

A Framework for Arlington's Cultural Spaces

Report of the
Cultural Facilities Task Force
To the
Arlington Commission for the Arts

Arlington Commission for the Arts | **Jon Hensley, Leo Sarli, Tina Worden**
Economic Development Commission | **Lucy Bowen McCauley, Frank Poli**
Community Members | **Sushmita Mazumdar, Elizabeth Morton**

August 2018

DRAFT

WHY EXAMINE ARLINGTON'S CULTURAL SPACES

[Exhibit 1. Values from EL]

Arlington County has a longstanding tradition of support for arts and culture. Arts and cultural activities reflect a wide range of our community's interests, perspectives, values and aspirations that contribute to our economy and foster wellbeing, whether it is expressed through the production of creative work or experienced by an audience.

In response to steady growth, evolving demographics, and a changing economy, in 2015, the County Board appointed a Community Facilities Study Committee, which prepared the ***Arlington Community Facilities Study*** as a resource and facilities plan for the County's future planning efforts.

The study identified five principal challenges for meeting community facility needs:

1. Scarcity of land for public facilities;
2. Dealing with changing demographics;
3. A threatened commercial tax base;
4. Strategic facility planning and priority setting; and
5. The need to revamp our community dialogue processes.

Although Arlington maintains an outstanding reputation as a place to live and work, we are challenged to keep pace and address the needs of the entire community. While these challenges were identified and framed broadly to include the planning, delivery and support of facilities needed to meet the County's numerous services and obligations, they also apply to the delivery of facilities, support, programming and needs of arts and cultural activities.

At the request of the County Manager, the Arlington Commission for the Arts (Arts Commission) launched a broad and collaborative effort to create a strategic arts and culture plan in 2016. More than 26 Arlington arts and cultural heritage organizations, the Arlington Cultural Affairs Division (CAD), leaders from BIDs and community partnerships, businesses, and Arlington Public Schools were brought together to create *Enriching Lives: Arlington Arts and Culture Strategy*, which was adopted by the Arlington Commission for the Arts in November 2017.

Designed as a broad framework for a thriving artistic and cultural community to support and strengthen Arlington's sense of place, *Enriching Lives* offers a comprehensive and holistic strategy. It is centered around five goals and multiple strategies to guide the County, the Arlington arts community and others to focus and prioritize our commitment to, and

investment in, facilities, programs and services for the arts and cultural offerings in the County.

[Exhibit 2: Goals from EL]

In furtherance of this strategy, a Cultural Facilities Task Force was established by the Arlington Commission for the Arts -- comprised of three members of the Arts Commission, two members of the Economic Development Commission and two community members -- and was charged with developing a framework to help determine a direction for Arlington to plan for, invest in and manage the cultural spaces and facilities it has and needs to meet the ever-changing demands and interests of the Arlington community.

The Task Force focused on the following questions:

- What cultural spaces do we currently have in Arlington?
- What is the community's vision for cultural spaces in Arlington?
- What are the guiding principles that should be followed to achieve the vision?
- How should Arlington prioritize its needs for cultural spaces within the context of its other facility requirements?

The Task Force followed a four-step research approach comprised of:

1. Inventorying Arlington's existing cultural spaces in terms of physical and operational characteristics as well as how the spaces are used by Arlington community arts organizations and cultural heritage groups;
2. Convening a public engagement forum to develop a Community Vision for future cultural spaces;
3. Reviewing management practices and trends for cultural spaces in other communities, and
4. Creating guiding principles that can be used to determine future planning, support, and development of needed cultural spaces and facilities.

The key elements of this report -- an inventory of existing spaces, community vision, and guiding principles -- lay a solid foundation for the work needed to move forward.

The report includes Guiding Principles as well as Priorities and Next Steps, summarized below and described in detail in the attached report, to provide strategic guidance and direction to further advance the continued development, planning and needs of Arlington's arts and cultural offerings.

GUIDING PRINCIPLES

- I. Affirm Community Value of Cultural Space
- II. Leverage the Location of Cultural Spaces
- III. Provide Equitable Access to Cultural Activities and Spaces
- IV. Link Cultural Spaces and Economic Prosperity

PRIORITIES AND NEXT STEPS

1. Keep the Process Going
2. Cultivate and Grow Stakeholder Involvement
3. Conduct a True Needs and Demand Study
4. Elevate Cultural Activities and Spaces in the County's Planning Discussions
5. Responsibly Plan for What Is Needed

In summary, the Task Force identified the need for a continual effort to assess, adjust and redefine Arlington's demand for arts and cultural offerings, facilities and programming. Our community's unique and competitive position in the DC Metro area has always had strong support for the arts and cultural programming that is even more important today. As we continue to grow and our community continues to evolve, it is essential that Arlington continue its past, present and future support of the arts and cultural activities, spaces and places that define our Community.

The Task Force is pleased to deliver this report to the Arlington Commission for the Arts.

ARLINGTON'S EVOLVING ARTS AND CULTURE ECOSYSTEM

Arlington's longstanding tradition of land use planning and citizen participation has included much consideration of arts and culture. In 1987, the Arts and Humanities Advisory Committee, an advisory group appointed by the County Board, found that *"the County has generally been a success in promoting a healthy cultural life for its citizens through a unique system of providing facilities support for visual and performing arts and technical support through the Cultural Affairs Division"*. The Committee also recommended *"the establishment of an Arlington Commission for the Arts...[with] responsibility for the advocacy, long-range planning, and stimulation of the arts in Arlington...and the adoption of a new policy for the support of Arlington's arts organizations and artists."*

[Exhibit 3. Policy and ACA/CAD]

Arlington's network of County libraries, schools, recreation centers, theaters, parks, plazas and mobile assets, as well as privately held cultural spaces, restaurants, universities, houses of worship, and similar ancillary spaces make up Arlington's cultural facilities infrastructure. And they are critically important to our cultural ecosystem.

