Economic & Community Development
Community Little Theatre
Downtown Handmade & Vintage
Emerge Film Festival
Gendron Franco Center
Grow L+A
Kimball Street Studios
LA Metro Chamber
L'Hommedieu Law Office, P.A.

Lewiston-Auburn Economic Growth Council
Lewiston City Council
Lewiston Public Library
Lewiston Public Schools
Linnell, Choate & Webber, LLP
Maine Folque Co-Op
Maine Music Society
Maine's Lakes & Mountains Tourism Council
Maine State Senate
Museum L-A
Outright L-A
Pilotage
The Public Theatre
Round Point Movies
Sofia Fima
Studio A Architecture
Sun Journal
Tree Street Youth
Union of Maine Visual Artists, LA Chapter
Wicked Illustrations Studio and Gallery

Executive Summary

Together, Lewiston and Auburn (LA) join leading communities around the world in recognizing cultural planning as a pivotal tool for sustainable community revitalization. Cultural Plan LA outlines five priorities and recommendations for action which, coupled with cross-sector partnerships, will enable LA to catalyze its potential as a creative metropolis. Implementation will uphold and fortify existing resources and strategically position the cities to be a magnet for creativity and entrepreneurship.

Cultural Plan LA delivers a clear, realistic, and authentic vision for the cultural and creative vitality of LA. The plan identifies opportunities for partnerships and collaborations between sectors that will further the objectives of wider community agendas. Through a comprehensive set of objectives, strategies, and action steps designed to bring community ideals to fruition, Cultural Plan LA serves as a roadmap for cultural development in LA.

CONTEXT

Bordering the Androscoggin River, the Twin Cities boast downtown scenic waterfalls, and are surrounded by working farms, lakes, streams, bogs, forests, and trails. Situated next to the interstate and accessible by well-maintained road networks and an airport and railroad, LA is well positioned for attracting businesses and tourism.

For 100 years (1850s-1950s) Lewiston Auburn was one of the country's hubs for manufacturing, employing thousands of new immigrants to produce textiles and shoes on the banks of the mighty Androscoggin River. This concentration of manufacturing artistry and corresponding economic success created a distinctive brick-built cityscape of vast mill buildings and gracious streets and homes. The captains of industry were also civic-minded and generously provided for municipal buildings, libraries, schools, monuments and churches. Generations of families of all economic strata developed a unique sense of place, rooted in the work ethic and aesthetic of the region's artisans. Yet, this rich sense of place was also tied to the economic realities of its producers. The decline in manufacturing in the mid-20th Century cast a bleak narrative on LA's identity, impacting much of its community life.

At perhaps the lowest point in the area's economy, the Lewiston Public Library founded L/A Arts as the LPL Plus program. Within a few years, the Auburn Public Library joined to form LPL Plus APL. In these early years, volunteers and library staff presented an impressive series of arts and humanities programs including concerts, foreign films, art lectures and public policy discussions. Gradually the organization developed programs to bring artists into the schools in the two cities.

In the wake of L/A Arts' success, the community greatly expanded its arts and culture resources and is now host to a wide range of organizations offering high-quality arts and cultural events. These include two theater companies, orchestras, international film and dance festivals, the Bates Art Museum, etc. A cohort of artists, performers and artisans were drawn to Lewiston Auburn. Beginning in the early 2000s the area also became home to growing numbers of refugees and immigrants from countries such as Somalia, Sudan, Rwanda and Democratic Republic of Congo, and recently Iraq and Syria, drawn by what they saw as a safe, manageably sized community with good schools.

Today, with a combined population of nearly 60,000, Lewiston Auburn is Maine's second-largest urban area and one of the most diverse communities of its size in New England. Located in a State, where the median age is among the highest in the nation, and the percent of children age five and under is among the lowest, LA is home to a surprising number of young people. The rate of youth in LA under age ten surpasses that of the State by about eighteen percent. Furthermore, the rate of individuals age fifteen to twenty-four not only exceeds that of Maine, but the United States as well.

LA's sizable population of young adults is due in part to its rich network of secondary education institutions and are one of many facets of LA's growing creative economy. Recent years have brought a new wave of artisan-based manufacturing to LA helping to cultivate a prosperous creative sector that been fueled by the support and commitment of LA community leaders and organizations.

MAKING THE PLAN

In 2015 L/A Arts was awarded the Maine Arts Commission (MAC) Creative Communities = Economic Development Phase I Grant to develop a cultural plan. In addition, the project was sponsored by The City of Lewiston, The City of Auburn, L/A Arts, and Arts & Culture Lewiston Auburn (ACLA).

Guided by a steering committee and multiple forms of public input, this document reflects the preferences and priorities of the community. In April and May 2016 initial drafts were reviewed, discussed, and fine-tuned by the Steering Committee. In June 2016 the completed plan was accepted by L/A Arts.

Cultural Plan LA builds on the notion that the value of the arts extend beyond the aesthetic to encompass all aspects of community development and revitalization. Strategic investment in the arts can help cultivate local resilience by spurring innovation and economic development while enhancing the LA communities quality of life making it a more desirable, attractive place to live or start a business. Arts and culture provide the historic twin cities with revelations of their current personality and ambition. The arts bring individuals and groups together thereby deepening cultural understanding through shared experiences. Arts and culture animate places that people are excited to call home, places that attract creativity and innovation and lead cultural growth.

THE GOAL

Generate creative strategies that support innovative economic development and increase the value, reach, and relevance of Lewiston Auburn arts and cultural assets.

WHO WILL LEAD THE PLAN?

L/A Arts will serve as a guide and facilitator for Cultural Plan LA implementation in cooperation with ACLA and the municipalities. More partners from the non-profit, public, and private sectors will be engaged to assist with and support next steps. L/A Arts is being awarded \$50,000 from the NEA Our Town grant to initiate a project titled: Lewiston Auburn - A Place for Makers: Past, Present, and Future. Transformation through Artisan-Based Manufacturing. This project will initiate Cultural Plan LA implementation with funding slated for makerspaces, popup stores, artisan maker professional development, branding and marketing centered on LA's rich history of makers. L/A Arts will continue to seek new funding sources to support plan implementation.



PLAN IMPLEMENTATION

As lead organization, L/A Arts will strive to connect cultural development to regional development goals. With dedicated partners such as ACLA, Androscoggin Valley Council of Governments (AVCOG), Bates College, Lewiston Auburn Economic Growth Council (LAEGC), Maine College of Art (MECA), and the municipalities L/A Arts will facilitate the cultural sector's role in broader agendas essential to regional progress and quality of life. As overseer of Cultural Plan LA they will measure and report progress annually.

L/A Arts Role

L/A Arts is a non-profit organization founded in 1973 with the vision of enriching the lives of people in the community by sponsoring partnerships, programming and experiences of the arts in all forms. In the 1990's, recognizing the role L/A Arts played in advancing cultural development, the municipalities of Lewiston and Auburn designated L/A Arts as the Local Art Agency serving the LA area (*Legacy Lewiston 2015*).

**Inspire and engage a
vibrant community
through arts and culture.**

The mission of LA Arts

Over time, L/A Arts has evolved from a local arts agency providing arts and cultural programming and established itself as a key player in community development across the LA area through promotion and advocacy for LA's arts and cultural assets.

L/A Arts facilitates collaboration across various sectors of the community through engagement with community leaders, the local business community, and other arts and cultural organizations in order to raise awareness and expand opportunities for participation in the arts. L/A Arts works to integrate

creative assets into the fabric of the community thereby cementing the role of arts and culture as integral components of a thriving community and resilient economy.

Why Cultural Plan? Why Now?

Arts & Culture Lewiston Auburn (ACLA)

In 2013, in an effort to stimulate collaborative economic and cultural development, L/A Arts initiated a coalition of local arts and cultural institutions around a common goal, thereby establishing Arts and Culture Lewiston Auburn (ACLA). ACLA operates as an independent committee whose mission is to “strengthen and support the arts and culture in the Lewiston/Auburn area and to further economic and cultural development in the region” (ACLA).

In the competitive world of grant funding, community partnerships are often times not only encouraged, but required as a means of demonstrating broad support and collaboration around a project. With this in mind, now is an ideal time for ACLA to kindle their momentum with Cultural Plan LA.

ACLA is made up of representatives from the following entities:

Androscoggin Historical Society	Franco-American Collection at USM LAC
Artwalk Lewiston Auburn	Franco Center
Atrium Art Gallery at USM LAC	L/A Arts
Auburn Community Concert Band	Lewiston Public Library
Auburn Public Library	Maine Music Society
Bates Arts Collaborative	Midcoast Symphony Orchestra
Bates Dance Festival	Museum L-A
Bates Museum of Art	The Public Theatre
Community Little Theatre	Youth Orchestra of Lewiston-Auburn
Emerge Film Festival	

The Growth of Cultural Planning

Advances in technology over the past decade enabled development of new and low-cost methods for tracking and measuring the economic impact arts and culture have on local economies. Today, arts and culture, often referred to as the creative economy, are broadly recognized as viable tools for economic development. Communities now have access to a growing body of data to support planning initiatives aimed at cultivating the creative economy.

Both Lewiston and Auburn recently completed Comprehensive Plans recognizing arts and culture as necessary components to social well-being, community building, and continued revitalization and creative economic growth.

To remain competitive in an innovative global market, cities need to provide an adequate environment that attracts creative capital. Characteristics of competitive environments include arts and cultural resources, entertainment options, aesthetic streetscapes and walkways, community interaction, educational assets, and recreational amenities. Cultural planning can help communities address opportunities for development that span and enhance important public agendas:

Community Building: Cultural events, places, and public artwork give the community a sense of place, pride in history, new ways to meet, new ways to understand each other, they also dissolve stigmas, social isolation and other social barriers.

Downtown Revitalization: Cultural districts and creative clusters support building reuse. Culture breeds creative thinking, problem solving, and new businesses. Public art, venues, events, and street performers attract tourism and commerce.

Economic Development: Culture appeals to travelers, creates tourism and exposes the city to potential new residents. Culture attracts creative people, businesses, and employers. Current innovative economic development strategies include: arts oriented incubators, branding, cluster-based development, creating cultural districts, cultural planning, cultural public venues, events, live/work projects, neighborhood revitalization, promotion of assets, public art, and urban design and reuse.

Lifelong Learning: Culture creates opportunities for people of all ages and socioeconomic backgrounds to experience and learn creative thinking and new ideas.

Public Health: Culture enhances therapies through artistic experience, self-expression, promotes self-discovery, and new ways of seeing the world.

Public Safety: Culture creates pride in place, positive outdoor venues and public meeting places that residents feel ownership over. Culture alters the lives of at-risk populations through education and positive community interaction. Culture reduces social isolation, integrating community life.

Now is an important time to gather the creative potential that LA holds and focus it to create an identity that reflects LA's history, present, and future. This collaborative effort will increase awareness of the importance of the arts in economic development and their role in increasing quality of life and social well-being

Methodology

The cultural planning process is a valuable exercise for any community. By bringing together sometimes seemingly disparate sectors of a community, cultural planning helps to establish collaboration and leadership around common goals of revitalization and community building. As with similar planning activities, cultural planning is a powerful process in and of itself that can promote unity and reciprocity across community sectors.

Cultural Plan LA's priorities and strategies were generated through a series of equally important steps that were carried out over a period of ten months. Each step built upon information provided by the community at the preceding step.

