



Mosaic Lowell

LOWELL, MA

Creative Economy Plan

Draft Plan September 1, 2022 for public review and comment



This arts, culture, and creative economy plan provides a roadmap to support and celebrate arts, culture, and creative endeavors and entrepreneurs to enhance quality of life, support local businesses and economic development, and celebrate local cultural practices and traditions.

Mosaic Lowell encourages you to become involved by contacting info@mosaiclowell.org

Mosaic Lowell Vision

Mosaic Lowell is a collaboration of stakeholders working to develop and implement an arts, culture, and creative economy plan for Lowell to enhance the quality of life for all.

Mosaic Lowell brings together people, neighborhoods, businesses, and organizations from across the city to work in partnership to amplify the power and reach of the city's creatives, its cultural offerings, and the creative economy that produces them. It elevates Lowell into an even more exciting place to live, work, and visit.

Many creatives, many cultures, one community
This is Mosaic Lowell

Premiere Supporter

The Barr Foundation

Supporting Partners

Greater Lowell Community Foundation, The Lowell Plan, Lowell National Historical Park, City of Lowell

Mosaic Lowell Plan Administrator

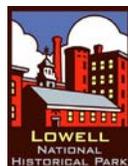
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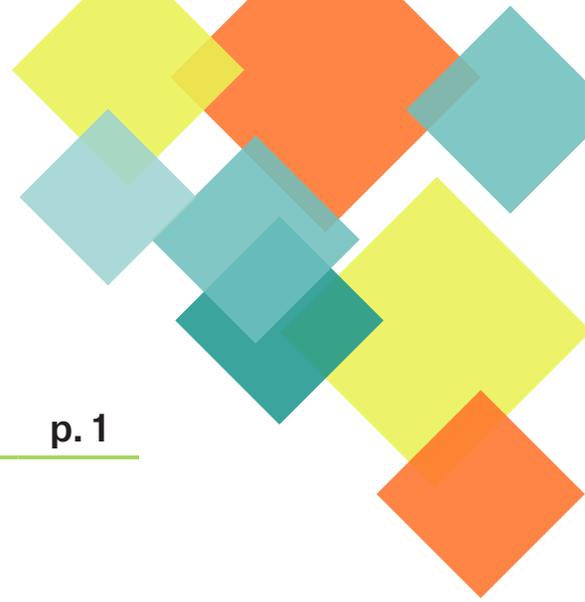
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Appendix A: Community Engagement Summary

Note that "City" is capitalized in this plan when it refers to the City of Lowell government and public entities. Lower case "city" refers in general to the city, as in, "The city has numerous cultural assets."

Why this plan?

Lowell has more than 80 nonprofit organizations working in arts, culture, youth development, health, education, over 150 food and restaurant options, and more. Over 30 festivals and events offer food, music, art, and cultural celebration to residents and regional and world-wide visitors. Lowell has an extraordinary abundance of cultural, art, and creative assets and these offerings are varied and dispersed throughout the neighborhoods. Mosaic Lowell seeks to support and enhance the creative and cultural assets of the city to achieve ten goals:

Mosaic Lowell Goals

- 1** **Illuminate Lowell arts, culture, and creativity** to the city, region, and world through marketing and other efforts.
- 2** **Create a strong network of communications, collaborations, and partnerships** across organizations, businesses, sectors, cultures, and demographics.
- 3** **Grow the available resources and support** for arts, culture, and creativity in Lowell.
- 4** **Enhance lifelong learning opportunities**, including school opportunities, in arts, culture, and making for Lowell residents.
- 5** **Identify and capitalize on new funding and revenue opportunities** for the City and businesses.
- 6** **Bring arts programming and opportunities to every neighborhood** and support culture and independent businesses throughout the city.
- 7** **Integrate arts and culture** in mainstream City planning initiatives and investments.
- 8** **Increase the presence of publicly accessible art** in the city and facilitate a greater diversity of types, subjects, and creators of publicly accessible art.
- 9** **Make arts and cultural spaces easier to find and access, and accessible to all.**
- 10** **Build on existing events and festivals** to make the city a showcase for these activities and ensure local businesses and creatives benefit from these events.

What makes Mosaic Lowell different?

Mosaic Lowell is being built “from the ground up.” Mosaic Lowell’s goals and objectives are derived from feedback gathered through listening sessions, interactions, gatherings, and surveys in 2021-22. Outreach was conducted throughout the community, and included a broad swath of residents, businesses, and nonprofits. Likewise, the plan’s implementation will be achieved through engaging and convening artists and cultural practitioners, creative economy businesses, arts, cultural, youth, and education organizations, and people who value the impact that arts and culture can play in our lives.

This inclusive process to develop Mosaic Lowell’s goals and action steps has built widespread support for this effort and will continue to include and seek benefits for a broad section of the Lowell community. The governance of Mosaic Lowell and implementation of this plan is dependent on “ground up” participation – the more we put into this collaborative effort, the more we will benefit as a community.

Mosaic Lowell is also the beneficiary of very generous lead funding and ongoing support from the Barr Foundation. This has provided resources to develop and implement a thoughtful and effective plan.

Why now?

As the world emerges from the COVID-19 pandemic there is a hunger for arts, culture, and connectivity, to fill the void felt during the past two years. The city and its neighborhoods have new leadership and representation as work begins on Lowell’s next master plan. A surge of creativity and optimism is already spawning exciting ideas and projects across the community.

With input and ideas gathered from listening and surveys conducted throughout the city, Mosaic Lowell will help build community engagement and participation, foster collaboration, and bring renewed attention and resources to Lowell’s arts and culture and creative economy. This is the time to embrace collaborative and inclusive efforts that connect and support our residents, businesses, neighborhoods, and overall quality of life.



Lowell Folk Festival

Marte Media

The Power of the Creative Economy

Through national and international research over many years, experts have identified that arts, culture, history, and creative activities support high quality of life, strong businesses, and healthy communities, and build equity.

Arts and culture are critical parts of life in Lowell. They provide a channel for celebrating our diversity, history, traditions, and communities and are a source of exploration, joy, imagination, beauty, and entrepreneurial spirit. Arts, culture, and creativity are major contributors to quality of life and the economy and can be infused in everything we hope for Lowell – to be a welcoming place for people of all backgrounds, be a destination for locals and visitors, support economic development, and provide needed services and opportunities for residents. Arts, culture, and creativity also are important vehicles for equity building, providing opportunities to showcase and support the wealth of cultural diversity represented by the many populations that make up this Gateway City.

How important is the creative economy? A growing creative economy builds wealth in Lowell and the region by creating jobs, generating tax revenue, increasing tourism and consumer

purchases, and attracting people to live and invest in the city. Further, the creatives who make up the heart of the arts and culture industry are well connected to the diverse communities in Lowell and the region, creating many possibilities for economic development when given entrepreneurial opportunities.¹

Economic impact studies reveal the quantitative benefits of the creative economy. In 2019, the U.S. Bureau of Economic Analysis reported that the arts and culture sector contributed \$25.5 billion to the Massachusetts economy, representing 4.3% of the state's GDP and more than 140,000 jobs. This was more than other large industries, including construction, education services, and agriculture.² In Lowell alone, the nonprofit arts and cultural industry contributed more than \$12 million to the economy in Fiscal Year 2015 (FY15). This supported the equivalent of 500 full-time jobs, paid out \$8 million in household income to residents, and generated nearly \$500,000 in revenue for both the local and state governments.³

Arts and cultural activities produce a significant spillover effect for local businesses as well. In



FY15, audiences of nonprofit arts and cultural events in Lowell spent \$3.6 million on food, transportation, lodging, souvenirs, and other event-related expenses (excluding the cost of admission).⁴ And this only touches on one part of the creative economy. When considering other arts and cultural activities, such as galleries and studios, public art, concerts, and more, the industry's contribution to the economy and benefits for the local businesses are likely much higher. While no comparable regional study has been conducted to update this 2015 data because of the disruption of the pandemic, a recent National Endowment for the Arts (NEA) and Bureau of Economic Analysis (BEA) joint study on economic impacts of the COVID-19 pandemic on the arts and cultural sector offer some insights on where things stand.

“While arts and cultural industries and workers nationwide have sustained heavy losses, the sector continues to play an outsized role in the U.S. economy—as the new data demonstrate.”⁵

A study of “Industry Contributions to the Arts and Cultural Production Share of GDP in 2020” indicates that the Massachusetts share of arts and cultural production of total Commonwealth of Massachusetts GDP for 2020 was 4.1%. This portion of GDP was the 6th highest in the country.⁶

A coordinated arts, cultural, and creative economy strategy for Lowell will support the growth and vitality of the city's arts and cultural industry, the creatives who make it possible, and all businesses, residents, and others who benefit from it. A strong and well-planned creative economy will keep money, jobs, key services, and opportunities in Lowell and make the city competitive with municipalities in the region, many of which have arts, culture, and creative economy plans and strategies in place to attract and retain the entrepreneurs, activities, and creatives that make their cities attractive places to live, work, visit, and invest.⁷



The Importance of Collaboration

Mosaic Lowell is uniting a broad cross-section of art and cultural practitioners and patrons, neighborhoods, businesses, and organizations from across the city to work together to amplify and elevate the power and reach of the city's creative and cultural offerings and those who produce them.