The County has been opportunistic in creating a relatively low-cost cultural facility inventory in several ways:

New Life for Aging and Underused Facilities

In the 1970s, during a period of declining population and aging infrastructure, the County leveraged several underused assets for cultural uses. The Maury School, which was closed in the early 1970's, was leased to the Arlington Art Center in 1976 and a few renovations later, now offers gallery exhibitions, classes and an artist residency program. The Lee Arts Center shares use with the Lee Community and Senior Center and offers a gallery for rotating exhibitions, programming for master workshops, and an upper level, fully equipped professional open studio for artists in ceramics and printmaking. And at 3700 South Four Mile Run Drive, a former Pepsi Bottling factory and location for WETA studios now houses a black-box theater, rehearsal rooms, classroom spaces, a sound studio, gallery and offices available for rent by theater groups, plus office space for CAD Arts Administrators.

Joint-Use Facilities

The County also shares use of public facilities with Arlington Public Schools (APS) through a formal Joint-Use Agreement. The joint use of theaters, gymnasiums and other school facilities dates to the opening of the Thomas Jefferson Junior High and Community Center in the fall of 1972. A small number of other APS facilities are shared under Joint-Use Agreements that allow public access to spaces located within public school buildings when not in use by students.

Unique to our region, Arlington's Joint-Use Agreements have incubated and continue to provide local performing arts and cultural organizations with affordable performance and rehearsal spaces and classrooms, which can be nearly free for grant recipients of the Arlington Arts Grants Program.

Co-Locating in Redevelopment

In one case, the County incorporated the development of new theater space for Signature Theatre in a co-location with the Shirlington Library. Although they share the same building, their operations are totally separate, as they function superbly as the community's focal point. The County's agreement with Signature includes payment of rent and certain facility operating costs as well as public service and events at schools and community centers.

Special Event Permits

Arlington's cultural ecosystem includes many festivals and special events that occur on streets and in parks and plazas. Each event is reviewed by the County to assign and coordinate

appropriate services, such as traffic management, and a permit is issued for the specific event. Arlington's growing slate of festivals reflects a broad range of global arts and culture programming. Some examples include the Rosslyn Jazz Fest which will celebrate its 28th year at Gateway Park, and the Columbia Pike Blues Festival, which celebrated its 23rd Anniversary in 2018, breaking audience records with more than 8,000 people in attendance.

Private Sector Partnerships

Other cultural spaces were established in Arlington with the redevelopment of its Metro corridors. These spaces are generally privately owned and operated.

Examples are the Spectrum Theater in Rosslyn and the Synetic Theater in Crystal City, both of which were created by converting 'abandoned' 1960s vintage movie theaters into performing art and auditorium spaces. The Artisphere was created in a space vacated by the Newseum as a result of development approvals with the building owner, another example of the valuable mechanism used in creating cultural spaces in Arlington. The inclusion of a site plan condition for such spaces in the approval process for new development was similarly used to provide the Latitude Art Space in Virginia Square, the NRECA auditorium in Ballston, the Bennet Park Atrium in West Rosslyn, and the ARC 3409 arts studios in Virginia Square. Unfortunately, Artisphere closed in 2015 due to operating budget issues, and the Spectrum closed in 2017 as redevelopment of its building became eminent.

It is noted that a number of the County's planning documents identify potential locations or uses for cultural spaces and facilities that are desired in those areas (e.g. Virginia Square and Courthouse Sector Plans and the Four Mile Run Valley Area Plan), and the ability to secure cultural spaces and facilities in the planning process should be retained and encouraged.

Unfortunately, the reality of changing economics and demographics, coupled with the scarcity of greenfield development sites in Arlington, the priorities for supporting and developing new cultural facilities have shifted, and the amount and type of both the existing and planned cultural spaces and facilities in Arlington have been drastically reduced.

While the County launched the Art Truck in 2018 and redoubled efforts to partner with other county agencies, nonprofit service providers and private enterprises to sustain public programming opportunities for cultural consumers, the reduced supply of facilities has impacted the ability of creative providers to maintain and sustain viable operations in Arlington.

INVENTORY OF CULTURAL SPACES IN ARLINGTON

Cultural spaces in Arlington are varied – they are social, informal or formal. They include spaces for production, expression and consumption, ranging from dance or visual art studios, to live performance venues, galleries, rehearsal spaces, restaurants with live entertainment, and plazas with festivals.

Because a cultural space in its broadest sense may be “anyplace where cultural activities occur,” in this inventory it is defined as a “place that is either an affixed structure or purposefully designed landscape that allows a defined cultural activity where art can happen through programming or spontaneous action”. For the purposes of this inventory, cultural space must meet the minimum criteria of facilities or landscapes that are open to the public and have physical and operational specifications. Public art, places of worship, offices and other ancillary spaces critical to our cultural infrastructure have been excluded.

This inventory is not intended to project demand or identify needs in Arlington’s cultural facility infrastructure.

[Exhibit 4. Summary of Cultural Spaces in Arlington, 2018]

Live Presentation Spaces

There are 19 live presentation spaces in Arlington, including eight black box theaters, nine proscenium theaters, one outdoor amphitheater, one mobile stage and one open stage were identified in the inventory. As shown in Appendix A, Table 1, 13 are co-located with public or private schools, of which only 3 are operated under a Joint-Use Agreement between the County and APS. Four spaces are operated by private entities: Signature Theatre and Synetic Theater, both nonprofit organizations, operate three theaters and the Arlington Cinema and Draft House operates a single screen movie theater that doubles as a live performance venue. Arlington County owns and manages three venues: Theatre on the Run (a small black box theater), the outdoor Lubber Run Amphitheatre, and a mobile stage.