Step 1: Initial Research

This included examining existing plans to ensure Cultural Plan LA builds on and links to the current LA goals, visions, and agendas. Comprehensive planning documents from AVCOG, city of Auburn, New Auburn, city of Lewiston (Legacy Lewiston), Lewiston Riverfront Island, Auburn's and Lewiston's school departments and libraries, LAEGC, and Bates College were reviewed. Additional online research was done on over a dozen prominent local arts and culture organizations and stakeholders, including all member organizations of ACLA, Androscoggin Land Trust, Great Falls Balloon Festival, Great Falls Brewfest, LA Metro Chamber, New England School of Metalworking, UMVA Lewiston Auburn, and Young Professionals of the Lewiston Auburn Area.

This research revealed a common thread that supports the development of culture to further goals of attracting innovation and creating a high quality of place.

Step 2: Data Collection

Qualitative via Community Conversations

L/A Arts hosted a launch steering committee meeting and four Community Conversations with key stakeholders, including artists and cultural organizations, business leaders and municipal representatives, youth participants at Tree Street afterschool program, and students at Edward Little High School. Conversations focused on identifying community perspectives on LA's cultural strengths and realities to be addressed.

Identified strengths include LA's diverse population; manufacturing history; infrastructure; housing affordability; and wide variety of assets including outdoor recreation, educational institutions, and arts and cultural organizations. Realities include information gaps between existing local communities, lack of understanding between various populations, a culture of self-deprecation, public spaces that could be more inviting, and weak branding and communication strategies for the cities and arts and cultural assets.

Aspirations voiced most often and passionately during conversations included stronger placemaking, public art, cross-sector collaborations, arts in education across age groups and socioeconomic statuses, Twin City rebranding, and events throughout the year that promote a sense of community and new understanding between populations.

Step 3: Data Collection

Quantitative via Surveys

L/A Arts and Reinholt Consulting designed and issued three surveys to test the values and priorities that emerged from the qualitative data. The surveys drew feedback from three distinct populations: the LA Public Opinion Survey focused on the value, reach, and relevance of arts and culture in LA; the Artist & Maker Survey and the Creative Businesses & Cultural Organization Survey were designed to assess needs, challenges, and perspectives of LA's creative professionals and

businesses.

The steering committee used its local network to distribute and promote the surveys in online and in paper forms. L/A Arts led an extensive marketing campaign for the surveys using local press, social media, flyers, QR codes, survey link business cards, eblasts through the steering committee networks, and phone calls to creative businesses and organizations. Hard copy surveys were available at local city halls, public libraries, schools and afterschool institutions, and prominent local businesses. The steering committee worked to ensure survey access to a broad representation of the community, including hard-to-reach populations such as the elderly, people with disabilities, and new Mainers.

600+ responses were gathered in the 90-day period: 472 public opinion, 91 artisan and maker, and 28 creative business and organization. In addition, at the end of each community conversation, participants filled out a questionnaire to further explore their perceptions of LA cultural resources.

Step 4: Identifying Priorities

The consultant team recommended priorities based on careful analysis of qualitative and quantitative data. L/A Arts and Guidance and Steering committees vetted the recommended priorities. All participants of previous conversations were invited to attend public forums to review the data findings and recommended priorities. Inclusion of community feedback into the plan framework helped ensure the priorities reflect LA's needs and aspirations.

Step 5: Refining the Draft Plan

Four additional meetings with Guidance and Steering committees focused on refining the cultural plan's draft priorities, key stakeholders, implementation timeline, and final formatting.

While the plan is now in final form, it is a living document; as we at L/A Arts move into implementation, we will use the plan's benchmarks and timelines to reflect on our work periodically and adjust course as needed to ensure the priorities are best fulfilled for the LA community.

LA Arts, Heritage, & Cultural Vision

Cultural Plan LA's Implementation Will Contribute to the Following:

1. Increased awareness of LA creative resources and recognition of the economic and quality of life enhancements provided by arts and cultural resources.
2. As one of Maine's largest communities, LA is poised to position itself as a hub for cultural and creative activity by supporting existing assets and defining new and exciting opportunities for cultural engagement.
3. As the community continues to face pressures of shifting economies, LA can respond by encouraging workforce ingenuity and by strengthening and building on its network of makers, artisans, and creative professionals.
4. LA's population is currently composed of high rates of elderly and, distinctively for Maine, young people and families. Increased arts and cultural learning experiences initiate ripple effects including higher student SAT scores, social well-being, and enhanced quality of life.
5. LA municipal leaders recognize the benefits brought by a thriving creative economy and use arts and cultural assets as tools for community revitalization, development, and as a means of establishing local economic resilience. Municipal planning and development decisions are informed by cultural and creative values producing a metropolis that has engaging and inviting spaces throughout the community.
6. LA's population is rich in ethnic diversity, positioning LA to establish itself as a leader in cultural awareness and inclusivity by promoting and providing opportunities that celebrate LA's unique cultures.
7. Culture is woven into the social, environmental, and economic life.

Guiding Principles

LA's arts, cultural, and heritage development is grounded in these shared beliefs:

Arts, culture, and heritage are essential elements in the vitality of the region.

Arts, cultural, and heritage offerings should reflect and be relevant to, LA residents of all ages, backgrounds, and socioeconomic levels.

Collaboration and communication across cultural, business, and municipal sectors are essential.

Arts and cultural learning experiences should be accessible and affordable to all.

LA Public Opinion Survey Data

The LA Public Opinion Survey was conducted with the aim of establishing a detailed analysis of the preferences, values, and behaviors of the general public in and around LA as they relate to LA's arts and cultural offerings. The survey was designed to provide insight on the public's perception of arts and culture in the LA area and to better understand the challenges and opportunities faced by the LA community.

Survey methodology incorporated strategies for promotion and distribution to assure a representative sample of respondents (see Methodology for details) that reflects the general population in terms of

demographics. Results are based on a total of 476 responses achieving a margin of error of 5% overall. At least 70% of survey questions had to be completed for a survey to be counted. Questions about respondent's income, employment, ethnicity, and address contained the most missing data and therefore have a slightly higher margin of error.

Demographics

Location: LA residents make up the majority of respondents with 47% from Lewiston, 32% from Auburn, and 21% from other Maine towns reaching as far north as Rumford, and as far south as Biddeford.

Age: Individuals age 24 and below account for the smallest portion of respondents with only 6% falling into this age group. 28% of respondents were age 25 – 44; 40% were age 45 – 64 making this the largest age demographic; and the remaining 26% were age 65 and above.

The age breakdown of respondents is comparable to that of the LA population. Data from the American Community Survey shows that those age 45 – 64 make up the largest portion of the LA population age 15 and over, with those age 25 – 44 making up the next largest group and those age 15 – 24 account for the smallest portion of the general population. This breakdown is consistent with those responding to the Public Opinion Survey. It should be noted that the percent of respondents under age 25 is far smaller than that of the LA population.

Lewiston respondents tended to be younger (44% of Lewiston respondents were under 45 years of age as compared to 34% of total respondents) and were more likely to have children under the age of 18 living at home than those responding from other towns. At the same time, only 27% of Auburn residents were under age 45 with those age 45-64 accounting for 53% of Auburn respondents, and those age 65 and above making up the remaining 20%.

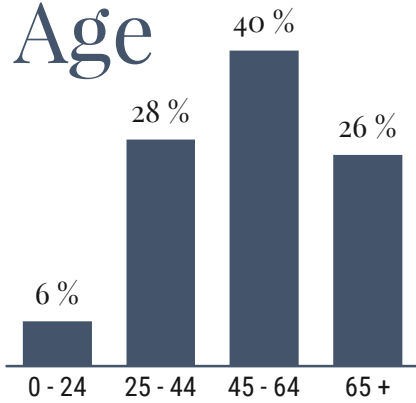
Income & Employment: Income data should be regarded with a slightly higher margin of error as only 72% (343) of respondents provided information about their annual income. Of those responding, 21% earned an annual income of \$29,999 or less; 35% earned \$30,000 - \$59,000; 24% earned \$60,000 - \$89,000; and 17% earned \$90,000 or more. The remaining 3% indicated that they were full-time students.

Results indicate that 68% of respondents were employed. Of those employed, 14% (9% of all respondents) were self-employed and 12% (8% of all respondents) were employed part-time rather than full-time. Retirees account for a quarter of all respondents and students make up another 4%. 2% of respondents were unemployed.

Ethnicity: 93% of respondents identified as White/Caucasian; 3% as Black/African American; and 2% as mixed race/multiple. The remaining 3% of respondents identified as either Hispanic or Latino origin, Native American/Alaskan Native, or Franco-American, each accounting for about 1% of respondents.

476 Total Respondents

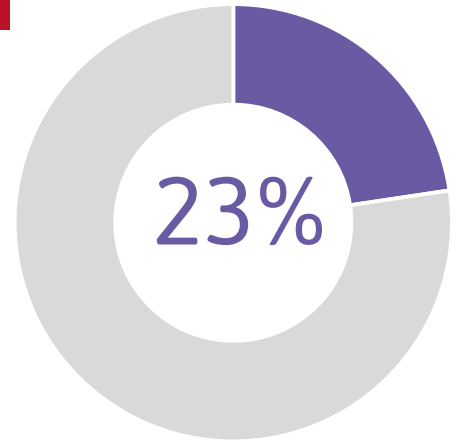
Age



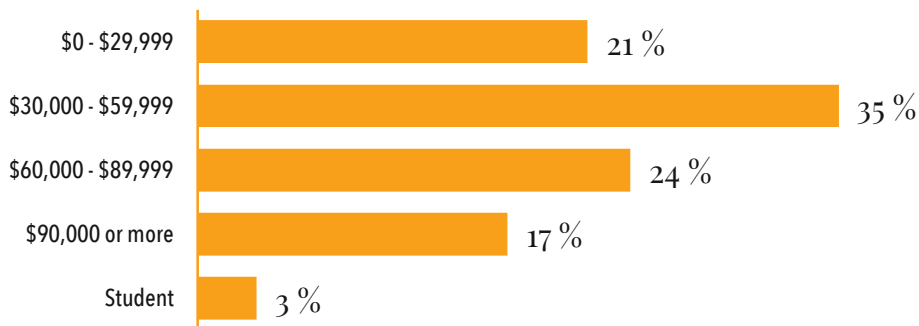
Gender

Male 48%
Female 49%

Respondents with
school age children
living at home



Annual Income



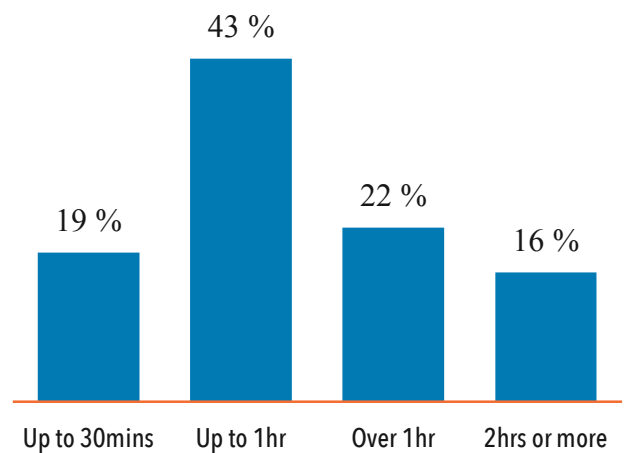
Where are respondents from?

Outside LA 21%

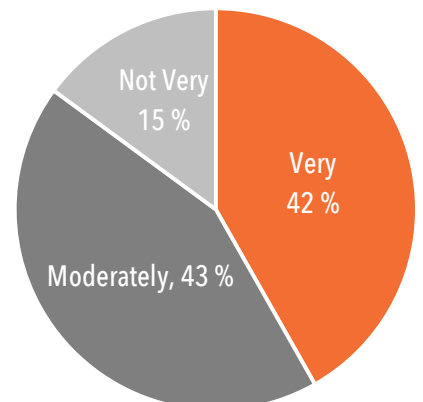
Lewiston 47%

Auburn 32%

How far will you travel for arts & cultural offerings?

