

06

APPENDIX

APPENDIX A:

LISTENING SESSIONS

RECORD OF LISTENING SESSIONS

2018 LISTENING SESSIONS

AUBURN

- **DATE:** Monday, November 19
- **LOCATION:** White River Valley Museum

BELLEVUE

- **DATE:** Tuesday, September 25
- **LOCATION:** Crossroads Community Center, Community Room

BOTHELL

- **DATE:** Wednesday, November 7
- **LOCATION:** Bothell City Hall

BURIEN

- **DATE:** Monday, August 13
- **LOCATION:** Moshier Arts Center

ENUMCLAW

- **DATE:** Thursday, November 8
- **LOCATION:** King County Library System: Enumclaw Library

FEDERAL WAY

- **DATE:** Thursday, August 16
- **LOCATION:** Federal Way Community Center, Senior Lounge

KENT

- **DATE:** Tuesday, July 31
- **LOCATION:** Kent Commons, Mt. Rainier Room

KIRKLAND

- **DATE:** Tuesday, October 30
- **LOCATION:** Kirkland Arts Center

MAPLE VALLEY

- **DATE:** Thursday August 9
- **LOCATION:** Maple Valley Creative Arts Center

NORMANDY PARK

- **DATE:** Wednesday, November 14
- **LOCATION:** Normandy Park Recreation Center

REDMOND

- **DATE:** Thursday, November 15
- **LOCATION:** Redmond City Hall Conference Center

RENTON

- **DATE:** Tuesday, November 27
- **LOCATION:** Renton Civic Theatre

SAMMAMISH

- **DATE:** Monday, August 6
- **LOCATION:** Sammamish City Hall, Council Chambers

SEATTLE, KING COUNTY DISTRICT 2

- **DATE:** Wednesday, August 15
- **LOCATION:** El Centro de la Raza, Room 309

SEATTLE, KING COUNTY DISTRICT 4

- **DATE:** Wednesday, August 8
- **LOCATION:** Seattle Center Armory Loft

SHORELINE

- **DATE:** Tuesday, August 7
- **LOCATION:** Shoreline Chamber of Commerce

SKYWAY / WEST HILL

- **DATE:** Thursday, December 6
- **LOCATION:** King County Fire District 20 Administration Building

2019 LISTENING SESSIONS

ALGONA

- **DATE:** Friday, June 28
- **LOCATION:** Filipino American Community of Puget Sound

BEAUX ARTS VILLAGE

- **DATE:** Monday, September 30
- **LOCATION:** Resident Home

BLACK DIAMOND

- **DATE:** Thursday, March 21
- **LOCATION:** Black Diamond History Museum

CARNATION

- **DATE:** Wednesday, June 19
- **LOCATION:** King County Library System: Carnation Library

CLYDE HILL

- **DATE:** Monday, September 9
- **LOCATION:** Chinook Middle School Cafeteria

COVINGTON

- **DATE:** Wednesday, June 5
- **LOCATION:** Covington City Hall, Council Chambers

DES MOINES

- **DATE:** Monday, February 25
- **LOCATION:** Des Moines Activity Center

DUVALL

- **DATE:** Tuesday, March 26
- **LOCATION:** Duvall Visitor Center

FALL CITY

- **DATE:** Wednesday, June 19
- **LOCATION:** King County Library System: Fall City Library

ISSAQUAH

- **DATE:** Tuesday, May 21
- **LOCATION:** Issaquah City Hall Eagle Room

KENMORE

- **DATE:** Monday, September 23
- **LOCATION:** Kenmore City Hall

LAKE FOREST PARK

- **DATE:** Tuesday, June 4
- **LOCATION:** Lake Forest Park Civic Club

MERCER ISLAND

- **DATE:** Wednesday, February 27
- **LOCATION:** Stroum Jewish Community Center

MILTON

- **DATE:** Thursday, September 12
- **LOCATION:** Milton Activity Center

NEWCASTLE

- **DATE:** Thursday, September 19
- **LOCATION:** King County Library System: Newcastle Library

NORTH BEND

- **DATE:** Thursday, February 21
- **LOCATION:** Meadowbrook Farm Interpretive Center

PACIFIC

- **DATE:** Thursday, September 5
- **LOCATION:** Pacific Senior Center

SEATAC

- **DATE:** Monday, March 4
- **LOCATION:** SeaTac Community Center

SEATTLE, KING COUNTY DISTRICT 1

- **DATE:** Thursday, May 30
- **LOCATION:** Seattle Public Library: Lake City Branch

SEATTLE, KING COUNTY DISTRICT 8

- **DATE:** Monday, June 10
- **LOCATION:** Gay City

SKYKOMISH

- **DATE:** Monday, September 16
- **LOCATION:** Great Northern & Cascade Railway Passenger Depot

SNOQUALMIE

- **DATE:** Monday, June 24
- **LOCATION:** Snoqualmie City Hall, 1st Floor Council Chambers

TUKWILA

- **DATE:** Thursday, June 20
- **LOCATION:** Tukwila Community Center

VASHON ISLAND

- **DATE:** Monday, March 25
- **LOCATION:** Vashon Center for the Arts

WOODINVILLE

- **DATE:** Tuesday, February 19
- **LOCATION:** Woodinville Heritage Museum

APPENDIX B:

DEMOGRAPHIC SUMMARY OF 4CULTURE APPLICANTS

DEMOGRAPHIC SUMMARY OF APPLICANT ORGANIZATIONS

Application Demographics: All Organization Applicants as of 7-9-19						
Total Applicant Organizations:	Total Paid Staff:		Total Unpaid Staff:		Total Board:	
358	5002		2313		3251	
	Staff #	% Total Staff	Staff #	% Total Staff	Board #	% Total Board
Age 19 And Under	189	3.78%	240	10.38%	12	0.37%
Age 20-44	2538	50.74%	954	41.25%	766	23.56%
Age 45-59	891	17.81%	558	24.12%	965	29.68%
Age 60 And Over	402	8.04%	201	8.69%	951	29.25%
No Information	1011	20.21%	285	12.32%	541	16.64%
	5031	100.58%	2238	96.76%	3235	99.51%
Yes, Living With Disability	125	2.50%	51	2.20%	131	4.03%
No	1727	34.53%	916	39.60%	1910	58.75%
No Information	3119	62.36%	1230	53.18%	1257	38.67%
	4971	99.38%	2197	94.98%	3298	101.45%
No High School Diploma/GED	63	1.26%	88	3.80%	19	0.58%
High School Graduate/GED	116	2.32%	130	5.62%	98	3.01%
Some College Or Associate	352	7.04%	333	14.40%	213	6.55%
Bachelor Or Higher	1877	37.52%	897	38.78%	2109	64.87%
No Information	2637	52.72%	792	34.24%	763	23.47%
	5045	100.86%	2240	96.84%	3202	98.49%
American Indian And Alaska Native	32	0.64%	50	2.16%	45	1.38%
Asian	317	6.34%	390	16.86%	271	8.34%
Black Or African American	215	4.30%	127	5.49%	224	6.89%
Hispanic Or Latina/o Any Race	283	5.66%	62	2.68%	127	3.91%
Native Hawaiian And Pacific Islander	26	0.52%	7	0.30%	9	0.28%
Some Other Alone	29	0.58%	7	0.30%	21	0.65%
Two Or More Races	212	4.24%	110	4.76%	98	3.01%
White	2464	49.26%	627	27.11%	1704	52.41%
Staff/Board Providing Self-descriptions	53	1.06%	35	1.51%	47	1.45%
No Information	1424	28.47%	874	37.79%	681	20.95%
	5055	101.06%	2289	98.96%	3227	99.26%
Bisexual	157	3.14%	41	1.77%	46	1.41%
Gay	154	3.08%	42	1.82%	109	3.35%
Lesbian	85	1.70%	38	1.64%	67	2.06%
Straight/Heterosexual	1519	30.37%	440	19.02%	1714	52.72%
Staff/Board Providing Self-descriptions	325	6.50%	26	1.12%	97	2.98%
No Information	2765	55.28%	1510	65.28%	1143	35.16%
	5005	100.06%	2097	90.66%	3176	97.69%
Yes, Transgender	46	0.92%	19	0.82%	34	1.05%
No	1413	28.25%	587	25.38%	1810	55.68%
No Information	3405	68.07%	1491	64.46%	1342	41.28%
	4864	97.24%	2097	90.66%	3186	98.00%
Female	2452	49.02%	1044	45.14%	1462	44.97%
Male	1340	26.79%	710	30.70%	1196	36.79%
Nonbinary	62	1.24%	39	1.69%	14	0.43%
Staff/Board Providing Self-descriptions	17	0.34%	11	0.48%	2	0.06%
No Information	1168	23.35%	310	13.40%	549	16.89%
	5039	100.74%	2114	91.40%	3223	99.14%

DEMOGRAPHIC SUMMARY OF APPLICANT ORGANIZATIONS

Application Demographics: All Organizat						Census City		
Total Applicant Organizations:						Sum	Council Dist.	Sum
358								
	King Co. 2017	Paid Staff Variance (% Pts.)	Unpaid Staff Variance (% Pts.)	Board Variance (% Pts.)				
Age 19 And Under	22.93%	-19.15	-12.55	-22.56	Algona	0	Dist. 1	42
Age 20-44	38.47%	12.27	2.78	-14.91	Auburn	9	Dist. 2	70
Age 45-59	20.35%	-2.54	3.77	9.33	Beaux Arts Village	0	Dist. 3	29
Age 60 And Over	18.25%	-10.21	-9.56	11.00	Bellevue	15	Dist. 4	61
					Black Diamond	1	Dist. 5	12
					Bothell	4	Dist. 6	25
					Burien	4	Dist. 7	15
					Carnation	3	Dist. 8	92
					Clyde Hill	0	Dist. 9	11
Yes, Living With Disability	9.60%	-7.10	-7.40	-5.57	Covington	1	N/A	1
					Des Moines	0		
					Duvall	1		
					Enumclaw	5		
					Federal Way	4		
No High School Diploma/GED	7.35%	-6.09	-3.55	-6.77	Hunts Point	0		
High School Graduate/GED	15.54%	-13.22	-9.92	-12.53	Issaquah	8		
Some College Or Associate	26.79%	-19.75	-12.39	-20.24	Kenmore	5		
Bachelor Or Higher	50.32%	-12.80	-11.54	14.55	Kent	3		
					Kirkland	7		
					Lake Forest Park	3		
					Maple Valley	2		
American Indian And Alaska Native	0.52%	0.12	1.64	0.86	Medina	0		
Asian	16.46%	-10.12	0.40	-8.12	Mercer Island	3		
Black Or African American	6%	-1.70	-0.51	0.89	Milton	0		
Hispanic Or Latina/o Any Race	9.47%	-3.81	-6.79	-5.56	Newcastle	1		
Native Hawaiian And Pacific Islander	0.76%	-0.24	-0.46	-0.48	Normandy Park	0		
Some Other Alone	0.21%	0.37	0.09	0.44	North Bend	3		
Two Or More Races	5.16%	-0.92	-0.40	-2.15	Pacific	0		
White	61.41%	-12.15	-34.30	-9.00	Redmond	10		
					Renton	10		
					Sammamish	2		
					SeaTac	1		
					Seattle	219		
					Shoreline	11		
					Skykomish	3		
					Snoqualmie	1		
					Tukwila	4		
					Unincorporated - Bear Creek/Sammamish	0		
					Unincorporated - Four Creeks/Tiger Mountain	0		
					Unincorporated - Greater Maple Valley/Cedar River	0		
					Unincorporated - Snoqualmie Valley/NE King County	1		
					Unincorporated - Southeast King County	0		
					Unincorporated - West King County	0		
					Unincorporated - Vashon/Maury Island	12		
					Woodinville	1		
					Yarrow Point	0		
					N/A	1		

DEMOGRAPHIC SUMMARY OF INDIVIDUALS APPLICANTS

Application Demographics:		All Individual Applicants as of 7-9-19			Census City		
Total Applications:		Responses	Totals	King Co. 2017	Variance (% Pts. Or \$)	Sum	Council Dist. Sum
		331					
Median Age			40				
Age 19 And Under	0	0.00%	22.93%	-22.93		0	Dist. 1 35
Age 20-44	182	54.98%	38.47%	16.51		2	Dist. 2 80
Age 45-59	71	21.45%	20.35%	1.10		0	Dist. 3 6
Age 60 And Over	44	13.29%	18.25%	-4.95		11	Dist. 4 72
Declined To Answer	34	10.27%				0	Dist. 5 15
	331	100.00%				1	Dist. 6 13
Disability - No	288	87.01%				3	Dist. 7 9
Disability - Yes	34	10.27%	9.60%	0.67		0	Dist. 8 70
Declined To Answer	9	2.72%				0	Dist. 9 10
	331	100.00%				0	N/A 21
No High School Diploma/GED	1	0.30%	7.35%	-7.05		1	
High School Graduate/GED	7	2.11%	15.54%	-13.43		0	
Some College Or Associate	32	9.67%	26.79%	-17.12		0	
Bachelor Or Higher	284	85.80%	50.32%	35.48		0	
Declined To Answer	7	2.11%				4	
	331	100.00%				1	
Median Income	159	\$35,000	\$83,571	(\$48,571)		0	
Declined To Answer	172	51.96%				0	
	331					0	
Unemployed	26	7.85%	5.00%	2.85		0	
Employed	290	87.61%				0	
Declined To Answer	15	4.53%				0	
	331	100.00%				2	
American Indian And Alaska Native	4	1.21%	0.52%	0.68		8	
Asian	26	7.85%	16.46%	-8.61		0	
Black Or African American	33	9.97%	6%	3.97		0	
Hispanic Or Latina/o Any Race	15	4.53%	9.47%	-4.94		0	
Native Hawaiian And Pacific Islander	1	0.30%	0.76%	-0.46		0	
Some Other Alone	0	0.00%	0.21%	-0.21		0	
Two Or More Races	24	7.25%	5.16%	2.09		0	
White	181	54.68%	61.41%	-6.73		0	
See my description...	32	9.67%				0	
Declined To Answer	15	4.53%				0	
	331	100.00%				0	
Bisexual	31	9.37%				0	
Gay	24	7.25%				0	
Lesbian	9	2.72%				0	
Straight/Heterosexual	201	60.73%				0	
See my description...	38	11.48%				0	
Declined To Answer	28	8.46%				0	
	331	100.00%				0	
Transgender	14	4.23%				0	
Not Transgender	299	90.33%				0	
Declined To Answer	18	5.44%				0	
	331	100.00%				0	
Female	173	52.27%				0	
Male	106	32.02%				0	
Nonbinary	24	7.25%				0	
See my description...	14	4.23%				0	
Declined To Answer	14	4.23%				0	
	331	100.00%				0	
						21	



APPENDIX C

EVALUATING CULTURAL PLANNING IN KING COUNTY

A Countywide Analysis of Government Cultural Plans and Reports

Prepared for 4Culture, June 2019

Rosa Ammon-Ciaglo, Taylor Carson-Wisor,
Riley Nelson & Andrea Peterman



EVANS SCHOOL
OF PUBLIC POLICY & GOVERNANCE

UNIVERSITY of WASHINGTON

Artist: Michael Ferguson
"Last Summer Up High"

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Executive Summary

This report provides a comprehensive overview of cultural planning at the city and regional level in King County, along with analytical frameworks for comparing cultural planning rationales, strategies, and comprehensiveness across cities. It is part of a larger ongoing study, the King County Cultural Health Study, being conducted by 4Culture, the cultural funding agency for King County, Washington. The King County Cultural Health Study seeks to assess the cultural health of the county in order to guide the development of 4Culture's new strategic plan, and to allow for more informed decision making by both 4Culture and other cultural funders.

Due to the high volume of government planning publications across the 39+ cities and unincorporated areas that it serves, 4Culture's understanding of the details of government-level cultural planning in King County is incomplete. A comprehensive overview and analysis of existing cultural planning in local governments will give 4Culture a clear picture of the strengths, gaps, and prominent narratives and strategies used throughout the region, assisting its strategic planning and grantmaking efforts.

PROCESS AND METHODS

The following overarching question guided our research: ***How do cities in King County approach cultural planning?*** To explore this question in depth, we pursued the following sub-questions:

- To what extent do King County city governments and regional tribal governments include culture in their planning and development?
- What are their goals, strategies, and relevant achievements?
- How comprehensive is cultural planning at the individual city level?
- Are there common narrative themes and strategies for cultural planning in King County?

We began our research process by reviewing academic and professional literature on the role of culture in communities, equity and social justice in the cultural sector, strategies and trends in cultural planning, and methods for measuring outcomes in the cultural sector. These theoretical frameworks guided our understanding and assessment of cultural planning in King County. Based on the literature findings, we developed seven "Comprehensiveness Criteria" for evaluating cities' cultural planning, which reflect important aspects of planning for comprehensive, equitable cultural outcomes:

1. **Administrative Capacity:** commitment to culture through investment of financial and administrative resources to planning and capacity-building in the cultural sector
2. **Community Input:** planning driven by needs and preferences of community members
3. **Equity:** access, representation, and leadership by historically marginalized groups
4. **Evaluation:** measuring cultural planning outcomes
5. **Promoting Access:** increasing the range of opportunities for cultural engagement
6. **Supporting Cultural Producers:** supporting the presence and capacity of cultural producers, including nonprofit organizations and individual artists and culture-bearers
7. **Variety of Cultural Planning:** planning and investment in multiple areas of culture

We then analyzed 179 publicly-available city and regional government planning documents in King County that included subject matter related to cultural planning. Our analysis resulted in 44 cultural planning summary profiles for cities, towns, and unincorporated areas, including King County and the Puget Sound Regional Council. We also provided cultural planning profiles for five tribes in the region that are located near King County cities: the Duwamish, Muckleshoot, Puyallup, Snoqualmie, and Suquamish Tribes.

FINDINGS

Our findings show wide variation across cities in the overall extent and comprehensiveness of cultural planning. Our research identified prominent rationales and strategies in cultural planning documents, which fell into two broad categories: *Why* cities value cultural planning and *how* cities plan for and invest in culture. Rationales for cultural planning fell into eight key themes: Branding and Identity, Celebration of Diversity, Economic Growth, Health and Cognitive Benefits, Heritage and Preservation, Intrinsic Value, Social Cohesion, and Tourism. Common strategies we identified include plans for neighborhood revitalization; investing in the cultural sector; promoting cultural engagement opportunities; public art and wayfinding; and heritage and historic preservation.

By rating cities using seven Comprehensiveness Criteria, we highlight strengths, focal points, and common gaps in cultural planning across King County. In our comparative analysis of cultural planning comprehensiveness, Equity and Evaluation tended to be the least thoroughly developed, followed by Community Input and Supporting Producers. Conversely, strategies that support variety and access to cultural offerings appeared often and were present even in cities that displayed little-to-no evidence of cultural planning. In addition, cross-tabulation of cultural planning comprehensiveness scores with city population size indicated that planning comprehensiveness increases with population size. Finally, our analysis of tribal nations shows cultural programs that often focus on education and celebrations to maintain cultural traditions, and on investments and advocacy for preservation of cultural resources and sites tied to tribal health and sovereignty.

RECOMMENDATIONS

To bolster the details about countywide cultural planning trends provided in this report, we recommend four areas of further research:

- Quantitative analysis: cross-tabulations of cultural planning comprehensiveness scores at the city level with sociodemographic, health, and population density indicators
- Comparative case studies using expanded data sources
- Implementation analysis to assess follow-up and evaluation of government plans
- In-depth analysis of tribal approaches to cultural planning

With these results, 4Culture can base its countywide strategic planning and grant-making on a clear picture of strengths, gaps, and common strategies and rationales for cultural planning throughout the region.