Opportunities for live presentations are also found in other non-theater spaces as shown in Appendix A, Table 2. These spaces, which include County-owned community centers, libraries and privately-owned conference centers offer opportunities for smaller performances that do not require typical theater infrastructure. Notable among these spaces is the David M Brown Planetarium, operated by APS, that offers a domed projection ceiling. Also included in this category are private restaurants that offer live entertainment and are required to have dance hall or live entertainment permits. These permits must be obtained annually, so the list of venues can change quickly. Appendix A Table 2 lists the currently permitted locations.

Exhibition/Gallery Presentation Spaces

Arlington has ten galleries that exhibit local, regional and national artists in various typical and atypical locations as shown in Appendix A, Table 3. The largest, Arlington Arts Center, contains 12 exhibition galleries. The Fred Schnider Art Gallery, located in a multi-family residential building in Ballston, is Arlington’s newest gallery and opened in May 2018. Gallery Underground, located in the Crystal City underground retail space, exhibits juried works from the Arlington Artists Alliance members. The Metro Micro Gallery is an experimental gallery located as part of the artist studio complex at 3409 Wilson Boulevard. Studio Pause, located at the Rinker Center in the Gates of Ballston, is a community exhibit space that opened in 2013. Gallery Clarendon is a

new pop-up gallery created by the Arlington Arts Alliance. Marymount University operates the Cody Gallery in Ballston and the Barry Gallery on its main campus. The FOHTA Gallery features five exhibition galleries and is operated out of a home in a residential neighborhood. The Gallery at 3700 is in the county-owned Cultural Affairs building in Four Mile Run Valley.

Cinema Presentation Spaces

There are 3 national chain movie theaters in Arlington - AMC Courthouse 8, AMC Shirlington 7 and Regal Ballston 12 Cinemas with a total of 27 screens, and the Arlington Cinema and Draft House, an independent cinema that also offers live entertainment.

Creation/Production Spaces

There are more than 20 creation/production spaces in Arlington including artists' studios located in retail, office and flex industrial spaces, rooms in public schools and ground floors of residential buildings. Some have external access while others are internal to a larger building and are co-located with other uses (Appendix A, Table 4).

Living Spaces

Arlington currently has no dedicated living spaces for artists. However, Artspace, a national leader in the field of developing affordable space that meets the needs of artists is completing a study for a residential and commercial project that could house up to 62 units of artist housing, 19 private studios and shared creative space, which is due mid-August 2018.

Museum/Preservation/Collection Spaces

Arlington has two small museums -- the Arlington Historical Society Museum, a stand-alone building on Arlington Ridge Road, and the Drug Enforcement Agency museum, located in the DEA office in Pentagon City -- that exhibit curated items relevant to their mission. The Center for Local History, under the County Department of Libraries has 2 locations: one is a public location within Central Library that provides community archives for research purposes and another is an archival location that occupies the upper level of the Dawson Terrace Community Center—for staff only and not open to the public.

Education/Instruction/Training Spaces

Three Arlington universities offer education in the arts. Marymount University offers undergraduate programs in fine arts to prepare students for a career as a practicing professional artist or as a certified art teacher. In Virginia Square, George Mason University offers

undergraduate and graduate programs in Arts Management. The Art Institute of Washington, a fixture in Rosslyn for more than 10 years, has announced its closing in 2018, which will remove a number of undergraduate programs in design, media arts, fashion and culinary arts.

There are three private dance studios in Arlington – Adagio Ballet, Perfect Point and Safron Dance. In addition, Arlington Parks and Recreation also offers classes in arts and ceramics and participation in children’s summer camps with programming specifically targeted for arts at schools and community centers. The Lee Arts Center, is a membership open studio operated by Arlington Cultural Affairs for professional artists in printmaking and ceramics.

[Exhibit 5. County’s Role: Governance and Policy]

Key Concerns About Cultural Spaces in Arlington

Conversations and interviews with artists, arts organizations and audience members revealed that the number and quality of many existing cultural spaces in Arlington are lacking for several reasons:

- Arlington has no ‘cluster’ of cultural places or activities that would allow for an “official” downtown or central place for the varied cultural activities to create a destination or “night-out” experience.
- Many locations are spread throughout the County and do not have adequate signage or visibility due to their being co-located with other facilities.
- Due to limited land availability, high costs of construction and growing pressures on land use, it has become increasingly difficult to justify private investment in new, dedicated cultural facilities. There is the strong sense that Arlington has lost its commitment to invest in new cultural spaces and preserve existing spaces due to competing demands for limited funds and continued economic challenges.
- Because many of our existing performance spaces are connected to public schools, and school programming has priority, programming for other uses is limited. And since most schools are located in residential areas with limited transit access, dining/entertainment opportunities and attached concession options, they are inadequate for professional organizations and artists that require daytime accessibility and defined availability of stage, equipment and back-of-house support.

COMMUNITY VISION FOR CULTURAL SPACES

[Exhibit 6: Community Vision Illustration]

A Community Vision is a description of the mental picture of what a community wants to achieve. Visions are powerful because they create energy, provide purpose and inspire action.

Bringing forward a vision articulated by the community for cultural facilities and spaces in Arlington is a vital component of sound community planning.

The Task Force conducted a robust community engagement session with facilitated conversations about the arts, culture and creativity in participants' lives and in Arlington. Held on March 3, 2018 at Kenmore Middle School's Black Box Theater, participants included a broad array of Arlington residents – arts-related people, commission members, community leaders, and others, many of whom may not define themselves as artists or affiliated with any of the Arlington-based arts organizations.

