

Creative Community Development in Massachusetts



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A report by

Massachusetts Association of Community Development Corporations
Cassie Mann,
Research Intern

Introduction

Arts, culture, and creative placemaking are playing an increasingly important role in community development nationally and in Massachusetts. This topic has garnered significant attention in recent years, as more and more advocates, practitioners, and funders are recognizing the nexus between these fields and mobilizing to encourage more of this collaborative work.

National organizations like the [National Endowment for the Arts \(NEA\)](#), [ArtPlace America](#), and the [National Association of Community Economic Development Associations \(NACEDA\)](#) are recognizing the importance of bringing together community developers and artists, community members, small businesses, and creative leaders to build the creative economy as a key strategy for community economic development. NEA established the [Our Town](#) grant program to provide significant funding for creative placemaking activities, which it defines as, “when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work - placing arts at the table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies.”

A group of foundations, federal agencies, and financial institutions came together in 2011 to form ArtPlace America, a consortium to provide a dedicated source of funds for creative placemaking work. In 2015 ArtPlace announced the creation of [Community Development Investments](#), a one-time program to provide up to \$3 million each for six “place-based non-governmental organizations with a primary mission of community planning and development” that are “interested in sustainably incorporating arts and cultural strategies into the organization’s work.” (Eligibility for the program is limited to organizations from six specific geographic regions, not including Massachusetts.)

This trend is apparent within Massachusetts as well. [MassCreative](#) has undertaken significant advocacy around increasing funding for the arts and creative programming through the state budget process. The Massachusetts Cultural Council makes funds available under the umbrella of “Creative Communities,” according to the belief that “modest state investments in local cultural initiatives can achieve tangible social, cultural, and economic benefits.” The [Creative Communities](#) umbrella includes funding for Local Cultural Councils, a Cultural Investment Portfolio, Cultural Facilities Fund, and the Adams Arts Program, which “supports projects that revitalize communities, create jobs, grow creative industries, and increase engagement in cultural activities by Massachusetts residents and visitors.” Several community development corporations (CDCs) have received grants through the Adams Arts Program, including Downtown Taunton Foundation in fiscal year 2015, and Asian Community Development Corporation (ACDC), Inquilinos Boricuas en Acción (IBA), and Southwest Boston Community Development Corporation in previous years.

In Boston, Mayor Marty Walsh has made a commitment to support arts and creative placemaking. In April 2015 the Mayor announced the launch of [Boston Creates](#), “a cultural planning process” focused on the future of arts and culture in the city. This planning process offers a valuable opportunity for organizations like CDCs to engage residents and ensure a community-driven approach to arts and placemaking.

Creative Community Building in Massachusetts

Just as funders have been paying greater attention to this nexus, community developers within Massachusetts have been expanding their efforts to incorporate arts and creative placemaking into all areas of their work. CDCs have provided technical assistance to help creative small businesses grow, built housing and studio space for artists, offered arts education for young people, and utilized art and creative placemaking to engage residents around the issues that matter to their communities. MACDC collects information regarding members’ activities through the annual [Growing Opportunities and Leaders \(GOALS\) Survey](#). In 2014, twenty-four CDCs reported conducting arts and cultural activities, up from 18 in 2013. These organizations engaged 2,631 residents in arts programs and 1,766 in cultural programs, and reported that 42,582 people attended community events and festivals sponsored by CDCs.

For some CDCs this is not new territory. Inquilinos Boricuas en Acción (IBA) has been operating [arts and cultural programs](#) and community festivals for years, and these programs are an essential focus for the organization that help broaden its impact in Boston’s South End, by “promot[ing] and celebrat[ing] the diversity of Latino arts and culture through music, visual arts, dance and more.” Between 2010 and 2014 IBA engaged more than 16,000 people in arts programs, 1,700 people in cultural programs, and more than 43,000 people in community festivals.



Performers and an enthusiastic crowd at a festival held by Inquilinos Boricuas en Acción.

On the other end of the spectrum, organizations like Worcester Common Ground (WCG) are in the earlier stages of incorporating arts and culture into their work. In 2014, WCG served 20 people with arts programs and 200 in community festivals.

Prior to that, WCG had not reported providing arts programs since 2007. In 2014, WCG's activities included hiring a local youth media group and [local youth hip hop group](#) to create a community video, as well as engaging local artists to create a community mural.

MACDC seeks to understand the entire landscape of creative community building in Massachusetts, from organizations like IBA that have years of experience at the intersection of arts, culture and community development, to relative newcomers like WCG who are in the beginning stages of taking on this work, and everyone in between. The goals of this paper are to explore the breadth and variety of creative work that Community Development Corporations are undertaking across the state and to better understand the landscape of how CDCs in Massachusetts are weaving arts, culture, and creative placemaking into their work to build economic opportunity and vibrant, engaged communities.

Methods

MACDC conducted a survey of its 89 members in January 2015. Twenty-nine organizations completed the survey, representing twenty different cities and towns in eleven of the Commonwealth's fourteen counties.

The online survey contained twelve questions, and was designed such that Executive Directors could complete it in one sitting, in approximately ten minutes. It gives a quick snap shot of what each organization is doing, not an in-depth analysis. Questions covered the types of arts and creative placemaking activities MACDC members are undertaking, their motivation for taking on this work, with which organizations they are partnering, barriers to this work, and opportunities for MACDC to support the integration of arts and creative placemaking into community development. Questions were multiple choice, but allowed space for respondents to provide further comment. (The complete survey instrument is included in Appendix A.)