CHAPTER 1

INTRODUCTION

“Scroll (orange)”

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Chapter 1: Introduction

This report provides a comprehensive analysis of government planning documents within King County. It is a component of 4Culture's King County Cultural Health Study, an ongoing study that seeks to assess the county's cultural health and inform 4Culture's strategic planning.

BACKGROUND: KING COUNTY CULTURAL HEALTH STUDY

4Culture is the cultural funding agency for King County, Washington. It serves to provide funding and support for cultural work in four program areas—arts, heritage, historic preservation, and public art—to ensure equitable access to cultural experiences across the county.

As King County and the broader Puget Sound region undergo a period of unprecedented growth and change, 4Culture has undertaken a King County Cultural Health Study (launched in 2017) to examine indicators and determinants of the region's cultural health. Through this study, 4Culture hopes to “illuminate King County's cultural ecosystem, allowing for more informed responses to the field by 4Culture and other cultural funders.”¹ The completed King County Cultural Health Study (KCCHS) will inform the development of 4Culture's new strategic plan, which includes advancing grant programs toward more effective and equitable outcomes and building strategic partnerships.

The cultural health study is an 18-month project with multiple components. The following are already underway or have been completed by 4Culture staff and consulting partners:

- Generating **City Profiles** for 39 cities and unincorporated areas in King County. City profiles contain city-level sociodemographic, economic, and health data, along with any available data on cultural outcomes, venues, and partnerships.
- Conducting **public listening sessions** with cultural leaders and practitioners in each city to gather information about its cultural health, insight about local access to cultural activities, and local definitions of culture.
- Examining internal and external cultural health **funding mechanisms** in King County cities and unincorporated areas.

The information provided in this report will supplement the city profiles of the KCCHS.

PROBLEM STATEMENT AND OBJECTIVES

Due to the high volume of government planning publications across the 39+ cities and unincorporated areas that it serves, 4Culture's understanding of the details of government-level cultural planning in King County is incomplete. This information is important for 4Culture's strategic planning, as it provides background information needed to foster partnerships with King County governments, along with an understanding of gaps and inequities in cultural planning. To address this knowledge gap, our consulting team provides an analysis of 179 government planning

¹ 4Culture, 2018.

documents from 42 cities and unincorporated areas, 5 tribes, and King County and Puget Sound Regional Council. Our report contributes to the King County Cultural Health Study in two ways:

- Provides a **comprehensive overview of cultural planning** at the city and regional level in King County
- Presents **analytical frameworks** for comparing cultural planning rationales, strategies, and comprehensiveness across cities.

RESEARCH QUESTIONS

The following overarching question guided our research: ***How do cities in King County approach cultural planning?*** To explore this question in depth, we pursued the following sub-questions:

- To what extent do King County city governments and regional tribal governments include culture in their planning and development?
- What are their goals, strategies, and relevant achievements?
- How comprehensive is cultural planning at the individual city level?
- Are there common narrative themes and strategies for cultural planning in King County?

TERMINOLOGY

We use the term “culture” to refer to any and all references to the enjoyment of, creation of, and interaction with art, culture, and heritage. This approach is in line with 4Culture’s choice of language:

“You will notice that in both our mission and vision, we use the term “culture.” This was a purposeful decision, not to deprioritize our four program areas—Public Art, Preservation, Heritage and Arts—but rather to embrace the intersections between them. The brilliance and creativity of the cultural sector means that it is fluid, constantly unfolding, and frequently realigns based on need and circumstance.”²

Because the KCCHS grounds culture in a public health framework, we use the term “cultural health” in this report. Our research provides an overview of the variety of ways local governments in King County approach the challenge of defining, measuring, and promoting cultural health. Our working definition of cultural health is based on these findings and on language from the Urban Institute’s *Cultural Vitality in Communities: Interpretation and Indicators*, which defines cultural vitality as “evidence of creating, disseminating, validating, and supporting arts and culture as a dimension of everyday life in communities.”³ For the purposes of this report, “cultural health” means evidence of planning, creating, supporting, and providing a variety of cultural opportunities in the daily lives of all community members.

POSITIONALITY

Our team wishes to acknowledge and recognize our positionality as researchers and authors of this report. All of us are graduate students of public administration who identify as white and grew up outside of King County and Washington State. With varying gender identities and experiences of

² 4Culture, “Introducing our New Mission,” 2019.

³ Jackson, Kabwasa-Green, & Herranz, 2006.

sexism and homophobia, our intersecting identities influence the way we conduct this research. Not all of us have the intimate knowledge of navigating city-level structures when attempting to cultivate art and cultural offerings, but some of us have more academic and professional experience with government planning. This experience influences our interpretation of city planning documents, as well as the way we develop our criteria to better understand disparities in the data. With the inherent privilege that comes from functioning within a higher education institution, we approach this study not only seeking to mitigate our own bias, but to highlight where historically marginalized voices are missing from the government documents reviewed in this report.

REPORT CONTENTS

Key information provided in this report includes:

- A literature review of approaches to defining, measuring, and planning for culture, and the role of equity and social justice in the cultural sector
- Summary Reports (City Profiles) for King County cities, towns, and unincorporated communities, along with local tribal nations, outlining how they plan, measure, and invest in cultural health
- A comparative analysis of themes, strategies, and comprehensiveness of cultural health planning across King County cities
- Recommendations for further areas of study

The report has six chapters. The current chapter outlines a summary of the report topic, client goals, and challenges in research approach and methodology. [Chapter 2: Literature Review](#) assesses relevant literature on the topic of culture to gain insight on the role of culture in communities, equity and social justice in the cultural sector, prominent cultural planning strategies, and methods for measuring cultural outcomes. [Chapter 3: Research Methods](#) describes our research methodology and outlines criteria for comparing the comprehensiveness of cultural planning across cities. [Chapter 4: City Profiles](#) identifies how, and to what extent, local governments in King County include arts and culture in planning and development. This section contains municipal-level profiles that indicate the overall level of government commitment to cultural planning as well as ratings on seven criteria for comprehensive cultural planning. [Chapter 5: Findings](#) presents common themes in the “Why” and “How” of city cultural planning in King County, along with strengths and gaps in cultural planning comprehensiveness. [Chapter 6: Conclusion](#) outlines four recommended areas of additional research to bolster the findings of this report.



CHAPTER 2

LITERATURE REVIEW

"She Works Hard For The Money"
©2009 Gala Bent

Chapter 2: Literature Review

OVERVIEW

The literature review presents a summary of theoretical frameworks and common approaches to planning and evaluating culture and cultural activity. It also explores the connections of culture to community well-being, prosperity, and equity. The literature we reviewed included studies and reports conducted by academic researchers, think tanks, cultural organizations, and government agencies. This chapter contains four sections:

- The Role of Culture in Communities
- Equity and Social Justice in the Cultural Sector
- Strategies and Trends in Cultural Planning
- Measuring Outcomes in the Cultural Sector

THE ROLE OF CULTURE IN COMMUNITIES

Throughout the literature on culture, researchers present numerous frameworks for understanding the role that culture plays in communities and human society as a whole. While some focus on the intrinsic value of culture as an essential component of what it means to be a fully-developed human being,⁴ common patterns emerge in the demonstrated impact of culture on different components of community well-being, prosperity, and identity.

Social Cohesion and Civic Engagement

One of the most common themes in the literature is the connection between cultural activity and the health of civil society. Cultural expression plays a key role in celebrating heritage, communicating worldviews, and building shared languages and experiences.⁵ For this reason, many studies draw connections between cultural capital and social capital as drivers of increased social cohesion in communities with higher concentration of cultural assets and opportunities for cultural engagement.⁶

For example, a recent study conducted at the University of Illinois on the effects of audience-based cultural participation finds that individuals with direct or indirect exposure to culture are more engaged in civic activities within their communities, and demonstrate higher levels of social tolerance and empathy.⁷ Similarly, a 2012 survey conducted by the National Endowment for the Arts (NEA) and the Census Bureau demonstrates that people participating in cultural activities are more likely to also engage in social activities and charitable work in their communities, irrespective of age, gender, ethnicity, and education level.⁸ Americans for the Arts finds the heritage and history of a

⁴ Scott, Rowe, & Pollock, 2018.

⁵ Jeannotte, 2003.

⁶ Jeannotte, 2003; Stern & Seifert, 2017; Sidford, 2011

⁷ LeRoux & Bernadska, n.d.

⁸ National Endowment for the Arts, 2013.

place can create an identity of place, increase an interest in a community's future, and help reconcile difficult histories by bringing them to light.⁹

Economic Vitality

Based on findings in its National Statistics report on the impact of cultural organizations and artists on economic prosperity, Americans for the Arts asserts that “leaders who care about community and economic vitality can feel good choosing to invest in the arts.”¹⁰ This report, like many others seeking to establish the importance of the cultural sector in communities, provides economic benefits of cultural activity as a rationale for investments in culture. Benefits include the monetary valuation of creative jobs, cultural sector employment, cultural consumers' expenditures on cultural experiences, and increased local economic activity due to increased tourism.¹¹

Health and Wellbeing

Increased cultural engagement in a neighborhood is also a predictor of higher levels of community-wide well-being. Studies conducted in Philadelphia and New York City through the University of Pennsylvania's Social Impact of the Arts project find that neighborhood-level cultural clusters are correlated with improved community well-being, including health, security, and school effectiveness outcomes.¹²

Research also demonstrates cognitive benefits of cultural programming for youth. For example, a 2010 study published in the *Early Childhood Research Quarterly* showed increased school readiness among low-income children who regularly participated in cultural programs: they had higher levels of achievement in language development, non-verbal intelligence tasks (example: solving a puzzle), spatial cognition, and understanding mathematical concepts.¹³

EQUITY & SOCIAL JUSTICE IN THE CULTURAL SECTOR

Through our research, we have not only come to understand the role of culture in communities as a complex web of acknowledgements, strategies, and practices, but as an underlying force of diversity, equity, and inclusion.

Culture and Equitable Development

PolicyLink, a national research and action institute dedicated to advancing economic and social equity, released a policy primer in 2017 (*Creating Change Through Arts, Culture, and Equitable Development*), that centers the role of culture in equitable development. In it, they note increasing collaboration between community-centered cultural movements and the equitable development field in order to design community redevelopment strategies that ensure broadly-shared prosperity.

Without an equity focus, community redevelopment can improve the physical features of a neighborhood, but risks bringing economic benefits to only a small segment of the population.

⁹ Americans for the Arts, 2018.

¹⁰ Americans for the Arts, 2017.

¹¹ Americans for the Arts, 2017.

¹² Stern & Seifert, 2010; Stern & Seifert, 2017.

¹³ Brown, Benedett, & Armistad, 2010.

Equitable development strategies engage communities of color and low-income communities in designing and implementing neighborhood revitalization activities. Integrating community-centered cultural investments aids in this process by helping to secure local cultural assets, build social cohesion, and connect community identity to the development of a vibrant local economy.¹⁴ This approach is increasingly referred to as cultural placemaking.

PolicyLink Principles for Advancing Equitable Community Change¹⁵

1. **Map the artistic and cultural assets** of cities, towns, states, tribal communities, and the nation, with a focus on the cultural resources in communities of color and low-income communities.
2. **Evaluate economic conditions, including current investments in public works and arts and culture**, using data disaggregated by race, ethnicity, income, and neighborhood.
3. **Identify barriers to resources for communities of color and low-income communities**, and restructure processes to engender access.
4. **Work with artists, designers, young people, and culture bearers** to engage the community and inform equity-driven processes for community development.
5. **Expand equity-focused arts and culture investments across public agencies**, through community-driven arts and culture plans, budget appropriations, and targeted allocations to disadvantaged communities, artists of color, and cultural institutions serving communities of color and low-income communities.
6. **Ensure that governance and staffing are representative of the populations served by the agency.**

Culture Driving Advocacy in Marginalized Communities

A key source of the importance of culture in equitable development stems from the potential of artistic expression and cultural practice to act as a vehicle for advocacy within marginalized communities. Researchers and practitioners focused on the role of cultural health within communities of color and other marginalized groups elevate artistic and cultural expression as an important tool for social justice advocacy and community organizing.

A recent study using survey data drawn from a national sample of arts nonprofits found that advocacy participation was higher among arts organizations that worked for a more diverse clientele in ethnically diverse communities.¹⁶ The same studies that connect cultural participation to higher levels of community well-being indicate that naturally high concentrations of cultural assets and cultural engagement in cities occur in neighborhoods that are more diverse, both in terms of race and ethnicity and of socioeconomic status.¹⁷

¹⁴ Rose, Daniel, & Liu, 2017.

¹⁵ Rose et al., 2017.

¹⁶ Kim & Mason, 2018.

¹⁷ Stern & Seifert, 2010; Stern & Seifert, 2017.

Past and Present Inequities in the Cultural Sector

While culture is an important component of equitable community outcomes, research shows that the cultural sector has historically and presently been characterized by systemic inequities. The National Committee for Responsive Philanthropy reports on how grant funding is skewed toward larger arts institutions that adhere to Western European cultural traditions. In addition, it demonstrates much lower levels of financial support for grassroots cultural organizations, which are more likely to engage in arts-based activism and to preserve the heritage and values of marginalized communities.¹⁸ Another study demonstrates a sector-wide decline in funding for “culturally-specific groups” relative to the prevalence of these groups.¹⁹ Over the past several decades, community-based arts nonprofits have pushed back against traditional class systems in the “arts” world, which traditionally serves an older, white, wealthy cross-section of American society.²⁰

“If arts and culture are primary ways that we empathize with, understand, and communicate with other people -- including people different from ourselves -- then enabling a broad spectrum of cultural voices is fundamental to creating a sense of the commonwealth and overcoming the pronounced socio-political divides we face today.”²¹

STRATEGIES AND TRENDS IN CULTURAL PLANNING

Applying many of the themes that define the value of culture, governments around the world have turned to the cultural sector to revitalize neighborhoods, cities, and whole regions by incorporating cultural planning into urban development planning.²² Cultural planning approaches found in the literature include economic frameworks that identify culture as an economic driver and frameworks that use culture to improve the physical and social environment and to build community cohesion. To provide further insight, we examined cultural planning in sustainable development, in indigenous communities, and in rural contexts. **Table 1** provides an overview of cultural planning concepts and approaches. Findings specific to King County and Washington State are also highlighted.

¹⁸ Sidford, 2011.

¹⁹ Helicon Collaborative, 2017.

²⁰ Jeanotte, 2003.

²¹ Helicon Collaborative, 2017.

²² Duxbury, Hosagrahar, & Pascual, 2016; Grodach & Loukaitou-Sideris, 2007.

Table 1. Cultural Planning Approaches

Culture as an Economic Driver	Cultural planning is often used as an economic development tool that promotes investing in the creative sector to attract creative workers, spur innovation, contribute to the economy, and revitalize urban areas. The Creative City Framework is used to attract and train creative talent and foster creative industries in order to achieve economic prosperity. Cultural Districts are designated by governments and developed to revitalize areas of decline. Planning may include the development of large-scale cultural centers intended to attract tourism. Heritage Tourism utilizes unique historic and natural resources to attract visitors, build community identity, and preserve historically relevant sites.
Creative Placemaking	Creative placemaking uses art and cultural resources to shape and improve the physical and social character of a neighborhood, town, or city.
Creative and Cultural Placekeeping	Cultural placekeeping strategies are used to counter negative impacts of creative placemaking, such as displacement of long-time residents and organizations, and may include advocating for policy changes or providing access to capital and affordable spaces.
Inclusive, Community-Led Planning	A complex, systems-based framework for cultural planning and development that provides greater access to cultural activities and decision-making processes.
Cultural Planning in Sustainability Frameworks	Culture is considered a key element of successful sustainability planning. Cultural activities are used to engage people, drive social and environmental change, and develop people-centered societies.
Indigenous Approaches	Indigenous approaches to cultural planning in North America tend to be holistic, inclusive, community based, and community driven. Cultural and natural resources are intertwined, and much planning involves preserving and protecting these resources. Policies also support economic opportunities for Native artists.
Cultural Planning in Rural Areas	Rural areas have unique characteristics that require more than the adoption of urban planning strategies. Creative placemaking concepts are used to revive areas of economic decline, but successful planning includes grassroots community-led design and implementation.

Culture as an Economic Driver

A large component of the literature on cultural planning concerns the city- and community-level economic impacts of cultural activity and the use of the creative sector as a tool for economic revitalization. According to the New England Foundations for the Arts (NEFA), promoting a creative economy involves developing “economic activity driven by the cultural sector.”²³ Many creative economy policies are based on Richard Florida’s argument that cultural amenities attract a “creative class” of residents who contribute to economic growth and urban revitalization.²⁴ Local government initiatives that cultivate arts and culture as tools for economic impact also include policies for “creative placemaking” and the designation of cultural districts. Within these frameworks, cultural planning is included in economic development to encourage business and job growth, increase tourism, enhance property values, and raise tax revenue for local and state governments.²⁵

²³ New England Foundation for the Arts, 2006.

²⁴ Florida, 2006

²⁵ National Assembly of State Arts Agencies, 2015.

The Creative City Framework

The creative city model is rooted in the economic impacts of arts and culture. Over the last two decades, urban planning and development models have been influenced heavily by Richard Florida, author of *The Rise of the Creative Class*, and Charles Landry, author of *The Creative City: A Toolkit for Urban Innovators*.²⁶ Florida's creative class concept proposes that when cities attract higher levels of creative talent, they reap economic benefits, while Landry's creative city concept encourages the use of innovation and creativity to spur both social and economic change.²⁷ While these concepts are not universally accepted, many cities have used them to develop policies that promote the use of arts and culture as tools for economic growth. Strategies include attracting and training creative talent (including high-income entrepreneurs and tech workers) and fostering creative industries. The NEFA creative city framework provides guidelines for identifying and measuring the creative economy that can be adapted to various regions based on local characteristics.²⁸

The creative city model has been criticized for being vague, simplistic, and focused solely on economic outcomes. Thriving arts and culture scenes are correlated with healthy economies, but that does not infer causality. The capitalist approach embedded in the creative city framework has been criticized for resulting in inequitable distribution of benefits.²⁹ In Milwaukee, for example, the creative class influence on development served to highlight racial and socioeconomic segregation and failed to bring promised social and economic benefits to all communities.³⁰ Creative city strategies have also led to the displacement of creative talent and low-income populations due to increased property values. A report from the World Cities Culture Forum describes this phenomenon and calls for creative cities to play a "pivotal role" in addressing the problem of displacement.³¹

Creative City Framework in Seattle

In "Keeping Creativity Downtown," researcher Shoshanah Goldberg-Miller explores the challenges of creative city framework in city centers with high levels of development. To preserve culture in these areas, she found a key strategy to be development models that incorporated both economic and social benefits. In the Seattle case study, this included providing incentives for cultural space preservation and development and funding to prevent displacement of economically fragile artists and organizations.³²

Despite criticism, the creative city approach continues to influence cultural policy, and there is evidence of its focus expanding beyond economic growth. UNESCO's Creative City Network (UCCN) recognizes member cities that incorporate creativity as a strategic factor in all aspects of urban development, including social, environmental, cultural, and economic.³³ Canada's Creative City Network (CCNC) defines the goals of creative cities to include strengthening community bonds

²⁶ Florida, 2002; Landry, 2000.

²⁷ Levickaitė, 2011.

²⁸ New England Foundation for the Arts, 2006.

²⁹ Pratt, 2011.

³⁰ Zimmerman, 2008.

³¹ World Cities Culture Forum, 2016.

³² Goldberg-Miller, 2018.

³³ UNESCO Creative Cities Network, n.d.

and identities, providing a mechanism for social change, and improving quality of life, as well as economic revitalization.³⁴ The CCNC planning toolkit focuses on placemaking, community-led development, interconnected networks, and issues of access and inclusion. It stresses that cultural planning is situational and provides a framework for identifying a wide range of planning projects that integrate cultural, social, and economic goals.