Participants engaged in conversations that explored how connections to and values about arts, culture and creativity relate to their current and future life in Arlington. Recognizing that arts, culture and creativity don't happen in a vacuum, the participants examined the intersection of arts/culture/creativity and community today and looking forward. Large and small group conversations centered around general and specific hopes and concerns for cultural space and activities in Arlington, including:

- **Conversation #1:** What do we do that is creative, and why is it important? How do we participate in the arts? How do we experience and perpetuate culture?
- **Conversation #2:** How do our connections to and our values about arts, culture and creativity relate to our current and future life in Arlington?
- **Conversation #3:** What have you heard? What has emerged? What sticks out? How does that inform our vision and values?

Following is a short summary of the discussions:

Individuals ...

- Are creative and engage with creativity
- Do a lot of different things to express their creativity

Arlington is a COMMUNITY where ...

- Artists, organizations and businesses can and should prosper
- Residents become better, connect more, are happier, less stressed, more empathetic when arts and cultural activities are part of their environment

Participants want Cultural SPACES/PLACES that ...

- Are adaptable, but do not compromise on quality or experience of the art;
- Are destinations that enhance a neighborhood, are vibrant;
- Are recognized and promoted; and,
- Are inclusive, accessible and welcoming.

The results were discussed and the Task Force felt encouraged to move forward and develop the following community vision statement for cultural spaces:

[Exhibit 7: Arts, Culture and Creativity in Our Lives]

We envision a diverse and inclusive community with an imaginative array of spaces and places that enable a full range of arts and cultural activity for creation, presentation, enjoyment, and education.

As the dialog continues with the community, the Task Force understands that the ideas discussed will develop further, evolve, and might lead down different pathways, but this framework will help guide and keep the discussion moving forward.

The Vision is intended to foster continued conversations, using a set of Guiding Principles to advance Arlington’s planning and efforts to provide a full range of arts and cultural activities, places and facilities to meet the community’s needs.

[Exhibit 8: Hopes for Cultural Spaces in Arlington]

GUIDING PRINCIPLES

The community’s vision for cultural spaces is aspirational and encompasses the best characteristics and values of Arlington.

Planning, and decisions about specific developments, can take years to come to fruition and during that time many changes can take place. However, it is acknowledged that realization of the Vision will require an iterative process that continually addresses a complex combination of our community planning processes and the prioritization of limited fiscal resources within a rapidly changing cultural environment.

For this reason, Guiding Principles have been developed to help evaluate ideas, suggest a process to follow and establish a direction for planning and providing cultural spaces and facilities in Arlington. These principles are drawn from the perspectives of those participating in the community engagement event.

I. AFFIRM COMMUNITY VALUE OF CULTURAL SPACE

Cultural spaces provide value to a community, whether they are spaces for performing, presentation, education, making or viewing. They imbue a distinctive character and creative environment to neighborhoods, drawing both residents and visitors. They offer a platform for

ongoing activities and enliven public spaces. They attract participants and audiences, with spillover effects for restaurants and other businesses. Consider opportunities to:

- 1. Incorporate a variety of cultural spaces in all walks of life.**
 - Encourage County, non-profit and private sector partners to recognize the role that culture space plays in supporting vibrant and inclusive neighborhoods.
 - Affirm that through recognizing diverse cultures, heritage, and identities, as well as offering opportunities for expression and enrichment, outcomes are inherently more equitable.
 - Customize, leverage and align County policies, land use tools, and approaches for inclusive development with County initiatives for economic sustainability and resilience.
 - Promote the ability to incorporate a wide range of cultural spaces in new and redevelopment projects. Encourage the planning process to reward the inclusion of cultural spaces within commercial corridors and BID boundaries.

- 2. Maintain current cultural spaces and establish priorities for future cultural spaces in Arlington.**
 - Develop specific criteria and considerations for prioritizing cultural facility needs and goals.
 - Maximize flexibility to support multiple cultural uses.
 - Place appropriate importance on back-of-the-house functions and infrastructure that is needed for successful operations, such as areas for storage, manufacturing, and administration.
 - Encourage and incentivize the private sector to take risks with new ideas and with strong public support; minimize barriers and provide places to experiment.
 - Identify sources and allocate funding for public cultural infrastructure.

II. LEVERAGE THE LOCATION OF CULTURAL SPACES

Arlington's geography is characterized by high density transit corridors and many distinct residential and mixed-use neighborhoods. Cultural spaces can animate public and private facilities, rejuvenate structures and streetscapes, improve local business viability, and bring diverse people together to celebrate, inspire, and be inspired. Consider opportunities to:

- 1. Strengthen and enhance neighborhoods, commercial areas, and community gathering locations to reflect cultural identity by locating cultural spaces throughout Arlington.**
 - Find, make or create places and spaces where arts and culture can be programmed.
 - Leverage existing community facilities by improving the cultural amenities within them.

- Take advantage of neighborhood intersections that have unique features and offer opportunities for conversions to gathering spots.
- 2. Locate cultural spaces near public transit and parking options.**
 - Prioritize locations of cultural spaces with multiple, convenient transit choices.
 - For cultural spaces without transit options, ensure adequate parking options are provided.
 - 3. Cluster varied cultural spaces to maximize cultural experience and amenities.**
 - Cluster facilities and spaces where multiple activities can have proximity to shared parking, concessions and other amenities and infrastructure.
 - Encourage the co-location of cultural spaces where possible to create and add vibrancy within surrounding areas and to strengthen adjacent businesses.

III. PROVIDE EQUITABLE ACCESS TO CULTURAL SPACES

Everyone wants welcoming, inviting spaces and places where we are enticed to join in and participate. Facilities should be easy to locate, comfortable to enter, and burst with character and uniqueness. Consider opportunities to:

- 1. Plan cultural spaces with attention paid to the diverse needs of each type of activity and the audience for it. Recognize that participation in arts and cultural events is not monolithic.**
 - Design and locate cultural spaces that reduce access barriers and invite increased participation.
 - Partner and support Arlington’s social service and affordable housing organizations to plan and create community spaces that can accommodate cultural and arts activities.
 - Utilize data on demographic and economic changes to determine future cultural space needs and adapt and implement plans accordingly.
 - Enhance civic identities, community diversity and cultural needs in the built environment.
- 2. Engage with cultural community producers to determine that their cultural activities address the motivations for participation by members of our community.**
 - Understand why people attend specific cultural events and understand the experiences they hope to have.
 - Strive for affordability at all levels of the community.