The survey explored the activities of MACDC members in five specific areas:

1. fostering the creative economy;
2. implementing creative placemaking activities;
3. youth and arts programming;
4. real estate development projects aimed at arts or cultural activities; and
5. arts and culture in community organizing work.

Results

Overall, the survey demonstrated that MACDC members are indeed working at this intersection where arts, culture, and creative placemaking meet community development. It also revealed that there is growing support for this kind of cross-sector collaboration. Of the organizations that responded to the survey, 72 percent

responded that they view arts and creative placemaking as a growing area of emphasis for their organization. Only five of the 29 organizations that completed the survey reported that they had not conducted any work around art or placemaking.

Arts and Creative Placemaking Activities

Fostering the Creative Economy

76% – 22 out of 29 – are working to foster the creative economy

Of the CDCs surveyed, more than three quarters reported having worked to foster the creative economy in their service area. Several Massachusetts CDCs have begun providing targeted technical assistance to artists and creative entrepreneurs, empowering artists to build their businesses and contribute to their local creative economies.

For example, Community Development Partnership has hosted workshops focusing on business development for artists, and provides technical assistance for artists and gallery owners on Cape Cod. They also provide financial support for creative businesses through microloans.

Franklin County CDC has made small business development and technical assistance a top priority, and they have led the CDC field in Massachusetts in providing these services to creative entrepreneurs and artists. In collaboration with several local organizations, Franklin County CDC has coordinated the [Creative Economy Summit](#), held in four consecutive years. The summit brings together people from the arts, business, and political communities to make connections and develop strategies to grow the creative economy in Franklin County. Topics covered at the 2015 Summit included access to capital, visibility and marketing, and attracting talented employees to creative businesses in the Pioneer Valley.

Quaboag Valley CDC (QV CDC) also provides technical assistance to artists, craftspeople, and performers. In April 2015, QV CDC hosted a series of business workshops designed specifically for artists to address issues like business planning, sales, and accounting.

In 2003, Madison Park Development Corporation partnered with local organizations Act Roxbury and the Bridges Program to host tours of Roxbury to highlight the community's creative and cultural assets, with the aim of driving economic activity towards local businesses. This collaboration led to the creation of [Discover](#)



Pam Roberts, a local artist who has received small business assistance from Franklin County CDC.

[Roxbury](#), which is dedicated to building community by preserving Roxbury’s character through promoting local arts, culture, and history.

Creative Placemaking

59% – 17 out of 29 – are undertaking creative placemaking activities

For the purposes of this survey, MACDC supplied the following definition of creative placemaking:

In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.¹

The majority of CDCs surveyed in this project report that they have implemented creative placemaking activities of one kind or another. For example, Asian Community Development Corporation (ACDC) operates neighborhood walking tours that showcase the culture and history of Boston’s Chinatown. They also host an annual film festival, [Films at the Gate](#), which features Chinese-language films shown in public spaces around Chinatown, including the Rose Kennedy Greenway. Throughout all of this work, ACDC strives to promote the role of its youth leaders in placemaking.

North Shore Community Development Corporation has latched onto public art as an economic development tool in Salem, including it in a community master plan. North Shore CDC is working to implement public art projects, including murals and park space, and hopes to incorporate public art into future development projects.

In New Bedford, Waterfront Historic Area League (WHALE) has implemented a project to create a sculpture honoring a Cape Verdean community activist. WHALE has also worked extensively to protect and restore the architectural heritage of the area and highlight the city’s fishing heritage through parks, museum, cultural events, and activities.

¹ Gadwa, Anne and Ann Markusen, 2010. *Creative Placemaking*. National Endowment for the Arts. <http://arts.gov/publications/creative-placemaking>

Nuestra Comunidad Development Corporation, in partnership with other local organizations, created a large-scale public art project at the defunct [MBTA Bartlett Bus Yard in Roxbury](#). The project took place from May through September, before the yard's buildings were to be demolished and the land repurposed for the Bartlett Place project, a large mixed-use development by Nuestra CDC, part of which will house a [music-oriented charter school](#). While the project was active, Bartlett Yard attracted mural and graffiti artists, music, dance, and food – one of the organizers described it as an “[art free for all](#).”

In addition to IBA, many CDCs either organize or participate in local festivals throughout the year. Hilltown CDC has previously hosted the Hilltown Spring Festival, HAP Housing works with partners to host a neighborhood festival every August in the Old Hill Neighborhood of Springfield, and in past years Southwest Boston CDC sponsored the ArtScene Festival in Logan Square.

Arts and Culture in Community Organizing

50% – 14 out of 28 – use arts and culture in their community organizing work

Half of the respondents reported that they had utilized arts and culture in community organizing work, which for the purposes of this question included using arts/cultural programming to engage residents, to identify community needs and goals, and to advocate for public policy changes.



Codman Square Neighborhood Development Corporation as well as one of its tenants, the Dorchester Arts Collaborative, have participated in the [Fairmount Cultural Corridor](#), a collaborative initiative that, according to its website, has “leveraged local cultural communities and businesses to create a dynamic, shared vision for



the neighborhood – with an eye toward connecting residents often disengaged from the public process.” Codman Square NDC also has an Artist in Residence who is working with community members to explore “how to use the arts as an organizing and economic mobility vehicle.”