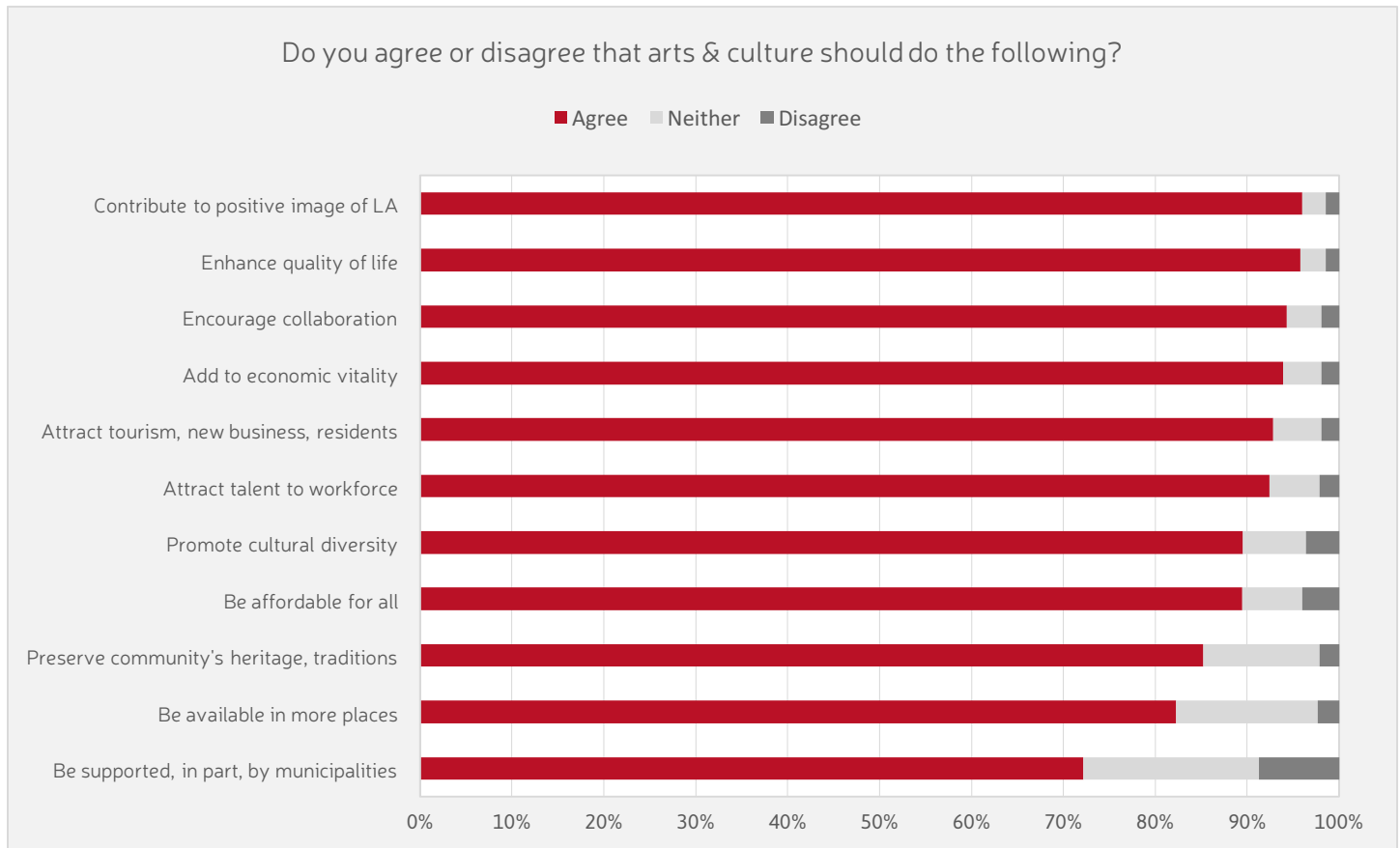


How aware are you of information about arts & cultural offerings?



VALUES & PRIORITIES

The role of arts and culture in the LA area



Respondents were asked a series of questions designed to shed light on the public's priorities and aspirations and the role arts and culture might play in furthering community goals. When asked about what role arts and culture should play in the LA community, "contribute to quality of life" and "contribute to the positive image of our community" earned the greatest support from respondents with 73% of respondents indicating that they "strongly agree" and another 23% indicating that they "agree" that these should be products of arts and culture in LA. Respondents also showed overwhelming support for the following items with fewer than 10% of respondents expressing disagreement or neutrality:

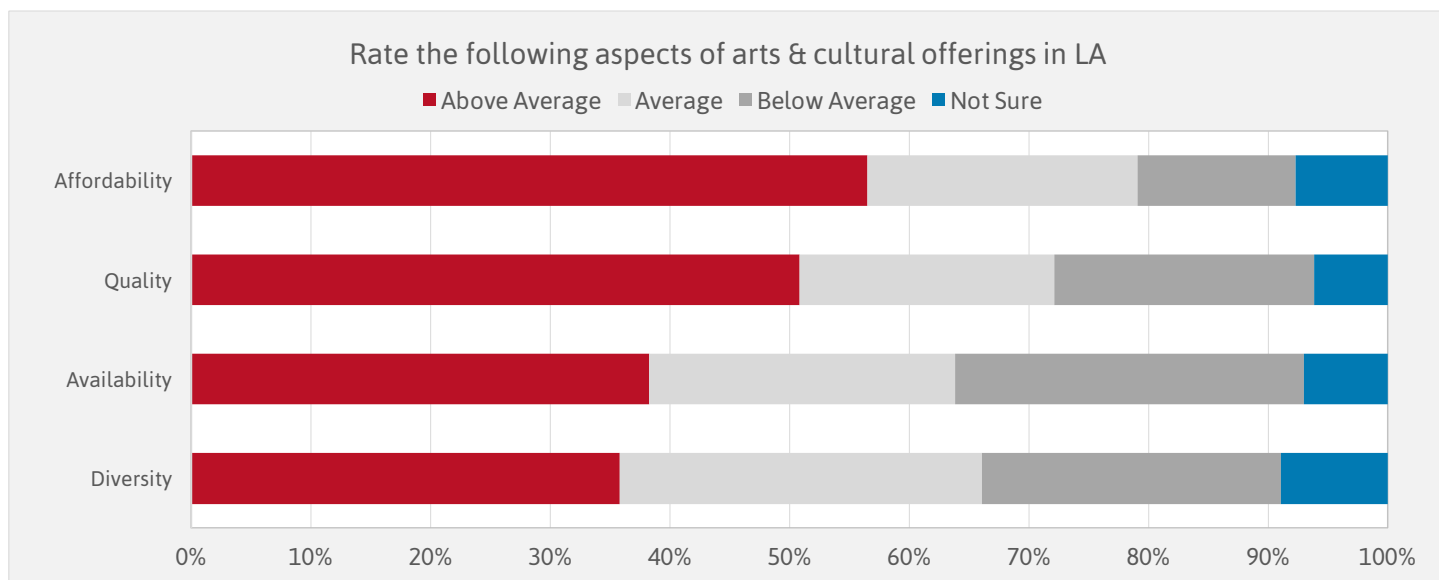
Encourage & increase collaboration – 62% strongly agree, 32% agree

Add to economic vitality – 60% strongly agree, 34% agree

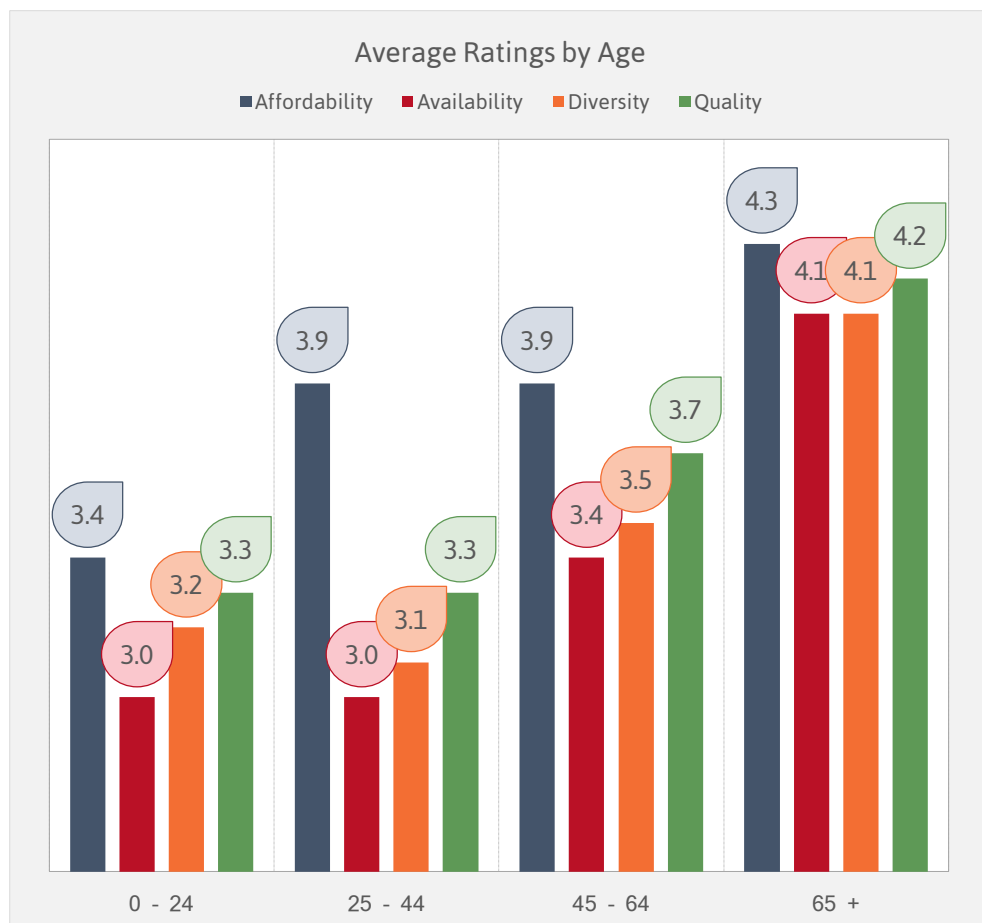
Attract talent to the workforce & community – 60% strongly agree, 33% agree

Promote opportunities to visitors & tourists – 59% strongly agree, 34% agree

Perspectives on Lewiston Auburn Arts & Cultural Offerings



Respondents were asked to offer perspective on how LA arts and cultural offerings stack up against similar communities in regards to "quality, diversity, availability, and affordability". Data shows that "quality" and "affordability" were rated more favorably overall than "diversity" and "availability". Furthermore, while "quality" and "affordability" earned 55% and 61% above average ratings respectively, approximately 41% of respondents found the "availability" of offerings to be above average and only 39% indicated offerings are above average in their "diversity".



Average ratings by age of respondent

There is a clear correlation between respondents' age and average rating. This holds true across all four aspects of arts and cultural offerings, with respondents age 44 and under expressing far lower opinions of Lewiston Auburn arts and cultural offerings than those age 65 and older. Ratings varied greatest for "availability" and "diversity".

It is worth noting that older respondents showed far higher rates of participation in arts and cultural offerings than younger respondents and might therefore have more experience to base such ratings on.