Cultural Districts

The formation of cultural (or creative) districts is a growing trend among state arts agencies as a strategy for economic development and community revitalization. According to the National Assembly of State Arts Agencies, state-designated cultural districts “utilize cultural resources to encourage economic development and foster synergies between the arts and other businesses.”³⁵ Cultural district development is often tied to the creative city concept and used to promote declining towns or neighborhoods. Development projects tend to be large in scale and focused on major cultural institutions or entertainment facilities that attract tourists.³⁶ Indicators used to measure outcomes of state-designated cultural districts are predominantly economic.³⁷ In this sense, cultural districts resemble early creative city models.

Economist Ann Markusen responds to the growth of cultural districts and tourism-targeted investment in “Cultural Planning and the Creative City,” questioning the model of the cultural center, in part because it does little to foster community connections. She suggests that “decentralized cultural activities throughout neighborhoods and among a series of small towns” encourage cross-neighborhood visits and increased cohesion.³⁸

Cultural Districts in Washington State

In 2017, the Washington State legislature passed a bill to fund certified creative districts throughout the state, to “promote and support economic development and placemaking opportunities in communities dedicated to growing their arts-related economic sectors.”³⁹ Goals include promoting educational and cultural opportunities, but the program is primarily intended to grow jobs and to promote a creative economy.

The City of Seattle designates arts and cultural districts to protect artists and cultural organizations in certain neighborhoods. Because the presence of arts and culture is connected to other health indicators such as walkability and vitality, the program is intended maintain and increase the health and wellbeing of these neighborhoods.⁴⁰

³⁴ Creative City Network of Canada, n.d.

³⁵ National Assembly of State Arts Agencies, 2015

³⁶ Borup, 2011

³⁷ National Assembly of State Arts Agencies, 2015

³⁸ Markusen, 2006

³⁹ Washington State Arts Commission, 2018.

⁴⁰ City of Seattle Arts & Cultural Districts, n.d.

Heritage Tourism

Heritage tourism is closely related to the cultural district concept of using cultural and historic assets to attract people to a place. The National Trust for Historic Preservation defines heritage tourism as “traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present.” In *Contemporary Issues in Cultural Heritage Tourism*, it is defined as “travelling to experience the current narrative of the tangible evidence of the past and its relevance today,” which reflects heritage tourism offerings that are “dynamic and evolving.”⁴¹ Heritage tourism capitalizes on the uniqueness and authenticity of a place; assets include the built environment, such as historic sites and architectural landmarks, as well as natural resources.⁴² These assets are distinctive in that they are “non-renewable and ... cannot simply be replaced.”⁴³ Although the main driver of heritage tourism is economic growth and revitalization, it may also have the social and environmental impacts of enhancing and celebrating community identity and preserving important historic and environmental sites.⁴⁴

Creative Placemaking

In urban development, placemaking employs landscaping and design interventions to create public spaces that promote people's happiness and wellbeing.⁴⁵ Drawing on this model, creative placemaking in cultural development embodies similar ideas by taking stock of cultural resources that can be used to make improvements in a community.⁴⁶ According to Carl Grodach in “Urban Cultural Policy and Creative City Making,” it adopts much of the language of the creative city framework with the intent to redirect creative city policy toward “arts-led, place-based community development.”⁴⁷ Researchers Ann Markusen and Anne Gadwa define creative placemaking as an approach that seeks to “shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities.”⁴⁸ The Kresge Foundation characterizes it as the integration of “arts, culture, and community-engaged design strategies.”⁴⁹

Community engagement and input are considered vital to the creative placemaking process, in both designing the physical environment and defining local narratives. Economic goals are incorporated with community and cultural development, and the focus is on place rather than on specific cultural sectors.⁵⁰ A study of municipal cultural plans in Canada found that most mid-sized cities had a cultural plan that went beyond the narrow focus of arts promotion and incorporated a wider range of “cultural resources.”⁵¹ Cultural asset mapping is often used to target cultural development projects and to identify areas of naturally occurring cultural clusters of activity. Cultural policy researcher

⁴¹ Kaminski et al., 2014

⁴² United States Department of Commerce, 2005; Kaufman, 2018.

⁴³ Kaminski et al., 2014.

⁴⁴ Kaminski et al., 2014; Gibson, J., 2015.

⁴⁵ Project for Public Spaces, 2009.

⁴⁶ Baeker & Millier, 2013.

⁴⁷ Grodach, 2017.

⁴⁸ Markusen and Gadwa, 2010.

⁴⁹ Kresge Foundation, n.d.

⁵⁰ Baeker, 2017.

⁵¹ Kovacs, 2011.

Eleanora Redaelli presents a detailed framework of analysis in “Assessing a Place in Cultural Planning” that uses empirical data to map social and cultural assets in order to develop better placemaking strategies.⁵²

Naturally Occurring Cultural Districts

The practice of identifying “naturally occurring cultural districts” has entered the policy sphere as an approach to ground-up neighborhood revitalization (as opposed to top-down cultural district development). Naturally occurring cultural districts tend to be dense, inclusive, diverse, and self-organized; they have existing cultural assets that can support artists, generate economic benefits, and build social networks and community connections.⁵³ Naturally occurring districts are usually rooted in community-based identities and tend to be artist driven.⁵⁴ Typically, planning involves identifying and supporting cultural organizations and activities that already exist in a neighborhood or district. Asset Based Community Development (ABCD) is a similar framework used within sustainable community and economic development. In ABCD, the focus is on “identifying and mobilizing existing, but often unrecognized” local assets in order to create community-driven opportunity.⁵⁵ Central to the model are neighborhood personal relationships that work to connect assets, which can include individuals, institutions, and stories.⁵⁶

Creative and Cultural Placekeeping

Creative or cultural placekeeping approaches are often used to counter negative effects of creative placemaking, which can include displacement of artists.⁵⁷ Strategies used by the Mission Economic Development Agency in San Francisco are meant to benefit both artists and local residents at risk of economic displacement and include embedding arts and cultural agencies in affordable spaces, providing access to capital, and engaging in political advocacy to prevent displacement.⁵⁸ Cultural placekeeping may also be used to strengthen and protect creative communities in emergency situations. *The Cultural Placekeeping Guide*, a toolkit for local emergency action, considers creative communities as “integral to the health and welfare of neighborhoods, towns, and cities,” especially in times of difficulty, but often the least prepared to recover from disasters.⁵⁹ In order to prevent the displacement of these communities, the guide recommends drawing on social and cultural capital and networks to prepare and design for rebuilding in the wake of emergencies.

Inclusive, Community-Led Planning

In a comprehensive review of culture in 35 world cities, the World Cities Culture Forums observed that while “cultural policy over the last 20 years has often worked to alleviate social pressures, it has also sometimes unintentionally contributed to them.”⁶⁰ In response, cultural planning policies have begun to identify more inclusive approaches to design and implementation. The United Nations

⁵² Redaelli, 2013.

⁵³ Borrup, 2011

⁵⁴ Americans for the Arts, n.d.

⁵⁵ What is Asset Based Community Development, n.d.

⁵⁶ McKnight, 2017.

⁵⁷ Nicodemus, 2018.

⁵⁸ Feng & Owen, 2019.

⁵⁹ National Coalition for Arts Preparedness and Emergency Response, 2017.

⁶⁰ World Cities Culture Forum, 2018.

Habitat III Issue Paper on Urban Culture and Heritage calls for more systematic, comprehensive, and “culturally sensitive” urban development models.⁶¹ Cultural economists Pier Luigi Sacco and Alessandro Crociata suggest a complex, systems-based framework for cultural planning and development, one provides greater access to cultural activities and decision making.⁶²

Research shows cities are beginning to recognize and support inclusive forms of cultural programming. Researcher Carole Rosenstein calls for cultural policies that support residents of all backgrounds and that include cultural asset mapping and community needs assessments.⁶³ In its study of eight “turnaround towns” that used culture for revitalization, the Carnegie UK Trust found that successful cultural planning included strong local engagement to define community stories and to identify the material and psychological needs of the community.⁶⁴ Americans for the Arts recommends participatory arts programs for building social cohesion and bridging language and cultural barriers.⁶⁵ Other research indicates the necessity of local community input in cultural planning for successful policy implementation. Frameworks that incorporate local norms identify a city’s unique situational needs, which may be overlooked by broad regional planning strategies.⁶⁶

Cultural Planning in Sustainability Frameworks

In “Cultural Vitality & Sustainable Communities,” cultural policy researchers Nancy Duxbury and Sharron Jeannotte observe a paradigm shift in municipal planning from “creative city” frameworks to “sustainable city” frameworks.⁶⁷ Culture is often included as a key element for driving policy and behavioral change within these sustainability frameworks. For example, the UNESCO Creative Cities Network considers creativity and culture as integral to sustainable development and necessary for action and innovation.⁶⁸ The World Cities Culture Forum recommends incorporating cultural activities to engage people and drive change in order to tackle issues of climate change.⁶⁹ The Global Taskforce of Local and Regional Governments considers culture to be “key in the success of sustainable development policies, as driver and enabler of development and people-centered societies.”⁷⁰ Duxbury and Jeannotte’s study of community sustainability plans in Canada found that most identified culture as a principal element of sustainability and incorporated it in varying degrees. Notably, it was only in areas with large indigenous populations that sustainability planning models “unequivocally tied sustainability to culture.”⁷¹

Indigenous Approaches to Cultural Planning

The Native Arts & Cultures Foundation (NAFC) uses a holistic approach to cultural planning. Although it shares goals with other cultural planning frameworks, namely the revitalization, appreciation, and perpetuation of arts and culture, there are notable differences in how impacts and

⁶¹ UNESCO, 2015.

⁶² Sacco & Crociata, 2013.

⁶³ Rosenstein, 2011.

⁶⁴ Carnegie UK Trust, 2016.

⁶⁵ Americans for the Arts, 2018.

⁶⁶ Pratt 2011; Kay, 2000.

⁶⁷ Duxbury & Jeannotte, 2011.

⁶⁸ UNESCO Creative Cities Network, n.d.

⁶⁹ World Cities Culture Forum, 2017.

⁷⁰ Duxbury et al., 2016.

⁷¹ Duxbury & Jeannotte, 2014.

outcomes are measured. Indicators that measure connectivity, strong and engaged communities, awareness, equity, and access far outnumber those that measure economic growth. The NAFC framework also uses health-related terms such as “healthy arts infrastructure” and “thriving artists.”⁷² As in many sustainability models, the model describes an interconnected, networked ecosystem that contributes to the health of native arts and culture. See **Appendix A** for diagrams of the NAFC’s cultural planning concepts and theories.

The First Nations Comprehensive Community Planning model is used by tribes in British Columbia. The holistic, community-driven development model strives to include community members in every phase of planning, from establishing the vision of a project to the final implementation. All members of the tribe, including the youngest and oldest, are valued in the process, which is seen as important as the project itself.⁷³

Native American Cultural Policy in Washington State

Washington State cultural planning policies involve promoting tribal art and culture to increase economic opportunities and tourism for Native artists and communities. This may include funding for traditional arts programs, supporting infrastructure projects such as longhouses, and preserving cultural resources, which, for Native Americans, are indistinguishable from natural resources, and encompass “art, religion, ceremony, and way of life.”⁷⁴

Cultural Planning in Rural Areas

With aging populations and population shifts toward urban areas, rural areas and small towns are often targeted as communities in need of revitalization. Rural areas require more than the adoption of urban-based cultural planning and assessment strategies because they face unique challenges, such as poor physical infrastructure and internet connectivity, which limit connections between people and cultural organizations.⁷⁵ The Carnegie UK Trust report, “Beyond Boundaries,” finds that rural communities prefer holistic and networked frameworks that recognize the unique needs and changing functions of small towns and that go beyond retail development.⁷⁶ A separate report supports a grassroots community-led approach to policy making for small towns.⁷⁷

Compared to cities, rural areas tend to have higher numbers of cultural organizations focused on nature and the outdoors, traditional arts and crafts, and culinary arts.⁷⁸ Research suggests that a rural framework for “community-embedded arts-based development” (used broadly to include artisanal and traditional arts) can potentially increase social interactions and civic engagement in geographically dispersed areas, areas that are often declining in population but still need

⁷² Native Arts & Cultures Foundation, 2017.

⁷³ Indigenous and Northern Affairs Canada, 2016.

⁷⁴ Schuster, 2003.

⁷⁵ National Endowment for the Arts, 2017

⁷⁶ Brotchie & Atterton, 2014

⁷⁷ Carnegie UK Trust, n.d.

⁷⁸ National Endowment for the Arts, 2017.

cohesion.⁷⁹ Bolstering cultural development could also have economic benefits. An NEA report about creative economies in rural counties in the U.S. found that the presence of performing arts organizations was correlated with innovation in other sectors.⁸⁰

MEASURING OUTCOMES IN THE CULTURAL SECTOR

Economic Measures

Measuring the multifaceted concept of “culture” and evaluating cultural planning outcomes are challenges for researchers and policymakers alike. The literature suggests that there is no consensus on which approach to take, and that the focus of cultural indicators varies depending on organizational interests. In policy contexts, economic impact is often emphasized at the expense of other measures. Economic-focused culture outcomes include metrics such as employment in the cultural sector and revenue generated by cultural producers.⁸¹ Economists also use a method called **contingent valuation**, that generates a monetary value of cultural amenities using individuals’ willingness to pay.⁸²

Cultural Assets and Engagement

Aside from economic impact, cultural engagement, also referred to as cultural participation, is a commonly used measure. However, challenges to selecting a methodology that accurately captures cultural engagement include issues with data availability, bias, and the limitations of using a single measure of engagement. For example, relying on audience participation numbers at formal cultural events and festivals fails to capture the full scope of cultural activity in a community. Informal, everyday culture, art-making, and digital production are examples of data that is not typically captured.⁸³

In a similar vein, the concept of **endogenous cultural vitality** is raised by researchers seeking to measure the prevalence of creative activity that occurs informally in a community. Measuring endogenous cultural vitality in a community includes valuing cultural assets and activities that are important to local residents and members of marginalized groups, such as “crafts” work that is distinct from typically high status “arts” activity.⁸⁴ Researchers that elevate the importance of recognizing informal cultural resources recommend mixed-methods evaluation approaches, capturing the presence of cultural activity through both quantitative and qualitative measures.

“I question people who say ‘I live in this neighborhood and we don’t have a museum so we don’t have art...’ Everyone has a relationship to art and culture, but, unfortunately, it’s gotten pushed into this institutional framework which is such a narrow framework compared to what it could be.” -Caron Atlas, Director, Arts & Democracy⁸⁵

⁷⁹ Balfour, W-P Fortunato, & Alter, 2018.

⁸⁰ National Endowment for the Arts, 2017.

⁸¹ Washington State Arts Commission, 2013.

⁸² Chiam et al., 2011; Noonan, 2004.

⁸³ NEA, Art Works, & Arts & Humanities Research Council, 2014.

⁸⁴ Gibson et al., 2012.

⁸⁵ Rose, Daniel, & Liu, 2017

The Urban Institute’s Culture, Creativity, and Communities program released a publication on methods for measuring **cultural vitality**, which they define as “evidence of creating, disseminating, validating, and supporting arts and culture as a dimension of everyday life in communities.”⁸⁶ According to the authors, a comprehensive measure of cultural vitality in a community captures three domains:

1. Presence of opportunities for cultural participation
2. Levels of cultural participation
3. Support for cultural participation

This approach emphasizes the need to recognize both the producers and consumer of culture, and the amount of public and private investment in these two components of cultural vitality. The authors also promote the importance of variety in opportunities for cultural engagement, and for the presence of cultural production across government, nonprofit, and private sectors.⁸⁷

SUMMARY OF KEY FINDINGS FROM THE LITERATURE REVIEW

The literature demonstrates theoretical and quantitative links between culture and various aspects of community well-being, such as social cohesion, economic vitality, physical and cognitive health, equitable development, and advocacy. It also points out historic inequities in the cultural sector, such as funding and government planning that is biased against the needs and experiences of marginalized communities. Within trends and best practices for cultural planning, while economic growth and revitalization have long been key drivers, more holistic and community-driven planning frameworks have taken hold, in part to address negative impacts of economic models, such as displacement. Cultural planning is seen as a key element of sustainable development and can be used to improve social cohesion in rural communities. Finally, approaches to evaluating cultural vitality focused most commonly on economic indicators of cultural activity; the presence and activity of cultural organizations (private, nonprofit, and public) and artists; and the availability of opportunities for cultural participation by cultural “consumers.”

The information gathered in the review equipped our team with theoretical and practical frameworks for evaluating and comparing cultural planning across King County cities ([Chapter 4](#) and **Appendix E** of this report). In particular, it guided our development of criteria for evaluating the comprehensiveness of cities’ cultural planning (see [Chapter 3](#)). Based on the literature findings, we consider the following to be important aspects of planning for comprehensive, equitable cultural outcomes and key components of “culturally healthy” communities:

- Access, representation, and leadership in all aspects of the cultural sector for historically marginalized groups, particularly people of color and tribal communities
- A wide range of opportunities for cultural engagement for community residents
- Recognition and investment in a broad range of cultural assets, including those that occur informally or are difficult to measure using traditional, institutionalized measures

⁸⁶ Jackson, Kabwasa-Green, & Herranz, 2006.

⁸⁷ Jackson et al., 2006.

- Supporting the presence and capacity of cultural producers, including nonprofit and grassroots organizations, private sector cultural actors, and individual artists and culture-bearers
- Measuring cultural planning outcomes, with a focus beyond economic indicators
- Commitment to culture through investment of financial and administrative resources in planning and capacity-building in the cultural sector

Chapter 3: Research Methods

Content Analysis of Government Planning Documents

DATA SOURCES AND SCOPE

We addressed our research questions by analyzing 179 publicly available government planning documents in King County that include subject matter related to culture. We analyzed documents from each city, town, and unincorporated area in King County for which we could locate planning documents with any reference to culture. We also included sources of information on cultural planning from five tribes in the region, and from King County and the Puget Sound Regional Council. We collected and analyzed each government's Comprehensive Plan, along with any strategic plans, cultural plans, or reports we could find that mentioned arts, culture, heritage, or a related topic. In an effort to include any culture-related information available, we also included content from city websites that wasn't present in published documents. As very few strategic planning documents are available for tribes and unincorporated areas, we relied on any sources of information we were able to locate. **Appendix B** provides a complete list of documents and other sources reviewed.

ANALYSIS

We designed our analysis to produce two main results:

1. Summary reports (City Profiles) for each city, town, unincorporated area, and tribal government we collected data for, providing a snapshot of key themes in its approach to cultural planning.
2. A comparative analysis of the varying degrees of comprehensiveness in cultural planning across local governments in King County. This analysis will provide insight into strengths and possible gaps in cultural planning in the region.

KEY TERMS: City and City Profiles

For the remainder of this document, we use the term "city" to refer to the local entities (cities, towns, and unincorporated areas) analyzed in this report. "City profiles" will refer to summary profiles of local entities (cities, towns, unincorporated areas, and countywide profiles).

LEVELS OF CULTURAL PLANNING

To locate content to analyze, we began by searching for references to culture in each planning document in our sample. We used the "find" function to locate one or more key terms related to culture; key terms are listed and described in **Appendix C**.

Based on the results of this search, we sorted each city or town into one of four levels, indicating the volume of cultural planning content for each city. A broad spectrum of cultural content was applicable to this filter, from a single mention of the importance of culture, to complete, stand-alone cultural plans. Criteria for each level is as follows:

- **Level 1:** No mention of culture or related content.
- **Level 2:** At least one planning document includes intermittent acknowledgement or discussion of culture. Qualifying examples include a comprehensive plan with a vision of a “culturally vibrant” city, or a comprehensive plan policy item about intending to promote arts and culture.
- **Level 3:** At least one planning document (such as a Comprehensive Plan or Parks & Open Space Plan) includes a complete sub-section dedicated to culture. The section must include actionable policies or strategies.
- **Level 4:** The city has at least one official, stand-alone cultural planning document.