A community organizer from Worcester Common Ground has worked with local children to paint signs illustrating what the local tot lot means to them, to demonstrate the value of this community resource. WATCH CDC has also worked with children that live in their housing to create drawings that illustrate their families’ living conditions.

One of the children who participated in an art project with Worcester Common Ground to create signs about the community.

Youth and Arts Programming

39% – 11 out of 28 – focus on youth and arts programming

Eleven out of the 28 CDCs who completed this question reported implementing arts and placemaking programming aimed at young people in their communities.

Dorchester Bay Economic Development Corporation (DBEDC) has operated a successful [Arts and Crafts summer camp](#) for youth for the past 23 years, working to build the skills and confidence of young people in Dorchester. The camp also employs ten teenage Counselors in Training (CITs) from DBEDC, helping provide much-needed summer employment.

Asian CDC enlists youth to lead walking tours of Chinatown to highlight the area’s history and culture as well as new development in planning and placemaking. Leading these tours encourages them “to weave their stories into the larger narrative of Chinatown that emphasizes a dynamic neighborhood with a constantly evolving culture.”

Lawrence CommunityWorks operates the Movement City Youth Network, which involves youth in the city in a range of creative activities, including the performing arts, design, and music production. Movement City also provides academic programs supporting youth in math, science, English, and with college prep programs.

Movement City views itself as an “[empowerment network](#),” using creative outlets like design, technology, and the performing arts to foster young peoples’ leadership skills and engage them in collaborative community building.

Real Estate Development

34% – 10 out of 29 – conduct real estate development projects aimed at arts or cultural activities

Several organizations have also begun to incorporate art and creative placemaking into their real estate development work, including through developing creative spaces like theaters, and through the development of housing and workspaces geared towards artists and craftspeople.



Classroom space in Lena Park Community Development Corporation’s new Community Center.

Lena Park Community Development Corporation completed the renovation of its

building in 2015, unveiling the new Lena Park Community Center. The building now includes classroom space, multi-purpose rooms, a Tech Café and a large Community Room where they will be able to host visual and theatre arts programming.

Waterfront Historic Area League

(WHALE) is currently undertaking two projects aimed at restoring and reusing historic buildings. One of the buildings will be used for a [Fishermen’s Museum](#) to celebrate New Bedford’s fishing industry, while the other will be transformed into a community theater.



Rendering of WHALE's Seamen's Bethel and Mariners' Home project, part of which will house the Fishermen's Museum in New Bedford.

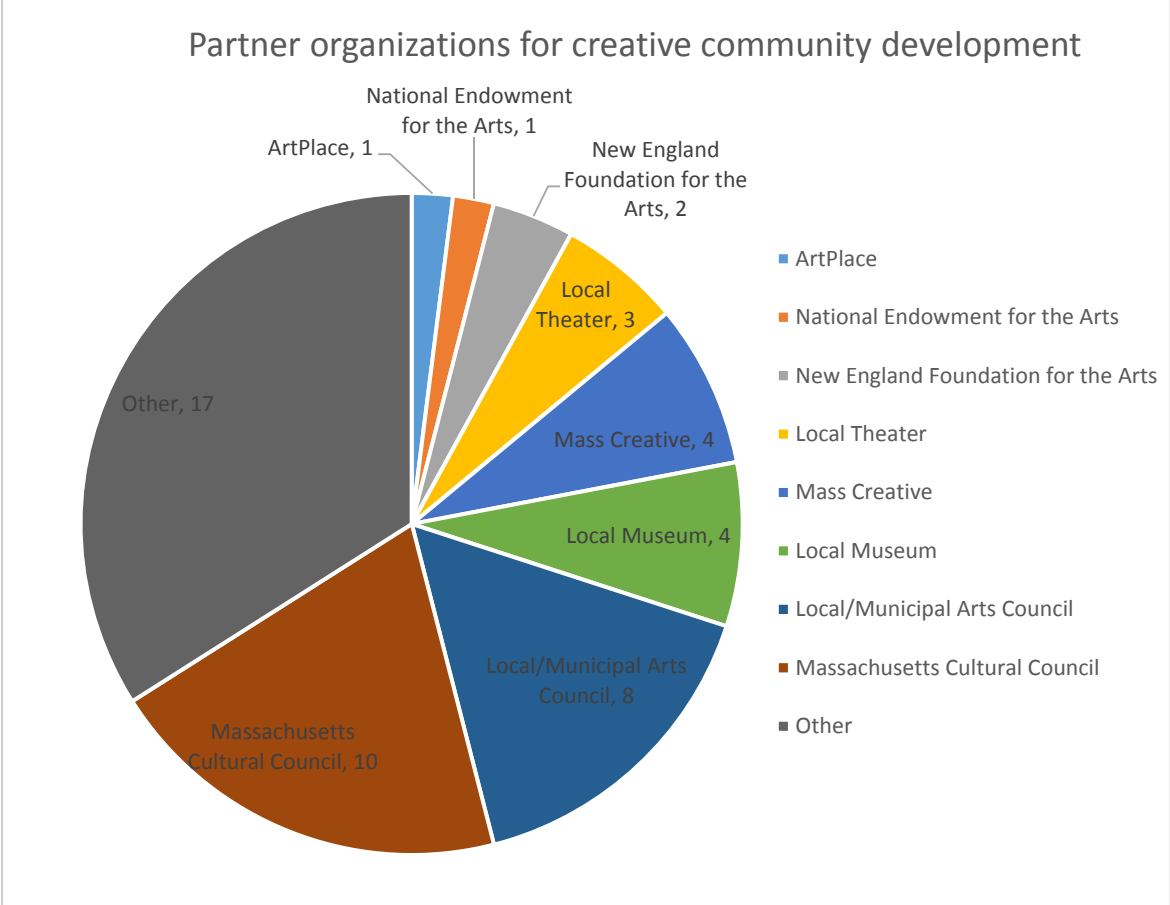
In 2005, Madison Park Development Corporation completed a project to renovate and restore the historic [Hibernian Hall](#) in Roxbury's Dudley Square. This facility had sat vacant for decades prior, but now features a restored ballroom that serves as a fully-equipped venue for a wide range of performing arts, cultural, and community events. In 2012, Viet-AID celebrated the ten year anniversary of its [Vietnamese-American Community Center](#), the first of its kind in the United States. The 18,000 square foot facility in Dorchester hosts arts and cultural programming and makes space available for rent to local community organizations.