While Mosaic Lowell is an independent planning effort driven by the community, City and State representation on the Steering Committee and outreach and inclusion of the public sector

during the planning process emphasize the importance and desire for legislative support and collaboration. Our vision is in alignment with many City and State goals regarding economic development, growing the visitor economy, and strengthening commercial districts.⁸

Our focus is on building a sustainable initiative that is flexible and that can support City initiatives and collaborate with a range of public and private entities as necessary to achieve the Mosaic Lowell vision.

Mosaic Lowell Principles

Mosaic Lowell began planning efforts by developing a set of principles to ensure our efforts are reflective of the needs and wants of our community. Mosaic Lowell is committed to these principles both in planning and implementation as we move forward.

1 Welcome, engage, and hear all equally.

2 Respect community knowledge.

3 Encourage collaborative problem solving and resource sharing.

4 Embrace a cross-disciplinary approach to planning.

5 Work to benefit all Lowell neighborhoods and communities.

6 Focus on benefits and positive outcomes that are tangible and community-specific.

7 Identify a path forward, with potential support and team(s) for all strategies.

8 Dream big!

This plan creates a framework, and Mosaic Lowell planning efforts are ongoing. As things progress, Mosaic Lowell will continue to document needs, evaluate our efforts, and invite all who wish to participate (see more about this at the end of this plan).



Who is Part of the Creative Community in Lowell?

Mosaic Lowell has taken a broad view of the creative community in the city. Our community includes not only trained and educated artists but also folk and cultural traditions, varied food and dining choices, crafters and makers, and others who contribute deeply to the richness of our city's cultural and creative identity.

Lowell's creative economy includes:

 <p>CULTURAL TRADITIONS: FOOD, MUSIC, DANCE</p>	 <p>PERFORMING ARTS</p>	 <p>LITERARY ARTS</p>	 <p>VISUAL ARTS</p>	 <p>MEDIA ARTS</p>	 <p>MULTI-DISCIPLINARY ART</p>
 <p>HISTORY & PRESERVATION</p>	 <p>MUSIC</p>	 <p>DESIGN</p>	 <p>CULINARY ARTS, BREWING, DISTILLING</p>	 <p>FOLK & TRADITIONAL ART</p>	 <p>CRAFTS/ CREATING, "MAKING"</p>

...as well as others!

Mosaic Lowell Community Outreach

500+
Postcards
distributed



3,400+
Unique
Website
Visitors



 **292**
Survey
responses
with
ALL
Lowell
neighborhoods
represented

17
Steering Committee Members
representing diverse parts of
the community




Winterfest
*Mural Competition
& Art Market*

1,020
Follows
on Social
Media




**Tabling
at
Events**

Workshops
*Professional
Development
for Creatives*



MOSAIC LOWELL 2022 SPONSORSHIPS:

- 2/17 Art Fair at Winterfest;
- 2/17 Youth Mural Competition;
- 4/13 Culture + Community in a Time of Transformation;
- 4/15 Traditional Cambodian dance performances by Funan Art School;
- 4/30 Points of Lights Lantern Celebration;
- 5/12 free seminar on Financial Strategies for Artists;
- 6/4 Lowell Pride 2022.

Details of community feedback can be found in Appendix A and key information is provided in the Goals section of this plan. Quotes found throughout this plan are from the community survey, interviews, focus groups, listening sessions, and public meetings.

As of 9/1/22



KEY

- PUBLIC MEETINGS**
- FOCUS GROUP / LISTENING SESSION**
- OTHER MEETING**

2. MOSAIC LOWELL GOALS

See the implementation chart in the “Moving Forward” section of the plan for information on implementation information and metrics.

1

Illuminate Lowell arts, culture, and creativity to the city, region, and world through marketing and other efforts.

Why?

Lowell has an abundance of cultural activities, artists, festivals and events, dining choices, and other destinations that are not well known. The lack of an overall marketing program with streamlined messaging and narratives contributes to missed opportunities to attract visitors from within and outside of Lowell and shape a more current and accurate image of the city and all it has to offer. A consistent and professionally-run marketing effort can serve widespread City goals and support arts, culture, and creative endeavors.

What Mosaic Lowell Heard

“Lowell is such a hub; we have as much culture as Boston.”

“We live in [a] Boston suburb, and it’s only because our daughter attends UMass Lowell that we discovered how rich and diverse and cool Lowell is.”

“We need to let people know they will love it here.”

“There are so many wonderful things to do in the city and many who live outside Lowell don’t know about them.”

Metrics for Measuring Progress

- ✓ Addition of a Marketing/Tourism office to City of Lowell government
- ✓ Creation and implementation of a collaborative arts, cultural, and creative economy marketing plan, including a social media marketing effort involving multiple diverse stakeholders
- ✓ Existence of an online, mobile-friendly mapping app with public art, cultural destinations, dining, self-guided tours, etc.
- ✓ Number of visitors to Mosaic Lowell’s online event calendar
- ✓ Number of organizations/people posting events
- ✓ Number of visits to Mosaic Lowell’s website, use of hashtags, mentions on social media
- ✓ Percent of total Lowell events that are represented on a central calendar
- ✓ Number of links to Mosaic Lowell’s website on other pages
- ✓ Percent increase in activities (to be determined such as walking tours, music performances, other events, and number of people accessing online walking tours)
- ✓ Number of visitors to ticketed events and attendance estimates for free/community events
- ✓ Origin of visitors to events and businesses that capture this data
- ✓ Increased number of venues/businesses collecting zip code data

2

Create a strong network of communications, collaborations, and partnerships across organizations, businesses, sectors, cultures, and demographics.

Why?

Many of the entities and initiatives in Lowell could benefit from sharing ideas and resources, coordinating efforts, and working together to advocate for more support for arts, culture, and creative endeavors. Stronger communication and enhanced opportunities for partnerships can help remove barriers to entry, make resources and support accessible within the creative community, promote the sharing of best practices and cross promotion, and foster an inclusive community. Strong collaborative networks that extend beyond Lowell to the region can help identify a larger pool of resources and partners. Mosaic Lowell will be a convener to help bring complimentary organizations and projects together to develop mutually beneficial collaborations and partnerships.

What Mosaic Lowell Heard

"The people we can't get to are right next door."

"Increased access, engagement, and collaborations with artists beyond our community would enrich our cultural awareness, inspire and educate our community and provide opportunities for our local artists to stretch their creative wings to their fullest potential."

Metrics for Measuring Progress

- ✓ Creation of a sustainable framework for implementation of the plan
- ✓ Diversity of voices represented in the organization (cultures, ages, backgrounds, races, neighborhoods, etc.)
- ✓ Diversity of committees and decision makers
- ✓ Increase in partnerships and new or recurring programs
- ✓ Number of self-reported new connections and collaborations
- ✓ Growth of cross-sector initiatives (i.e., art exhibits in restaurants)
- ✓ Number and amount of business sponsorships & cultural events
- ✓ Increase in joint promotions and marketing efforts
- ✓ Growth in the number of cultural organizations and businesses participating in metrics collection

3

Grow the available resources and support for arts, culture, and creativity in Lowell.

Why?

Available support for arts and culture is traditionally limited. In Lowell, there are many initiatives, organizations, and efforts representing a wide variety of cultures, creatives, and media. Increasing the resources available by identifying funding and grant opportunities and looking for shared interdisciplinary goals (art and public health, creative support and teen development, cultural events and education, and senior citizen well-being, etc.) can have widespread impacts on the ability to make creative work and on community quality of life.

Metrics for Measuring Progress

- ✓ Number of workshops/trainings/webinars for artists, organizations, and creative businesses
- ✓ Number of grants or dollars of funding issued to artists and/or arts/cultural organizations
- ✓ Demographics/diversity of grant and funding recipients
- ✓ Results of an annual survey measuring perceived value/availability of resources

What Mosaic Lowell Heard

“The power of arts, both amateur and professional, to create community and help people find their place.”

“People live in Lowell because it’s more affordable but they have to go elsewhere to consume things that “feed their soul” – there is not space here for the things that matter.”

“[We need] Free or low-cost spaces designated for creating, highlighting and sharing art from local performers in and around the community.”

“There should be support and visibility for all makers and creators...”

“Resources for artists will have a positive impact on community empowerment.”



4

Enhance lifelong learning opportunities, including school opportunities, in arts, culture, and making for Lowell residents.

Why?