KEY THEMES

We condensed each city’s cultural planning content into key themes, which we recorded on the city profiles presented in [Chapter 4](#) and **Appendix E**. We placed themes in two main categories:

1. **Rationales for cultural planning:** drivers for investments in cultural planning, and the vision governments have for their community as a result of these investments. This category is intended to capture cities’ narratives around the role that culture plays in their community, including statements about the value of culture and justifications for cultural planning.
2. **Strategies used to promote cultural health:** the culture-related actions and investments described in each cultural plan.

COMPARATIVE ANALYSIS: COMPREHENSIVENESS OF CULTURAL PLANNING

Our final state of city planning analysis was to generate a consistent tool to compare the comprehensiveness of cultural planning across cities. Key takeaways from our literature review (presented at the close of [Chapter 2](#)) suggest that comprehensive and equitable cultural planning includes significant financial and administrative resource allocation; promotes capacity-building for cultural producers and a variety of cultural engagement opportunities for residents; and centers community input and leadership of marginalized communities. To capture these aspects of cultural planning, we developed seven criteria, described below.

Criterion 1: Administrative Capacity

This criterion assesses the extent to which a city has allocated resources, including funding, staff, and advisory bodies, to carrying out the policies and programs described in its plans. The premise is that a city’s policy goals are not as credible or attainable without dedicated resources. Items noted under this criterion include presence of a staffed city government Arts & Culture department, Arts Commission, 1% for the Arts program, or public art fund.

Criterion 2: Community Input and Guidance

This criterion assesses the degree to which a city's cultural plan is informed by community input. Evidence of community input include needs assessments, community surveys, focus groups, and participatory planning processes with residents and/or local cultural producers.

Criterion 3: Equity

The Equity criterion provides an across-the-board indication of how well a city centers its planning on building an equitable and inclusive cultural sector. Evidence of equity-driven cultural planning includes explicit acknowledgement of historic inequities in the cultural sector and concrete strategies for representation and leadership by artists and residents in communities of color and tribal, immigrant and refugee, LGBTQ+, and disabled communities.

KEY TERM: Marginalized Groups

Throughout this document, we use the term "marginalized" to refer to those groups that have been historically underrepresented or erased from the mainstream cultural sector. Identities that are marginalized include artists and residents in communities of color and tribal, immigrant and refugee, LGBTQ+, and disabled communities.

Criterion 4: Evaluation

The use of data to track outcomes is an important component of a comprehensive cultural plan, because quantifying goals and measuring results make the effects of cultural policies more tangible. Effective metrics also inform more effective policies and programs by facilitating continuous improvements.

Criterion 5: Promoting Access to Cultural Participation

This criterion is grounded in the literature demonstrating the benefits of direct participation in cultural activities. A comprehensive cultural plan includes strategies specifically aimed at increasing the reach of cultural investments and expanding opportunities for residents to engage with cultural practice. Examples of strategies considered in this category include:

- Investments in infrastructure and spaces for performance, observation or practice of culture
- Provision of publicly accessible space (community centers, parks) for residents to generate informal cultural activities and gatherings
- Efforts to expand the geographic or demographic reach of cultural activities
- Hosting or investing in cultural offerings like performances, classes, public art, etc.

Criterion 6: Supporting Cultural Producers

In addition to promoting access to opportunities to enjoy and benefit from cultural activities, a comprehensive cultural plan must acknowledge and promote the capacity and well-being of individuals and organizations that create art and generate cultural experiences. Examples of investment in cultural producers include:

- Subsidized artist housing or studio space
- Supporting cultural organizations through grantmaking
- Designated funds to commission local artists, performers, etc.

Criterion 7: Variety of Cultural Planning

This criterion assesses the scope of each city's cultural planning. Culture spans many contexts, activities, and media, and a comprehensive cultural planning process accounts for as many aspects of cultural health as possible. This criterion accounts for both the variety of planning areas and a face-value assessment of the variety of cultural offerings promoted in each plan. Examples of planning areas include, but are not limited to, public art, arts and culture education, performing arts, cultural recreation activities, and heritage planning.

KEY TERM: Criteria

Commonly used in policy analysis, evaluation criteria are measurable dimensions that serve to compare and rank policies. They can be measures, rules, standards, or any attributes considered relevant to an analyst or decision-maker in a given situation.⁸⁸ Criteria in this report are used for a nuanced comparison of cities according to seven important dimensions of cultural planning. Each city receives a rating of n/a, low, medium, or high for each criterion, capturing the varying levels of focus and depth along different dimensions of planning.

Table 2, below, describes the basis of our ratings of "low," "medium," or "high" on each criterion. We gave an "n/a" rating to a city if there was no reference or documentation available for us to assess their ranking on a given criterion. For example, a city that does not mention artists, cultural organizations, or any plans to pay for public art or cultural engagement, would receive an "N/A" on the "Supporting Producers" criterion.

Table 2. Ratings Level Descriptions for Cultural Planning Comprehensiveness Criteria

CRITERION	RATING	DESCRIPTION
Capacity	High	Sustainable funding mechanisms in place dedicated to strategies and activities described in a city's cultural plan, and/or plans to actively expand funding and overall capacity. Included is a significant level of staff, advisory bodies, and/or working groups focused on promoting cultural health.
	Medium	Concrete plan to acquire funding, or a small amount of funding and/or staff dedicated specifically to culture.
	Low	Some references to funding plans, or implied funding through a single culture-related program. Cultural planning appears to be driven by staff within another department, or cultural programming investments are virtually indistinguishable from activities like recreation programs.
Community Input	High	Detailed strategies outlined for community engagement informing cultural planning, or participatory needs assessment in multiple areas of cultural planning. Sources of input include a variety of cultural producers and groups of residents, with attention focused on representation from historically marginalized communities.
	Medium	Community surveys inform more than one area of cultural planning, or more than one method of community input is used for a single plan. Methods for gathering community input don't focus on both cultural producers and residents, numbers engaged relative to the size of community may be low, or no evidence of efforts to reach a representative and diverse sample.

⁸⁸ Kraft & Furlong, 2018.

	Low	Some surveying to inform cultural plan, but very few stakeholders or a small percentage or segment of resident population included.
Equity	High	All cultural planning strategies are driven by partnerships with at least one marginalized group, and/or are focused on promoting cultural production and engagement within communities of color and other marginalized groups. For example, funding programs may be dedicated to or prioritize artists from marginalized groups.
	Medium	Some effort to incorporate feedback or expand reach of cultural programming to identified marginalized communities. A modest level of partnership or funding to cultural producers from marginalized communities, or strategies in place to promote cultural opportunities that reflect lived experiences of marginalized groups.
	Low	Limited diversity statements, such as a policies described as “serving the diverse population of our city.” Statements about the importance of diversity without strategies in place.
Evaluation	High	Cultural planning includes measurable target outcomes for a majority-to-all policies and programs, and/or evidence of a robust impact analysis are present.
	Medium	Data collection and evaluation strategies are present in planning, but are limited to basic metrics, such as audience participation and festival attendance.
	Low	Cultural planning strategies exist but do not include any descriptions of outcome measures.
Promoting Access	High	Cultural planning document or chapter contains a fully-developed set of policies and strategies geared toward promoting access and engagement with cultural activities. Strategies are actionable and approach access in multiple ways; for example, investments in increased cultural offerings combined with efforts to market and tailor cultural offerings to residents’ needs and interests.
	Medium	May contain a detailed description of the importance of increasing access and engagement with cultural offerings, but provide no concrete strategies or policies. Alternatively, strategies or policies may be outlined, but with limited scope or detail.
	Low	Brief mention of promoting access, with no specific strategies.
Supporting Producers	High	At least three actionable strategies described in cultural plan that support cultural producers. Strategies have considerable potential for positive/systemic impact and are accompanied by funding.
	Medium	Discussion of importance of supporting cultural producers, combined with moderate strategies to support artists and/or cultural organizations. For example: one modest stipend program for public art contributions.
	Low	Brief mention of an intention to support cultural producers without specific strategies in place.
Variety	High	Strategies and/or current offerings in place that cover a diverse array of media and aspects of arts and culture production and experience. For example: a cultural plan covering public art, arts education, music, heritage programming, historic preservation, and investment in community centers for cultural engagement.
	Medium	Cultural planning strategies described in at least two areas, such as public art and performing arts.
	Low	References to a small number of cultural activities, no detailed strategies in place, or a more detailed strategy in a single area, such as public art.

Appendix C provides additional details about our methodology for assessing levels of planning, robustness of planning, and key themes, including key word searches and coding examples.

LIMITATIONS

Data

It is important to note that our comparison of cities according to criteria for comprehensive cultural planning is limited to the information in publicly-available government planning documents and websites. While the plans we analyzed vary in their detail, most tend to focus on overarching goals, visioning, and policy guidelines. This enabled us to focus on government narratives around culture and its role in communities, and to assess the degree of intentionality in cities' cultural planning goals, but it does not capture the full picture. For example, we chose to center equity in our city planning review process, yet equity in practice can look very different from equity within language choice. Similarly, plans to support cultural producers may be limited in practice by financial barriers or competing priorities. We were also not able to capture the contributions of grassroots cultural organizations, private sector actors or informal cultural activity, which may be the driving force behind cultural engagement and celebration of heritage in many cities.

Information that was harder to capture using our data sources included:

- Past accomplishments and investments in culture by government and other actors
- A detailed understanding of current levels of cultural engagement and production
- Direct perspectives from marginalized communities who may benefit most from cultural planning and support
- Explicit information about funding allocation and other measures of administrative capacity (such as budget, staff numbers, etc.)
- Concrete implementation plans and outcomes

We acknowledge that the information available to us may have been influenced by different levels of capacity, such as staff and funding, that may have limited some cities' ability to prepare and publish detailed cultural investment strategies. Our designation of Cultural Planning Levels (1 - 4) is intended to help differentiate what volume of available planning literature informed our analysis of each city.

Themes and Comprehensiveness Criteria

In our efforts to compare cities' cultural planning rationales and strategies, we were able to categorize cities according to a set of common themes. However, the key rationales and strategies we identified are not an exhaustive list and do not capture nuances in language use and local context. Because of this, our team exercised discretion in selecting how to categorize certain phrases or strategies in each planning document. The same is true for the ratings designated for comprehensiveness criteria. In addition, some components of cultural planning were interpreted for multiple criteria. For example, an arts commission is both a signal of administrative capacity (it needs management from within government), and community input. We recognize that interpretations of planning text for criteria ratings and designation of themes were inherently subject to some bias or human error. To remedy this, we took measures to iron out inconsistencies in our evaluation process, such as double-checking criteria ratings in pairs.

Finally, the conclusions we draw about each city's cultural planning comprehensiveness do not directly translate to an assessment of cities' cultural health. We instead suggest that the seven

comprehensiveness criteria represent important areas of focus for cities seeking to invest in equitable cultural health outcomes, and that these criteria can serve as a launch point for any effort to develop indicators for cultural health measurement. Expanded data sources that would reveal more about a city's cultural landscape include community surveys, interviews with cultural producers, and use of community-level outcome indicators related to cultural activity and investments.

An abstract watercolor painting featuring a dense composition of organic, cell-like shapes in warm tones of orange, red, and yellow. A central cluster of light pink, translucent circles is prominent. Darker, more textured areas in brown and black are interspersed throughout. In the lower right, there are stylized, flame-like or leaf-like shapes in red and orange, with some blue and green elements. The overall effect is one of vibrant, chaotic energy.

CHAPTER 4 CITY PROFILES

“ecotrouble”

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Chapter 4: City Profiles

How King County Cities Approach Cultural Planning

To identify how, and to what extent, governments in King County include culture in planning and development, we collected publicly available city and regional planning documents in King County, along with documents from local tribes. We analyzed each city's recent comprehensive plan, along with strategic plans, cultural plans, and reports that mentioned arts, culture, heritage, or related topics. Our analysis resulted in 49 profiles: 42 city profiles, two county and regional-level profiles, and five tribe profiles. As tribes are sovereign nations, we did not include them in the same comparative analysis we applied to city and regional government planning. The entire set of profiles is provided in **Appendix E**. For reference, this chapter includes four city profiles (one per cultural planning level), one county profile, and one tribe profile. The template below shows how information is presented within each profile.

CITY NAME			CULTURAL PLANNING LEVEL: <input type="text"/> *see below
SUMMARY [Narrative summary of city's approach to cultural planning]			
PLANNING DOCUMENTS [List of government planning documents used for analysis]			
PLANNING COMPREHENSIVENESS			
Each criterion rated High, Medium, Low, or n/a. Sample table and graph:			
Criterion	Rating	Notes	
Administrative Capacity	High	1% funding model, Tukwila Arts Commission	
Community Input	Medium	Cultural plan describes community involvement in needs assessment and planning; appendix of community involvement summaries	
Equity	Medium	Efforts to include and incorporate community feedback from multiple groups; assessed need for more space for groups to practice culture	
Evaluation	Medium	Plan includes recommendation to develop matrix for measuring cultural planning outcomes	
Promoting Access	High	Frequently mentioned that programs, events, and facilities need to meet needs of all ages and backgrounds	
Supporting Producers	Low	Some mention of supporting artists in and outside the city	
Variety	High	Wide variety of arts, culture, and heritage planning and programs	
KEY PLANNING THEMES			
[List of 1 to 8 identified key themes used in cultural planning]			
PLANNING RATIONALES: [List of rationales used for cultural planning]		STRATEGIES: [List of strategies used in cultural planning]	

*Cultural Planning Level:

Level 1 No mention of culture or related content.

Level 2 At least one planning document includes intermittent acknowledgement or discussion of culture.

Level 3 At least one planning document includes a complete sub-section or chapter dedicated to culture.

Level 4 At least one official, stand-alone cultural planning document.

SUMMARY

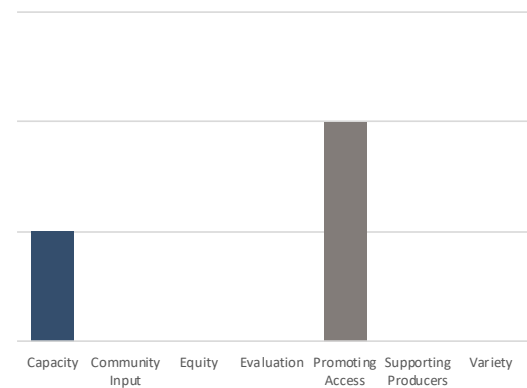
Milton is a small former-timber town that is focused on building its identity as a quiet, peaceful community surrounded by fields, trees, open vistas and gardens just minutes away from Tacoma. Its cultural agenda is primarily focused on expanding public ownership of land and maintaining its picturesque charm. The Town of Milton does not produce a cultural plan. Its Comprehensive Plan does not refer to culture or heritage other than within the Growth Management Act and the Shoreline Master Program.

PLANNING DOCUMENTS

- Milton Parks Plan (2016)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Funding plans not referenced but City has some development in process including an amphitheater
Community Input	n/a	
Equity	n/a	
Evaluation	n/a	
Promoting Access	Medium	Expanding facilities to include a youth performing arts center and amphitheater
Supporting Producers	n/a	
Variety	n/a	



KEY PLANNING THEMES

Heritage + Preservation

PLANNING RATIONALES:

- Preservation of **community character** and public open spaces

STRATEGIES:

- Development of an **amphitheater** and a youth recreation center
- Use **citizen advisory committee** for input on future projects
- **Acquire land** for future parks and public spaces
- **Support community-based non-profits** and encourage tax reductions

SUMMARY

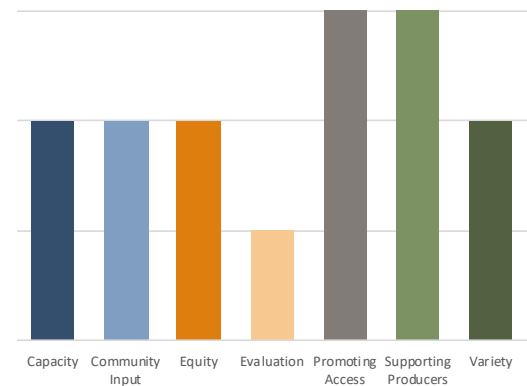
Kent's cultural planning documents emphasize the importance of fostering inclusiveness. By taking a celebratory approach, the planning documents highlight the need to showcase the diversity of the community through broadening opportunities for celebrating the Kent population. Both community involvement and historic preservation are noted as important elements for programming and future funding possibilities. An emphasis on capitalizing on "green spaces, downtown character, unique shopping destinations, resident workforce, and cultural diversity" all play a role in the vision of promoting cultural participation and making Kent a place that acknowledges diversity and the value of cultural opportunities. Cultural planning is referenced in policies and goals of Kent's planning documents but is not as a stand-alone chapter.

PLANNING DOCUMENTS

- Parks & Open Space Plan (2016)
- Comprehensive Plan (2015)
- Economic Development Plan for the City of Kent (2014)
- Downtown Subarea Action Plan (2013)
- Midway Subarea Plan (2011)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Developing strategies to support capital and operations funding for public artwork within parks and facilities; Arts Commission
Community Input	Medium	For recreational facilities, public input gathered to understand priorities, needs, and desires for improvements
Equity	Medium	Equity centered as a concept of inclusiveness for diverse populations; emphasis on broadening opportunities, promoting social justice and equity by removing barriers to hiring, education, programming, and events.
Evaluation	Low	Service measures strictly related to current and yet to be developed parks
Promoting Access	High	Intention to develop high-quality, diversified cultural arts facilities and programs that increase community awareness, attendance, and other opportunities for participation.
Supporting Producers	High	Plans to work with arts community to utilize local resources, support successful collaborations to utilize resources and talents; develop strategies and policies to support artists and art organizations.
Variety	Medium	Intention to develop diversified cultural arts facilities and programs; historic preservation and community involvement with culturally competent, accessible development



KEY PLANNING THEMES

Branding + Identity

Celebration of Diversity

Economic Growth

PLANNING RATIONALES:

- **Placemaking**
- **Visual tool:** Gateways
- **Economic tool:** cultural diversity can strengthen and enhance competitiveness of Kent Commercial Centers
- **Celebrating diversity** of the population

STRATEGIES:

- Develop strategies to support capital and operations funding for **public artwork**
- **Broaden opportunities** to celebrate and showcase the **diversity** of the community
- **Work with arts community to utilize local** resources, support successful **collaborations** among the Arts Commission, business community, service groups, cultural organizations, schools, art patrons, and artists to **utilize resources and talents**
- Develop strategies and policies to **support artists** and art organizations
- Develop high-quality, **diversified cultural arts** facilities and programs

SUMMARY

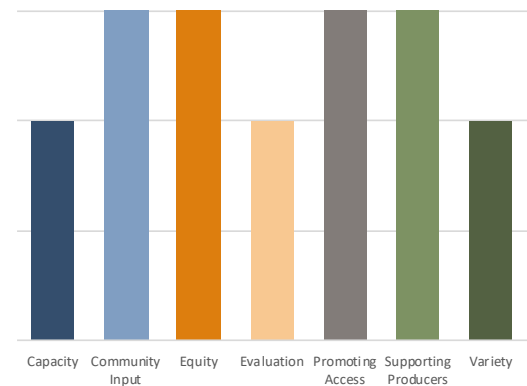
Culture, art, and innovation are key components of the area's planning framework. Residents and organizations plan to create a community that is "culturally vibrant, intellectually curious, innovative, and beautiful." Cultural projects are meant to fill the community with creativity, art, and character, with programs and public art that reflect cultural diversity and promote strong cross-cultural community connections. The plan supports intergenerational projects and events, performance groups, and individual artists. Guiding principles of the planning process include avoiding problems of displacement that often occur with redevelopment and creating a "safe, affordable, inclusive and healthy community that preserves a culturally and economic diverse community." A 2009 planning document envisions a community high in participation and pride and filled with art and creativity. Culture, Art and Innovation is an element of the Skyway-West Hill Action Plan (SWAP), which is an element of King County's Comprehensive Plan. Most projects are slated for the 3- to 7-year time range and funding is slated to be from 4Culture as well as public-private investment.