In addition to building creative spaces for the broader community, some CDCs are developing spaces for artists to live and work. Twin Cities CDC is planning to build housing specifically for artists in Fitchburg and Leominster, and Codman Square NDC is looking to create "maker spaces" and artists' housing in its Dorchester community.

Partners

Community developers have worked with a wide variety of partners to implement arts and creative placemaking activities. The most commonly cited partner was the Massachusetts Cultural Council (10 respondents), followed by Local/Municipal Arts Councils (8), MassCreative and Local Museums (both 4). Seventeen CDCs reported partnering with an organization other than those named in the survey. These other

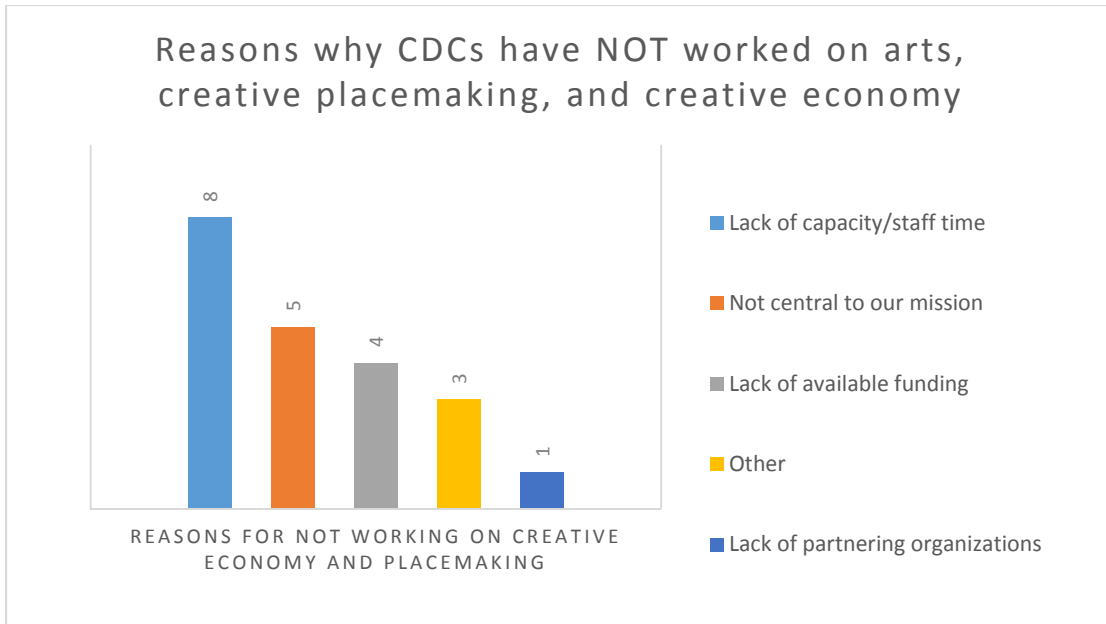
partners included local governments, colleges and universities, foundations, business organizations, and various nonprofit organizations dedicated to art, historic preservation, and community planning and organizing.



These results are evidence of the broad array of arts and creative placemaking activities and approaches that CDCs are taking. Community developers are weaving arts and culture throughout their existing programming as well as creating new programs and projects focused on creative expression and engagement.

Obstacles

Lack of funding for this integrative work, as well as lack of staff time and capacity to implement programming, are both critical challenges for organizations interested in arts and creative placemaking. When asked to name the greatest obstacles they see to pursuing arts, creative placemaking, and creative economy work, 64% (18 of 28) mentioned funding, while 50% (14 of 28) mentioned staff time and/or capacity.



But there were other barriers too, including the sense that this work falls outside of a CDC’s primary mission – five respondents cited this as a reason why they have not taken on this work. One respondent said the main obstacle to taking on this work is the demand they face for other services and programs. Another responded, “Our low-income members make \$20,000 per year and have to focus on gaining job skills and paying the rent,” concerns that in their view naturally take priority over adding other areas of work like arts and placemaking.

A few organizations indicated having an interest in arts and placemaking, but lacking clarity around what their approach could or should be. One respondent remarked, ““We have not identified a role we could play other than what we already offer in small business assistance.”