Learning doesn't stop with children and teens. Everyone benefits from enhanced opportunities to be creative, share cultural traditions, and gather with others to learn new skills. Arts and culture can create bridges between generations and cultures and offer new enrichment opportunities for everyone.

What Mosaic Lowell Heard

"I grew up in Lowell so it will always be special to me."

"[We need] More events that all races and ages can relate too. Things that bring people together and spread positivity."

"[Offer] More opportunities for families and little children."

Metrics for Measuring Progress

- ✓ Increase in learning programs/opportunities
- ✓ Number of schools participating
- ✓ Demographics/diversity of participants
- ✓ Number of new collaborations
- ✓ Number of participants in programs



5

Identify and capitalize on new funding and revenue opportunities for the City and businesses.

Why?

Economic development and business growth funding can help to sustain and grow existing businesses and arts and cultural initiatives, and to allow new ones to emerge and succeed. The creative economy is a key piece of the City's ability to attract new businesses, creative talent, and residents. Robust support for economic and cultural development can provide the incentives needed to maintain, grow, and recruit businesses and development that can increase City revenues and enhance the overall image of Lowell.

What Mosaic Lowell Heard

"Our large employers are having trouble recruiting talent...we need an image that makes this easier."

"[Arts, culture, and creativity can] bring money into the city and jobs."

Metrics for Measuring Progress

- ✓ Number of creative economy businesses actively participating in the Mosaic Lowell Plan
- ✓ Number of new funding opportunities identified
- ✓ Meals tax revenue
- ✓ Downtown and neighborhood commercial vacancies
- ✓ Number of creative businesses in commercial spaces
- ✓ Recruitment of hotel(s) to downtown
- ✓ Number of restaurants in the city
- ✓ New business permits
- ✓ Parking revenue
- ✓ Commercial property tax revenue
- ✓ Commercial property valuations
- ✓ Business sales
- ✓ Prices/median sales prices of artwork and creative sector goods

6

Bring arts programming and opportunities to every neighborhood and support culture and independent businesses throughout the city.

Why?

The neighborhoods of Lowell offer an abundance of culture and food experiences and many have their own unique commercial corridors. Supporting arts programming, public spaces, and events throughout the city can help support the many local independent businesses in these communities and offer opportunities to spotlight varied cultures and spaces throughout Lowell.

What Mosaic Lowell Heard

“It seems like downtown gets all the attention...we need to treat every neighborhood like downtown.”

“Sometimes I feel disconnected from my neighborhood. Art could help bridge the gap.”

“We [Teens] don’t really go downtown.”

“Would love to see more neighborhood-based events, especially during warm seasons when our many parks could be put to great use.”

Metrics for Measuring Progress

- ✓ Number of permit applications for usage of parks, taken by Lowell residents or organizations
- ✓ Number of events permits for neighborhoods outside of downtown
- ✓ Geographic distribution of permit applications for usage of parks and events and cultural programs
- ✓ Participation of businesses/restaurants/organizations from Lowell’s neighborhoods as vendors in larger city events and festivals



7

Integrate arts and culture in mainstream City planning initiatives and investments.

Why?

There are a multitude of ways for arts and culture to be incorporated in existing City initiatives and projects. Adding an art “lens” to City investments won’t necessarily add to project costs but can help enhance the physical environment and make better use of existing funding to achieve more goals. Many cities across the U.S. now consider how infrastructure investments, street furniture, and even equipment such as garbage trucks and police cars can reflect art and culture and provide more moments of beauty and create more smiles from residents and visitors. In addition, investments in services such as transportation can help make visitor and resident experiences more pleasant, supporting exploration of the city and its businesses and neighborhoods.

What Mosaic Lowell Heard

“[It would be nice to have] More affordable housing for artists.”

“[We need] Better public transportation to events.”

“Add bicycle centric event space and access.”

“I [would] like to see more sculptures, public arts in display on the streets.”

“[We need] More popup shops and food trucks, busking, sidewalk murals.”

“I would like to see better usage of the vacant store fronts and buildings in the downtown area, as well as throughout the city in the other neighborhoods.”

Metrics for Measuring Progress

- ✓ Addition of a new Tourism/Marketing office to City of Lowell government
- ✓ Number of planning initiatives that include considerations for arts and cultural components
- ✓ Amount of collaboration or connections with City departments
- ✓ Increase in lighted areas and art LED lighting
- ✓ Number of functional art installations (e.g., art trash cans, bike racks, etc.)
- ✓ Number of “touch points” along longer walks such as artworks, signage, seating, etc.
- ✓ Increase in opportunities for incorporating arts and culture into City infrastructure, transportation, engineering, etc., projects.
- ✓ Number of art installations incorporated in new public infrastructure projects
- ✓ City of Lowell Master Plan metrics

8

Increase the presence of publicly accessible art in the city and facilitate a greater diversity of types, subjects, and creators of publicly accessible art.

Why?

Publicly accessible art in Lowell should be representative of the city's people, communities, and history. Some cities struggle to showcase art because of the small number of local artists and creatives. Lowell has an abundance of local talent representing a wide diversity of artists and media. This is a strength of the city and an increased presence of public art can showcase all neighborhoods and celebrate varied aspects of the city.

Metrics for Measuring Progress

- ✓ Number of new or added publicly accessible art pieces in each neighborhood
- ✓ Geographic distribution of new publicly accessible art pieces
- ✓ Number of creators of public art
- ✓ Number of local creators of public art (artists living or practicing in Lowell)
- ✓ Distribution of public art types (murals, sculptures, lighting, etc.)

What Mosaic Lowell Heard

"I would like more opportunities to express my culture publicly to strengthen appreciation for it."

"I like what they're doing with a lot of murals - but there needs to be a go-to space for different artists in Lowell to be showcased."

"There are many talented people in Lowell that should get a chance to show their talent and also get more training in those art areas they specialize in."

"We need to support a broader range of artists in the city."

"[We need] More opportunities to show everyone's work. I see the most on Instagram from my peers and they have so much potential for the community."



9

Make arts and cultural spaces easier to find and access, and accessible to all.

Why?

Ensuring that arts and cultural spaces and assets are easy to find and access creates a more welcoming city that better serves residents and visitors. Better signage, maps, descriptions of spaces and arts, and perhaps even training for organizations and businesses on visitor/customer service can help shift the image of Lowell and encourage more visitors to experience the city while illuminating all that Lowell has to offer for residents.

Metrics for Measuring Progress

- ✓ Number of arts and cultural spaces appearing on lists of 'things to do in Lowell'
- ✓ Number of visitors to Mosaic Lowell's website/online map
- ✓ Percent increase in activities, events, and walking tours
- ✓ Number of visitors to arts and cultural spaces

What Mosaic Lowell Heard

"Make activities more accessible to those with socioeconomic barriers, transportation issues, language, and other barriers."

"Parking can sometimes be challenging."



City of Lowell

10

Build on existing events and festivals to make the city a showcase for these activities and ensure local businesses and creatives benefit from these events.

Why?

Lowell has over 30 community events and festivals each year, ranging from smaller neighborhood events to the internationally-known Folk Festival. Identifying ways these events and festivals can benefit local businesses and encourage more activity during non-festival times can parlay festival days into year-round benefits for local businesses and entrepreneurs and support overall vibrancy of downtown and the other neighborhoods of the city.

Metrics for Measuring Progress

- ✓ Number of events and festivals, including number of first time vs. returning events and festivals
- ✓ Attendee counts at events and festivals
- ✓ Number of local businesses and creatives participating in events and festivals
- ✓ Dollars in increased revenue reported by local businesses or results of annual survey of businesses about impacts of events
- ✓ Number of tickets sold

What Mosaic Lowell Heard

“Lowell is an art/crafts-based city and this is such a unique part of our history and there should be events celebrating this as much as possible.”



Priority Strategies & Actions to Achieve Goals

Strategy 1

Develop an inclusive framework to help ensure a fair and balanced process for the equitable distribution of resources and create ways to solicit broad and varied feedback from the community.

A goal of Mosaic Lowell is to ensure that resources, collaboration, visibility, and benefits of the creative economy in Lowell be shared equitably across neighborhoods and downtown, communities within the city, and a diverse spectrum of arts and cultural media and experiences. There are strong links between creatives, artists, and businesses and significant potential benefits for local entrepreneurs, neighborhood quality of life, and the overall economic health of the city. Currently, many collaborations are ad hoc and there are limited resources to oversee and support combined efforts. Within the vibrant creative and cultural environment in the city, there are currently no ways to look at the wide spectrum of efforts and evaluate equitable access to resources. Careful and intentional distribution of resources and support for collaboration help ensure everyone benefits and bring diverse community efforts and perspectives to Mosaic Lowell's efforts.