IV. LINK CULTURAL SPACES AND ECONOMIC PROSPERITY

Fulfilling the community's vision will require cultural spaces that are able to react to Arlington's dynamic real estate market, meet the requirements of community-based and professional artists, and serve the broad needs of residential, commercial, and industrial neighborhoods. A thriving cultural ecosystem requires shared stewardship from cultural creators, consumers, government, funders, institutional partners, businesses, and nonprofits. Consider opportunities to:

1. **Ensure that the provision of cultural spaces keeps pace with Arlington's growth.**
 - Facilitate private sector development of cultural spaces by creating zoning incentives and streamlining permitting for cultural projects.
 - Provide bonus Floor Area Ratio (FAR) credits for cultural spaces in new development.
 - Incentivize cultural uses in older and underutilized buildings.
 - Streamline temporary occupancy permitting for cultural uses.
 - Adopt financial tools to subsidize fees.
 - Create innovative funding models for the development of cultural infrastructure.

2. **Build capacity so cultural organizations understand the benefits and complexities of managing, operating, owning, or sharing cultural spaces.**
 - Introduce real estate professionals to the needs, opportunities, and successful models of cultural spaces.
 - Facilitate sharing and co-locating of cultural spaces in the public and private sector.
 - Collaborate with neighboring jurisdictions to share cultural spaces.
 - Develop operating models that leverage synergies between organizations and artists that have complementary skills and needs.

PRIORITIES AND NEXT STEPS

This report provides a foundation for evaluating future work that should be performed prior to investment in new or repurposed cultural spaces. It is a framework for considering what the community envisions for cultural spaces and the principles that it believes will help guide and achieve that vision.

It is not a plan; however, it provides meaningful information about Arlington's existing cultural spaces along with the important community dialogues and engagements that will inform additional planning efforts to address Arlington's cultural spaces in both the short and long-term.

As the arts and culture sector continues its evolution, and as the importance of community connections becomes even more critical to our quality of life, the guiding principles provide a critical tool to objectively evaluate the future opportunities and challenges associated with providing cultural spaces.

The Task Force recommends the following:

1. Keep the Process Going

- Develop and implement a marketing and community inclusion strategy to engage the community about the importance of cultural activities and spaces to Arlington’s quality of life.
- Promote existing spaces, including the mobile stage and Art Truck, by targeting “neighborhood gathering areas” that have strong potential to support viable and successful cultural activities.
- Continue to learn about community desires for cultural spaces and ideas about new and innovative ways that cultural spaces can be incorporated into the diverse social fabric of Arlington.
- Resist conservation bias by looking forward and understanding the trends and evolution of the dynamic arts and culture sector.
- Advance the community vision and incorporate these findings in a broad and in-depth Cultural Facilities Plan.

2. Cultivate and Grow Stakeholder Involvement

- Partner with businesses, organizations, and private foundations to generate their interest in and support of the arts and cultural activities and spaces with the desired outcome of enhancing Arlington’s competitiveness and quality of life.
- Seek partnership opportunities with arts organizations interested in operating and managing purpose-built facilities. Develop a process to assist interested arts organizations prior to embarking on facility development; develop a “farm team” of arts organizations to lead this effort.

3. Conduct a True Needs and Demand Study

Conduct a detailed demand analysis to fully understand Arlington’s specific needs for cultural spaces, especially considering the rapidly changing environment for arts and cultural participation and how it fits within the region’s abundance of cultural offerings.

4. Elevate Cultural Activities and Spaces in the County’s Planning Discussions

- Incorporate cultural spaces principles in appropriate planning projects.

- Inventory and track sector plans regarding cultural and art facilities components; review and suggest alternatives as appropriate, including strategies for implementation
- Remove barriers to enable cultural spaces and uses to occur in existing buildings, along pedestrian zones, and in other areas where cultural uses would add vibrancy to corridors and neighborhoods.
- Brand and promote Arlington’s cultural spaces.
- Acknowledge that Arlington’s cultural activities and spaces will continue to change, evolve and adapt as does the County.

5. Responsibly Plan for What Is Needed

Create and adopt a Comprehensive Plan Element for Cultural Spaces that aligns with the County’s planning principles based on the further advancement of the Guiding Principles set forth in this report.

DRAFT

Exhibits (likely to be distributed throughout document as call-outs or illustrations)

Exhibit 1. Values

Art has value in itself.

Arts and culture are a strategic community resource.

Arts and culture underpin economic development and sustainability.

--Enriching Lives: Arlington Arts and Culture Strategy

Exhibit 2. Goals

1. Integrate arts and culture into all aspects of civic life and community life.
2. Invest in a vibrant, equitable, sustainable and evolving arts and culture ecosystem.
3. Use arts and culture to facilitate accessible and inclusive opportunities for lifelong learning, health, discovery and creativity.
4. Increase visibility, awareness and prominence of artists, artistic and cultural organizations and programs in Arlington.
5. Establish public spaces that offer opportunities for appreciating and interacting with arts and culture to enhance the daily experience.

--Enriching Lives: Arlington Arts and Culture Strategy

Exhibit 3. Arts and Cultural Implementation in Arlington

More than 30 years after the County Board adoption of the Policy for the Support of Artists and Arts Organizations, the Arlington Commission for the Arts and the Cultural Affairs Division (CAD) continue with its implementation. The 15-member Commission administers an Arts Grants Program that provides financial support and allocates cultural spaces and technical services to Arlington artists and arts organizations. Importantly, the Commission has recently engaged the community to develop an inclusive, overarching strategic plan: ***Enriching Lives: Arlington Arts and Culture Strategy***.