Two others stated that they want this work to go beyond art for art’s sake, and ensure that the focus is on community building. One said their greatest barrier is securing “funding for an organization that is not centered on arts. We want to link these placemaking efforts to long-term changes [and] developments in the community.”

These responses suggest that, in addition to practical barriers like lack of funding and capacity, some member organizations face fundamental uncertainty around how and why they should approach creative community building. While some CDCs have enthusiastically embraced arts and creative placemaking as essential and effective tools, others question the value of taking on this work: What are the benefits for the residents they serve? How can they ensure that integrating arts and creative placemaking complements and does not detract from their other priorities?

These are questions and concerns that could be addressed through training and workshops geared specifically towards community developers. There was considerable appetite among respondents for more access to training or workshops to build knowledge and capacity around arts and placemaking work. This was true of CDCs that had already participated in such training as well as those who had not, suggesting that there is indeed greater demand for these resources beyond what currently exists. This may be an area where MACDC and the Mel King Institute for Community Building can help respond. Another way to address some of these obstacles is to more effectively share best practices through tours, peer learning, site visits, and other means.

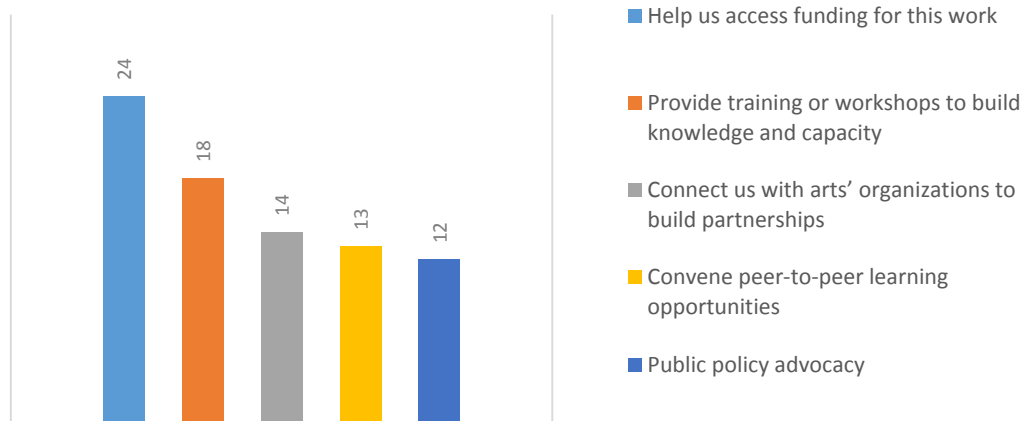
Opportunities

One of the primary motivations behind this survey was to gather respondents' opinions on what MACDC can do to support and encourage more community developers to incorporate art and creative placemaking into their work. The survey presented respondents with five options for how MACDC can support creative community building, and asked them to select the areas they believe would best help their organization. The five options were:

- Provide training or workshops to build knowledge and capacity
- Connect us with arts' organizations to build partnerships
- Help us access funding for this work
- Convene peer-to-peer learning opportunities
- Public policy advocacy

Of these five options, the most popular was assistance accessing funding (24 out of 28) followed by providing training to build knowledge and capacity (18 out of 28 respondents). This result is unsurprising given that lack of funding and staff capacity were cited as the most significant barriers to undertaking arts and creative work. None of the five areas received fewer than 12 responses, suggesting that there is at least some appetite among the respondents for MACDC to get involved on all of these fronts.

What can MACDC do to help your organization integrate arts and creative placemaking into your work?



Conclusion

While this brief survey only scratches the surface of the creative work community developers are doing throughout Massachusetts, it yields valuable insight into how organizations view art and creative placemaking, what kinds of activities they are undertaking, what obstacles prevent them from doing more, and what MACDC and others can do to promote this collaborative work. Community developers all across Massachusetts are actively pursuing art and creative placemaking as key tools for organizing their communities, driving local economic development, and engaging young people in educational and entrepreneurial activities. Organizations are also incorporating the unique housing and workspace needs of artists and craftspeople into their real estate development work, and transforming and revitalizing creative community spaces like theaters and historic buildings. Community developers have partnered with a wide range of organizations to implement this work, including state and local government entities, foundations, arts councils, local businesses, educational institutions, and other community-based organizations.

At the same time, community developers face significant barriers to taking on creative work like this, especially when it is viewed as coming on top of their existing priorities of developing housing, assisting small businesses, providing asset building counseling and resources, and more. For several of the CDCs surveyed in this project, accessing funding for creative work amounts to a serious barrier, as these groups already work diligently to secure funding for their existing work. Planning, funding, and executing creative community building also requires staff time and capacity, which is often at a premium for CDCs.

Despite these significant barriers, the survey suggests that there is an appetite for MACDC to get involved in encouraging more work around this creative nexus between art, placemaking, and community development. There are tangible opportunities for MACDC and others to help mitigate the obstacles identified through this survey – by helping CDCs access funding opportunities and build relationships with potential partners, providing shared learning opportunities and trainings, and advocating in support of this work in the public policy realm. MACDC appreciates the honest feedback received from member organizations through this survey, and welcomes the opportunity to do more to foster creative community building in the future.