Barriers to Participation

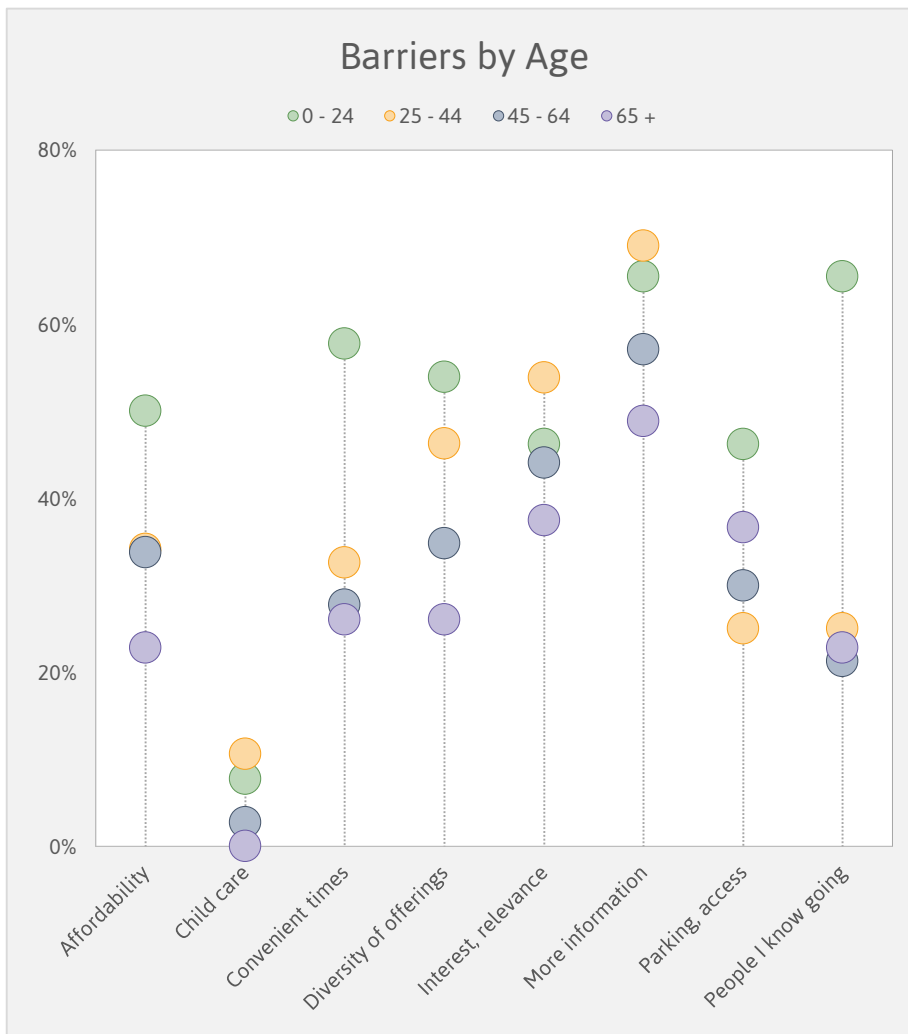
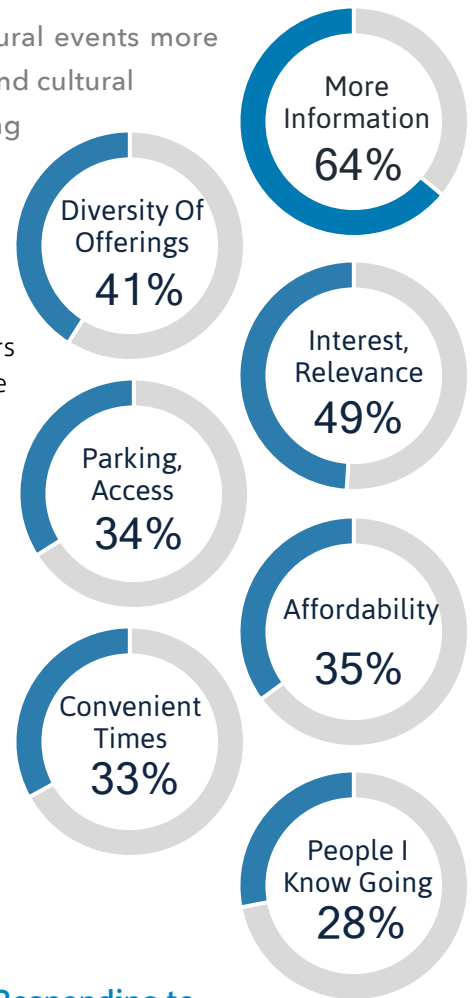
Respondents were asked what would allow them to attend arts and cultural events more often. The most common barrier to participation in Lewiston Auburn arts and cultural offerings was a lack of information. 64% of respondents indicate that having “more information” about events would help them attend events more often.

20%

of respondents with school-age children at home identified child care as a barrier.

While only 5% of respondents identified the availability of “child care” as something that would allow them to attend events more often, unlike others barriers listed, child care is only relevant to those respondents with school-age children living at home accounting for 23% of total respondents. Of those respondents with school-age children at home, 20% indicate that they would be more likely to attend events if affordable “child care” was available.

25% of Lewiston respondents with school-age children at home say they would attend events more often if affordable child care was available compared to 15% Auburn respondents and only 7% of those with school-age children living outside of LA.



Responding to the needs of varying age demographics

The Lewiston Auburn population is interesting in that it has high rates of elderly, as well as high rates of youth. Like the rest of Maine, the LA community faces the growing challenge of an aging population with the rate of people age 65 and over exceeding the national average by nearly seventeen percent in Auburn (15.2% of population), and nineteen percent in Lewiston (15.5% of population). Interestingly, Lewiston is also home to large number of families with young children. Children under age 5 representing over 7% of Lewiston’s population, exceeding the national average by eleven percent and the State average by a whopping thirty-eight percent. Though this age demographic is less significant in Auburn, with children

under five accounting for about 6% of the total population, it still exceeds the State average by seventeen percent. Additionally, the rate of people under the age of eighteen is about seven percent higher than the state average in both Lewiston and Auburn. Exploring correlations across specific barriers and respondents age and applying that knowledge in program development and marketing can help increase access for all ages.

Respondents age 24 and below showed greater sensitivity to all barriers except for “interesting & relevant events”. Results indicate that those in this age group and below are more likely to attend an event if they know other’s that are attending. 65% of respondents in this age group identified “more people I know going” as a barrier putting the prevalence on par with “more information”.

Respondents age 25 – 44 were hindered more by a lack of “interesting & relevant events” more than any other age demographic.

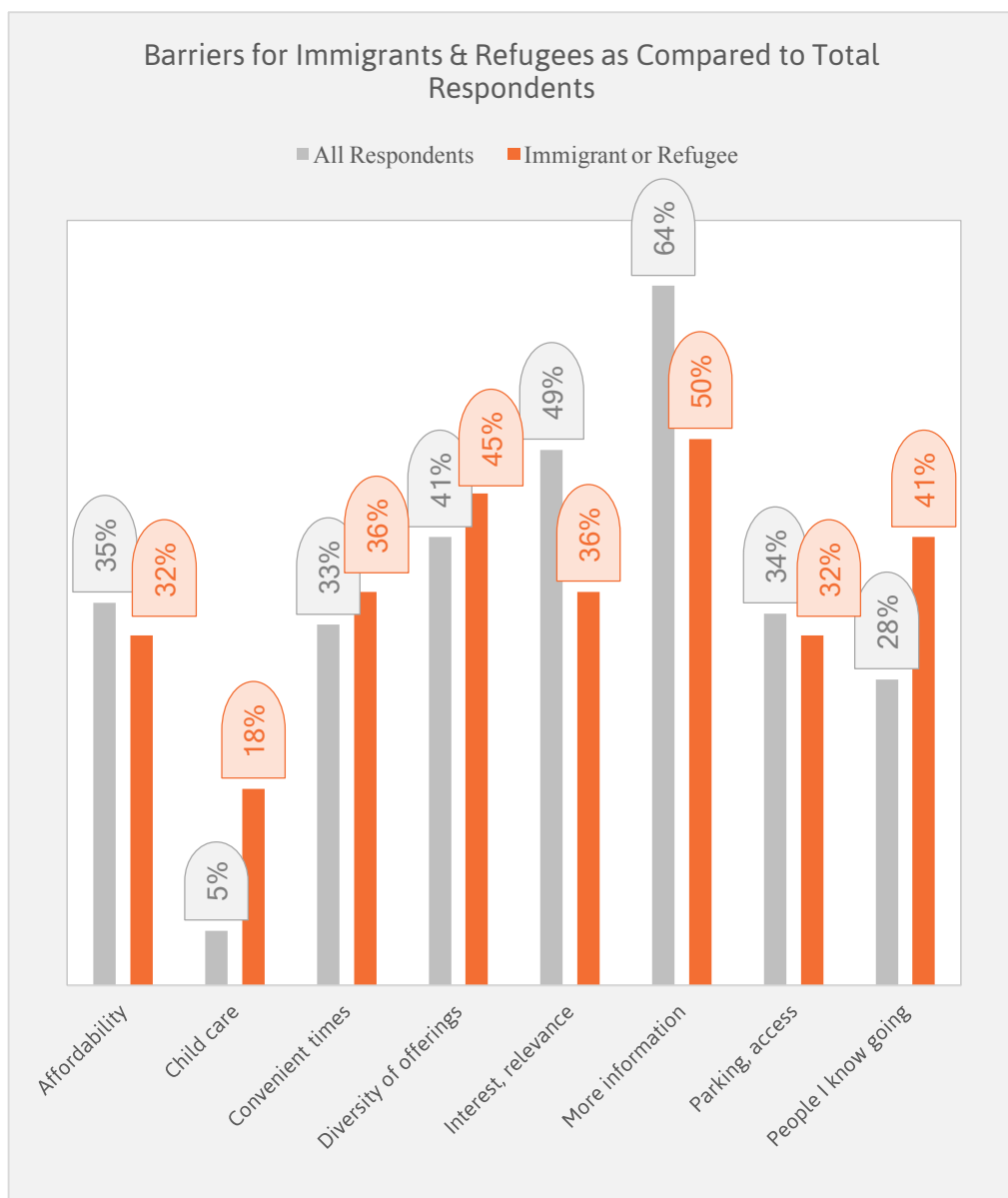
Retirees, who account for a quarter of all respondents, were impacted by “parking and accessibility” far more than respondents as a whole with 50% of retirees indicating that they would attend events more often if there was better “parking and accessibility”.

Barriers for LA’s Immigrants and Refugees

LA is home to one of Maine’s largest populations of immigrants and refugees. Reducing barriers for those who have immigrated to the LA area from another country is an essential part of bridging cultural divides.

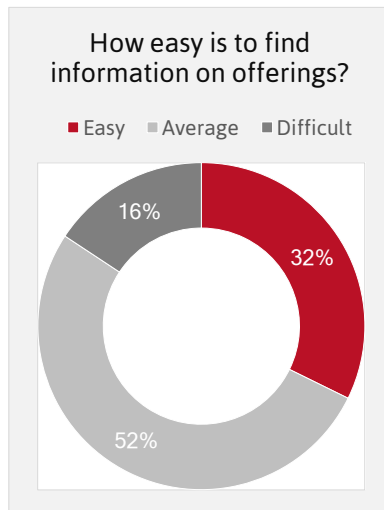
Data shows that the availability of affordable “child care” is more likely to impact those who came to LA as an immigrant or refugee than respondents overall with 18% of immigrants and refugees indicating that “child care” poses a barrier compared to 5% for respondents overall. Furthermore, in looking at only those respondents with school-age children at home, this number rises to 30%.

Like younger respondents, immigrants and refugees are also more likely to attend an event if somebody they know is attending.