Established as a Division of the Department of Parks and Recreation in the 1970s, CAD, is now located under the Arlington Economic Development umbrella. CADS administers programs for Public Art, Cultural Development, Arts Enterprise, and Facilities and Technical Services (FTS).

Exhibit 4. Summary of Cultural Spaces in Arlington, 2018

Live Presentation Spaces: Theaters	19
Live Presentation Spaces: Other	27
Exhibition/Gallery Presentation Spaces	10
Creation/Production Spaces	28
Presentation - Media/Screen Spaces	3
Living Spaces	0
Preservation/Collection Spaces	3
Education/Instruction/Training Space	6
Total County Operated Spaces (ACG/APS)	42
Total Non-County Operated Spaces	54
TOTAL:	96

DRAFT

Exhibit 5. Arlington County's Role: Governance and Policy regarding Cultural Spaces

The inventory demonstrates that the County and the private sector share an almost equal investment in the cultural spaces that comprise our cultural ecosystem. While the County plays a large role in supporting the cultural ecosystem, cultural facilities are major investments and the full extent of the cultural sector extends far beyond County investment to private sector, foundations, private donors and consumers. Cultural spaces are important to our community and this value is demonstrated in county governance and policy.

The Comprehensive Plan is one of the most important decision-making and priority-setting tools that is used by the County Board, Planning Commission and County Departments. The document guides coordinated development and sets high standards of public services and facilities in the County. Achieving Arlington's vision is at the core of this plan.

In February 2017, the updated Comprehensive Plan included several goals and objectives, the priority for cultural infrastructure is held equal to other public facilities: "Development of governmental facilities which will promote efficiency of operation and optimum public safety and service, including the areas of health, welfare, culture and recreation;" (p.5)

There are several separate elements of the Comprehensive Plan with two guiding policy for cultural infrastructure: the Public Spaces Master Plan (PSMP) and the General Land Use Plan (GLUP).

The PSMP sets "forth six major objectives to guide policy-making, public investments and County management of public spaces during the next two decades. The objectives are to balance acquisition and development of public spaces; preserve and enhance the environment; improve access and usability; enhance arts, culture and history; develop and enhance partnerships; and manage assets effectively." (p.13)

Arlington's policy for public art is well defined in our Public Spaces Master Plan (PSMP). With dedicated funding from the County's capital budget, the Public Art Master Plan (PAMP) is a separate element to the PSMP. PAMP details the priorities, areas and themes that should be considered as public art projects are developed, as well as a list for potential projects.

The GLUP "establishes the overall character, extent and location of various land uses and serves as a guide to communicate the policy of the County Board to citizens, the business community, developers and others involved in the development of Arlington County. In addition, the General Land Use Plan serves as a guide to the County Board in its decisions concerning future development." In the Courthouse Sector Plan Addendum, "Courthouse Square is envisioned as the civic and cultural heart of Arlington with aspirations to include: opportunities for entertainment and activities; creation of a community gathering place in Courthouse Square; additional open spaces at Metro Plaza and Veitch Terrace; a premier address for new development; and sustainability, flexibility, and innovation.

Exhibit 6. Community Vision Illustration

com·mu·ni·ty

1. *a group of people living in the same place* or having a particular characteristic in common.
2. a particular area or *place considered together with its inhabitants*
3. the people of a district or country considered collectively, especially in the context of *social values and responsibilities*;
4. *a feeling of fellowship* with others, as a result of sharing common attitudes, interests, and goals

vi·sion

1. *the ability to think about or plan the future with imagination and wisdom*

Exhibit 7: ARTS, CULTURE AND CREATIVITY IN OUR LIVES:

Why People Engage in Arts and Cultural Activities

Fun | Enjoy | Love | Get inspired | Family activities | Sparks | Joy to create something for loved ones
| Arts education for my kids | Cultural enrichment | Educational | Get out of my comfort zone
| Stimulate thinking | Stay up-to-date | Build perspective | Empathy for people with life differences
| Have new experiences | Do something different | Meaningful conversations with other generations
| Connect to/engage with community | Connecting to and sharing with my friends | Connect to myself
| Meet people | Make friends | Stress- relief | Calming | Meditative | Reflective | Important for life
| Relaxing | Healthy | Better mental health | Support local artists and arts | Buy art | Help organizations
with attendance | Participation | Donations | Service on boards | Support my friends | Give back to the
community | Express myself | A creative outlet | Contribute my ideas | Create beauty | Use different
side of my brain | Vibrant neighborhood | Public good | Beautiful spaces | Economic development | A
destination to take people | Civic pride | Create a place | Support access for all | Location | Cost | Many
kinds of people | Feel welcome | Parity | Inclusion | Equity | Connect to diversity of voices and artistic
expression | Preserve culture and history in diverse transient area | Connection to a national culture

--Excerpts from March 3, 2018 Community Engagement Session

Exhibit 8: OUR HOPES FOR CULTURAL SPACES IN ARLINGTON

Participation in and appreciation of the arts is deeply felt by Arlingtonians

Our vibrant and engaged community distinguishes Arlington in the region

Arts and cultural facilities provide the places where people unite to form a caring, learning, participating, sustainable community in which artistic expression and cultural traditions are a vital part of life and the reason to live here.

Let's bring in lots of technology, beautifully designed outdoor spaces, funk and pizzazz

Spaces that flourish throughout Arlington

Arts is not a luxury but an important part of human experience

--Results from March 3, 2018 Community Engagement Session

Appendix A.