Appendix A – Survey Instrument

Incorporating Art and Health into Community Development

Organization Information

*** 1. Organization Name**

Incorporating Art and Health into Community Development

Arts, Creative Placemaking and Community Development

The following 12 questions explore how CDCs have incorporated arts and creative placemaking into their work, and what opportunities and barriers exist to expanding this work.

2. In the last 5 years, has your organization undertaken work to foster the creative economy?

Creative Economy work includes activities like providing support and technical assistance for artists/craftsmen/performers to build their businesses; finding or creating new outlets and opportunities for artists to share their work; promoting local artists and events.

Yes

No

Optional—If YES, please share a brief description (1-3 sentences)

3. In the last 5 years, has your organization undertaken creative placemaking activities?

Creative Placemaking is broadly defined as follows:

“In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.” (Nico and Markusen, 2010)

For the purposes of this survey, creative placemaking includes public art projects; arts and culture events; incorporating art into the built environment; neighborhood walking tours or art walks.

Yes

No

Optional—If YES, please share a brief description (1-3 sentences)

Incorporating Art and Health into Community Development

4. In the last 5 years, has your organization undertaken arts/cultural programming focused on youth?

Yes

No

Optional—If YES, please share a brief description (1-3 sentences)

5. In the last 5 years, has your organization conducted real estate development projects aimed specifically at arts or cultural activities?

Including artists' housing, workspace/maker space, cultural center, theater/performing arts center

Yes

No

Optional—If YES, please share a brief description (1-3 sentences)

6. In the last 5 years, has your organization used arts/culture in your community organizing work?

Including using arts/cultural programming to engage residents, to identify community needs and goals, and to advocate for public policy changes.

Yes

No

Optional—If YES, please share a brief description (1-3 sentences)

Incorporating Art and Health into Community Development

7. Has your organization undertaken other work related to arts and culture that is NOT captured above?

Yes

No

Optional—If YES, please share a brief description (1-3 sentences)

8. If your organization has NOT conducted work on the creative economy and creative placemaking, why not? (Please select all that apply.)

Lack of available funding

Not central to our mission

Lack of capacity/staff time

Lack of partners to work with

Other (please specify)

9. What organizations or businesses have you partnered with to conduct arts/cultural/creative placemaking activities and to build the creative economy? (Please select all that apply.)

Massachusetts Cultural Council

Mass Creative

National Endowment for the Arts

ArtPlace

New England Foundation for the Arts

Local/Municipal Arts Council

Local museum

Local theater

Other community-based arts organization

Other (please specify)

Incorporating Art and Health into Community Development

10. Have you or members of your staff attended, or would you be interested in attending, training on art, creative placemaking and community development?

- Yes, we have attended training but we are NOT interested in more.
- Yes, we have attended training and YES, we are interested in more.
- No, we have NOT attended training in this area but YES we are interested in it.
- No, we have NOT attended training in this area but we are NOT interested in it.

11. Do you see arts and creative placemaking as a growing area of emphasis for your organization?

- Yes
- No

12. What is the greatest obstacle your organization faces in undertaking arts/creative placemaking programs and projects?

13. What can MACDC do to assist your organization to integrate arts and creative placemaking into your work? (Please select all that apply.)

- Provide training or workshops to build knowledge and capacity
- Connect us with arts' organizations to build partnerships
- Help us access funding for this work
- Convene peer-to-peer learning opportunities
- Public policy advocacy
- Other (please specify)

Appendix B – Survey Responses Questions 2-7: Descriptions of Member Activities

Descriptions of Member Activities

Question 2: Creative Economy

“In the last 5 years, has your organization undertaken work to foster the creative economy? Creative economy work includes activities like providing support and technical assistance for artists/craftsmen /performers to build their businesses; finding or creating new outlets and opportunities for artists to share their work; promoting local artists and events.”

Codman Square NDC	Our 157 Washington St project was designed with a plaza to accommodate such uses. We now have the Dorchester Arts Collaborative as a tenant as well as an art gallery and use the plaza for community events. Also extensively through arts events through our Millennium Ten Initiative, headed by local artists (e.g., spoken word sessions, youth talent shows, etc.)
Community Development Partnership	Workshops for artists on business development. Intensive TA for artists, gallery owners. Micro loans for creative businesses.
Community Teamwork	Our Small Business Center played an integral role in getting the Merrimack Valley approved as an official Mass Creative Economy Network this past fall. The City of Lowell Econ. Dev. folks took the lead and the supporting organizations, like CTI, added their specific strength. We identified business financing and business development as our primary objectives.
Domus Incorporated	In one of our commercial spaces we had the WSU Art Gallery and now will have the creative arts program of Westfield on Weekends in that space. In our Commercial spaces on Elm Street we have had the Westfield State University art gallery lease the space. They will be leaving but we are promoting the Westfield On Weekends program which promotes arts and activities in that space.
Dorchester Bay EDC	Were a minor partner with Uphams Corner Mainstreet/DSNI's "ArtPlace" grant of \$500K. Our job was to engage local residents in grassroots arts-related economic development activities, events, and collaborations with local artists.
Franklin County CDC	Coordinated Creative Economy Summit 4 times, (2 day conference), ran 12 week business plan class for artists, have been on the committee for monthly networking event for artists for 12 years, and have been doing TA for artists for 14 years. Have provided loans to creative businesses (Double Edge Theatre, Shea Theater, and several woodworkers and Josh Simpson Glass).
HAP, Inc	We collaborate to hold a neighborhood festival every August in Springfield's Old Hill Neighborhood going on its 12th year. We feature a local jazz group that offers opportunities for young singers to perform with them. We plan to do more over the coming years.
Harborlight Community Partners	Hosted work at our buildings from students from Montserrat College of Art and hired a local mural painter to put a mural on a building.
Hilltown CDC	Hilltown Spring Festival and Business Directory