Public Awareness of Arts & Cultural Offerings

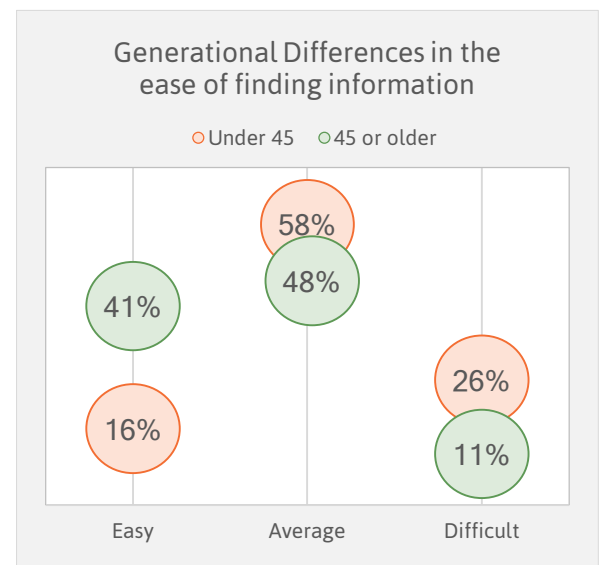
Respondents were asked how aware they are of information on arts and cultural events. Approximately 42% of respondents say they are “very aware” of arts and cultural offerings with another 43% saying they are “moderately aware”.



When asked how easy is it to find information on arts and cultural offerings in the LA area, about three out of every ten respondents (32%) indicated that it is “easy” to find information and 16% find it “difficult”. About half (52%) of all respondents feel that the ease of finding information on LA arts and cultural offerings is “average”.

Generational differences

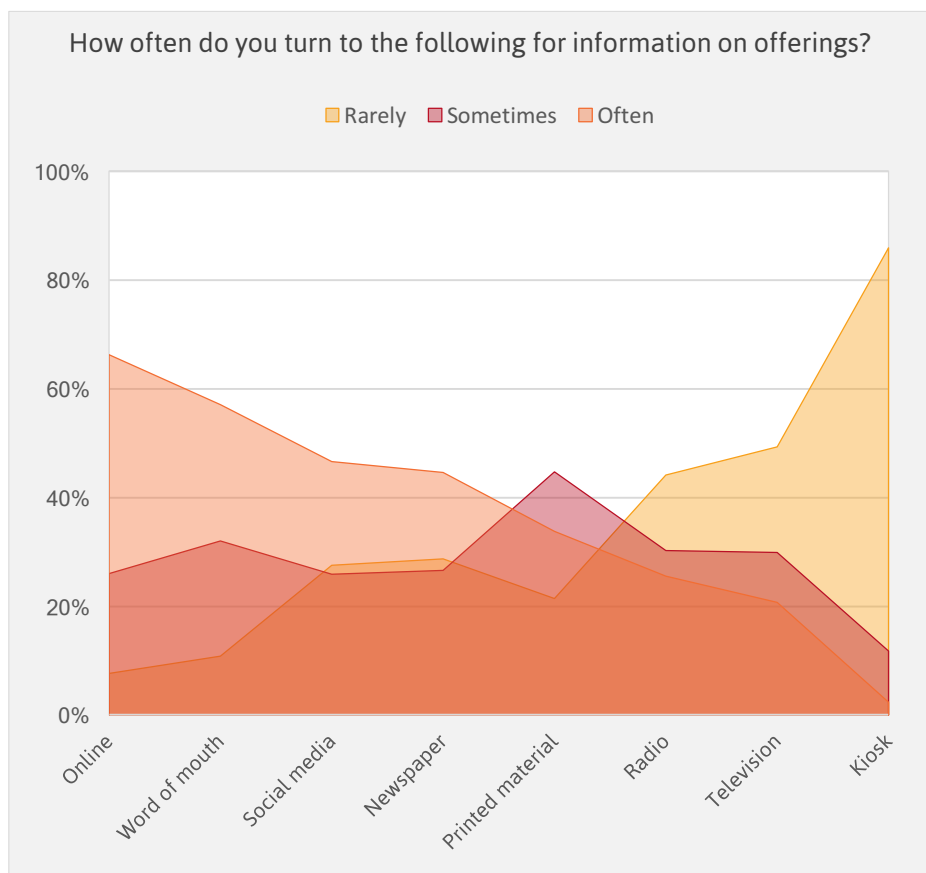
Questions regarding awareness and finding information on arts and cultural offerings reveal significant differences across generations. Respondents under the age of 45 were far more likely to report difficulty in finding information on arts and cultural offerings than their older counterparts.



Getting the word out

With a lack of information presenting the most prevalent barrier to respondent’s participation in arts and cultural offerings in the LA area, it is important to understand where people turn for information. The chart below sheds light where respondents go for information on arts and cultural offerings.

“Online” was identified as the most common source of information on arts and cultural offerings with 66% of respondents



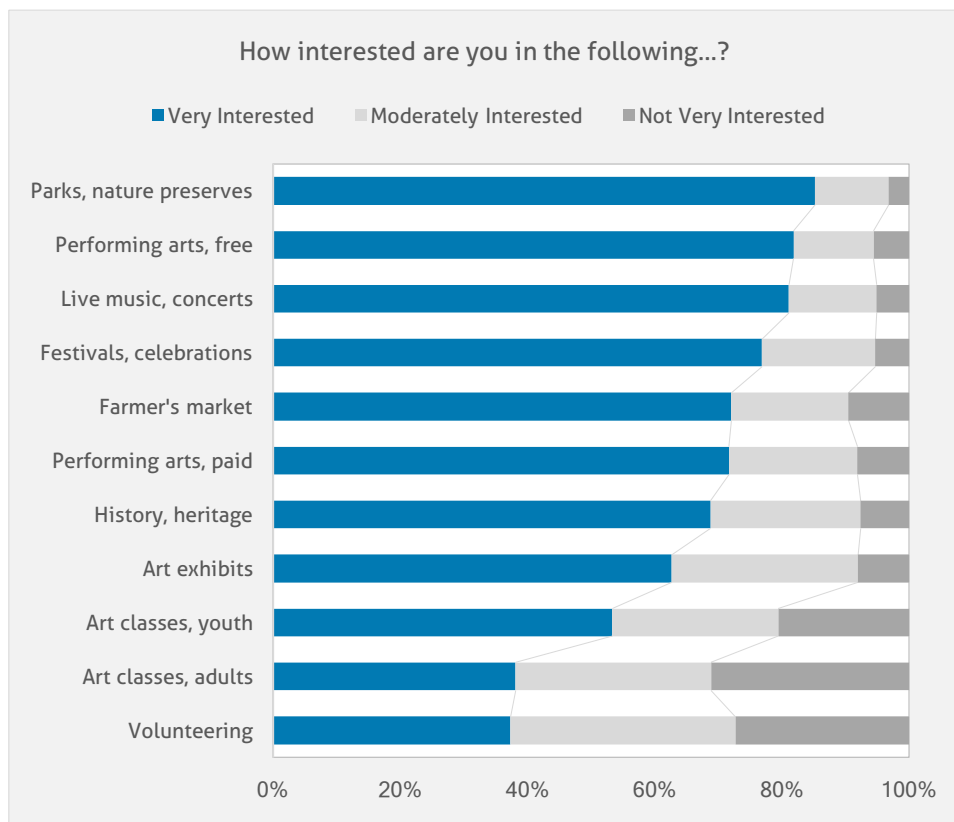
relying on “online” resources (not including social media) for information often, nearly half of those (47%) turn to “online” resources “almost always”.

“Newspaper” came out as the most commonly turned to form of printed media with 44% of respondents looking to “newspaper” “often”, half of which (22% of all respondents) “almost always” turn to “newspaper” for information on arts and cultural offerings.

Respondents age effects where they turn to for information, with those age 65 and above relying far more on newspapers for information on arts and cultural offerings than other information outlets.

Interests & Participation

Results demonstrate a high level of both interest and participation in “parks & nature preserves” with 85% of respondents indicating that they are “very interested” in this type of activity, more than any other activity included in the survey.



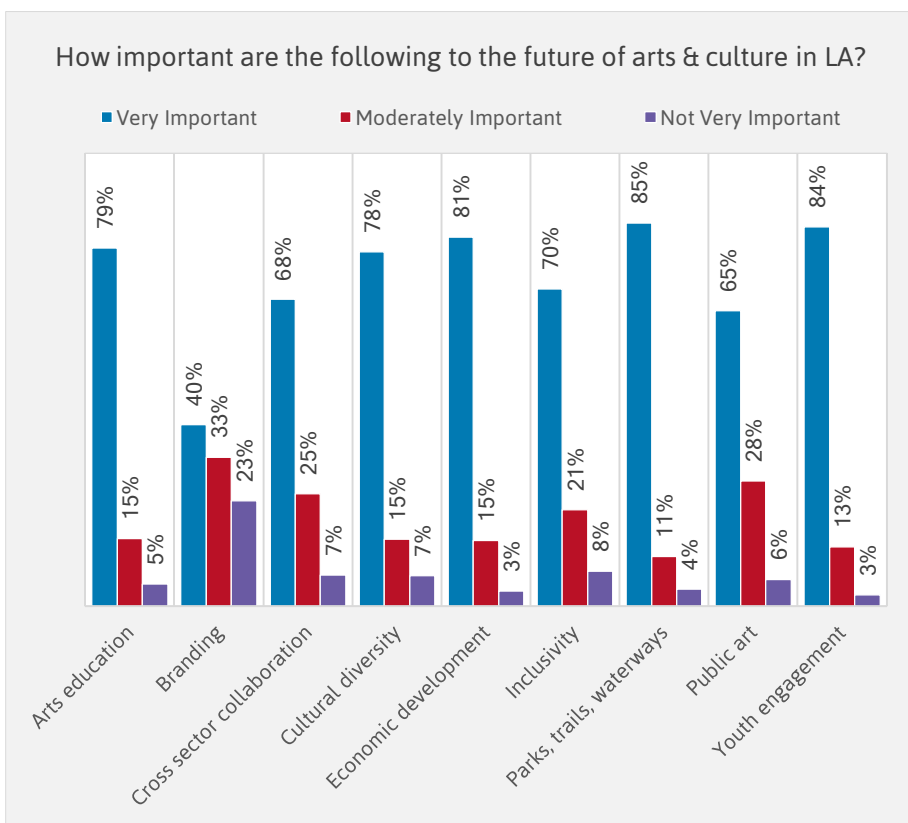
Other popular activities include “free performing arts events”, “live music & concerts”, “farmer’s markets”, and “festivals & celebrations”, all of which at least 75% of respondents indicated a high level of interest (respondents were “very interested” or “extremely interested”).

Respondents age 25 - 44 were more likely to be drawn to “art classes” including those for adults and youth, with average interest and participation both exceeding the overall average by at least 10%. In fact, young adults (those under the age of 45) were 150% more likely to have participated in “art classes for adults” than those age 45 and over. While those in this age demographic show greater overall interest in activities included in the survey.

Results indicate that those 65 and above are far more likely to participate in arts and cultural

activities than their younger counterparts. Older respondents show higher rates of participation in “live music & concerts” than any other activity included in the survey with “performing arts events (paid)” coming in a near second (“parks & nature preserves had the highest participation among all other respondents”).

Looking to the future



In order to gauge the relevance of priorities identified through the launch meeting and community conversations with the general public, respondents were asked how important each priority is to the future of the LA community.

“Branding” scored significantly lower than other items with 55% of respondents identifying “branding” as being “not very” or “moderately” important. In addition, “branding” was the only item left blank by a number of respondents. All other priorities were identified as either “very important” or “extremely important” by at least 60% of respondents.

“Parks, trails, & waterways”, “youth engagement”, and “economic development” were the highest ranking priorities and were “very important” or “extremely important” to at least 80% of respondents.

Over three quarters of respondents

indicate that “arts education” and “economic development” are “very important” or “extremely important”.