PLANNING DOCUMENTS

- Skyway-West Hill Community Service Area Subarea Plan (Preliminary Outline & Content) (2019)
- Skyway-West Hill Action Plan (SWAP) (2016)
- Skyway Solutions: A community Agenda for Revitalization (2009)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Limited funding in place for some cultural programming and events; plans to acquire more funding
Community Input	High	Community-driven planning process; community organizers included in planning; community surveys
Equity	High	Focus on preserving cultural and economic diversity; providing equitable access to programs and opportunities (entire plan); strategies to avoid displacement from gentrification; inclusive planning process
Evaluation	Medium	Detailed matrix of prioritized goals and actions, with timelines, funding sources, and plan leads, which provides model for tracking specific actions
Promoting Access	High	Prioritizes cross-cultural and intergenerational activities, affordability, opportunities for broad range of community members
Supporting Producers	High	Prioritizes keeping area affordable for artists; supports artist input and involvement; proposed amenities to attract and support artists
Variety	Medium	Not much exists now, but longer-term plans cover broad categories of cultural and art programming



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Heritage + Preservation

Health + Cognitive Benefits

Social Cohesion

PLANNING RATIONALES:

- Art improves **visual appeal**
- Art and cultural programs increase **cross-cultural** social and community **connections**
- Cultural planning can **attract creative people** to the community
- Public art **honors** the **legacy** and **future** of community
- Exposure to culture can **generate creative thinking** and build **community pride** and **character**
- **Food culture** is a **cultural resource** and amenity

STRATEGIES:

- **Improve overall appearance:** use public art to improve visual appeal of business district, reflect diverse communities, and honor the legacy and future of the community
- **Create public space** for community gathering
- Host **cultural classes** and programs and a yearly festival
- Create a **music studio**; form art, dance and theater groups; support **multi-generational** projects
- **Develop art lofts** to attract creative people to the community
- Establish **funding** from diverse sources
- Promote and provide **access to sustainable food**; classes and events around food culture; create a **cultural garden**
- **Coordinate** efforts and activities of **community associations**
- Organize events that engage a **broad range of community members**

SUMMARY

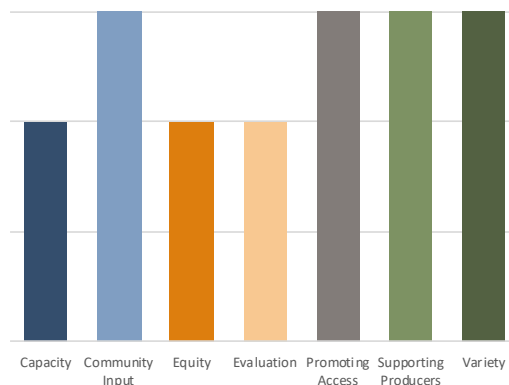
Leading with Art and Cultural Engagement (LACE) is the overarching philosophy and implementation strategy of the Redmond Public Art Plan. The purpose of LACE is to broaden the scope of public art to all types of capital projects to provide meaningful art integration in civic projects that would have the most significant impact in the public realm and enliven and enrich the community. Four themes govern Redmond's cultural planning philosophy. Redmond pays attention to the potential of integration of its public art plan with capital investment strategies. Finally, Redmond is focused on active and passive forms of cultural programming, giving special attention to festivals and artist-in-residency programs, as well as the impact of providing public spaces for unprogrammed participation. Redmond has a suite of planning documents that encompass cultural planning elements, the most thorough of which are its Comprehensive Plan and Public Art Master Plan. The Comprehensive Plan devotes a chapter to arts and culture and incorporates cultural planning into a number of other sections. The Public Art Master Plan breaks down the specific elements of the LACE strategy and the four themes for Redmond's public art planning.

PLANNING DOCUMENTS

- **Cultural Resources Management Plan (2018)**
- **Art Woven Throughout: City of Redmond Public Art Master Plan (2017-2030)**
- **Draft Parks, Arts, Recreation, Culture and Conservation Plan (2017)**
- **City of Redmond Comprehensive Plan (2015):**
 - **Parks, Art, Recreation, Culture & Conservation Plan**
 - **Community Character and Historic Preservation**
- **Master Plan for the Downtown Cultural Corridor (2013)**

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Arts and Culture commission; tying art into City's capital investment planning; seeking multi-year financing strategies; community partnerships.
Community Input	High	Ensuring human service programs reflect and are sensitive to the cultural, economic and social diversity of the city.
Equity	Medium	Facilitating development of a diverse set of recreational and cultural programs that celebrate heritage and cultural diversity
Evaluation	Medium	Developing an operating and capital program finance strategy; defining four criteria for cultural planning
Promoting Access	High	LACE strategy: diversifying output of cultural planning and engagement.
Supporting Producers	High	Innovation Partnership Zone status; developing community partnerships and incentives for public art in private develop.
Variety	High	Expanding educational cultural opportunities and LACE broadens the scope of public art



KEY PLANNING THEMES

Branding + Identity

Celebration of Diversity

Economic Growth

Tourism

PLANNING RATIONALES:

- **"Intertwining systems"** relating to sustainability and integrating art into the built and natural environment
- Building an **"Intellectual Playground"** through the many creative businesses and partnerships in their area
- The **"Power of Place"** when they consider intentional development of places for public gathering, whether streetscapes or parks or civic facilities.
- Cultural expression that represents a **mosaic hybrid** of the diversity of their residents
- **Creates jobs** and attracts **highly skilled workers**
- Creates **neighborhoods that attract businesses and residents**
- **Enhances tourism**, a source of local jobs

STRATEGIES:

- Use art to **connect city centers** and **citizens** from a wide array of backgrounds
- Encourage inclusion of **public art features** with all private and public development
- **Activate public spaces** with special events and performances.
- 6-year, 10-year and 20-year **capital project improvement plans** for a parks and recreation system
- Encourage and support a **wide variety** of festivals, such as Derby Days and Redmond Lights, reflecting the **diversity, heritage and cultural traditions** of the community
- Work with **Sound Transit** on artist selection
- **Artist-in residency** program

SUMMARY

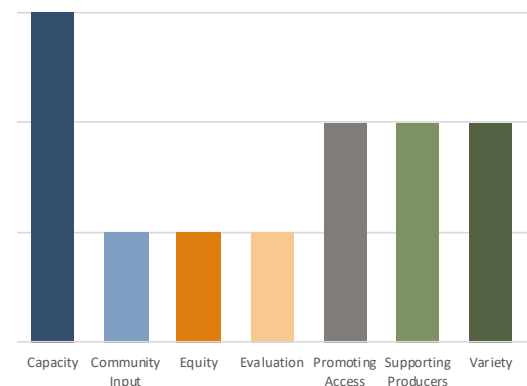
In its Comprehensive Plan, King County refers to itself as having an important role in supporting the region's cultural life, as culture enhances local character, livability, economic vitality, and overall quality of life for residents. It focuses its cultural planning efforts on preserving and celebrating the region's rich history through preservation and stewardship of historic landmarks and public art. King County's cultural investments are carried out in large part by actors such as 4Culture (a public development authority of King County), the King County Historical Preservation Program in the Department of Natural Resources and Parks, and the Landmarks Commission. King County documents include a historic preservation plan and wayfinding plan.

PLANNING DOCUMENTS

- King County Parks Open Space Plan: Parks, Trails, and Natural Areas (2016)
- King County Comprehensive Plan (2016)
- King County Historic Preservation Program Strategic Plan 2013-2020
- King County Historic Preservation Program Strategic Plan 2013-2020
- Arts Master Plan, King County Regional Trails System (n.d.)
- Intensive-Level Survey of Historic Agricultural Resources in King County (2011)
- Survey of County-Owned Historic Properties in King County (2011)
- King County Shoreline Master Program (2009)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	4Culture (almost all King County funded), "regional coordination and leadership throughout the county's cultural ecosystem" (p. Comp. Plan, p. 7-15), King County Historic Preservation Program, Landmarks Commission, 1% for the arts.
Community Input	Low	Comprehensive plan and historic preservation plan include community input, but these do not targeted toward cultural planning broadly. Historic preservation goals reflect input from "diverse stakeholders" and Citizens' Advisory Committee, little transparency about who participated, but intent to increase participation in preservation planning by marginalized communities.
Equity	Low	Reference to preservation and celebration of cultural diversity and creativity in comprehensive plan, and references some equity focus in overall comprehensive plan, but not incorporated as much in cultural planning.
Evaluation	Low	Little evidence of plan to evaluate results, though historic preservation and public art planning includes tracking of inventory and historic sites for strategic purposes
Promoting Access	Medium	Historic preservation and public art plans focus on increasing engagement with King County's heritage and identity through art, but specific planning for increased participation in cultural activities is limited.
Supporting Producers	Medium	Partnerships, funding, and technical support of cultural producers through 4Culture and other agencies, but more focused on organizations than individuals.
Variety	Medium	While King County's investments may have a more diverse impact at the local level, evidence of cultural planning at the county level is focused on historic preservation, heritage, public art, and wayfinding.



KEY PLANNING THEMES

Branding + Identity Economic Growth Health + Cognitive Benefits Heritage + Preservation Intrinsic Value Social Cohesion Tourism

[CONTINUED ON NEXT PAGE]

MUCKLESHOOT TRIBE

SUMMARY

The Muckleshoot Tribe's website and tribal monthly newsletter show an emphasis placed on concepts of cultural activities and heritage preservation at many levels. Small cultural and community activities, civic engagement, and human services appear to be a big focus of the tribal government's communications. Elements of culture and heritage are woven into a majority of the tribes planning and programming, from education, recreation, to business (casino and hotel, among others), senior centers, youth programming, and many others. In addition to capacity for general services for the reservation community, profits from tribal business activities like the casino often are focused on supporting and promoting culture -- through events, festivals, and educational opportunities. While there aren't many formal planning documents dedicated to cultural planning, Muckleshoot Indian Tribe's annual report and tribal newsletter center cultural activities in their government investments and projects, from education, economic development, to regional partnerships promoting recognition of Muckleshoot and other local tribes' cultural practices.

PLANNING DOCUMENTS

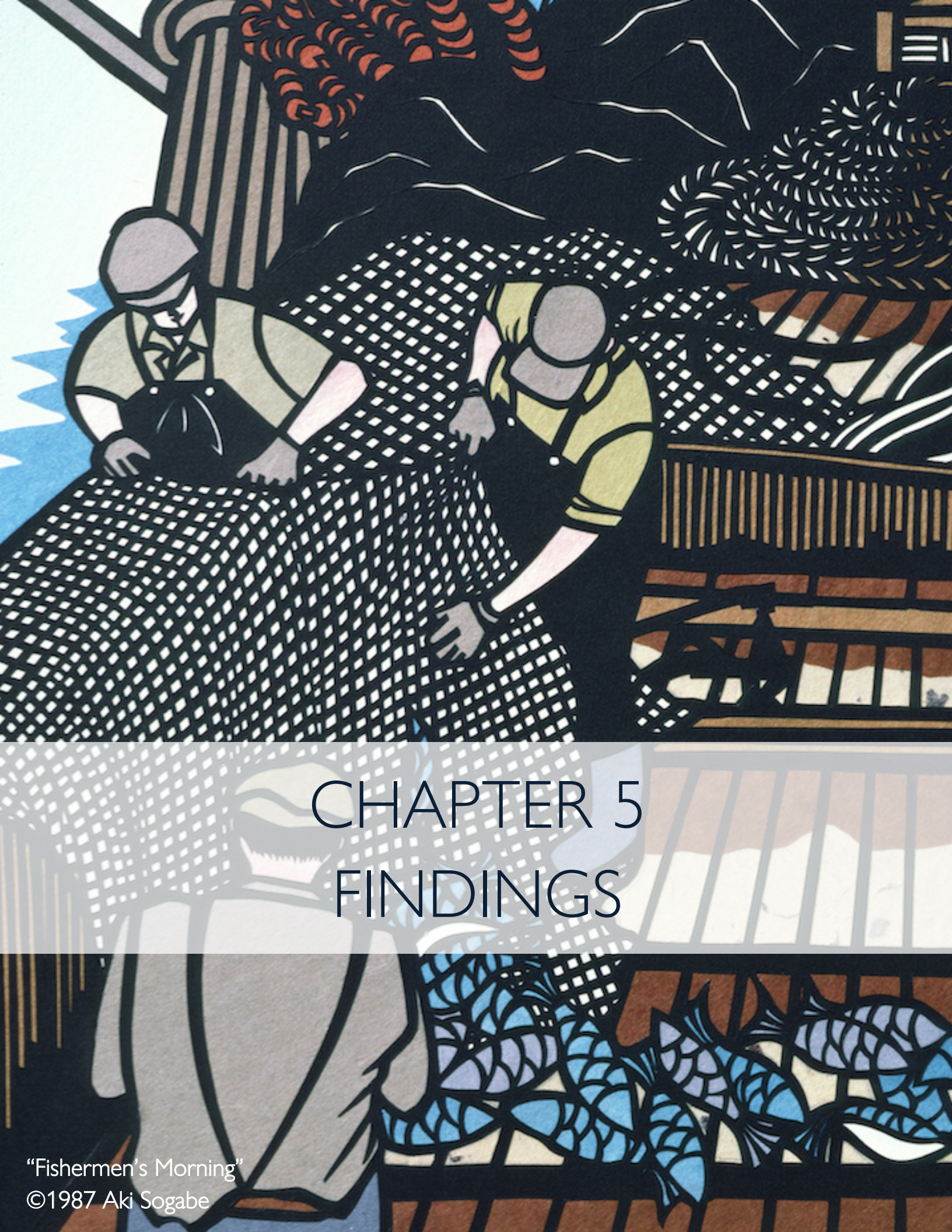
- Muckleshoot Preservation Department Website (Accessed 2019)
- Muckleshoot Messenger (Tribal Monthly Newsletter) (March 2019)
- Muckleshoot Indian Tribe 2018 Annual Report (2018)
- RFP: Consultant Services for the Muckleshoot Placemaking and Landscape Visual Design Services; Campus/Village Planning Project (2018)

PLANNING RATIONALES:

- A large emphasis is placed on the **education** of youth. Cultural engagement and creativity are noted as valuable for youth development.
- **Historic Preservation** is highlighted through reference to cultural resources and tribal lands.
- The celebration of and connection to **heritage** is emphasized as an important element of planning. Through language and cultural education of youth, heritage is passed on throughout generations.
- **Providing a sense of place and cultural identity.**
- Goals to promote a sense of place and cultural identity through meeting future housing needs, **promoting business opportunities, and economic vitality.**

STRATEGIES:

- Educating youth from birth through higher education on elements of culture, history and language. This is captured within the Muckleshoot Culture Program and the Muckleshoot Youth Development Program. This includes recreational activities and cultural programming such as weekly drum circles, crafts, dance, Salish art, and many others.
- There is a funding priority within the Muckleshoot Charity Fund on arts and culture.
- Funding and hosting a variety of cultural activities such as tribal school Potlach, craft classes, Pow-Wows, canoe ceremonies, and two annual Sla-Hal tournaments.
- Supporting and funding performing arts groups.
- Provide funding to Salmon homecoming celebration and festival.
- Events center within the Casino and hotel facility.
- Describes tribal school culture nights, where community members learn traditional crafts and arts like cedar weaving, coast Salish twining, necklace making, etc.



CHAPTER 5 FINDINGS

Chapter 5: Findings

PROMINENT STRATEGIES AND NARRATIVES IN KING COUNTY CITY PLANNING

Through the process of examining King County planning documents and compiling city profiles, several prominent themes emerged. We broke themes into two categories to help explore and evaluate the manner in which King County cities and towns are approaching cultural planning and ultimately the value they are placing on cultural health.

- **The Why:** the stated value that a government places on culture, rationales for investments in cultural planning, and the vision they have for their communities as a result of those investments. This is often captured in the justification of goals and policies within planning documents, when the city describes why culture is important and how it will make their community a better place. (See *Rationales*, below.)
- **The How:** strategies and activities explicitly linked to cultural planning. Both policies and specific implementation plans are counted as strategies. As highlighted in the Strategies section of each city profile, there is significant variation in how cities are investing in culture. The strategy themes discussed in this chapter are ones that appeared most commonly across cities. (See *Strategies*, page 37.)

Rationales: Why Are Cities Investing in Cultural Planning?

This section outlines the eight key rationales we found for why King County cities are investing in culture. We present these rationales as Key Planning Themes on the City Profiles presented in Chapter 4 and **Appendix E**, as they both reflect a city's view of culture and inform its policies and strategies. While we indicate the prevalence of each rationale listed here, a list of all cities that fall under each theme can be found in **Appendix D**.

Branding and Identity 66%

Cities and towns rationalize planning and investment in culture as a way to develop unique brands and identities. Arts, heritage, and cultural offerings are used to create and establish a distinct community character that is meant to bring both economic and social benefits. Branding and identity may be used as marketing tools for economic development, to attract both businesses and visitors, and is often tied to heritage tourism. It may also be used to increase civic pride. This rationale is closely related to Economic Growth, Heritage and Preservation, and Social Cohesion.

Social Cohesion 61%

Many planning documents rationalize cultural planning as a tool to promote community well-being, volunteerism, and overall civic engagement. Cultural programs are intended to build community, to provide a welcoming environment and sense of belonging, and to foster increased interaction and understanding between diverse communities. Cultural offerings are also used to create a sense of

communal ownership of a place and to increase citizen participation in public decision making. Social Cohesion is connected to Celebration of Diversity, Health and Cognitive Benefits, and Intrinsic Value.

Economic Growth 57%

Cultural planning is included within many Economic Development strategic plans. The rationale links vibrant cultural centers with thriving businesses and economies. Public art defines business districts and enhances the visual appeal of a city. Along with cultural offerings, these are meant attract both businesses and workers. Creative economy concepts are explicitly and implicitly referenced in many documents, tying creative industries and workers to economic health and growth and neighborhood revitalization. This rationale is linked to Branding and Identity, Heritage and Preservation, and Tourism.

Heritage and Preservation 55%

Much cultural planning focuses on defining and celebrating local heritage and history. It is used to highlight a city's past and honor the heritage of its current residents. It references both emerging and past cultures and histories. Heritage-based strategies are often rooted in reconciliation and education regarding historically marginalized populations. Cultural planners contribute to the historical narrative of their community, through recognition of First Nations, designation of historical sites and landmarks, and access to museum spaces. This rationale is closely tied to Branding and Identity, Economic Growth, and Tourism, as a way to attract visitors and increase tourism-related jobs.

Celebration of Diversity 30%

Many cities value culture as a way to celebrate social diversity. The rationale supports cultural programs that reflect diverse community demographics and that meet the needs of people of different races, ethnicities, languages, religions, sexual orientations, and income levels. In cultural planning, this is most often described as "celebration of diversity" and, similar to the rationales of Social Cohesion and Heritage, is meant to foster cross-cultural understanding, encourage empathy, expand perspectives, and promote social change. Plans with specific equity-focused policies, however, were uncommon.