Priority Actions:

1. Neighborhoods/Residents: Identify and create a sustainable and efficient framework to allow feedback and representation from every neighborhood in the city. Create neighborhood advisory group(s) for Mosaic Lowell that builds on existing groups or new iterations of existing groups and efforts.
 - Work with City Councilors to identify ways to engage with their communities.
 - Work with the City of Lowell Neighborhood Liaison to support community engagement.
- Increase visibility in neighborhoods and recruit neighborhood liaisons for the Mosaic Lowell effort.
 - Support neighborhood group activities and social events, through funds and resources, to help attract new resident participation and engage communities.
 - Host neighborhood events with input from the community. Example: Lowell Police Department summer movie nights.
2. Businesses: Consider business impacts and the ways that cross-collaboration between businesses and arts, cultural, and creative endeavors can provide mutual benefits for all.
 - Work with the City's Office of Cultural Affairs & Special Events (CASE), business owners, the Chamber of Commerce, and others to maximize the benefits of festivals and events for businesses in downtown and neighborhood commercial corridors.
 - In coordination with CASE, the Chamber of Commerce, and the Convention and Visitor's Bureau, create a Culture, Commerce, and Tourism Advisory Group that coordinates decisions about festivals, programs, promotions, and marketing to make the best use of resources and maximize positive impacts.
 - Initially convene the group quarterly and include known and key stakeholders, including those with interest in Lowell and outside of Lowell. Potential stakeholders include:
 - » Downtown businesses, organizations' marketing directors, Chamber of

Commerce, Massachusetts Cultural Council, Northern Middlesex Council of Governments, Massachusetts Office of Travel and Tourism, Greater Merrimack Valley Convention and Visitors Bureau.

- » Informal groups of entrepreneurs of all types without significant organizational affiliations.

3. Creatives: Encourage and support widespread involvement in cultural and creative planning and broad access to opportunities within the creative community.

- Create an advisory board for Mosaic Lowell with representation from varied arts, media, creative businesses, and demographic groups (age, cultures, neighborhoods) to advise on distribution of resources, grant initiatives, potential annual themes, or focus areas for investment and support.

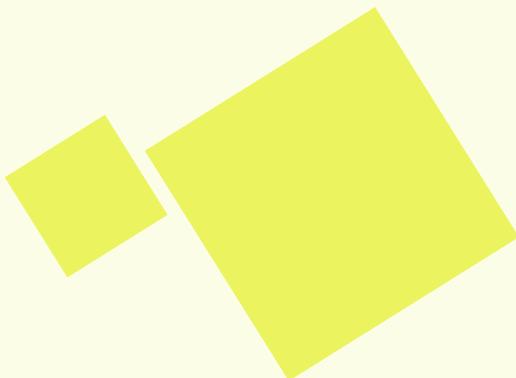
4. Overall inclusion and equity: Promote inclusion in the creative economy of Lowell and contribute to efforts to make resources widely available to all in the city.

- Offer grants and other types of support and resources for less-resourced festivals and events, to supplement the City's support of key festivals. Funding sources could come from corporate sponsorships/ advertising fees, table/vendor fees, and event attendance fees, etc. Coordinate

work with CASE to maximize benefits for the City and event organizers.

5. Develop a plan to reach varied communities in Lowell.

- Work with City Councilors to identify opportunities in each neighborhood.
- Ensure representation among the neighborhoods and inclusion of the large portion of the population who get their information from print materials and word of mouth. Utilize a variety of outreach methods including flyers (laundromats, corner stores, schools) and city-wide mailings to help reach residents who are not property owners and who are not registered to vote.
- Create culturally competent, community-specific content and delivery systems to speak to all of Lowell, including but not limited to:
 - Via culture or community-directed programs on Lowell TeleMedia Center (LTC), University of Massachusetts Lowell (UML) radio, WCAP, YouTube, etc.
 - Via connected community partners such as Lowell Community Health Center, Coalition for a Better Acre (CBA), etc.



Strategy 2

With the City of Lowell and other partners, develop and execute a marketing plan for the city that includes arts, culture, businesses, and visitors.

The general consensus is that Lowell hides its treasures. The number of artists and creatives, community initiatives, and festivals and events and abundance of nonprofits and informal groups supporting arts, culture, creativity, history, and innovation within the city is far greater per capita than most cities. Missing is a centralized effort to shine a light on the assets of the city (people, spaces, organizations, experiences, stories, history) and market local businesses to residents, the region, and the world. There is broad understanding that there should be no separation of marketing for the creative culture and the businesses/economy of Lowell; all efforts contribute to economic development and serve core goals of the City of Lowell. Coordinated and collaborative efforts will be most effective at using resources wisely and achieving goals and ensuring benefits are widely spread throughout the communities of the city.

Priority Actions:

1. Advocate for and support City efforts to hire a marketing consultant or staff marketing team.
2. Convene stakeholders to participate in developing a marketing plan. Potential partners include:
 - Lowell City Manager or Manager's designee(s)
 - Consultant firm with experience and success in Greater Boston and other regional markets
 - Greater Lowell Chamber of Commerce
 - Greater Merrimack Valley Convention & Visitors Bureau
 - Lowell National Historic Park
 - Lowell's educational institutions, including elementary and secondary schools
3. While a City marketing plan is being developed, host a collaborative social media marketing campaign and initiative to train and involve local businesses, creatives, artists, and organizations in a coordinated and low-cost approach to marketing. Consider marketing initiatives using other media.
 - Lowell galleries, artist groups, cultural organizations, and collectives
 - Larger commercial and residential property owners
 - Build on existing Chamber of Commerce-led initiatives where small businesses are trying to collaborate social media marketing by using similar hashtags and sharing what neighboring businesses are doing. Formalize this more with training and outreach to the arts community and businesses to avoid silos.
 - Hire a consultant with expertise in collaborative marketing to provide support and training to galleries and artists and all other stakeholders to improve their online and social media presence.
 - Work in partnership with City marketing efforts, such as #LikeLowell. Avoid competing with existing efforts.
4. Create and maintain a comprehensive website for culture, commerce, and tourism that highlights the city's assets and is useful for residents, businesses, and visitors. Use the website to boost regional marketing and increase regional customer base for local creatives and other businesses. Consider the following:
 - Provide a comprehensive event calendar.
 - Showcase artists, creatives, and creative businesses.
 - Provide ongoing functions such as posting funding opportunities for arts and cultural

practitioners and artists, calls for art and performers, and creative economy employment opportunities and other directly beneficial opportunities to make Mosaic's website an ongoing destination.

- Offer resources and support to include: posted calls for art and performers, arts and cultural funding opportunities, "virtual galleries" to host artist and artisan website links, arts and culture employment opportunities, and more.
5. Support the use of streamlined and consistent messages using existing branding.
 - Boost brands and marketing tag lines already being used by the City and other organizations (e.g., #LikeLowell).
 - Provide financial support for contracting marketing, businesses recruitment, and tourism professionals. Monitor ARPA funding process and opportunities for allocating funds effectively.
 6. Provide a map on the Mosaic Lowell website of cultural assets in the city including public/street art, organizations, cultural spaces, and restaurants/food sources.
 - Embed maps into existing sites that people know and are familiar with.
 7. Encourage more collaboration and cross-marketing outside of Mosaic Lowell's efforts.
 - Create a narrative of what is in this city, including types of cultures, art pieces, number and variety of restaurants.
 - Use map to highlight proximity/connectivity of existing assets with public parking, public transportation, paths, and multimodal trails.
 - Establish a sustainable process for maintaining asset inventories and keeping maps as accurate as possible.
 - Utilize QR codes as a way to make maps accessible. Example: Western Avenue Studios QR codes at entrance to identify different types of media/artists in the building.
- Support efforts of businesses, artists, gallery owners, and others to have regular communication with each other.
 - Convene monthly meetings for exchange – engage existing efforts and organizations first.
 - Explore ways that events, festivals, and performing arts venues can benefit each other and local businesses by cross-marketing and coordination.



Barbara Poole

Strategy 3

Create an overall strategic experience and re-imaging plan for Lowell arts, culture, creative economy, and visitors that highlights existing Lowell assets and supports enhancing efforts, creatives, and image.

Lowell needs to enhance its image. The perception is that there are many potential experiences for residents and visitors that can change the city's reputation and that an overall strategy and approach is needed to match good ideas and excitement with resources, expertise, and sustainable efforts. Businesses have ideas to collaborate with arts and culture and events to bring visitors (and customers) to the city. Artists see the potential for tours and walks that link spaces, history, and new immigrant stories together in compelling storylines and experiences. Public art, events, and happenings bring people to neighborhood businesses and enhance and populate public spaces throughout the city. Identifying priorities, creating sustainable frameworks, and nurturing partnerships and collaborations are all critical to creating and highlighting unique and compelling experiences in Lowell.