Support for Arts & Cultural Initiatives

Survey results demonstrate strong support for many initiatives proposed to respondents. “Community arts center” was the most widely supported initiated with 84% of respondents indicating that they would be in favor of this initiative. Other popular initiatives were “co-making space”, with 82% of respondents in favor, and “multicultural festival”, with 78%.

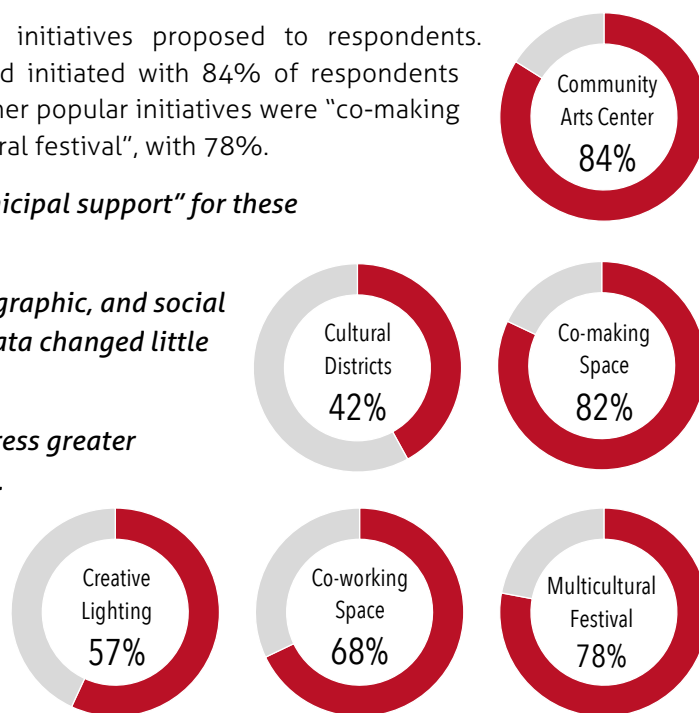
69% of respondents said they would be in favor of “municipal support” for these initiatives.

Support for initiatives varied little across economic, geographic, and social demographics. Despite correlations mentioned below, data changed little across demographic groups.

Those living outside the LA municipalities tended to express greater support for all initiatives but “creative lighting projects”.

Respondents under the age of 45 were approximately 20% more likely to show support for “creative lighting projects” (those under age 25 were nearly twice as likely) than those age 45 and above.

Respondents age 25 – 44 show greater overall support for initiatives than other age demographics.



LA Artist & Maker Survey

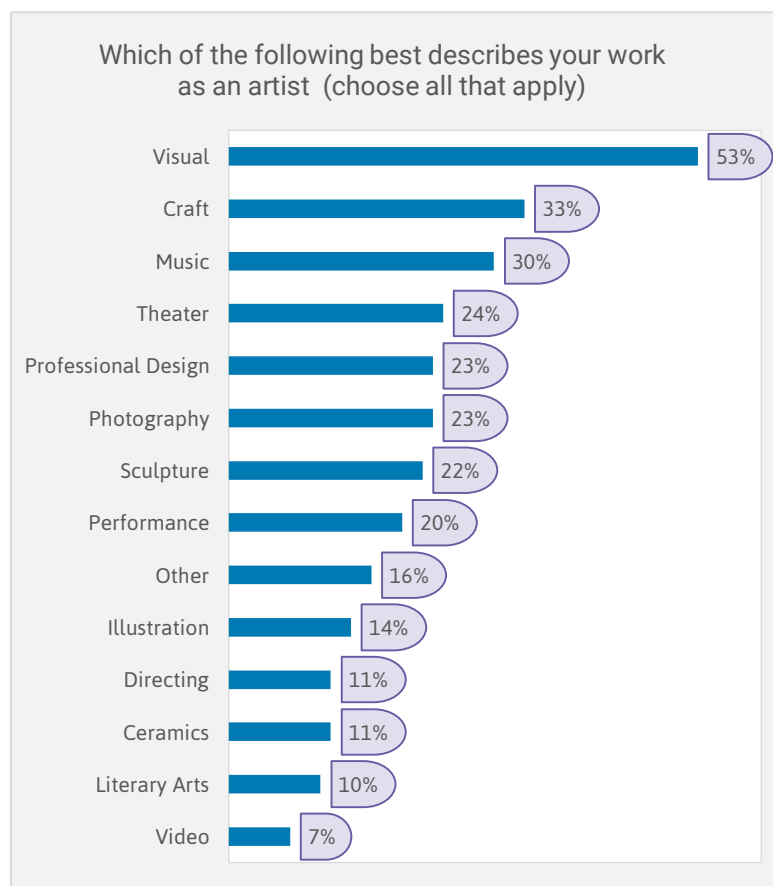
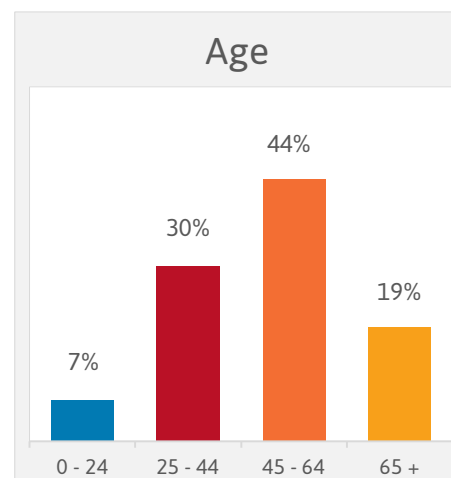
The LA Artist and Maker survey was designed to capture feedback from LA's artists and creative professionals. Questions aimed to better understand the challenges faced by LA artists and to learn what might help LA artists and makers thrive in their local community. Artists from LA and the surrounding towns responded to the survey. While results from the Artist and Maker Survey offer insight into the priorities and needs of LA area artists, further inventory and assessment of LA's artists and makers would enable additional support for LA's creative professionals.

Demographics

Responding artists offer a demographic profile comparable to that of the general population of the LA area in regards to age. The age breakdown of those responding to the Artist and Maker Survey is nearly identical to data provided by the Public Opinion Survey, with a slight increase in respondents age 44 – 64 and a decrease in respondents age 65 and above.

The educational attainment of responding artists was significantly higher than that of the LA community with over half of all respondents having earned a bachelor's degree or higher compared to 15.7% in Lewiston and 24.9% in Auburn (American Community Survey, 2014).

Responding artists were less ethnically diverse than the community in which they reside with fewer than 7% indicating an ethnicity other than White/Caucasian, over half of which identified as Native American/Alaska Native (American Community Survey, 2014).



Artistic disciplines

LA artists represent a broad range of arts based disciplines. Many respondents practice in a multi-disciplinary manner, with about three quarters of responding artists practicing two or more disciplines. Of the 76% who identified at least two fields of art, about 80% indicated work across three or more disciplines, and 40% referenced five artistic disciplines or more.

At least half of all responding artists work in some form of "visual arts", making it the most common arts discipline identified. This is not surprising considering the broad scope of what "visual arts" might include. "Craft" and "music" were also commonly selected fields of artistry. It should be noted that the three disciplines with the highest concentrations of activity: "visual arts", "craft", and "music", were all listed in the survey as at least 3 or more related fields. This is also true for other disciplines including "professional design".

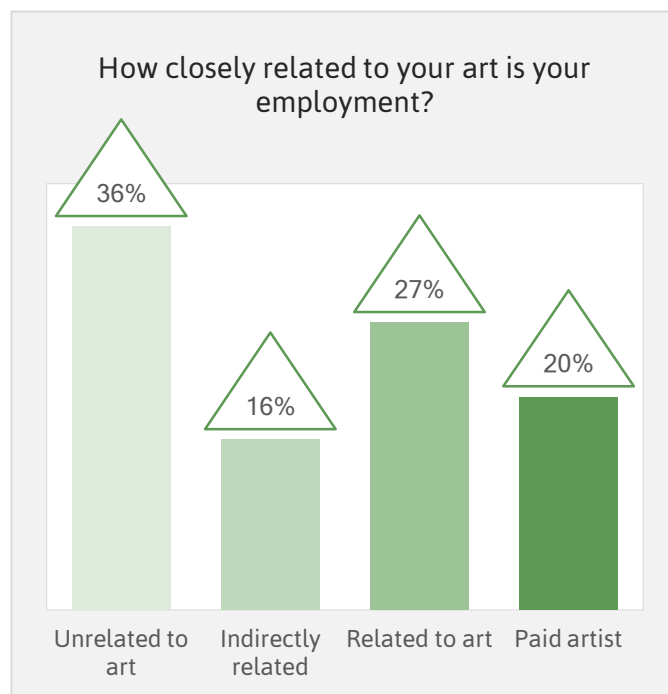
How do LA artists earn a living?

Approximately 14% of responding artists earn 100% of their income through their art and about 75% of responding artists indicate that they supplement their income through other employment. Approximately 36% of responding artists supplement their income through employment that is “unrelated to their art” compared to 27% whose supplemental employment is “related to their art” and another 16% for whom it is “indirectly related”.

What do artists need?

Data from the LA Artist and Maker Survey demonstrates artists are looking for more ways to sell their art. 7 out of 10 responding artists said that “access to arts markets, exhibitions” would be helpful to their work as an artist.

Data shows that artists rely heavily on local sales and sales within the state of Maine to support their arts-based business. 80% of responding artists sell art in the local community of which and about 20% rely solely on local sales. In addition, about 30% of those who sell art in Maine rely solely on Statewide sales to support their work as an artist.



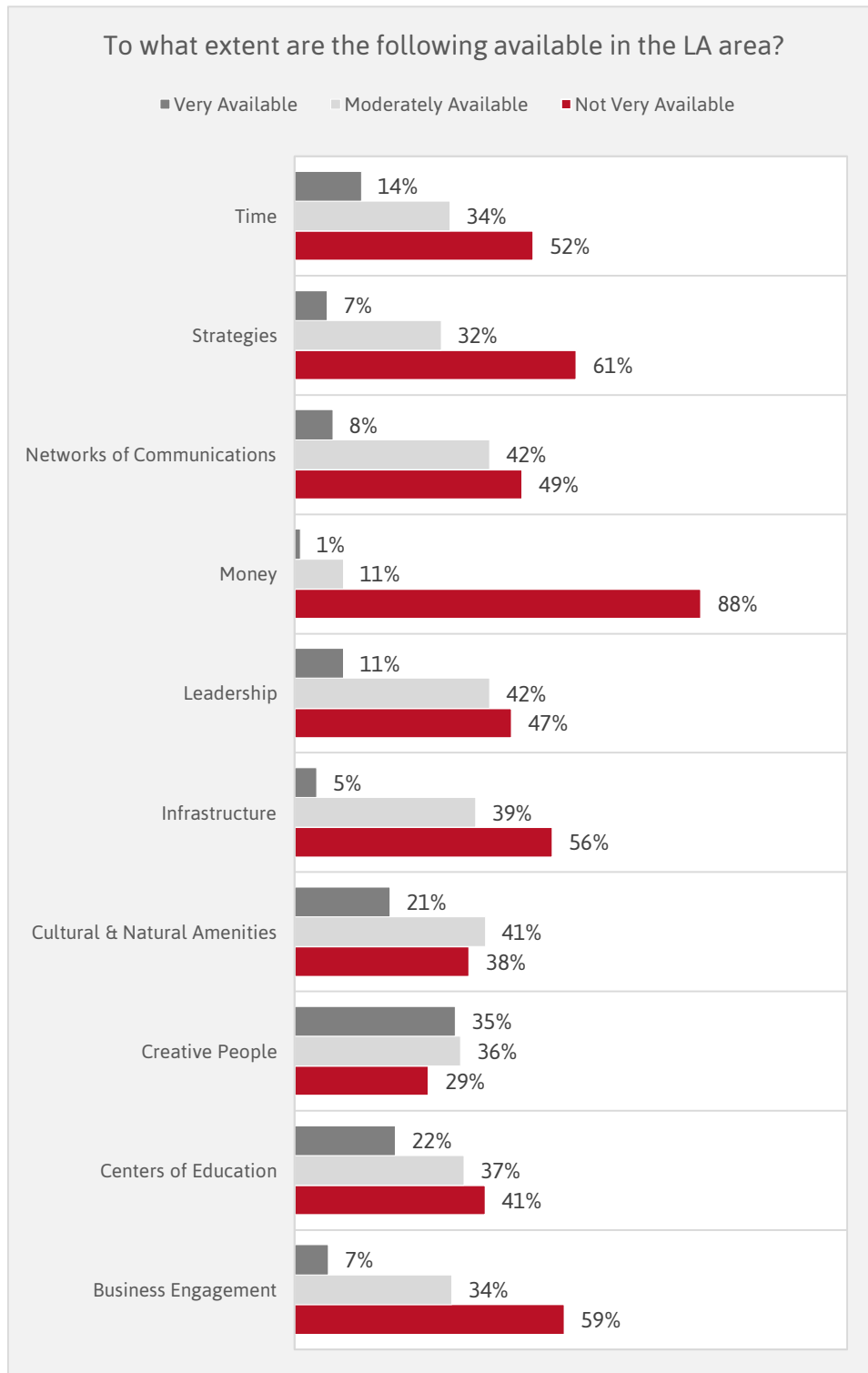
Half of all responding artists feel they would benefit from a “listing in an online directory of local artists”. It should be noted that an online directory could also offer access to new markets for sales considering fewer than 30% of responding artists currently make use of online tools to sell their art.