Intrinsic Value of Cultural Sector 27%

Some cities presented the value of culture as an essential component of community planning without attaching it to explicit economic or social benefits. The intrinsic value of culture is akin to art-for-art's-sake ... or culture-for-culture's-sake. In planning documents, intrinsic value is frequently captured in descriptions of culture contributing to "quality of life." In certain instances, culture is described as an "amenity" in its own right, given value in the same manner as resources such as housing, transportation, and public services. Because quality of life is often connected to social and physical health, this rationale is connected to Health and Cognitive Benefits and Social Cohesion.

Tourism 27%

Whether a city is already established as a tourist destination or intends to become one, tourism can function as a driving force for cultural planning. Cultural events and centers, historic museums and landmarks, heritage sites, and local food and agriculture are all used to create destinations worth visiting and experiencing. Tourism is closely tied to Branding and Identity, Economic Growth, and Heritage and Historic Preservation rationales.

Health and Cognitive Benefits 25%

Experiencing and participating in cultural and artistic offerings is seen to have both health and cognitive benefits for residents of King County cities and towns. Some cultural plans justify cultural programming by tying it directly to improved health outcomes, school success for youth, and overall wellness. Arts and culture educational programming is valued for its cognitive as well as social benefits. Health and Cognitive Benefits are closely aligned with Intrinsic Value and Social Cohesion.

Approaches to Cultural Planning: What cultural planning strategies are King County cities using?

Below we outline examples of some of the most common types of policies and strategies for preserving and promoting culture that emerged across King County cities. While this summary does not provide a comprehensive analysis of cultural planning strategies, it exemplifies some of the links between rationales, broad policies, and specific strategies, along with a snapshot of cultural planning narratives. More detailed information about cultural planning strategies can be found on the City Profiles in **Appendix E**. *(Note that strategies are ordered alphabetically, not by their frequency.)*

CULTURAL ENGAGEMENT

The goal of cultural engagement planning focuses on building social cohesion and community pride among residents through cultural education, active participation in festivals, concerts, or ceremonies. Strategies for promoting cultural engagement include investing in new cultural facilities that residents can access for formal or informal cultural activity, providing cultural recreational programming and festivals, and expanding access to arts education.

- Terminology:**
- Providing or promoting festivals, classes, concerts, performances, etc.
 - Cultural planning that takes place within parks & recreation plans
 - Cultural Facilities
 - Community Engagement/Civic Engagement

Examples: Algona: "Expand the use of festivals, events, attractions and other techniques to create a positive image." (Algona Comprehensive Plan)

Bellevue: Forge partnerships between artists, government, the private sector and cultural organizations for the creation and presentation of new public art and cultural engagement projects. (Cultural Compass, 2004)

Renton: "Art can foster community engagement, inspire dialogue with each other across generations, income, abilities and cultures." (Renton Arts & Culture Master Plan 2010)

HERITAGE AND HISTORIC PRESERVATION

The goal of heritage celebration or preservation planning is centered on the preservation of traditional practices, historical artifacts, and amplifying community narratives. Heritage can incorporate both the tangible and the intangible. It is present in many forms such as buildings, historically-significant open spaces and landmarks, views, and the stories associated with them. Many cities use aspects of heritage as a regional branding opportunity, to build civic identity and incentivize tourism as part of a larger economic strategy.

- Terminology:**
- Museums
 - Traditional practices
 - Indigenous Heritage
 - Natural Resources
 - Community Pride
 - Regional/Local History

Examples: Newcastle: "The pioneering history of Newcastle may be reflected in public buildings and facilities." (Newcastle Comprehensive Plan)

Bothell: "Promoting pageants, festivals and events that extol the cultural and historical heritage of the City of Bothell," and preserving historical sites within park facilities. (Bothell PROS Plan)

Vashon: "King County will partner with the Vashon-Maury Island Heritage Association and other preservation organizations to identify sites that are deemed to be of significant historic value and to promote designation of additional historic properties to the King County Landmarks program." (Vashon-Maury Island Community Service Area Plan)

INVESTING IN THE CREATIVE SECTOR

Strategies for investment in the creative sector took several forms across planning documents. The creative economy includes a range of actors, from visual artists to tech workers. Creative industries include advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, research and development, software, toys and games, TV and radio, and video games. Investing in the creative sector included capacity-building programs for nonprofit cultural organizations and artists, along with creating a favorable business environment for entrepreneurs and tech firms.

- Terminology:**
- Creative Economy (Businesses/Industry/Jobs)
 - Creative Edge
 - Economy of Innovation
 - Intellectual Playground
 - Culture as Economic Driver
 - Business Support
 - Affordable Housing/Artist Space

Examples: Bellevue: "Adopt flexible zoning practices that allow for mixed-use in existing and future development as essential to addressing the most significant barrier to creative cultural sector development across the city – the lack of affordable space." (Bellevue Creative Economy Strategy, 2018)

Des Moines: "Preserves and enhances the quality of life and the diverse residential neighborhoods of the community, and serves them with vibrant business districts, open space, recreational facilities, affordable housing, and supportive land uses." (Des Moines Comprehensive Plan)

NEIGHBORHOOD REVITALIZATION

The goal of neighborhood revitalization is to improve communities in ways that make a lasting impact on the quality of life of its residents, through aesthetic improvements that define the identity of the locale, attract business activity and tourism, and reflect and honor local heritage. Strategies linked to neighborhood revitalization included designating cultural districts, investing in public art programs, and urban design guidelines focused on historic preservation.

- Terminology:**
- Creative Placemaking
 - Urban Design
 - Architecture/Historic Preservation
 - Public Art Investments
 - Cultural Districts

Examples: Auburn: "Promote and revitalize Downtown as heart and soul of the Auburn community, with thriving living, arts, culture and entertainment options." (Imagine Auburn: Community Vision Report 2014)

Burien: "Enhancing the downtown area, including reusing existing structures, facilities, and infrastructure and modifying them according to our current needs and technology." (Burien Comprehensive Plan)

Snoqualmie: "Promote retail business development that provides distinctive shops and a variety of year-round recreational, cultural, and entertainment opportunities." (Snoqualmie Downtown Master Plan 2010)

PUBLIC ART & WAYFINDING

Wayfinding and public art strategies appear in cultural planning as ways to visually enhance and attract business to a city center, define a sense of place, highlight destinations of interest to visitors, engage people with their surroundings, and foster connections between residents. Wayfinding serves to promote a vision of the parks, plazas, art, pathways, and open spaces in the urban centers as being part of a cohesive system of public spaces that is integral to distinguishing urban centers as "people places." In more rural settings, wayfinding is a way to establish an identity and both attract and inform visitors about local heritage and value. Wayfinding elements can include monuments, archways, directional systems, light-posts, beacons, directories, interpretive signage and more.

- Terminology:**
- Wayfinding
 - Integrated Art Design
 - Artful Signage
 - Gateways
 - Orientation

Examples: Pacific: "Encourage designs of major private and public buildings to create distinctive reference points in the community." (Pacific Comprehensive Plan)

Shoreline: "Give clear visual indication of Town Center's boundaries with gateway treatments, such as signs and landscaping." (Shoreline Town Center Sub-Area Plan)

Tukwila: "Encourage placemaking through creative use of signage, art and high-quality materials; Seek opportunities to integrate public art into public improvements." (Tukwila Comprehensive Plan)

Other Notable Trends

Culture and Education

A number of cultural plans in King County include strategies related to education. Cities sponsor cultural programs and classes to meet public demand and to provide youth with access to cultural education opportunities. Youth art and music programs are used to help boost academic preparedness. The Muckleshoot Tribe values cultural engagement and creativity for youth development and incorporates cultural activities to share knowledge about forestry, species identification, and salmon management. In another example, public art is used to educate the general public about infrastructure projects, environmental responsibility, and local ecosystems, such the biodiversity of Seattle's waterfront. Investments in heritage sites also commonly include educational programming to highlight and interpret local history and identity.

Natural Environments as a Cultural Resource

When cities did not have stand-alone cultural plans, cultural planning policies and strategies most often appeared within parks and open space plans. The integration of public open spaces and recreation opportunities with cultural planning is representative of community livability, quality-of-life improvements, and the bridge between culture and the relationships human beings have with nature and the land that they are on. Natural environments were linked to the concept of environmental heritage, a historical agricultural civil society context or in centering the value of food as a cultural resource with regard to ecosystem stewardship and traditional seafood and wildlife culinary customs. The Puyallup Tribe, for example, identifies the protection of waterways as a key cultural component that preserves traditional practices around sustenance within their community. In another example, the City of Carnation sees the role of connection to the land through agriculture and horticulture as a core component of their town's heritage, focusing on the promotion of agritourism.

Food as a Cultural Resource

Cities across King County are investing in farmers' markets and celebrations of culinary and agricultural heritage as part of their cultural planning. Their arguments for doing so, when provided, are centered on celebrating heritage and promoting access to diverse, culturally-relevant food and cooking practices. In one example, the City of Renton recognizes the importance of food in the realms of both public health and community resilience. The City of Seattle has a cultural plan for cultivating arts and culture at urban agriculture sites.

Equity as a Cultural Resource

While 30% of cities in King County cite celebration of diversity as a key factor in the importance of culture in their community, few integrate explicit equity goals into their cultural planning. The City of Renton is one leader in King County on the forefront of equity planning in that it ties a connection between affordable housing availability and diversity of cultural producers as well as recognizing that its collection of existing cultural offerings must be expanded if it is going to be inclusive of wider and more diverse audiences.

CULTURAL PLANNING AMONG TRIBES

In addition to analyzing cultural planning among King County cities, we researched and created summary profiles of cultural planning documentation from five tribes in the region: the Duwamish, Muckleshoot, Puyallup, Snoqualmie, and Suquamish Tribes. Tribe summary profiles are available in **Appendix E**.

As tribes are sovereign nations (including those not federally recognized), we did not include them in the same comparative analysis we applied to King County city and regional government planning. Our goal in this analysis was instead to gain an introductory understanding of rationales, strategies, and narratives around cultural planning of tribes in the region. While these overviews are cursory, and rely on a small quantity of published documentation, we anticipate that the information in these profiles can facilitate learning about tribe's planning activities, and similarities and differences from King County governments.

Cultural planning in tribes appears central, tied to nearly all programming and strategy for each tribe in a way that was not seen in King County city planning, which tended to view culture as a separate category (if at all) from other aspects of economy and society. Documents we reviewed indicate that all tribes have funding set aside to invest in cultural activities for tribe members. These include youth development programs grounded in culture, classes in traditional crafts, and funding for heritage sports and celebrations, such as canoe journeys, Sla-Hal tournaments, and Potlaches.

Whether by passing down traditional artistry or maintaining and preserving languages specific to each tribe, many cultural programs focus on education and celebrations to preserve cultural traditions, and on investments and advocacy for preservation of cultural resources and sites tied to tribal health and sovereignty. For example, in the case of the Duwamish Tribe, which has been impacted by historic forced displacement from the Duwamish river valley and denial of federal recognition, their organization and activities are centered in the push to preserve the living heritage of the tribe and revitalize the Duwamish culture in the region. In a similar initiative to advocate for cultural visibility in the region, the Suquamish Tribe describes partnership with Washington Ferries to integrate Suquamish art and culture into the interior design, and to educate the public through the Suquamish Museum. Another common thread is the connection of tribal cultural health to preservation of native land and natural resources -- land, vegetation, waterways -- and the cultural traditions that are tied to those resources. The Muckleshoot Indian Tribe's investment in the regional Salmon homecoming festival and the Puyallup Tribe's inclusion of Cultural Resources and Traditions as a key impact area in its climate change report are examples of these ties.

COMPARATIVE ANALYSIS

Comprehensiveness of Cultural Planning Across King County

By ranking cities using comprehensiveness criteria, we highlight strengths, focal points, and common gaps in cultural planning across King County. Our results show a great deal of variation in which aspects of cultural planning cities have focused on. **Table 3** and **Figure 1**, on the following two pages, summarize the degree to which cities across King County have engaged in cultural planning that is comprehensive across all seven criteria.

Renton, Seattle, Auburn, Bellevue, Shoreline, Issaquah, Redmond, Skyway West-Hill, Federal Way, and Tukwila received the ten highest aggregate ratings across the seven planning criteria. On the other end of the spectrum, Beaux Arts Village, Clyde Hill, Fall City, Hunts Point, Normandy Park, and Yarrow Point provided no evidence of cultural planning. 41% of cities did not provide enough information about their cultural planning to fully assess all seven criteria, while the remaining 59% demonstrated at minimum basic attention to the various components of a healthy cultural sector in their planning.

Strengths and Gaps

The areas of cultural planning that received the lowest overall focus across the county were Equity and Evaluation. 32 cities (73%) showed low or no evidence of cultural evaluation and data, and only one city (Shoreline), received a high ranking. Similarly, nearly 63% of cities received an n/a or low score for the Equity criterion, and four (Kirkland, Renton, Seattle, and Skyway West Hill) received a high score. Significant attention to strategies that supported producers and included community input was also less common: 18% of cities scored high on Supporting Producers, and 14% scored high on Community Input.

One of the strongest areas of focus across the board was on promoting access to a variety of opportunities for cultural engagement: 34% of cities scored high on the Promoting Access, and 30% scored high on Variety of Planning. Supporting variety and access to cultural engagement opportunities were often the aspects of cultural planning that appeared first, present in most cities that displayed little-to-no evidence of cultural planning. This suggests that cities that have dedicated more time and resources to cultural planning may tend to focus increasingly on eliciting community input, promoting equity, supporting producers, and using data to set and track goals and performance. On the other hand, 30% of cities also received a high score on administrative capacity, indicating that other factors, such as population size, or a city's individual goals, might also influence which aspects of cultural planning they focus on.

Table 3. Distribution of Comprehensive Cultural Planning Across King County

City	Administrative Capacity	Community Input	Equity	Evaluation	Promoting Access	Supporting Producers	Variety
Algona	Low	n/a	n/a	n/a	Low	n/a	Low
Auburn	High	High	Medium	Medium	High	High	High
Beaux Arts Village	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Bellevue	High	High	Medium	Medium	High	High	High
Black Diamond	n/a	n/a	n/a	n/a	Low	n/a	Low
Bothell	Medium	Low	Low	n/a	Medium	Low	Medium
Burien	Medium	Low	Low	Low	Medium	Medium	Medium
Carnation	Low	Low	n/a	n/a	Low	n/a	Low
Clyde Hill	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Covington	Low	n/a	n/a	n/a	Low	Low	Low
Des Moines	Low	Medium	Low	n/a	Low	Medium	Medium
Duvall	Low	Medium	Low	Low	Low	Medium	Low
Enumclaw	Low	Medium	Low	Low	Medium	Medium	Low
Fall City	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Federal Way	High	High	Medium	Low	High	Medium	Medium
Hunts Point	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Issaquah	High	Medium	Medium	Medium	High	High	High
Kenmore	Medium	Medium	Low	Low	Medium	n/a	Medium
Kent	Medium	Medium	Medium	Low	High	High	Medium
Kirkland	High	Medium	High	Low	Medium	Medium	Medium
Lake Forest Park	Low	Low	Low	n/a	Low	Low	Low
Maple Valley	Low	Low	Medium	n/a	Medium	Medium	Medium
Medina	n/a	n/a	n/a	n/a	n/a	n/a	Low
Mercer Island	Low	Low	n/a	n/a	Low	Medium	Medium
Milton	Low	n/a	n/a	n/a	Medium	n/a	n/a
Newcastle	Low	Low	n/a	Low	Low	Low	Low
Normandy Park	n/a	n/a	n/a	n/a	n/a	n/a	n/a
North Bend	Low	n/a	n/a	n/a	n/a	Low	Low
Pacific	Low	Low	n/a	Low	Low	Low	Low
Redmond	Medium	High	Medium	Medium	High	High	High
Renton	High	High	High	Medium	High	High	High
Sammamish	High	Medium	Low	Medium	Low	Medium	High
SeaTac	Medium	Medium	Medium	Low	Medium	Low	Low
Seattle	High	Medium	High	High	High	High	High
Shoreline	High	Medium	Medium	High	High	High	High
Skykomish	Low	Low	n/a	n/a	n/a	n/a	Low
Skyway-West Hill	Medium	High	High	Medium	High	High	Medium
Snoqualmie	High	Medium	Low	Medium	Low	Medium	Medium
Tukwila	High	Medium	Medium	Medium	High	Low	High
Vashon	Medium	High	Medium	Medium	Medium	Medium	Medium
Woodinville	Medium	Medium	Low	Medium	Low	Medium	Medium
Yarrow Point	n/a	n/a	n/a	n/a	n/a	n/a	n/a
King County	High	Low	Low	Low	Medium	Medium	Medium
Puget Sound	Low	Medium	Low	Low	Low	n/a	Low

Figure 1: Aggregated Comprehensiveness Rankings Across King County

This table presents a ranking of cities according to overall comprehensiveness of cultural planning. Cities received a numerical score of 0 - 3 (n/a, low, medium, or high) for each of the seven criteria, which are delineated by color.