IBA - Inquilinos Boricuas en Accion	IBA's Arts Program promotes and celebrates the diversity of Latino arts and culture through music, visual arts, dance, and builds cross-cultural bridges. Housed at Villa Victoria Center for the Arts, the largest Latino arts center in New England, IBA presents concerts, festivals, exhibits and other high quality programming that is affordable accessible, innovative and vibrant. The beautiful Villa Victoria Center for the Arts includes a 425-person capacity performance hall, an art gallery, visual arts studio, and movement and dance studio and office space. The space is also available for rent and the funds generated support IBA's Arts Programs.
Lena Park Community Development Corporation	In the renovations of the organization's headquarters on 150 American Legion Highway in Mattapan. Through this process many local small businesses and vendors were used to address various parts of the project (painting, flooring, furnishings, technology company, etc.).
North Shore CDC	Creating collaborative work space with artists and creative entrepreneurs. Actively engaged in planning for artists' live/work space.
Olde Holyoke Development Corp	Currently partnering with Holyoke High School Drama Club to present a touring stage production of To Kill a Mockingbird, supported by a community conversation regarding the legal system, race, justice and exclusion.
Quaboag Valley Community Development Corporation	Support, technical assistance and business planning classes. We have included presentations on the Creative Economy at a Business Expo, and we provide Technical Assistance to artists/craftspeople/performers.
Southwest Boston CDC	Until 2012 SWBCDC sponsored an annual ArtScene festival in Logan Square. The Hyde Park Arts Association wanted to take the sponsorship over but it has not been held in the last two years.
Twin Cities CDC	TA For artists, and looking to build artist housing.
Valley CDC	Amongst the small businesses we provide TA to, are a variety of artists. But we don't have special outreach to this population.
Waterfront Historic Area League (WHALE)	Yes, we are working on a feasibility study to create a cultural and arts cowork space and community arts gallery in a historic main street building.
Worcester Common Ground, Inc.	Created a community video in 2014, employing local youth media group and local youth hip hop group. Engaged local artist to complete a mural about our neighborhood.

Question 3: Placemaking

"In the last 5 years, has your organization undertaken creative placemaking activities?"

Creative Placemaking is broadly defined as follows: "In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired." (Nicodemus and Markusen, 2010)

For the purposes of this survey, creative placemaking includes public art projects, arts and culture events, incorporating art into the built environment, neighborhood walking tours or art walks.”

Asian Community Development Corporation	We have a neighborhood walking tour led by our youth that highlights culture, history, as well as current placemaking and development efforts occurring. This will be our 10th year organizing our Films at the Gate festival that showcases Chinese-language films to activate open spaces in Chinatown; we have grown from the vacant lot we first started on to the Rose Kennedy Greenway. We are looking to continue placemaking on the vacant lot in the new year with new projects being developed by our youth.
Codman Square NDC	Polar bear art installation on the plaza at our 157 Washington St property. 4 Corners Jazz Fest on plaza in past and placemaking event with Design for Social Change at the 4 Corners stop on Fairmount. Also quite a bit of art programming in various venues through our Millennium Ten Initiative, led by local residents/artists.
Community Teamwork	Community Teamwork partners with the National Park Service to engage the city's youth through cultural programming. For example, this past summer, local high school and college students researched, wrote and presented their own original vignettes designed to engage park visitors in topics focusing on Lowell experiences, both past and present, such as life in the city, immigration, challenges and opportunities, and life as a teenager. In addition, we sponsor and manage the Lowell Farmer's Market, a venue for local artists.
Dorchester Bay EDC	Worked with the local art place group to bring arts activities, public amenities, & attractions to our Uphams Corner business district & or local Fairmount/Indigo train station.
Franklin County CDC	The First National Bank which we own has been used for creative events in collaboration with the city of Greenfield. Also, we have worked with the Greater Shelburne Falls Area Business Association who does regular art walks, events, and has become a Cultural District.
HAP, Inc	We collaborated with HARP, the Holyoke Alleyway Revitalization Project to improve and bring visual art to an alley that links the Holyoke Public Library with the multimodal transportation center and other City center resources. We were a finalist for an ArtPlace Grant in 2013 and chose not to apply in 2014 due to capacity concerns. We anticipate applying again in 2015 to make art a more central aspect of our neighborhood revitalization work.
Harborlight Community Partners	Hired a local mural artist to put a mural on our building and helped the same artist put a mural on a second building.
Hilltown CDC	Monthly art show hung at our office of local artists.
IBA-Inquilinos Boricuas en Accion	Through our multiple yearly events, including Festival Betances, IBA makes the Villa Victoria and South End neighborhoods and arts and cultural destination.
North Shore CDC	Created public art -- murals, a park, etc. Identified public art as an economic development tool in a community master plan. Looking at incorporating public art into several new development projects.
Olde Holyoke Development Corp	We have partnered with a 165 year old Catholic Parish and underwritten photography of its stained glass images. We are now in discussion with the photographer, pastor and other stakeholders to launch an event and