Table 1. Inventory of Live Presentation Spaces: Theaters

Theater Name	Configuration	Seating Capacity	Owner/Operator*
Gunston Theater One	Proscenium	421	APS/Joint-Use Agreement
Thomas Jefferson Theatre	Proscenium	780	APS/Joint-Use Agreement
Kenmore MS Auditorium	Proscenium	850	APS/APS
Wakefield HS Auditorium	Proscenium	750	APS/APS
Washington-Lee HS Auditorium	Proscenium	795	APS/APS
Williamsburg MS Auditorium	Proscenium	500	APS/APS
Yorktown HS Auditorium	Proscenium	800	APS/APS
Bishop O'Connell HS Auditorium	Proscenium	1,200	Archdiocese of Arlington/Bishop O'Connell HS
Synetic Theater	Open stage	350	Private/Nonprofit Organization
Arlington Cinema and Draft House	Proscenium/Cinema	275	Private/Commercial
Signature-Ark	Black Box	100	ACG/Nonprofit Organization
Signature-Max	Black Box	200	ACG/Nonprofit Organization
Theatre on the Run	Black Box	75	ACG/CAD
Gunston Theatre Two	Black Box	125	APS/Joint-Use Agreement
Kenmore MS Black Box	Black Box	130	APS/APS
Wakefield HS Black Box	Black Box	100	APS/APS
Washington-Lee HS Little Theater	Black Box	165	APS/APS
Yorktown HS Black Box	Black Box	75	APS/APS
Lubber Run Amphitheatre	Amphitheatre	300	ACG/CAD
SL100 Mobile Stage	Mobile Stage	NA	ACG/CAD

* ACG=Arlington County Government; APS=Arlington Public Schools; CAD=Arlington Cultural Affairs Division

Table 2. Inventory of Live Presentation Spaces: Non-Theater Spaces

Venue Name	Description	Owner/Operator*
Bennet Park Art Atrium	Atrium	Private/Commercial
Top of the Town	Conference Center	Private/Commercial
Waterview Conference Center	Conference Center	Private/Commercial
NRECA-Cooperative Plaza	Conference Center with small stage	Private/Commercial
Arlington Mill Community Center	Gymnasium	ACG/DPR
Central Library Auditorium	Meeting room with small stage	ACG/LIB
Clarendon Ballroom	Nightclub with live music	Private/Commercial
The Salsa Room	Nightclub with live music	Private/Commercial
Westover Beer Garden	Outdoor Area adjacent to restaurant	Private/Commercial
David M. Brown Planetarium	Planetarium	APS/APS
Bus Boys and Poets	Restaurant with stage area	Private/Commercial
Arlington Rooftop Bar & Grill	Restaurant with stage area	Private/Commercial
A-Town Bar & Grill	Restaurant with stage area	Private/Commercial
Cinthia's Bakery	Restaurant with stage area	Private/Commercial
Darna	Restaurant with stage area	Private/Commercial
El Puerto Restaurant	Restaurant with stage area	Private/Commercial
El Salvador Restaurant	Restaurant with stage area	Private/Commercial
Mister Days Restaurant	Restaurant with stage area	Private/Commercial
O'Sullivan's Irish Pub	Restaurant with stage area	Private/Commercial
Pike Pizza	Restaurant with stage area	Private/Commercial
Spider Kelly's	Restaurant with stage area	Private/Commercial
Sushi Rock	Restaurant with stage area	Private/Commercial
The Clarendon Grille	Restaurant with stage area	Private/Commercial
Columbia Pike Library	Small performance area	ACG/LIB
Westover Library	Small performance area	ACG/LIB

* ACG=Arlington County Government; APS=Arlington Public Schools; DPR=Arlington Department of Parks and Recreation; LIB= Arlington Public Libraries

Table 3. Inventory of Exhibition/Gallery Presentation Spaces

Venue Name	Description	Owner/Operator*
Arlington Arts Center	Historic School Building	ACG/Nonprofit Organization
Barry Gallery	Higher Education Building	Marymount University
Cody Gallery	Higher Education Building	Marymount University
FOHTA Gallery	Residential Home	Private/Residential
Fred Schnider Gallery	Ground Floor Residential Building	Private/Commercial
Gallery at 3700	Administrative Office	ACG/CAD
Gallery Clarendon	Retail Center	Private/Nonprofit Organization
Gallery Underground	Retail Center	Private/Nonprofit Organization
Metro Micro Gallery	Ground Floor Residential Building	Private/Commercial
Studio Pause	Second Floor Community Center	Private/Nonprofit Organization

* ACG=Arlington County Government; CAD=Arlington Cultural Affairs Division

DRAFT

Table 4. Inventory of Creation/Production Spaces

Venue Name	Description	Owner/Operator*
3700 S Four Mile Run Dr	Rehearsal for Dance (2)	ACG/CAD
3700 S Four Mile Run Dr	Rehearsal Room (4)	ACG/CAD
ARC Condominium Association	Artist Studio (5)	Private/Commercial
Arlington Arts Center	Artist Studio (24)	ACG/ Nonprofit Organization
Arlington Independent Media	Media/Recording Studio	Private/Nonprofit Organization
Arlington TV	Media/Recording Studio	ACG/CMO
ArtJamz Underground Studios	Artist Studio	Private/Commercial
Columbia Pike Artist Studios	Artist Studio	Private/Commercial
Gunston CostumeLab	Production Workshop	ACG/APS
Gunston MS, 145	Rehearsal for Orchestra	APS/Joint- Use Agreement
Gunston MS, G55	Rehearsal for Dance	APS/Joint- Use Agreement
Gunston Scenic Studio	Production Workshop	APS/Joint-Use Agreement
Human Factor	Media/Recording Studio	ACG/Commercial
Inner Ear Studio	Media/Recording Studio	Private/Commercial
Lee Arts Center	Artist Studio	ACG/DPR
Pure Media Sign Studio	Production Workshop	Private/Commercial
Studio Pause	Artist Studio	Private/Commercial
The Garage	Production Workshop	ACG/Nonprofit Organization
Thomas Jefferson MS	Rehearsal for Drama	APS/Joint-Use Agreement
Thomas Jefferson MS	Rehearsal for Dance	APS/Joint-Use Agreement
Thomas Jefferson MS	Rehearsal for Band	APS/Joint-Use Agreement
Thomas Jefferson MS	Rehearsal for Chorus	APS/Joint-Use Agreement
TJ Art Studios	Artist Studio	ACG/DPR
WETA TV Studio and Production Center	Media/Recording Studio	Private/Nonprofit Organization