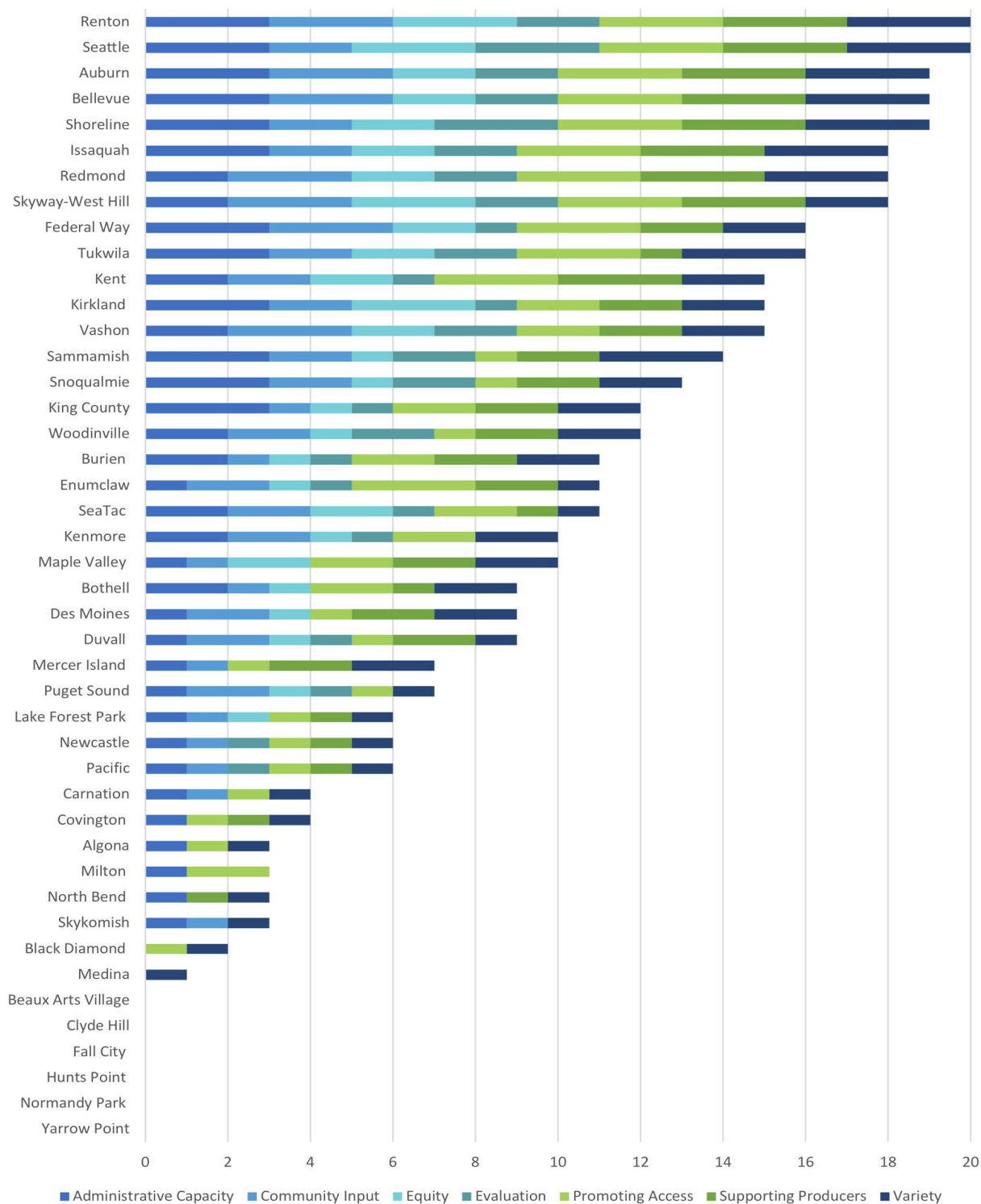
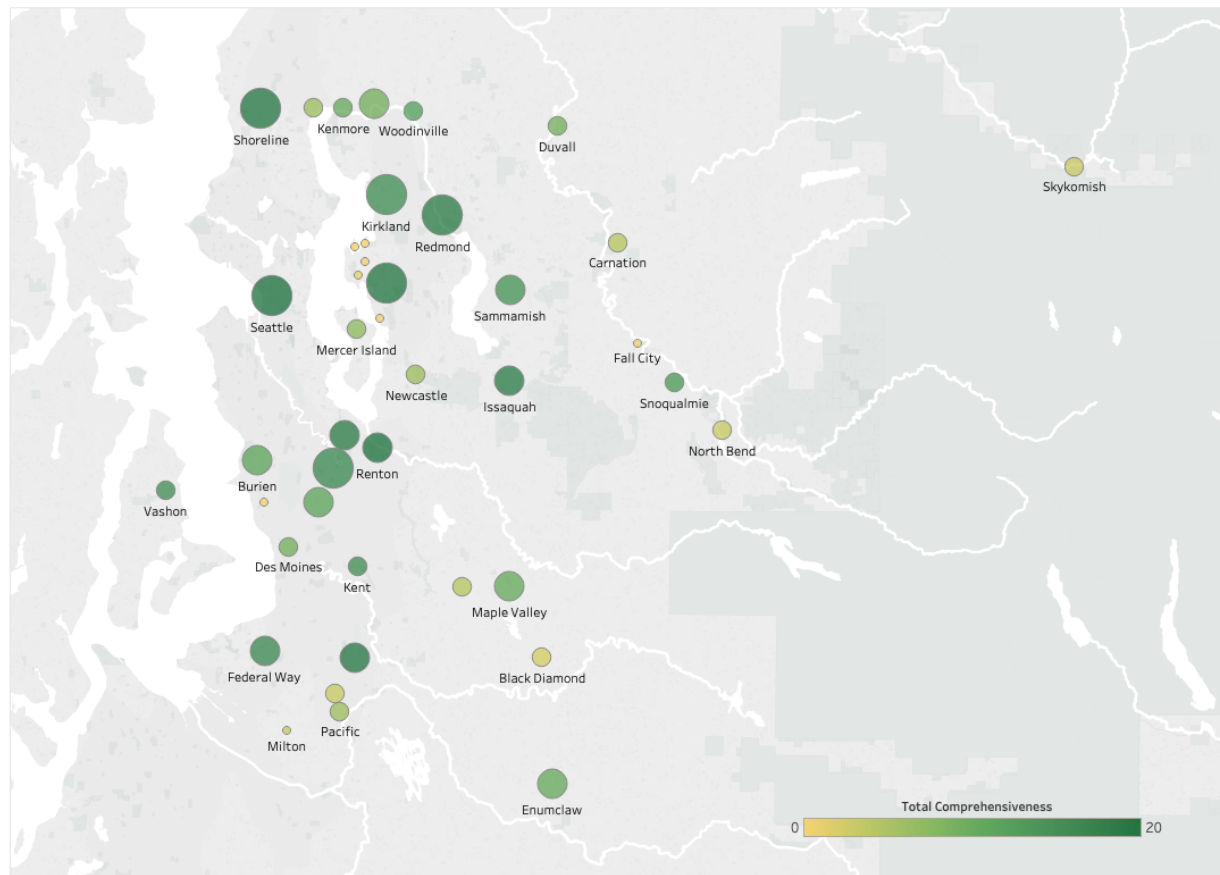


Figure 3: King County Map of City Cultural Planning Extent and Comprehensiveness

Size shows extent of cultural planning. Color shows sum of Total Comprehensiveness Ratings.



SUMMARY

When we began our analysis of city planning documents, we ultimately intended to establish any commonalities we could find across cities, particularly in how they envisioned the role of culture in their communities. While some cities did provide specific definitions of cultural vitality, or of culture goals for their community, overall there was no definition of an ideal set of culture-related outcomes that all communities in King County are striving to meet. Instead, the eight common rationales for cultural planning collectively encompass how cities in the region are valuing culture. Our analysis of tribal nations show that many cultural programs focus on education and celebrations to preserve cultural traditions, and on investments and advocacy for preservation of cultural resources and sites tied to tribal health and sovereignty.

In our comparative analysis of cultural planning comprehensiveness across cities, Equity and Evaluation tended to be the least thoroughly developed, followed by Community Input and Supporting Producers. Conversely, supporting variety and access to cultural engagement opportunities were often the aspects of cultural planning that appeared first, present in most cities that displayed little-to-no evidence of cultural planning. Finally, cross-tabulation of cultural planning comprehensiveness scores with city population size indicated that planning comprehensiveness increases with population size.



CHAPTER 6 CONCLUSION

"Aspen"

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Chapter 6: Conclusion

This report makes a valuable contribution to 4Culture's King County Cultural Health Study by providing 4Culture with a comprehensive overview of the government-level cultural planning landscape in King County. King County's municipalities, tribal governments, and unincorporated areas are taking strides to center culture in their strategies and objectives, but levels of investment and areas of focus that each government employs vary considerably. Based on analytical frameworks around cultural health planning, measurement, and impact developed in the literature review, our team presents a comparative analysis of cultural planning comprehensiveness across King County cities.

KEY DELIVERABLES

44 King County City and Regional Planning Profiles:

Through detailed analysis of 179 planning documents, our team produced 44 profiles for cities, towns, and unincorporated communities in King County, including two profiles for cultural planning by King County and the Puget Sound Regional Council. The collection of city profiles serves as a reference tool for 4Culture, enabling its leadership, staff, and partners to quickly access the following information about government-level cultural planning for a given city:

- Key themes in how a city approaches and defines the value of culture in its community
- Summary of policies and strategies used by a city to preserve and promote culture
- The relative quantity of cultural planning content published by the city, with specific documents listed for reference
- The relative strengths of each city's cultural planning, and areas with room for growth

Five Tribe Summaries:

In addition to King County city and regional profiles, we provided profiles for five tribes in the region that are located near King County cities.

An analytical tool to compare municipal cultural planning strategies and policies:

While our research was limited in part by the nature of the data we analyzed, we successfully developed a city cultural-planning analysis that applies a basic numeric rating to each city based upon seven criteria for the purpose of comparison across the county. The criteria, described in detail in [Chapter 3 \(Methods\)](#) of this report, rank the extent to which a city's cultural planning includes significant financial and administrative resource allocation; promotes capacity-building for cultural producers and a variety of cultural engagement opportunities for residents; and centers community input and leadership of marginalized communities in its efforts. While we applied this tool to existing cultural planning, we expect it to remain applicable to King County cities as they expand or develop new cultural planning strategies in the future.

Our team also recommends that 4Culture use the set of criteria we developed as a starting point for developing their own definition of "cultural health." Based on our review of academic and professional literature on planning and evaluating culture, we believe that using the criteria we

developed to assess the comprehensiveness of cultural planning is applicable to future assessments of the cultural health of a given community.

RECOMMENDATIONS FOR FURTHER RESEARCH

While our research provides a useful overview of countywide cultural planning, it opens several areas for future research that we recommend 4Culture pursue for a deeper understanding of cultural health in King County:

Recommendation 1: Quantitative Analysis

The data we provide in the city profiles and assessments of cultural planning comprehensiveness have the potential to provide a wealth of information about King County's cultural landscape if cross-referenced with other city-level data. 4Culture is already in the process of compiling city-level sociodemographic and health data for cities across King County, so we recommend cross-tabulations of cultural planning comprehensiveness scores at the city level with data points such as:

- Demographic composition
- Median income
- Population
- Population density (as a measure of urban versus rural contexts)
- Prominent industries (for example, manufacturing, agriculture, tech, etc.)
- Financial capacity: city budget and tax base

The resulting patterns in which city and community characteristics are correlated with strengths and gaps in cultural planning will provide extremely useful insight for 4Culture's strategic planning efforts around targeted and equitable investment and partnership-building across the county.

Recommendation 2: Comparative Case Studies

We have completed preliminary work identifying themes in how cities are approaching cultural health, and the comprehensiveness of government-level cultural planning. However, the information provided by our analysis is limited to the perspectives and contributions of governments. We recommend that 4Culture expand the scope of this assessment by applying our comprehensiveness criteria to evidence of planning and cultural investments by a broader range of actors, including cultural nonprofits and private sector businesses.

Collecting data from numerous sources in a given city can be a time and resource-intensive process, so we recommend conducting research on an intentional sampling of 5-10 cities. The benefit of a deeper analysis is to tease out commonalities, differences, and gaps in the cultural landscape of a given area, so we suggest selecting cities that represent different levels of government planning (see [Chapter 3](#)), a combination of rural and urban contexts, and varying comprehensiveness ratings according to findings in this report. Approaches to sourcing data would include reaching out to local nonprofit organizations that may be tracking local, community-specific data, and using a snowball sampling strategy to interview artists, businesses, and grassroots cultural groups to obtain a more complete picture of cultural activity in each city.

The in-depth case study approach presents a series of benefits for 4Culture's own capacity as an organization, and for the overall benefit of the region's cultural sector. Examples of outcomes of this approach include:

- Understanding of how multi-sector investments in culture occur, including potential insight on networks between cultural actors within and between cities
- Understanding of rural contexts of cultural activity and planning, as we expect that government-scale cultural planning may be biased toward more concentrated urban areas
- Perspectives of artists, grassroots cultural organizations, and marginalized communities who are not typically featured in government planning and leadership

Recommendation 3: Implementation Analysis

Our study relied on published planning documents to paint a picture of cultural planning activity at the government level. Published documents are a limited source, and it is possible that a significant degree of information on investment, implementation, and evaluation remains internal to government departments. In a similar approach to our first recommendation, we suggest that 4Culture pursue further information about how cities have implemented and evaluated cultural planning. Data collection methods for this research would include surveys or interviews with a) city employees involved in cultural planning or community development planning, b) individuals on planning commissions or cultural organizations that partner closely with or are contracted by city governments. Depending on time and resource constraints, this analysis could be pursued for all cities in King County, or it could focus on a sample of cities. Sampling strategy could mirror that described in recommendation #1, or cities could be selected according to feasibility criteria such as personal connections and partnerships.

Recommendation 4: Analysis of Tribal Approaches to Cultural Planning

The literature review of our report presents results of initial research on indigenous approaches to cultural resources and planning, and summary profiles for Muckleshoot, Duwamish, Snoqualmie, Suquamish, and Puyallup tribes provide some basic local contexts for tribal cultural planning. However, we acknowledge that the scope of our assessment did not include detailed analysis of differences in planning approaches between local tribal authorities and King County government entities. Our research so far suggests that further exploration of cultural planning approaches among tribes should yield insight on strategies for promoting more holistic, community-centered, and equitable investments in the culture of our region, along with an understanding of the important role of natural environments as a cultural resource for tribes on whose land King County cities are located. Further, we suggest that it is an important step toward building collaborative, aware, and respectful partnerships with tribes for the shared interest of elevating equitable cultural planning.

By bolstering the results outlined in this report with one or more of the recommended additional research areas, 4Culture can base its countywide strategic planning and grant-making on a clear picture of strengths, gaps, and common strategies and rationales for cultural planning throughout the region.

ARTWORK CREDITS

Front Cover: Michael Ferguson, Last Summer Way Up High, 2007

Acrylic on wood panel. Photo courtesy of the artist.

Michael Ferguson was born in Seattle, Washington in 1958. In 1979 he graduated from the Burnley School of Professional Art in Seattle and went directly to work for Battell Labs in Richland, Washington. At Battell, and later in the Boeing company in Renton, Washington Michael's creative skills were used in a variety of ways. In 1988 a desire for full-time painting prevailed. Galleries as far as Naples, Florida have represented his work and collectors are scattered worldwide. Michael's paintings and linocuts are represented by galleries in Washington and Oregon, as well as various national juried shows.

Chapter 1: Barbara Robertson, Scroll (orange), 2006

Mixed media. Photo courtesy of the artist.

Seattle based artist Barbara Robertson is known primarily for her work in experimental printmaking, digital animation and sound installations. Awards for her work include grants from the Seattle Office of Arts and Culture City Artists program, 4Culture Individual Artists award, a KALA Art Institute Fellowship and the Neddy Fellowship from the Behnke Foundation. In 2004 her work was included in "Events," a collaboration with the Merce Cunningham Dance Company, Joyce Theater, New York. In 2012, her work in animation was exhibited at the 4Culture Electronic Gallery in Seattle, at "aproject space" in Seattle, Washington, at Trykk 17 Art Center, in Stavanger, Norway and at the Eleftherias Art Center in Athens, Greece. In the winter of 2013, her animation "Three Phases," was exhibited on an large outdoor screen at the Gates Foundation in Seattle. In 2014, three animations and one work on paper were part of a large special exhibition at the Tacoma Art Museum, titled "Ink This! Contemporary Print Art in the Northwest." Robertson's work is currently being shown as part of "The Intersection Between Science, Art and Technology" exhibition at the American Embassy in Bern, Switzerland. Her work is represented by Davidson Galleries in Seattle.

Robertson's work is included in private and public collections including the State of Washington Percent for Art, King County Public Art Collection, the City of Seattle Portable Works Collection, Harborview Medical Center, Tacoma Art Museum, University of Washington Special Collections, US Trust and Safeco Corporation. She has a Master of Fine Arts degree from the University of Washington, Seattle. In 1999, she established the print art program at Pratt Fine Arts Center in Seattle and has taught mixed media digital printmaking at Anderson Ranch and at Kala Art Institute in Berkeley, California. She is the founder and past president of Seattle Print Arts, a professional organization for artists.

Chapter 2: Gala Bent, She Works Hard For The Money, 2009

Graphite and gouache on paper. Photo courtesy of the artist.

Gala Bent is an artist, mother and educator living in Seattle, Washington. She has a BFA in Painting from Ball State University in Indiana and an MFA in Visual Art from State University of New York (SUNY) at Buffalo, and currently teaches full time at Cornish College of the Arts. Drawings on paper, colored with gouache, are her most prevalent medium, but she also works, when possible, with installation, animation and writing. Gala's work has been shown locally, nationally and internationally, and she is represented by G.Gibson Gallery in Seattle.

Chapter 3: Rick Bartow, Crow Story, 1998

Pastel and graphite on paper. Photo courtesy of the artist.

Rick Bartow was born in Newport, Oregon. His father was of Yurok Indian descent and the family developed close ties with the local Siletz Indian community. Throughout his youth, Bartow displayed an interest in art. He pursued his interest at Western Oregon State College, earning a degree in secondary art education in 1969. Almost immediately after graduating he was drafted into the army and sent to Vietnam. He fought in Vietnam from 1969 to 1971 and like many Vietnam veterans, he came home suffering from a sense of disillusionment and what is now known as Post Traumatic Stress Syndrome. His trauma led to a struggle with alcoholism and a divorce during the 1970s. His art has played a therapeutic role during his recovery. In the 1980s he met William Jamison, a highly respected Portland art dealer. Jamison gave Bartow his first solo show in 1985 at the Jamison/Thomas gallery in Portland. By the 1990s, he was accepting commissions that began with Portland's Saks Fifth Avenue. Today his work is held in numerous collections including: the Microsoft Corporation, the Portland Art Museum, the Hallie Ford Museum of Art, the Jordan Schnitzer Museum of Art at the University of Oregon, and the National Museum of the American Indian. Bartow combines an intense use of color with graphic marks and expressive, fantastical images. His work reflects a vast knowledge of art history and world mythology. He has been influenced by artists such as: Hieronymus Bosch, Marc Chagall, Horst Janssen and Harry Fonseca.

Chapter 4: Stefanie Ashby-DiRicco, *ecotrouble*, 2006

Watercolor, ink on paper. Photo courtesy of the artist.

Born in California and raised in Okinawa, Stephanie Ashby-DiRicco learned from an early age to appreciate the insects, plants and animals in the island's bamboo forests. She snorkeled in the Okinawa reefs with her parents, and visited shrines, tombs, temples and formal gardens, all of which influenced her artwork. The people, nature and history of Okinawa remain a strong inspiration, as do her studies of microbiology, botany, and zoology in both formal and conceptual aspects of her work. Ashby-DiRicco moved to Seattle in 1988 and attended the University of Washington where she earned a BFA in sculpture.

Chapter 5: Aki Sogabe, *Fishermen's Morning*, 1987

Kiri-e (Japanese cut paper). Photo courtesy of the artist.

Aki Sogabe was in middle school when she imitated a papercutting illustration from a newspaper using origami paper. Since then, she has continued the practice of cutting paper to create art. Aki Sogabe introduced kirie to the Pacific Northwest in 1978. Her works are included in the collection of the State of Washington, the State of Oregon Public Art, Fort Lewis Base, and many other state and private collections. Her works are displayed at more than 30 public schools in Washington. Her public art displays are installed in the Pike Place Market, Nikkei Manor, and Uwajimaya Village in Seattle. She is also known as a children's book illustrator. She received the Golden Kite Honor Award in Illustration for "The Loyal Cat." Her original illustrations were selected to the NY Public Library 100 Books for Reading and Sharing. "Kogi's Mysterious Journey" was selected to the New York Society of Illustrators Original Show. Aki Sogabe currently lives in Bellevue, Washington.

Chapter 6: George-Ann Bowers, *Aspen*, 2001

Fiber weaving. Photo courtesy of the artist.

Textile artist George-Ann Bowers has created artwork for exhibition and commission for more than 30 years. Her formal training includes early studies at the California College of Arts in Oakland, as well as Fiberworks Center for the Textile Arts and Pacific Basin School of Textile Arts in Berkeley, California. More recently, she has studied fiber sculpture with Carole Beadle at the College of Marin in Kentfield, CA. Bowers exhibits her nature-based work in venues throughout the United States, as well as internationally. In 2005, her kimono piece "Striation" was selected for exhibition in the 5th Triennial International Textile Art Exhibition in Tournai, Belgium. Recent international appearances include exhibitions in Toronto, the UK, and China, in the 8th and 9th "From Lausanne to Beijing" International Biennale Exhibitions. She finds inspiration during frequent adventures in the outdoors, and has been an Artist-in-Residence at Crater Lake National Park, Oregon, Acadia National Park in Maine, the Grand Canyon, and at Denali National Park, Alaska. Her woven and felted piece "It's Complicated" reflecting her experiences in the park can now be seen in the Denali Park Visitor Center.

Bowers' artwork has appeared in publications including *Fiberarts* magazine, the *Surface Design Journal*, and *The Guild Designer's Sourcebook* series. She appears in the 2012 major volume *Textiles: The Art of Mankind* by Mary Schoeser, as well as the 2014 Dutch compendium *TextileArt Around the World*, compiled by Ellen Bakker, and the 2017 publications *Artistry in Fiber, Vol. 1-Wall Art and Vol. 2-Sculpture*, from Schiffer Publishing. Bowers' weavings are included in the collections of King County, Washington and Home News Enterprises of Columbus, Indiana and the US National Park Service, as well as in private collections. She continues to travel and to explore the world of nature through artwork in her Berkeley studio.