Priority Actions:

1. Convene events and launch a city-wide challenge, possibly using a Pecha Kucha-style format and multi-lingual culturally sensitive gatherings, to identify a wide range of positive narratives about the city and its people focusing on inclusion of the broadest possible range of residents and business owners to hear all voices. Goals for this effort include:
 - Gather narratives – both contemporary and historical - from diverse voices and research.
 - Use a variety of methodologies and mediums to collect and document these, including by photo, film, recording, and written word.
 2. Create an Advisory Group comprised of artists, educators, history and cultural organizations, design professionals, existing groups, and others to continue to gather Lowell narratives and stories. Use the Advisory Group to help develop pilot experiences in Lowell that would include such things as walking tours, signage, possible treasure hunts, selfie spots, business destinations, etc. These pilots would be drawn from stories heard during the events. Goals should include:
 - Tell a broad and compelling overall story of Lowell, including contemporary stories.
- Conduct an inventory of existing efforts to collective oral histories and resident narratives and build upon these.
 - Identify and involve those who can tell a diverse range of compelling and positive narratives of the city.
 - Encourage emphasis on culture and contemporary Lowell as well as on historic Lowell.
 - Potential partners to host and/or help organize events include, but are not limited to:
 - Youth and education groups
 - Cultural organizations
 - Key institutions
 - Senior resident organizations
 - Community groups
 - Help support opportunities to present, broadcast, and showcase these stories and narratives inside and outside of Lowell.

- Align these stories with walking tours and other experiences in the city, as well as existing efforts such as Lowell Walks and National Park Service Lowell Talks series.
 - Build interest among people outside of Lowell to visit for experiences.
 - Support a positive up-to-date image of the city.
3. Create a Downtown Hotel Recruitment Advisory Group to investigate and implement strategies to attract one or more new hotels within walking distance to cultural destinations.
 - Review previous hotel efforts and assess an approach and work plan for recruiting at least one hotel to the downtown.
 - Prioritize a hotel that serves downtown and UMass Lowell. Reach out to UMass Lowell as a key partner.
 4. Work with the City of Lowell, regional planning organizations, and large property owners and developers to identify opportunities to incorporate art and culture in physical improvements and investments.
 5. Support existing efforts to create and highlight a larger portfolio of publicly accessible art in the city. Help identify opportunities for public art/street art on public and private property throughout the city and contribute to criteria for locational decisions that support City goals and investments and support the stories of the city. Create connections between publicly accessible art and create tours or walks. Help efforts by identifying potential funding sources. Work to include:
 - Develop and maintain maps of potential new art spaces and consider criteria for prioritizing spaces and efforts.
 - Identify and collaborate with other organizations working on publicly accessible art (e.g., Project LEARN, DIY Lowell).
 - Support the City's efforts to develop policies for publicly accessible art.



Strategy 4

With the City of Lowell and other partners, identify ways to incorporate art and culture in mainstream planning initiatives, and expand opportunities for creative endeavors.

Lowell, like all cities, has limited resources. There are opportunities to embed arts and culture and support creativity and innovation within existing initiatives, capital improvement programs, and other City efforts to support Lowell as a city of creativity and culture. This might be called “moving arts and culture upstream in the planning process.” Working in collaboration with the City can yield low-cost benefits, such as modifying requirements to create more usable civic space and infusing art in public works projects (crosswalk art, functional art such as art trash cans, benches, bus stops). Looking across the spectrum of city services, improvements, and initiatives can yield unlikely and beneficial support for arts and innovation.

Priority Actions:

1. Support the City of Lowell Economic Development Office and the Planning and Development Department wherever the City finds involvement of Mosaic Lowell useful and practical to help the City achieve its goals. Areas of possible mutual interest could include:
 - Work with the City to identify ways Mosaic Lowell might facilitate conversations with private and public property owners around public art possibilities.
 - Review of existing site design requirements for larger residential and commercial projects to identify potential opportunities to enhance art/landscaping/publicly accessible space requirements to support arts and culture in the city.



- Coordinate with City of Lowell’s Master Plan efforts.
 - Identify opportunities to streamline the process for using outdoor spaces and parks for events and activities, such as pre-identifying uses, types of events, and capacity of spaces.
 - Identify opportunities to support the City’s efforts to expand live/work and studio spaces for the creative sector in targeted areas.
 - Support improved public art/mural policies as appropriate and support City efforts by providing additional resources, if needed.
 - Support any City efforts to review current permitting procedures for events, temporary uses such as food trucks and market stalls, and temporary use of vacant spaces to identify potential areas of improvement to better meet the goals of the City.
 - Support City efforts to establish pop-up retail spaces in vacant storefronts. Example: DHCD Local Rapid Recovery Program Toolkit for pop-ups in vacant spaces.
- Identify spaces that are available and rental prices.
 - Create an overall marketing plan for vacant spaces.
 - Provide resources for landlords who may be interested in temporary space rental (boilerplate leases, FAQs, waivers of liability, etc.).
- Collaborate with the Historic Board and National Park Service on further alignment of their permitting and use policies with creative economy goals.
2. Support ways that Mosaic Lowell might assist the Lowell Cultural Council in offering grants upfront, rather than as reimbursements, in order to make grants useful and accessible to newer artists and those with few resources for funding projects upfront.
 3. Provide research and information to the City, if useful, that can support small and micro businesses and efforts to increase vibrancy downtown and throughout the city. Possibilities include looking at local rules and regulations and how they impact the creative economy (personal property tax thresholds, multi-day liquor licenses?, etc.).



Marte Media

Strategy 5

Create a sustainable initiative to lead art, culture, and creative economy strategies and actions in Lowell.

Mosaic Lowell is focused on creating sustainable movement forward in advocacy and funding, collaborative endeavors, and other types of support for art, culture, and the creative economy. Achieving the goals of this arts, culture, and creative economy plan requires sustained and broadly supported efforts across many sectors, disciplines, and interests in the city. Understanding the best framework for moving forward...be it a separate organization, an initiative of an existing organization, or some other entity, will require time and careful attention. Sustained funding to adequately support professional staff and the pursuit of grants and other funding sources, as well as the ability to build an ongoing revenue stream will be essential to the success of Mosaic Lowell. This priority strategy is listed last in this plan not because it is least important but because it supports, and is necessary, for all other strategies and actions. The priority actions below are meant to provide initial support toward long-term sustainability.

Priority Actions:

1. Create an advisory committee to oversee work of professional staff and the overall implementation and prioritization of the Mosaic Lowell arts, culture, and creative economy plan.
2. Pursue seed funding to support professional leadership for Mosaic Lowell for three years to provide a foundation to build financial support and demonstrate a track record of action and positive impacts. Funding needed for:
 - Professional director of Mosaic Lowell salary + benefits
 - Grant writing and marketing assistance (part-time staff or consultants)
 - Marketing efforts (see marketing actions below)
 - Website maintenance and further development
 - Collaborative social media marketing campaign first year initial training and then ongoing maintenance/evaluation, training
 - Priority initiatives and programs

3. Begin to recruit private and public sector funding and identify potential revenue streams from events, membership structures, advertising, etc., to achieve long-term sustainability.
4. Initiate marketing and outreach efforts.
 - Website maintenance and further development (see priority action 2.4)
 - Collaborative social media marketing initiative (see priority action 2.3)
 - Convene stakeholders in cross-promotion efforts between arts and culture and other businesses in the city
5. Begin building an engagement volunteer database.
6. Begin to explore and investigate options for long-term organizational/initiative framework for Mosaic Lowell.



Strategy 6

Support and celebrate Lowell youth and teens in their creative endeavors by providing mentorship, visibility, and resources for them to make creative work, build entrepreneurship skills, and engage with the community and civic life.

Lowell youth and teens are involved in creative activities of all kinds. From community organizations focused on youth to independent music groups to school arts classes and programs, youth and teens are creative in many ways. Formal arts programming and funding mechanisms often overlook the more informal and alternative ways youth and teens engage with their peers and the community around them to express themselves and be creative. In addition, adult arts programs and activities focus on what's best for adults and may not address the needs and challenges of youth and teens. With a host of nonprofits in the city, as well as the public schools and independent schools that serve youth, there are new and innovative ways that organizations and groups can collaborate to support the creative youth of the city. Identification of possible collaborators, the provision of space and resources for youth and teens to create, and the celebration of the young energy of the community can benefit all.

Priority Actions:

1. Create an advisory group to guide Mosaic Lowell policies for youth and teen arts and culture.
 - Include and give a leadership role to youth and teens in the group who represent the rich diversity of the city to ensure that efforts are youth-driven and relevant.
 - Include representatives of nonprofits that focus on education, teen and youth, arts, history, etc.
 - Identify ways that informal and outside-of-school arts activities, training, and opportunities can meet the needs of youth and teens.
 - Conduct a yearly assessment of impacts and future focus areas.
2. Conduct a city-wide assessment to gather information on how and how many students are served by various arts programs by school and neighborhood to identify inequities in access and provision of services for both in-school time and out-of-school time programs. The assessment will serve as a first step in establishing coordinated efforts to improve access.
 - The assessment could include surveys, questionnaires, and focus groups, as well as other methods of gathering information.