51% or all responding artists say they are in need of “access to affordable studio space”. When asked how significant a need space presents to their arts-based business, about half of all responding artists indicated that space presented a “pressing need”.

Building Blocks of a Thriving Creative Community

In 2005, at the request of New England Foundation for the Arts and the Maine Arts Commission, a research team from the Center for Business & Economic Research at Maine's Muskie School of Public Service published *The Creative Economy in Maine*. The report provides a detailed analysis of Maine's creative economy and identifies ten key building blocks that are essential to a thriving creative economy.

What do artists think about the building blocks in LA?



In an effort to gauge the availability of these building blocks in the LA community, the LA Artist and Maker Survey asked artists to what extent those building blocks are available in LA. The results offer valuable insight into LA's strengths as a creative community and sheds light on areas for growth.

"Money", from philanthropists, grant opportunities, and other funding sources was identified as the least available resource, with 88% of responding artists expressing "money" was "not very available" in the LA community.

All ten building blocks were more likely to be identified as either "moderately" or "not very" available than "very available".

"Creative people" was the resource most likely to be perceived as "very available", with 36% of responding artists saying "creative people" are "very available" in LA.

"Strategies", "business engagement", and "infrastructure" all had very low rates of availability with fewer than 10% of respondents indicating these things are "very available" in the LA community.

LA Cultural Priorities



Amplify quality of life with accessible lifelong learning in arts and culture.

LA's population is composed of high rates of young people and families, as well as high rates of elderly. Arts and cultural learning experiences have ripple effects including higher student SAT scores, social well-being, and enhanced quality of life.

Foster community cohesion & cultural understanding.

With a population rich in ethnic diversity, LA has an opportunity to establish itself as a leader in cultural awareness and inclusivity by promoting and providing opportunities that celebrate LA's unique cultures.

Bolster LA's creative capital and entrepreneurial activity.

As the community continues to face pressures of shifting economies LA can encourage workforce ingenuity by strengthening and building on its thriving network of artists and creative professionals.

Utilize arts & culture to enhance LA's image to attract residents, tourism, & new investment.

As one of Maine's largest communities, LA is poised to position itself as a hub for cultural and creative activity by supporting existing assets and defining new and exciting opportunities for cultural engagement.

Further the position of arts & culture in local government.

Cities around the world recognize the benefits brought by a thriving creative economy and are using arts and cultural assets as tools for community revitalization, development, and as a means of establishing local economic resilience.

Amplify quality of life with accessible lifelong learning in arts and culture.

Strengthen and expand arts and cultural learning experiences in public, private, and non-profit settings.

1 Year, 2017

DEVELOP A ROLLING INVENTORY OF ARTS AND CULTURAL EDUCATION PROGRAMS IN LA SCHOOLS AND COMMUNITY SETTINGS FOR ALL AGES.

Utilize results to identify gaps in arts education and increase support for underserved locations; make available online.

Key Players

Bates College, L/A Arts, Arts and Cultural Education Facilities

IDENTIFY NEW FUNDING SOURCES FOR PRE-K-12 ARTS AND CULTURAL EDUCATION PROGRAMS.

Look for grants to support STEAM professional development for local teachers; provide LA schools with information on the Maine Arts Commission's Ticket to Ride Program to pay for student transportation to arts and cultural venues.

Key Players

L/A Arts, AVCOG, Public Schools

ORGANIZE AN INFORMATION CAMPAIGN TO RAISE AWARENESS OF THE BENEFITS OF ARTS AND CULTURAL EDUCATION, BASED ON NATIONAL AND LOCAL DATA TO GARNER FINANCIAL SUPPORT.

Key Players

L/A Arts

Easy to achieve

MAINTAIN A VENUE FOR STUDENT ARTWORK AT THE LA ART WALK.

Engage youth in the planning and operation.

Key Players

L/A Arts

8 out of every 10 respondents feel that ARTS EDUCATION is VERY IMPORTANT to the future of arts and culture in LA

2 Years, 2018

ADVOCATE FOR THE PUBLIC SCHOOL SYSTEM TO FORMALLY ADOPT CROSS-CURRICULAR ARTS INTEGRATION TEACHING AND LEARNING SYSTEMS, SUCH AS STEM-TO-STEAM EDUCATION.

Key Players

L/A Arts, Public Schools

DESIGN AND PROMOTE OPPORTUNITIES FOR VOLUNTEERISM BASED ON DEMOGRAPHICS INDICATING A HIGH LEVEL OF INTEREST.

Key Players

ACLA

88%

of respondents feel it's VERY IMPORTANT for children to have arts & cultural activities in school.

3 Years, 2019

EXPAND AND DEEPEN PROFESSIONAL DEVELOPMENT OFFERINGS FOR EDUCATORS.

Stay up to date on changes in arts education best practices.

Key Players

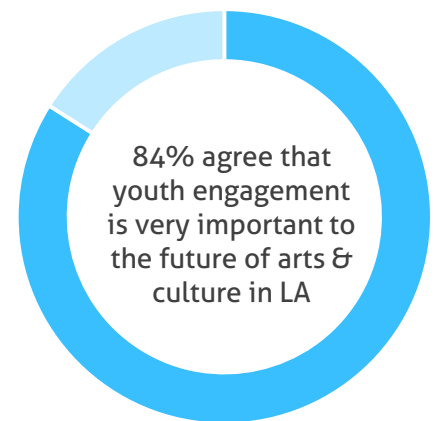
L/A Arts, Bates College, Public Schools

RECOGNIZE AND CELEBRATE YOUTH ART.

During youth art month encourage arts and cultural organizations and businesses to display artwork created or performed by youth; work with local property owners to display student artwork in empty storefronts; consider a youth art competition with the winner's art work going on display in a prominent location; partner with local media to raise the profile of youth artists and the value of arts education programming in the community.

Key Players

L/A Arts, Public Schools



4 Years, 2020

CREATE A CULTURAL PASSPORT PROGRAM TO INCREASE ACCESSIBILITY.

Key Players

ACLA

EXPAND ARTS AND CULTURAL EDUCATIONAL OPPORTUNITIES IN COMMUNITY SETTINGS.

Make events and classes available at community centers, youth centers, senior centers, and hospitals; explore the feasibility of a culture bus.

Key Players

L/A Arts, Maine Senior College Network

5 Years, 2021

RESPOND TO LA'S AGING DEMOGRAPHIC BY DEVELOPING A CREATIVE AGING PROGRAM.

Utilize the Maine Arts Commission Creative Aging Grant, online resources, and teaching roster; Increase outreach to seniors by creating and maintaining an inventory of senior housing, services, and program contacts.

Key Players

L/A Arts, ACLA

Foster community cohesion and cultural understanding.

Create opportunities that build cultural bridges.

Easy to Achieve

CREATE AND MAINTAIN A DIRECTORY OF LA COMMUNITY SERVICE ORGANIZATIONS AND PROGRAM CONTACTS TO ENHANCE COMMUNICATION AND OUTREACH.

L/A Arts, Local Service Organizations

HIGHLIGHT LA'S CULTURAL DIVERSITY AS AN ASSET IN COMMUNITY BRANDING AND PROMOTION.

Expand access and visibility by making material available in multiple languages.

LAEGC, LA Metro Chamber, ACLA

PROVIDE ONLINE MATERIAL IN MULTILINGUAL OPTIONS.

1 Year, 2017

MAKE MATERIAL PROMOTING ARTS AND CULTURAL OFFERINGS AVAILABLE IN MULTIPLE LANGUAGES.

Distribute to new residents via realtors and community services.

Key Players

ACLA, Realtors

PROVIDE COMMUNITY SPACES THAT BRING PEOPLE TOGETHER TO CONNECT AND CREATE.

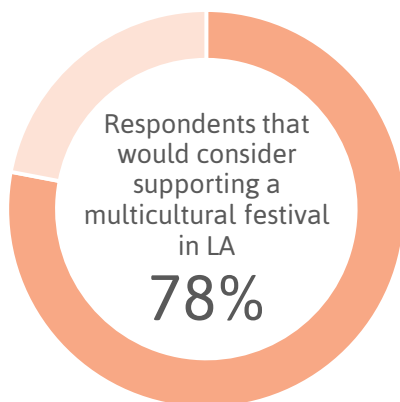
Promote makerspace initiatives to a wide range of demographics.

Key Players

ACLA

19.3% of Lewiston's population & 11.3% of Auburn's population speak a language other than English at home, compared to 6.7% of the population of Maine

3 Years, 2019



DESIGN YOUTH-CENTERED PUBLIC ART PROJECTS THAT CONNECT CULTURAL TRADITIONS OF OLD AND NEW IMMIGRANTS.

Key Players

L/A Arts, Public Schools

ORGANIZE A SIGNATURE MULTICULTURAL FESTIVAL TO CELEBRATE THE DIVERSITY OF LA'S POPULATION.

Incorporate youth in the programming and planning; host at LA's Simard-Payne Park and Bonney Park utilizing the walking bridge as a connecting feature.

Key Players

L/A Arts, World Refugee Day, Multi-cultural Resources, Outright LA, Municipalities

Ongoing

STRIVE FOR GEOGRAPHIC, ETHNIC, AND AGE DIVERSITY IN AUDIENCES, STAFF, AND ON BOARDS OF ARTS AND CULTURAL ORGANIZATIONS.

Encourage cultural anchors in LA to research and employ audience development tools.

Key Players

ACLA

3/4

3 out of 4 respondents of respondents indicated that CULTURAL DIVERSITY is very important to the future of LA

Bolster LA's creative capital and entrepreneurial activity.

Support the development of LA's creative professionals to promote a resilient local economy.

1 Year, 2017

DEVELOP MAKERSPACES FOR NEW AND EMERGING ARTISTS.