	multimedia display on the preservation and appreciation of 19th & early 20th century stained glass art, secular and religious.
Quaboag Valley Community Development Corporation	Provided free space for youth arts group meetings and events; We participate in a locally based project that includes creative placemaking.
Southwest Boston CDC	Held a placemaking workshop to look at place making opportunities in the area around the Fairmount Ave. Station of the Fairmount Line in October 2014
Twin Cities CDC	Working to help form a cultural district.
Waterfront Historic Area League (WHALE)	We are involved in a community sculpture project to honor a Cape Verdean community activist. We have done community programming on the importance of preserving the community's architectural heritage under AHA! in New Bedford.
Worcester Common Ground, Inc.	WCG has implemented a mosaic peace wall with local artist in our tot lot. We have engaged local children to create paintings which hang on our fence in the tot lot. We also promote murals and mosaic artistry on building owned by WCG.

Question 4: Youth-Focused Arts

“In the last 5 years, has your organization undertaken arts/cultural programming focused on youth?”

Asian Community Development Corporation	Our youth tours of Chinatown encourage our youth to weave their stories into the larger narrative of Chinatown that emphasizes a dynamic neighborhood with a constantly evolving culture.
Codman Square NDC	Yes, more broadly, through our youth after school and leadership development efforts as well as through our Millennium Ten Initiative.
Community Teamwork	See above. In addition, we serve hundreds of school age youth in our out of school time programming in which art is an integral component.
Dorchester Bay EDC	We have a Youth Rap & arts summer camp in its 23rd year, which serves 40-60 kids ages 6-12, and has 10 teen Counselors in Training (CITs) from DBEDC.
HAP, Inc	As part of our small youth leadership program we are supporting youth to share performances with each other and are supporting the youth Open Mic at the Bing Art center.
Lena Park Community Development Corporation	The organization has incorporated field trips to cultural events and to participate in cultural activities throughout the city through its Residents Services.
North Shore CDC	Our mural was done with an extensive youth engagement project over the course of several months with CE staff.
Quaboag Valley Community Development Corporation	We have provided (free) meeting space in our building for a youth based arts program for young women.

Question 5: Real Estate Development

“In the last 5 years, has your organization conducted real estate development projects aimed specifically at arts or cultural activities? Including artists’ housing, workspace/maker space, cultural center, theater/performing arts center.”

Asian Community Development Corporation	We are currently trying to secure a commercial tenant for our One Greenway project that would provide cultural programming and/or library services to our neighborhood.
Codman Square NDC	We are in the process of trying to develop a "Job Hub" on New England Ave in one of the underutilized commercial buildings we've acquired. We're targeting maker spaces and artist housing on New England Ave.
Dorchester Bay EDC	We own a 22,000 sf warehouse building at 259 Quincy St., near our multi-business food production center. We have been working with a group of artists and Fab Labs For America to create a digital fabrication lab, maker space, and artist work spaces. Feasibility going slow. An MIT business incubator.
Franklin County CDC	Yes, we are working on rehabbing the First National Bank to be a cultural facility. The bank has been used for creative projects for many years.
Lena Park Community Development Corporation	The newly renovated space at 150 American Legion Highway, now has classroom space, multi-purpose rooms, a Tech Café and a large Community Room to be able to schedule and provide visual and theatre arts programming.
North Shore CDC	Yes, in the planning stages now.
Twin Cities CDC	Hoping to build artist housing.
Waterfront Historic Area League (WHALE)	We are working on two projects that involve restoring historic buildings for new cultural venues. One for a Fishing Heritage Center and the other for a community theatre.

Question 6: Community Organizing

“In the last 5 years, has your organization used arts/culture in your community organizing work? Including using arts/cultural programming to engage residents, to identify community needs and goals, and to advocate for public policy changes.”

Codman Square NDC	We're part of the Fairmount Cultural Corridor that the Boston Foundation sponsors. The Dorchester Arts Collaborative, our tenant, is actively engaged as well. We have an Artist in Residence who is working with the community on how to use the arts as an organizing and economic mobility vehicle.
Community Teamwork	Our YouthBuild program seeks to organize the youth of our community through leadership, vocational, and educational opportunities. Art is very

much a part of the work of keeping students engaged through the challenges they face in achieving their goals.

Franklin County CDC	Yes, the Creative Economy Summits connect the creative sector with the business sector and the political sector.
Twin Cities CDC	Murals, painting windows.
WATCH CDC	We are using the kids' drawings of Home next to pictures of tenants' living conditions.
Waterfront Historic Area League (WHALE)	We have organized community input meetings around our projects to engage residents and constituents.
Worcester Common Ground, Inc.	This past Halloween our community organizer met with our neighborhood children to paint signs reflecting the value of our tot lot space as they see it through their own eyes. We also had a kids' mural painting at an event over the summer.

Question 7: Other arts and culture activities

“Has your organization undertaken other work related to arts and culture that is NOT captured above?”

Asian Community Development Corporation	We are currently exploring how to get cultural district designation for Chinatown, and continuing conversations with historic preservationist to include culture as part of historic preservation. We also want to include culinary art and culture into the dialogue on arts and generating economic growth.
Hilltown CDC	Support for Berkshires Jazz, a local non-profit promoting Jazz in the Berkshires.
IBA-Inquilinos Boricuas en Accion	We integrate arts in all of IBA's education and workforce development programming.