3. Establish a city-wide vision and goals for youth and teen access to the arts which includes district, charter, private, and nonprofit partners to define and support providing high quality learning experiences; build common knowledge and agreement around distinguishing between high- and low-quality learning experiences; and create process and lists of approved vendors for these in-school services and out of school time programs.
4. Identify ways the Lowell Public Schools and independent and charter schools can benefit from/contribute to broader arts, cultural, and creative economy efforts in the city.
5. Create, support, and fund in-school opportunities, extended day and vacation programs as well as programs led by outside organizations and groups that involve partnerships with the arts and culture community and educators and that serve a broad range of youth and teens.
6. Create and elevate opportunities to showcase youth-led and/or youth-created arts and culture - including school-based projects, extracurriculars, and club activities throughout the city.
7. Assist arts educators in schools with professional development experiences offered through community partnerships, university partnerships and create professional learning communities which enable arts professionals - both classroom teachers and community teachers- to share best practices and lessons learned and to help infuse arts and culture in their curriculum and programs.
8. Create social media and communications strategies and implement same to ensure youth and teens in the community know of opportunities and resources for their creative endeavors.



Implementation Roles, Priorities, and Timeline

To guide implementation of this plan, the chart below offers information on priorities and metrics for measuring success. Lead roles, along with potential partners and participants for each action have been suggested with the understanding that these roles are meant to begin discussions with a range of stakeholders on aligned interests and common goals.

Note that strategies are listed by number for each action period and listing order does not necessarily indicate priority.

Years 2022 - 2024	
Strategies	Metrics
1.2. Businesses: consider business impacts and cross-collaboration with arts	<ul style="list-style-type: none"> • Number of cross-sector initiatives (i.e., art exhibits in restaurants) • Number and amount of business sponsorships & culture events • Number and type of joint promotions and marketing efforts • Number of cultural organizations and businesses participating in metrics collection
1.3. Creatives: support widespread involvement in planning and broad access to opportunities	<ul style="list-style-type: none"> • Number of creatives involved on boards, advisory groups, initiatives • Number of workshops/trainings/webinars for artists, organizations, and creative businesses • Number of grants or dollars of funding issued to artists and/or arts/cultural organizations • Demographics/diversity of grant and funding recipients • Results of an annual survey measuring perceived value/availability of resources
1.4 Promote inclusion in the creative economy	<ul style="list-style-type: none"> • Diversity of voices represented in ML committees and initiatives (cultures, ages, backgrounds, races, neighborhoods, etc.) • Diversity of committees and decision makers • Number of events and festivals, including number of first time vs. returning events and festivals • Diversity of artists, organizations, entities receiving support
1.5 Develop a plan to reach varied communities in Lowell	<ul style="list-style-type: none"> • Origin of visitors to events and businesses that capture this data • Increased number of venues/businesses collecting zip code data/origin of visitors • Number of permit applications for usage of parks, taken by Lowell residents or organizations • Number of events permits for neighborhoods outside of downtown • Geographic distribution of permit applications for usage of parks and events and cultural programs • Number of attendees at events and festivals • Number of local businesses and creatives participating in events and festivals • Dollars in increased revenue reported by local businesses or results of annual survey of businesses about impacts of events • Number of tickets sold
2.3 Implement collaborative social media marketing campaign	<ul style="list-style-type: none"> • Creation of a collaborative social media marketing effort including a consultant, Mosaic Lowell, the City of Lowell, institutions of higher education, and others to coordinate efforts. • Number of arts and cultural spaces appearing on lists of 'things to do in Lowell' • Number of visitors to Mosaic Lowell's website/online map • Percent increase in activities, events, and walking tours • Number of visitors to arts and cultural spaces

Key to Leaders and Possible Partners:

CASE: City of Lowell Office of Cultural Affairs & Special Events
 CoL CC: City of Lowell City Councilors
 CoL: City of Lowell
 CoL ED: City of Lowell Economic Development Office
 CoL HC: City of Lowell Historic Commission
 CoL P&D: City of Lowell Dept of Planning & Development
 GLCC: Greater Lowell Chamber of Commerce

GMVCVB: Greater Merrimack Valley Convention & Visitors Bureau
 LPS: Lowell Public Schools
 LCC: Lowell Cultural Council
 ML: Mosaic Lowell
 NPS: National Park Service

Note: Additional proposed partners will be included in the final plan. This draft plan will be used for discussions with nonprofits, organizations, and other entities in the city regarding roles and interests

		Addresses These Goals									
Proposed Lead (L) & Partners (P) (draft, in progress)		1	2	3	4	5	6	7	8	9	10
L: ML; P: downtown business org (if formed), CoL ED, GLCC, nonprofit orgs in arts, culture and other missions, business owners, other nonprofits, artists			✓	✓		✓	✓		✓		
L: ML; P: arts and cultural organizations, other nonprofits, artists, creatives, creative business owners			✓	✓		✓	✓		✓		
L: ML; P: CASE, LCC, LPS, artists, creatives, educators			✓	✓		✓	✓		✓		
L: ML; P: CoL CC, CASE, neighborhood and community groups			✓	✓		✓	✓		✓		
L: ML; P: CoL, GLCC, arts and cultural organizations, other business orgs, business owners, artists, nonprofit orgs, destinations and activity organizers, etc.		✓	✓					✓		✓	✓

Years 2022 - 2024 (cont.)	
Strategies	Metrics
2.4. Create single source website for culture, commerce, and tourism (note this is underway by ML)	<ul style="list-style-type: none"> • Creation of the website • Number of visitors to Mosaic Lowell's online event calendar • Number of organizations/people posting events • Number of visits to Mosaic Lowell's website, use of hashtags, mentions on social media • Percent of total Lowell events that are represented on a central calendar • Number of links to Mosaic Lowell's website on other pages
2.5. Support the use of streamlined and consistent messages using existing branding	<ul style="list-style-type: none"> • Creation of a group to decide on consistent messages, themes • Development of consistent themes and messages (using existing branding and marketing efforts as a guide) • Number of businesses, organizations, stakeholders using consistent branding measured by hashtag use, social media analytics
2.6. Develop map on ML website of cultural assets and businesses	<ul style="list-style-type: none"> • Existence of an online, mobile-friendly mapping app with public art, cultural destinations, dining, self-guided tours, etc. • Number of users of map
3.2. Create an Advisory Group to gather Lowell narratives and stories; develop pilot experiences	<ul style="list-style-type: none"> • Creation of the Advisory Group • Recording and identification of narratives • Diversity of narratives • Percent increase in activities (to be determined such as walking tours, music performances, other events, and number of people accessing online walking tours) • Number of visitors to ticketed pilot events and attendance estimates for free/community pilot events • Number of cultural organizations and businesses participating in pilot experiences
4.2. Support the Lowell Local Cultural Council in offering grants upfront, rather than as reimbursements	<ul style="list-style-type: none"> • Creation of a sustainable strategy to offer LCC grants upfront • Increase in the diversity of LCC grant recipients • Results of grant recipient/applicant yearly survey indicating the impact of upfront grants on grant recipients and applicants
5.1 Create an advisory committee to oversee work of professional staff and the overall implementation and prioritization of the Mosaic Lowell arts, culture, and creative economy plan	<ul style="list-style-type: none"> • Creation of the advisory committee
5.2 Pursue seed funding to support professional leadership for Mosaic Lowell for three years to provide a foundation to build financial support and demonstrate a track record of action and positive impacts	<ul style="list-style-type: none"> • Receipt of seed funding adequate to support professional staff and programming
5.3 Begin to recruit private and public sector funding and identify potential revenue streams from events, membership structures, advertising, etc., to achieve long-term sustainability	<ul style="list-style-type: none"> • Number and total amount of grants & sponsorships received • Percentage of revenue from events • Percentage of revenue from memberships, if these are offered
5.4 Begin implementing high priority actions of the Mosaic Lowell plan	<ul style="list-style-type: none"> • Yearly "report card" indicating strategies implemented and evaluation of impacts of same
5.5 Begin building an engagement volunteer database	<ul style="list-style-type: none"> • Creation of a volunteer database and regular updates to same