Key Players

LAEGC, Bates College, L/A Arts, CLT



8 out of 10 respondents would consider supporting the development of CO-MAKING SPACE in LA

Online tools, & social network sites were identified as the most common source of information on arts & cultural offerings

2 Years, 2018

ESTABLISH TOOLS FOR ARTISTS AND INNOVATORS THAT CONNECT THEM TO OPPORTUNITIES FOR BUSINESS AND PROFESSIONAL DEVELOPMENT.

Develop an online directory of LA's artists and creative professionals, include links to their websites and online stores; create helpful online business resources for creative professionals; provide a link to a LA artist social networking page where artisans may share information; consider developing an interest-free micro financing

program for creative enterprises; Initiate regularly occurring Pecha Kucha events making use of <http://www.pechakucha.org/> for visibility and promotion.

Key Players

LAEGC, L/A Arts, LA Metro Chamber, UMVA-LA

EXPLORE THE FEASIBILITY OF CREATING ARTIST LIVE/WORK SPACES IN LA.

Weigh the options of working with local developers and national developer, Artspace.

Key Players

L/A Arts

1/2

Space needs were identified as a PRESSING ISSUE by 49% of responding artists

Ongoing

FACILITATE COMMUNICATION BETWEEN PROPERTY OWNERS AND CREATIVE ENTERPRISES TO ESTABLISH OPPORTUNITIES FOR CULTURAL SPACES AND POP-UP SHOPS IN VACANT PROPERTIES.

Create and maintain an inventory of vacant properties and contacts.

Key Players

LAEGC, L/A Arts, Realtors

OFFER PROFESSIONAL DEVELOPMENT WORKSHOPS BASED ON INDUSTRY NEED.

Hold seminars and create programming around entrepreneurship; participate and engage other organizations with LAEGC in the Maine Accelerates Growth program to foster creative and innovative entrepreneurship; build connections and seek partnerships with the Maine College of Art; encourage networking and collaboration among LA's creative professionals by hosting recurring events for artists and creative enterprises; continue market research at meetings.

Key Players

LAEGC, L/A Arts, AVCOG, MECA, UMVA-LA

Utilize arts and culture to enhance LA's image to attract residents, tourism, and new investment.

Cultivate a creative identity and meaningful sense of place.

Easy to Achieve

CREATE AN INVENTORY OF ARTS, HERITAGE AND CULTURAL ORGANIZATIONS, LANDMARKS, HISTORIC SITES, TRAILS AND RECREATIONAL ASSETS IN LA TO INFORM RELEVANT INITIATIVES.

Key Players

L/A Arts, Bates College

ENCOURAGE ART ACTIVITIES DOWNTOWN.

Develop an inventory of Maine buskers and create opportunities for their involvement in LA Artwalk or outdoor cultural events; establish opportunities for businesses to sponsor a local artist to design their storefront, facade, or street furniture.

Key Players

L/A Arts, Business Community, LA Metro Chamber

PARTICIPATE IN COMMUNITY BRANDING ACTIVITIES.

Ensure LA's creative community has a voice in community branding efforts; weigh the benefits of rebranding ACLA to a memorable acronym such as COOLA.

Key Players

LAEGC, ACLA

85%
of respondents indicated that parks, trails, & waterways are very important to the future of arts & culture in LA

1 Year, 2017

DESIGN AND MAINTAIN PRINTED PROMOTIONAL MATERIAL FOR LA ARTS AND CULTURAL ORGANIZATIONS AND ASSETS.

Distribute it through Maine Tourism Association rest areas, Chambers of Commerce, local institutions, and other regional outlets.

Key Players

ACLA

ADVOCATE FOR CANAL SYSTEM TO BE AN ARTS AND CULTURAL CENTER.

Base advocacy on recommendations from the 2010 Island Riverfront Master Plan; ensure the cultural sector has a voice in planning and development of the canal system.

Key Players

Arts & Cultural Advisory Committee of ACLA,

DEVELOP A CONSISTENT WRITTEN NARRATIVE ON CULTURE AND ARTS IN LA FOR USE IN ATTRACTING BUSINESS DEVELOPMENT.

Key Players

Arts & Cultural Advisory Committee of ACLA, Municipalities, LA Metro Chamber, LAEGC

2 Years, 2018

ENGAGE THE COMMUNITIES TO CREATE A JOINT PUBLIC ART PLAN.

Collaborate with municipalities to establish guidelines, funding strategies, potential sites, and an inventory of existing public art.

Key Players

L/A Arts, Arts and Cultural Advisory Committee of ACLA, UMVA-LA, Municipalities

9 out of 10 agree that PUBLIC ART should help to create MEANINGFUL PLACES in the community



5 Years, 2021

DEVELOP A COLLABORATIVE LA REVITALIZATION EFFORT.

Invite interested parties to review Cultural Plan LA; consider suggestions made by the community: riverfront sculpture trail; outdoor movie nights in both cities; creative lighting projects; trees, food forests, and community garden initiatives in public spaces.

Key Players

L/A Arts, Arts and Cultural Advisory Committee of ACLA, Androscoggin Land Trust, LA Metro Chamber, Business Community, Grow L+A, Garden Clubs, YPLAA, Arts and Cultural Education Facilities, Municipalities

Boost the image of LA cultural assets.

1 Year, 2017

CONTINUE TO BUILD TRUST AMONG ACLA MEMBERS AND FIND OPPORTUNITIES FOR MARKETING AND PROGRAM COLLABORATION.

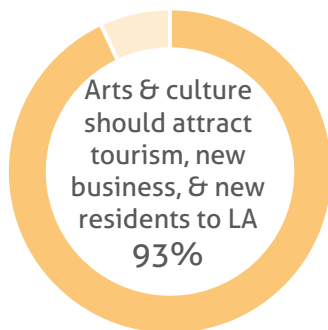
Expand the ACLA network to include all arts and cultural resources in LA.

Key Players

ACLA

2 Years, 2018

ESTABLISH LA METRO AS A CULTURAL TOURISM REGION.



Consider creating an annual Arts and Culture Open House event featuring cultural sites open to the public for free viewings and tours; promote LA events to a national market by posting to the Maine Office of Tourism's online calendar; make use of Maine Public Broadcasting Network online event calendar.

Key Players

LAEGC, L/A Arts, Arts and Cultural Advisory Committee of ACLA, LA Metro Chamber, ACLA

GROW THE ACLA WEBSITE TO INCLUDE ENGAGING FEATURES CONNECTING USERS TO LA'S CREATIVE ASSETS.

Consider using or emulating Artsopolis software; make available as a mobile app;

Include a comprehensive cultural asset map; coordinate a monthly e-blast of events.

Key Players

AVCOG, ACLA

IMPROVE VISIBILITY OF LA'S CULTURAL, NATURAL AND HISTORIC ASSETS BY ESTABLISHING A COMPREHENSIVE NETWORK OF DIRECTIONAL SIGNS.

Work with Maine DOT right-of-way control technician to make use of the state cultural and historic sign program; use local sign regulations for directional signs identifying cultural non-profit facilities.

Key Players

L/A Arts, Maine DOT, Municipalities

96% of respondents agree that arts & culture should CONTRIBUTE TO A POSITIVE IMAGE of the LA community

Further the position of arts & culture in local government.

Incorporate arts and culture into planning and development of city infrastructure.

Easy to Achieve

DELIVER CULTURAL PLAN LA TO MUNICIPALITIES AND REQUEST A VOTE OF APPROVAL BY THE CITY COUNCILS.

L/A Arts, Arts and Cultural Advisory Committee of ACLA, Municipalities, ACLA

examples of innovative economic development strategies and policies; encourage the creation of an arts and culture subcommittee of the Youth Advisory Council as a way to identify and cultivate youth leaders who could advise on and help implement youth-centered projects.

Key Players

Arts and Cultural Advisory Committee of ACLA, Municipalities, Youth Advisory Council

RAISE PUBLIC AWARENESS OF THE VALUE AND IMPACT THAT ARTS AND CULTURE HAVE ON QUALITY OF LIFE.

Collect statements from audiences about why they attend cultural events; widely publicize resident testimonials on why arts and culture matter.

Key Players

ACLA

REQUEST THAT BOTH CITIES CONSIDER PASSING A RESOLUTION RECOGNIZING THE VALUE AND IMPORTANCE OF PLACEMAKING AND PUBLIC ART.

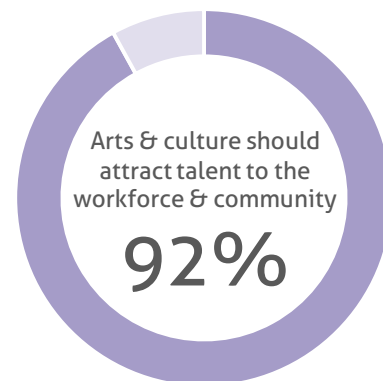
Key Players

Arts and Cultural Advisory Committee of ACLA, Municipalities

1 Year, 2017

ESTABLISH A JOINT MUNICIPAL ARTS AND CULTURE ADVISORY COMMITTEE IN LA TO ENSURE ARTS AND CULTURE ARE CONSIDERED AND UTILIZED IN BROAD COMMUNITY AGENDAS AND DEVELOPMENT.

Stay current on successful models and



2 Years, 2018

94%

of respondents agree that arts & culture should enhance LA's economic vitality

PROVIDE MODELS AND SAMPLES OF INNOVATIVE MUNICIPAL STRATEGIES FOR MUNICIPAL CONSIDERATION.

Examples include: public art planning, tax increment financing districts, funding for culture as part of infrastructure projects, real estate development incentives towards cultural contributions, percent for the arts program, and incentives for commercial buildings to include public art.

Key Players

L/A Arts, Arts and Cultural Advisory Committee of ACLA, Planning Boards, Municipalities

4 Years, 2020

IMPLEMENT TOOLS FOR MEASURING THE ECONOMIC IMPACT OF LA'S CREATIVE ECONOMY AND PRESENT FINDINGS TO MUNICIPALITIES.

Look into participating in Americans for the Arts: Arts and Economic Prosperity Studies.

Key Players

ACLA

ASSESS THE POTENTIAL FOR ESTABLISHING ARTS AND CULTURAL DISTRICTS THAT ENCOURAGE CREATIVE BUSINESS INVESTMENT IN THE DOWNTOWNS.

Explore models that have been successful in other cities; Consider artist's relocation incentive programs.

Key Players

Arts and Cultural Advisory Committee of ACLA, Municipalities, LAEGC

Ongoing

REGULARLY REPORT ON IMPORTANT CULTURAL PROJECTS AND CULTURAL PLAN PROGRESS TO MUNICIPALITIES.

Present data findings that support initiatives to city council.

Key Players

L/A Arts, Arts and Cultural Advisory Committee of ACLA

7 out of 10 respondents agree that arts & culture should be supported, in part, by municipal \$\$\$



NEXT STEPS

1. Steering Committee approved Cultural Plan LA on June 23, 2016.
2. L/A Arts is steward of Cultural Plan LA and will oversee and coordinate implementation.
3. L/A Arts and ACLA will present this document to the municipalities of Lewiston and Auburn to be voted on for approval as an official city plan.
4. L/A Arts will identify organizations, businesses, and agencies that should be included in exploring implementation of relevant parts of this document.
5. L/A Arts will organize working groups for the assorted projects. Items listed in the short term should be given first priority.
6. L/A Arts will issue an annual published report documenting progress and recognizing instrumental partners.
7. ACLA will reach out to other local planning initiatives and request that the cultural community has a voice in their processes.

APPENDICES

Qualitative Data Findings

Launch Meeting Findings

Community Conversations

Quantitative Findings

Public Opinion: findings and survey instrument

Organization Assessment: findings and survey instrument

Artisan and Maker Assessment: findings and survey instrument

Implementation Grid

Model Municipal Arts and Cultural Advisory Committees

Municipal Tools and Innovative Economic Development Policy Examples