* ACG=Arlington County Government; APS=Arlington Public Schools; DPR=Arlington Department of Parks and Recreation

REFERENCES

1. American for the Arts. (2016). Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts & Cultural Organization & Their Audiences in Arlington County, VA
2. Arlington Commission for the Arts. (March 2017). Enriching Lives: Arlington Arts and Culture Strategy.
3. Arlington Commission for the Arts. (19 July 2000). A Vision for the Future. Report of the Arlington Commission for the Arts to the Arlington County Board.
4. Arlington Commission for the Arts. (30 September 1997). Recommendations for the Proposed Performing Arts Center at Courthouse Square.
5. Arlington Commission for the Arts. (8 December 1994). Performing Arts Report.
6. Arlington County Community Facilities Study Committee. (6 November 2015). A Resource and Facilities Plan for our Future Final Report.
7. Arlington County. (2015). Processes and Procedures for Managing Special Events in Arlington County.
8. Arlington County (2016). Parks and Recreation Needs Assessment Survey: Findings Relevant to the Arlington Cultural Affairs Strategic Management Plan.
9. Arlington County Arts and Humanities Advisory Committee. (1989). Final Report to the County Board.
10. Arlington Economic Development. (February 2017). In Kind Use of Theater Space by Arlington Support Arts Groups in Fiscal Year 2016.
11. Arlington Economic Development. (20 February 2018) Presentation: A Synthesis of Global Megatrends and Arts-Related Trends.
12. Arlington Economic Development. (2018) A Synthesis of Global Megatrends and Arts-Related Trends. Presentation.
13. Arlington Economic Development Commission. (November 2017). Arlington's Framework for Prosperity 2.0: Advancing a Dynamic Economy.
14. Arlington Economic Development Real Estate Group and Cultural Affairs Division. (24 May 2017). Cultural Facilities Investment Strategic Decision Framework Presentation.
15. Arts & Science Council and Diane L/ Martaraza Inc. Consulting Services. (September 2014) Imagine 2025: A Vision for Charlotte-Mecklenburg's 21st Century Cultural Development.
16. ArtsBuild Ontario. (2013). Sustainable Spaces Mississauga.
17. Artsfwd. (2017). Somewhere Becoming Rain: Adaptive Change is the Future of the Arts.
18. ArtsMidwest. (April 2015). Creating Connection: Creating Public Will for Arts + Culture.
19. Artspace Consulting. (August 2017). Preliminary Feasibility Report, Arlington VA.
20. Asheville, NC River Arts District.
21. City of Seattle. (May 2017) The CAP Report: 30 Ideas for the Creation, Activation & Preservation of Cultural Space.
22. City of Vancouver. (May 2008). Cultural Facilities Priorities Plan.
23. Cultural Data Project. (5 December 2014) Case Studies prepared on behalf of Arlington Economic Development Arlington Cultural Affairs Operating Group.
24. Cultural Data Project. (19 August 2014). Competitive Inventory prepared on behalf of Arlington Economic Development Arlington Cultural Affairs Operating Group.

25. Cultural Policy Center at the University of Chicago. (June 2012). Set in Stone: Building America's New Generation of Arts Facilities. 1994-2008.
26. District of Columbia, Office of Planning. (Working Draft for Public Review, 18 January 2018) DC Cultural Plan.
27. Frost & Sullivan. (2017). Top 20 Global Mega Trends and Their Impact on Business, Cultures and Society.
28. Gensler Research Institute. (2017). Gensler Experience Index.
29. Kansas City, MO Crossroads Arts District.
30. LaPlaca Cohen. (2017) Culture Track '17.
31. Metropolitan Area Planning Council. (2017). Arts & Planning Toolkit.
32. National Endowment for the arts. (2015). When going Gets tough: Barriers and Motivations Affecting Arts Attendance.
33. Ostrower, Francie. (2005). Motivations Matter: Findings and Practical implications of a National Survey of Cultural Participation.
34. Salt Lake County Community Services. (14 February 2018, Revision). Salt Lake County Cultural Facilities Support Program Guidelines & Policies.
35. SmithGifford. (20 December 2013). Arlington Cultural Affairs Arts Branding and Marketing Strategy.
36. SMU National Center for Arts Research. (April 2017). NCAR Arts Vibrancy Index III: Hotbeds of America's Arts and Culture.
37. Toronto Division of Economic Development, Culture and Tourism. (2010). A map of Toronto's Cultural Facilities: A Cultural Facilities Analysis.
38. University of Maryland, DeVos Institute of Arts Management. (September 2015) Diversity on the Arts: The Past Present and Future of African American and Latino Museums, Dance Companies and Theater Companies.
39. Webb Management Services, Incorporated. (1 June 2017). Cultural Arts Center Feasibility Study, the Woodlands, TX.
40. Webb Management Service Incorporated. (23 March 2017). Cultural Facilities Needs Assessment Completed for the Town of Hilton Head.
41. Woronkowicz, Joanna, Ph.D. (December 2011) The Feasibility of Cultural Building Projects.