		Addresses These Goals									
	Proposed Lead (L) & Partners (P) (draft, in progress)	1	2	3	4	5	6	7	8	9	10
	L: ML; P: artists, businesses, orgs, event and activity organizers, etc.	✓	✓					✓		✓	✓
	L: ML, CoL, CASE, GLCC, GMVCVB; P: businesses, organizations, all stakeholders	✓	✓					✓		✓	✓
	L: ML; P: Tour organizers, CoL, NPS, other stakeholders	✓	✓					✓		✓	✓
	L: ML; P: Youth and education groups, arts and cultural organizations, community groups, senior resident organizations, NPS	✓	✓		✓	✓	✓		✓	✓	
	L: ML and LCC; P: arts and cultural organizations, artists			✓		✓	✓	✓	✓	✓	✓
	L: ML	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	L: ML	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	L: ML; P: any and all stakeholders including organizations and groups seeking partnerships and having common interests and missions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	L: ML	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	L: ML	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Years 2022 - 2024 (cont.)	
Strategies	Metrics
5.6 Begin to explore and investigate options for long-term organizational/initiative framework for Mosaic Lowell	<ul style="list-style-type: none"> • Creation of a sustainable framework for implementation of the plan
6.1 Create an advisory group to guide Mosaic Lowell policies for youth and teen arts and culture	<ul style="list-style-type: none"> • Creation of advisory group • Degree of diversity of group (geographic, ethnic, socio-economic) • Degree decisions are youth and teen-driven with mentorship/guidance from ML and others in group • Yearly assessment of impact of ML work in supporting youth and teen creative work
6.2 Conduct a city-wide assessment to identify youth and teen needs and desires, inequities in access and existing programs/ services	<ul style="list-style-type: none"> • Creation of assessment • Results of assessment • Number and diversity (age, ethnicity, geography, etc.) of participants in assessment • Completeness of data collected (answers all questions adequately)
6.3 Establish a city-wide vision and goals for youth and teen access to the arts	<ul style="list-style-type: none"> • Establishment of vision and goals
6.6 Create and elevate opportunities to showcase youth and teen arts and culture - including school-based projects, extracurriculars, and club activities	<ul style="list-style-type: none"> • Number of opportunities identified • Number of partners participating • Number of new collaborations • Number of participants in programs • Demographics/diversity of participants
6.8 Create social media/ communications strategies to ensure youth and teens know of opportunities and resources	<ul style="list-style-type: none"> • Creation of communications strategies • Analytics measuring reach (number of social media followers, likes, retweets, etc.) • Results of yearly assessments/surveys gauging affectiveness of communications • Results of surveys in programs, activities, etc., that ask where participants heard of the opportunity or event
Years 2025 - 2027	
Strategies	Metrics
1.1. Create sustainable and efficient framework to allow feedback from every neighborhood	<ul style="list-style-type: none"> • Creation of a strategy and framework for neighborhood participation • Number neighborhoods participating in ML - requests for initiatives, funding, location of events, representation on committees
2.1. support City efforts to hire a marketing consultant or staff	<ul style="list-style-type: none"> • Addition of a new Tourism/Marketing office to City of Lowell government
2.2. Convene stakeholders to participate in developing a marketing plan	<ul style="list-style-type: none"> • Creation of a marketing plan with widespread buy-in of many stakeholders • Implementation of marketing plan • Attainment of metrics for success in marketing plan
3.3. Create a Downtown Hotel Recruitment Advisory Group to attract one or more new hotels	<ul style="list-style-type: none"> • Creation of the Advisory Group • Development of recruitment strategies • Recruitment of at least one hotel downtown
3.4 Identify opportunities to incorporate art and culture in physical improvements and investments	<ul style="list-style-type: none"> • Number of planning initiatives that include considerations for arts and cultural components • Amount of collaboration or connections with City departments • Number of new areas lighted • Number of functional art installations (e.g., art trash cans, bike racks, etc.) • Number of “touch points” along longer walks such as artworks, signage, seating, etc. • Number of opportunities for incorporating arts and culture into City infrastructure, transportation, engineering, etc., projects. • Number of art installations incorporated in new public infrastructure projects • City of Lowell Master Plan metrics

		Addresses These Goals									
	Proposed Lead (L) & Partners (P) (draft, in progress)	1	2	3	4	5	6	7	8	9	10
	L: ML; P: any other organizations or groups with interest in mission and goals	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	L: ML P: Schools, LPS; youth and education groups, arts and cultural organizations, community groups, NPS		✓	✓	✓		✓	✓	✓	✓	
	L: ML, Schools, LPS; P: Youth and education groups, arts and cultural organizations, community groups, NPS		✓	✓	✓		✓	✓	✓	✓	
	L: ML; P: Schools, LPS; youth and education groups, arts and cultural organizations, community groups, NPS		✓	✓	✓		✓	✓	✓	✓	
	L: ML; P: Schools, LPS; youth and education groups, arts and cultural organizations, community groups, NPS		✓	✓	✓		✓	✓	✓	✓	
	L: ML; P: Schools, LPS; youth and education groups, arts and cultural organizations, community groups, NPS		✓	✓	✓		✓	✓	✓	✓	
		Addresses These Goals									
	Proposed Lead (L) & Partners (P) (draft, in progress)	1	2	3	4	5	6	7	8	9	10
	L: ML; P: CoL Neighborhood Liaison, existing neighborhood groups, CoL CC, residents, business owners		✓	✓		✓	✓		✓		
	L: CoL; P: ML, NPS, Higher Ed, GLCC, GMVCVB, businesses, artists, nonprofits	✓	✓					✓		✓	✓
	L: CoL City Manager, ML; P: GLCC, GMVCVB, NPS, Higher Ed, arts and cultural organizations, larger commercial and residential property owners	✓	✓					✓		✓	✓
	L: ML, CoL ED, Higher Ed; P: other key stakeholders in economic and tourism development	✓	✓		✓	✓	✓		✓	✓	
	L: CoL City Manager, CoL; P: ML, large property owners, regional planning organizations, NPS, Lowell Master Plan	✓	✓		✓	✓	✓		✓	✓	

Years 2025 - 2027 (cont.)	
Strategies	Metrics
3.5. Support existing efforts to create and highlight a larger portfolio of publicly accessible art in the city	<ul style="list-style-type: none"> • Number of new or added publicly accessible art pieces in each neighborhood • Geographic distribution of new publicly accessible art pieces • Number of creators of public art • Number of local creators of public art (artists living or practicing in Lowell) • Distribution of public art types (murals, sculptures, lighting, etc.)
4.1. Support the City of Lowell wherever the City finds involvement of Mosaic Lowell useful and practical to help the City achieve its goals	<ul style="list-style-type: none"> • Meals tax revenue • Downtown and neighborhood commercial vacancies • Number of creative businesses in commercial spaces • Recruitment of hotel(s) to downtown • Number of restaurants in the city • New business permits • Parking revenue • Commercial property tax revenue • Commercial property valuations • Business sales • Prices/median sales prices of artwork and creative sector goods
4.3. Provide research and information to the City, if useful, that can support small and micro businesses and efforts to increase vibrancy downtown and throughout the city	<ul style="list-style-type: none"> • Number of creative economy businesses actively participating in the Mosaic Lowell Plan • Number of new funding opportunities identified • Number of local rules and regulations changed to support business growth and vibrancy • Number of possible zoning changes made to support the growth of the creative economy • Participation of businesses/restaurants/organizations from Lowell's neighborhoods as vendors in larger city events and festivals
6.4 Identify ways schools can benefit from/contribute to broader arts, cultural, and creative economy efforts in the city	<ul style="list-style-type: none"> • Number of opportunities identified • Number of schools participating • Number of new collaborations • Number of participants in programs • Demographics/diversity of participants
6.5 Create, support, and fund school, extended day, and outside programs involving partnerships with arts and culture community that serve youth and teens	<ul style="list-style-type: none"> • Number of learning programs/opportunities • Number of schools and arts and cultural orgs/groups participating • Number of new collaborations • Number of participants in programs • Demographics/diversity of participants
Years 2028 - 2032	
Strategies	Metrics
2.7. Encourage more collaboration and cross-marketing outside of Mosaic Lowell's efforts	<ul style="list-style-type: none"> • Number of partnerships and new or recurring programs • Number of self-reported new connections and collaborations • Number of cross-sector initiatives (i.e., art exhibits in restaurants) • Number and amount of business sponsorships & cultural events • Number and type of joint promotions and marketing efforts
3.1. Convene events and launch a city-wide initiative to identify a wide range of narratives about the city and its people	<ul style="list-style-type: none"> • Participation of a diverse group of organizations, residents, and groups in events • Range of diversity in narratives about the city • Number of new experiences or initiatives that reflect narratives developed as part of this effort
6.7 Assist arts educators in schools and the community with professional development experiences	<ul style="list-style-type: none"> • Number of arts educators engaging in professional development experiences • Results of assessments/surveys gauging effectiveness of these experiences in supporting youth and teen arts education

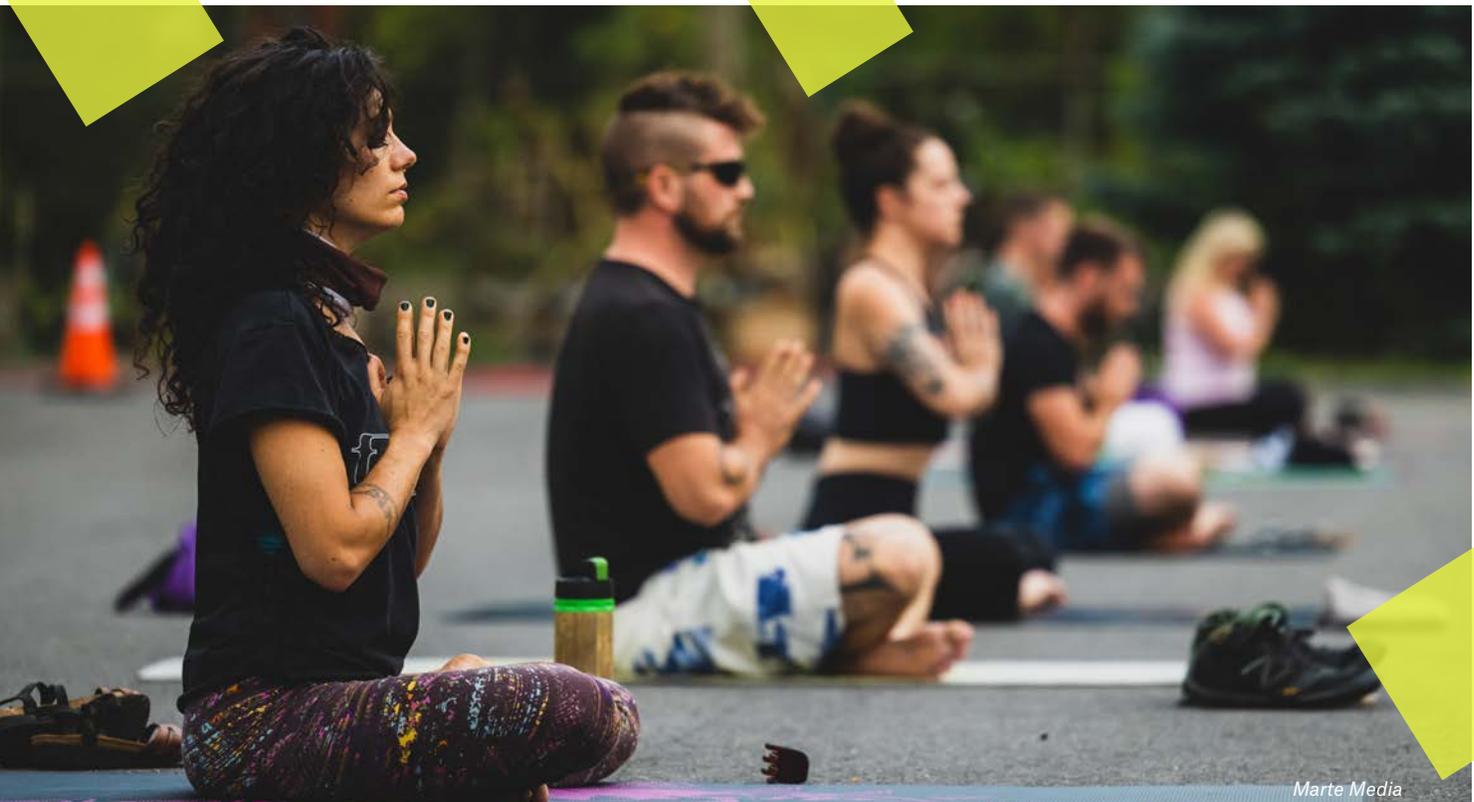
		Addresses These Goals									
Proposed Lead (L) & Partners (P) (draft, in progress)		1	2	3	4	5	6	7	8	9	10
L: CoL, Project LEARN, ML; P: arts and cultural organizations, property owners		✓	✓		✓	✓	✓		✓	✓	
L: CoL ED, CoL P&D; P: ML, large residential and commercial property owners, Lowell Master Plan, CoL HC, NPS				✓		✓	✓	✓	✓	✓	✓
L: CoL City Manager, Licensing Board; P: ML, businesses				✓		✓	✓	✓	✓	✓	✓
L: ML, Schools, LPS; P: Youth and education groups, arts and cultural organizations, community groups, NPS			✓	✓	✓		✓	✓	✓	✓	
L: ML, Schools, LPS, youth and education groups, arts and cultural organizations; P: community groups			✓	✓	✓		✓	✓	✓	✓	
		Addresses These Goals									
Proposed Lead (L) & Partners (P) (draft, in progress)		1	2	3	4	5	6	7	8	9	10
L: ML as convener; P: GLCC, CASE, arts and cultural organizations, business owners		✓	✓					✓		✓	✓
L: ML; P: Youth and education groups, arts and cultural organizations, community groups, key institutions, senior resident organizations, residents, business owners, all individuals connected to Lowell		✓	✓		✓	✓	✓		✓	✓	
L: ML; P: Schools, LPS; youth and education groups, arts and cultural organizations, community groups, NPS			✓	✓	✓		✓	✓	✓	✓	

As this draft plan is circulated, Mosaic Lowell will continue community engagement in the fall of 2022. Mosaic Lowell is using feedback from organizations, creative economy advocates, and public officials to finalize strategies and to begin to define and activate an interim framework of governance and staff support for moving forward (priority strategy #5 above). Mosaic Lowell has intentionally adopted a more community-driven approach to planning in acknowledgement that collaboration and cooperation is the key to long-term sustainability of efforts. This plan considers, in addition to arts and culture, the broader creative economy, local businesses, and tourism. Everyone is a stakeholder in these things... residents, business owners, investors, and City and State officials. Our next steps, after draft plan discussions and the creation of an interim entity/governance to move forward, are to pursue seed funding for the initial three years of plan implementation to allow Mosaic Lowell's work to demonstrate positive impacts and to provide the time and support to identify sustainable long-term funding for this effort.

Our commitment to inclusivity and transparency

Mosaic Lowell is built on a model of inclusivity and transparency. Mosaic Lowell considers this effort to be "open source" and will continue to strive to include as many voices as possible. As Mosaic Lowell moves forward with priority strategies to achieve the goals, there are multiple actions and initiatives that will require many people, organizations, and businesses to achieve success. Mosaic Lowell encourages you to become involved by contacting info@mosaiclowell.org.

The plan's commitment to transparency includes publishing information on our website on key decisions, criteria for funding allocations, and details on our annual budget. Mosaic Lowell will continue to use the eight planning principles listed on page 5 as our guide.



Marte Media

A framework of accountability (and flexibility)

The goals and priority strategies outlined in this plan are the result of more than a year of community outreach and planning. Mosaic Lowell recognizes (and hopes) that as implementation moves forward and we continue to conduct outreach, we will hear new things from the community, identify additional needs, and get excited about new ideas. In other words, this is an evolving plan meant to reflect the changing nature of our city and the world.

To be accountable Mosaic Lowell must have metrics to measure our progress. The Moving Forward section of the plan includes metrics to measure our progress. As Mosaic Lowell moves forward, we pledge ongoing accountability and commit to three annual efforts to gauge our effectiveness and inclusivity:

- Mosaic Lowell will publish an annual evaluation scorecard of progress on plan strategies and key metrics for success using the metrics found in this plan.
- Mosaic Lowell will issue an annual online survey of residents/businesses/organizations to gauge relevance and effectiveness and publish these results in our annual scorecard.
- Mosaic Lowell will host an annual creative economy summit to encourage collaboration and feedback on plan progress across sectors within the city and to set goals for each coming year.



Endnotes

¹ https://www.austintexas.gov/sites/default/files/files/Redevelopment/0901arts_economy_nga.pdf.

² <https://www.artsactionfund.org/sites/artsactionfund.org/files/2021-04/MASS%202021.pdf>.

³ Americans for the Arts. Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the City of Lowell. https://www.americansforthearts.org/sites/default/files/pdf/2017/by_program/reports_and_data/aep5/map/MA_CityOfLowell_AEP5_OnePageSummary.pdf.

⁴ Americans for the Arts. Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the City of Lowell. https://www.americansforthearts.org/sites/default/files/pdf/2017/by_program/reports_and_data/aep5/map/MA_CityOfLowell_AEP5_OnePageSummary.pdf.

⁵ <https://www.arts.gov/news/press-releases/2022/new-data-show-economic-impact-covid-19-arts-culture-sector>.

⁶ States/areas with higher arts and cultural contributions to GDP in 2020 are CA, NV, WA, NY, and Washington DC. Information found at: <https://www.bea.gov/data/special-topics/arts-and-culture>.

⁷ New Bedford (<https://destinationnewbedford.org/>), Worcester (<https://worcesterculture.org/>), and Salem (<https://www.salem.org/>) are examples of cities acknowledging the importance of a comprehensive approach to arts, culture, creative economy, and tourism in supporting economic development and quality of life. Each in its way, these cities approach creative economy efforts in a collaborative fashion by coordinating funding and efforts between public, private, and nonprofit entities whenever possible.

⁸ State Programs such as the DHCD Rapid Recovery Program for commercial districts (Lowell was a participant) include arts and culture as a key component of economic development and business district vitality.

*Mosaic Lowell encourages you to become
involved by contacting info@mosaiclowell.org*