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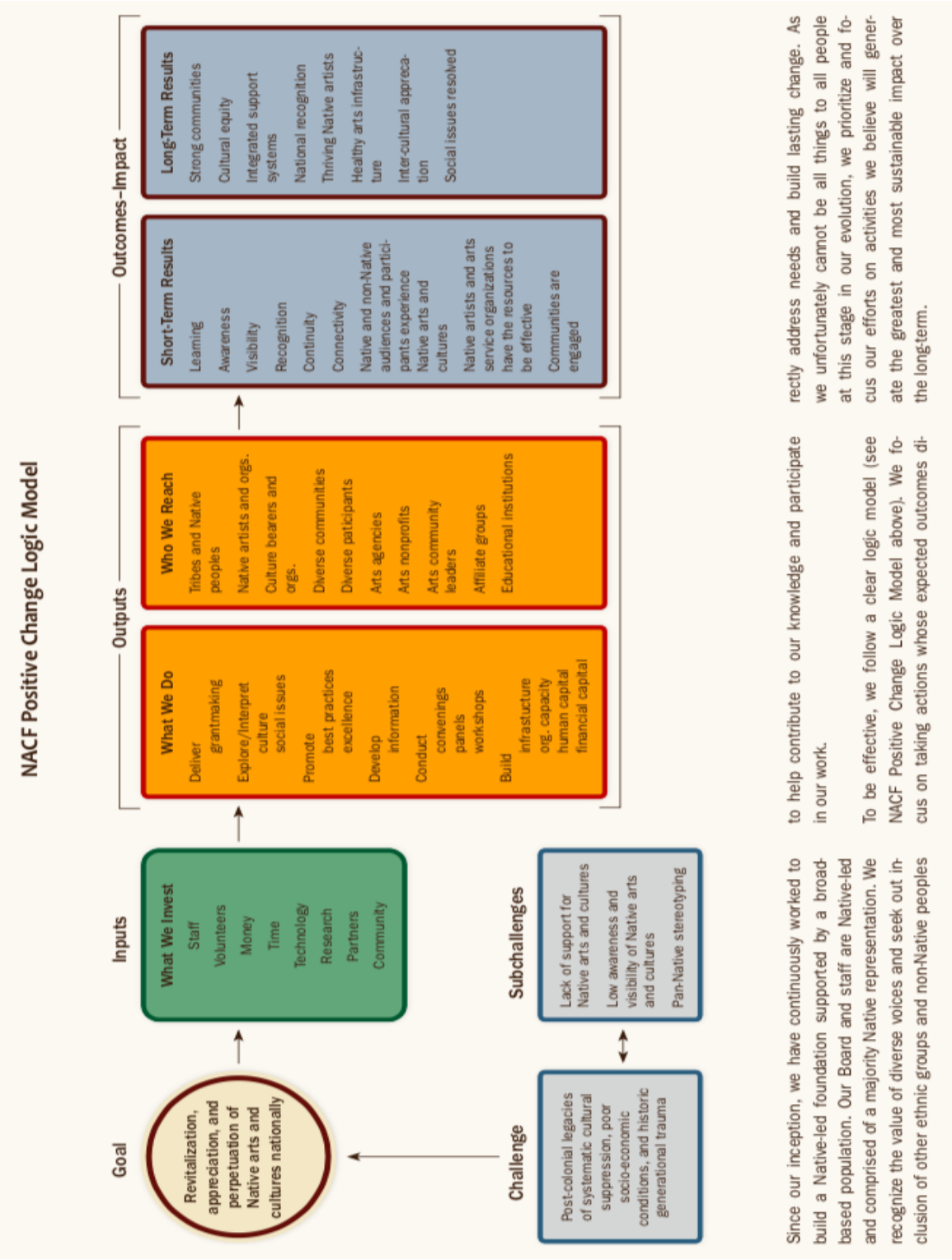
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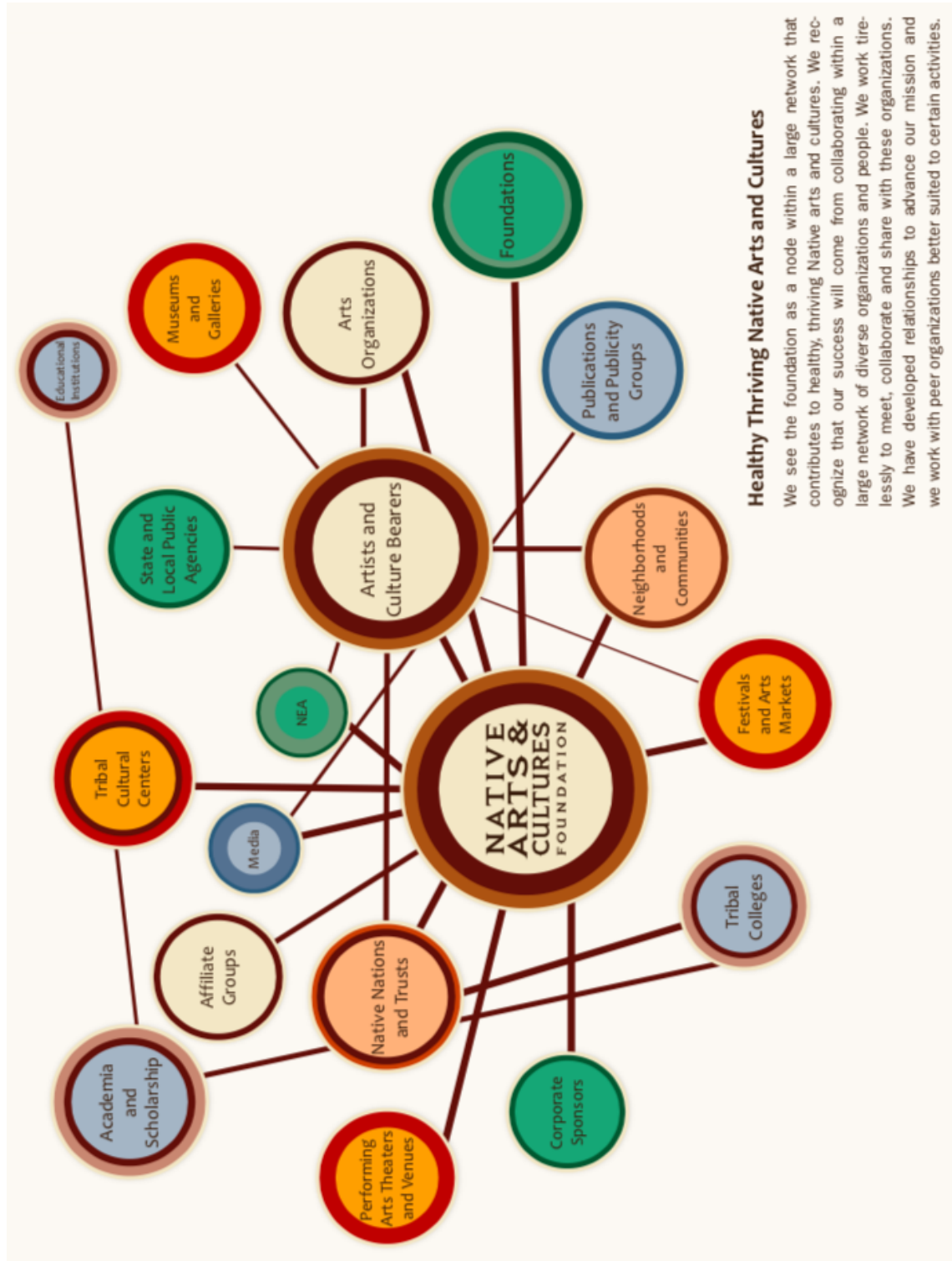
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APPENDIX A: Native Arts & Culture Foundation Planning Diagrams





Healthy Thriving Native Arts and Cultures

We see the foundation as a node within a large network that contributes to healthy, thriving Native arts and cultures. We recognize that our success will come from collaborating within a large network of diverse organizations and people. We work tirelessly to meet, collaborate and share with these organizations. We have developed relationships to advance our mission and we work with peer organizations better suited to certain activities.

APPENDIX B: Planning Documents used for City Profile Analysis

CITIES

Algona

City of Algona Master Plan (2015)

Auburn

Parks, Recreation & Open Space Plan (2015)

City of Auburn Core Comprehensive Plan (2015)

Auburn Comprehensive Plan: Volume 1 (Land Use Element) (2015)

Imagine Auburn: Community Vision Report (2014)

Beaux Arts Village

Comprehensive Plan 2015-2035 (2015)

Bellevue

City of Bellevue Comprehensive Plan (2015)

Downtown Subarea Plan (2018)

Bel-Red Subarea Plan (2017)

City of Bellevue Creative Economy Strategy (2018)

City of Bellevue Creative Economy Study (2018)

Grand Connection Arts & Culture plan (Draft) (2017)

The Grand Connection Framework Plan: Sequence One (2017)

The Grand Connection Framework Plan: Sequence Two (Draft) (2017)

Parks & Open Space Plan (2016)

Cultural Compass: A Strategic Vision for the Arts & Culture (2004)

Black Diamond

Draft Comprehensive Plan Amendment (2018)

Black Diamond Area Stewardship Plan (2018)

Bothell

Bothell Downtown Subarea Plan and Regulations Planned Action (2018 update)

Comprehensive Plan Parks, Recreation & Open Space Element (2015)

Comprehensive Plan Historic Preservation Element (2015)

Imagine Bothell... Comprehensive Plan (2015 Code Amendment & Update)

Parks, Recreation & Open Space Action Program (2014)

Bothell Downtown Subarea Plan and Regulations Planned Action: Draft Environmental Impact Statement (2008)

Burien

Parks, Recreation & Cultural Services Website (Accessed 2019)

Parks, Recreation & Open Space Plan (select chapters) (2018)

City of Burien Comprehensive Plan (Ch. 1 & 2) (2017)

City of Burien Strategic Plan 2017-2020 (2017)

Parks, Recreation & Open Space Plan (2012)

Downtown Handbook Excerpts (1999-2002)

Carnation

Comprehensive Plan (Ch. 3, 4) (2015)

Tolt Avenue Action Plan (2013)

Clyde Hill

City of Clyde Hill 2015-2035 Comprehensive Plan (2015)

Covington

Covington City Art Department Website (Accessed 2019)

City of Covington: Growing Towards Greatness, Comprehensive Plan 2015-2035 (2015)

Des Moines

2016 Parks, Recreation & Senior Services Master Plan (2016)

Des Moines 2035: Charting Our Course for a Sustainable Future (2015)

Duvall

Comprehensive Plan (2016)

Economic Development Strategic Action Plan 2006-2011 (2005)

Downtown Subarea Plan (2004)

Enumclaw

Comprehensive Plan (2015)

Parks & Open Space Plan (2014)

Enumclaw Strategic Plan For Economic Development (2014)

Fall City

King County Comprehensive Plan: Fall City Subarea Plan (1999, with 2012 Update)

Federal Way

Neighborhood Revitalization Strategy Area Plan for North Federal Way (2016)

Comprehensive Plan (2015)

"Some Assembly Required" (Economic Development Strategy) (2015)

Hunts Point

Comprehensive Plan 2015 – 2035 (2015)

Issaquah

Olde Town Plan (2018)

City of Issaquah Comprehensive Plan (2017)

Issaquah Parks Plan (2016)

Cultural Element, Comprehensive Plan Amendment (2016)

Kenmore

City of Kenmore Comprehensive Plan (2015)

Parks, Recreation & Open Space Plan (2013)

Kent

Parks & Open Space Plan (2016)

Comprehensive Plan (2015)

Economic Development Plan for the City of Kent (2014)

Downtown Subarea Action Plan (2013)

Midway Subarea Plan (2011)

King County

King County Parks Open Space Plan: Parks, Trails, and Natural Areas (2016)

King County Comprehensive Plan (2016)
King County Historic Preservation Program Strategic Plan 2013-2020
King County Historic Preservation Program Strategic Plan 2013-2020
Arts Master Plan, King County Regional Trails System (n.d.)
Intensive-Level Survey of Historic Agricultural Resources in King County (2011)
Survey of County-Owned Historic Properties in King County (2011)
King County Shoreline Master Program (2009)

Kirkland

Public Art Policy Guidelines (2016)
Art Integration Plan (2013)
Cross Kirkland Corridor Master Plan (2013)
Vision 2020: Kirkland Arts, Culture & Heritage Master Plan Recommendations (2009)
Downtown Strategic Plan (2007)

Lake Forest Park

Comprehensive Plan Update – Vol 1 (2015)

Maple Valley

Comprehensive Plan (2016)
Maple Valley Public Arts Commission Strategic Plan (2014)
Parks, Recreation, Cultural & Human Services Plan (2014)

Medina

City of Medina Comprehensive Plan (1994, Amended October 12, 2015)

Mercer Island

Comprehensive Plan (2016)

Milton

Milton Parks Plan (2016)

Newcastle

2018 City Manager Report
4Culture Sustained Support Report (2018)
Newcastle Downtown Strategic Plan Vol 1-3 (2018)
CAC November Report to Council (2018)
Newcastle Comprehensive Plan (2015)

Normandy Park

Parks, Recreation, and Open Space Plan (2016)
Comprehensive Plan (2016)

North Bend

Resolution 1747 (2017)

Pacific

Comprehensive Plan (2011)

Puget Sound

Amazing Place: Growing Jobs & Opportunity in the Central Puget Sound Region (Regional Economic Strategy) (2017)
Vision 2040 (2009)

Redmond

Cultural Resources Management Plan (2018)

Art Woven Throughout: City of Redmond Public Art Master Plan (2017-2030)

Draft Parks, Arts, Recreation, Culture and Conservation Plan (2017)

City of Redmond Comprehensive Plan (2015)

Goals, Vision, and Framework Policies (Comprehensive Plan Chapter) (2015)

Parks, Art, Recreation, Culture & Conservation Plan (Comprehensive Plan Chapter) (2015)

Shoreline Program (Comprehensive Plan Chapter) (2015)

Neighborhoods (Comprehensive Plan Chapter) (2015)

Community Character and Historic Preservation (Comprehensive Plan Chapter) (2015)

Capital Facilities (Comprehensive Plan Chapter)(2015)

Land Use (Comprehensive Plan Chapter) (2015)

Urban Centers (Comprehensive Plan Chapter) (2015)

Master Plan for the Downtown Cultural Corridor (2013)

Renton

Renton Civic Core Vision and Action Plan (2018)

Comprehensive Plan (2015)

Arts and Culture Master Plan (2010)

City Center Community Plan (2011)

Sammamish

City of Sammamish Comprehensive Plan (2015)

Parks, Recreation and Open Space (PROS) Plan (2012)

SeaTac

Parks, Community Programs, and Services Road Map (2019)

Comprehensive Plan (2015)

Angle Lake District Station Area Plan (2015)

Shoreline Master Program (2010)

City Center Plan (1999, some sections amended 2010)

Parks, Recreation, and Open Space Plan (2008)

South 154th Street Station Area Action Plan (2006)

Seattle

Capacity Building for Racial Equity in Public Art (2018)

Parks and Open Space Plan (2017)

Municipal Art Plan (2016)

Seattle 2035 Comprehensive Plan: Managing Growth to Become an Equitable and Sustainable City (2016)

agriCULTURE: A Plan for Cultivating Arts and Culture in Seattle's Urban Agriculture Sites (2013)

Elliott Bay Seawall Project: Art Programming Plan (2013)

Waterfront Seattle Art Plan (2012)

Seattle Office of Arts and Culture 2012 Report (2012)

Art Program Policy and Guidelines (2009)

South Lake Union Streetcar Art Plan (2006)

SDoT Art Plan: Books i-iii (2005)

Northgate Public Art Plan (2005)

Art Plan for the Pro Parks 2000 Levy, pt1-3 (2000)

Art Plan: Seattle's Community Centers (1999)

Shoreline

Parks, Recreation and Open Space (PROS) Plan (2017)

Aquatic/Community Center Feasibility Study (2017)

Public Art Plan 2017-2023 (2017)

Draft Public Art Plan (Good 2-page summary) (2016)

Urban Forest Strategic Plan (2014)

Historic Resources Survey & Inventory Report (2013)

Shoreline Comprehensive Plan (2012)

Shoreline 2029: Vision and Framework Goals (2009)

Skykomish (Town)

Town of Skykomish Comprehensive Plan (2015 update)

Town of Skykomish website (Accessed 2019)

Skykomish Historical Society website (Accessed 2019)

Skyway-West Hill (Unincorporated Area)

Skyway-West Hill Community Service Area Subarea Plan (Preliminary Outline & Content) (2019)

Skyway-West Hill Action Plan (SWAP) (2016)

Skyway Solutions: A community Agenda for Revitalization (2009)

Snoqualmie

Snoqualmie Riverwalk Master Plan (2015)

Snoqualmie 2032 Comprehensive Plan (2014)

Open Space, Parks, and Recreation Plan (2012)

Downtown Master Plan (2010)

City of Snoqualmie 2010 Citizen Survey (2010)

Economic Development, Branding & Marketing Plan (2006)

City of Snoqualmie Website (Accessed 2019)

Tukwila

Tukwila Municipal Arts Plan (2018)

Tukwila Comprehensive Plan (2015)

Tukwila Parks, Recreation and Open Space Plan (2014)

City of Tukwila Southcenter Subarea Plan (2014)

Vashon-Maury Island (Unincorporated Area)

Vashon Park District Recreation Program Comprehensive Plan (2019)

Vashon Park District Strategic Plan (2018-2024)

Vashon CSA Plan (King County subarea plan) (2017)

Vashon Park District Community Survey Report (2016)

Vashon Town Plan (1996)

Woodinville

Tourism Study Survey (2017)

Comprehensive Plan (2015)

Parks, Recreation, and Open Space Plan (2014) (attached to 2015 Comprehensive Plan)

Yarrow Point (Town)

Shoreline Master Program (2017)

Comprehensive Plan (2015)

TRIBES

Duwamish Tribe

Duwamish Longhouse Cultural Center Website (Accessed 2019)

Muckleshoot Indian Tribe

Muckleshoot Preservation Department Website (Accessed 2019)

Muckleshoot Messenger (Tribal Monthly Newsletter) (March 2019)

Muckleshoot Indian Tribe 2018 Annual Report (2018)

RFP: Consultant Services for the Muckleshoot Placemaking and Landscape Visual Design Services;
Campus/Village Planning Project (2018)

Puyallup Tribe

Climate Change Impact Assessment and Adaptation Options (2016)

Puyallup Tribe website (Accessed 2019)

Snoqualmie Tribe

Tribe website (Accessed 2019)

Snoqualmie Indian Tribe Traditional Culture and Recreation Application (2019)

Snoqualmie Tribe Hazard Mitigation Plan (2016)

Suquamish Tribe

Suquamish Foundation Annual Report (2017)

Community Investment Report 2016 (2017)

Tribe website (Accessed 2019)

APPENDIX C: Content Analysis Guides for City Planning Documents

Key Word Searches Used to Identify References to Culture

WORD or PHRASE	RATIONALE and NOTES, if applicable
Amenities	Can be a code for revitalization efforts, which include cultural/arts/visual components
Art/arts/artistic	
Character	Often used in contexts like “preserving local character,” which could sometimes be related to or imply strategies related to cultural planning.
Creative/creativity	Reflects the theme of attracting/promoting creative industry, building the “creative sector,” etc.
Culture/Cultural	
Concert	These terms describe cultural activities, so we searched for them as proxies for cultural content. It may be included in a document like a parks plan in the absence of explicit references to “arts” or “culture.”
Festival(s)	
Music	
Design	Urban design strategies often intersect with public art investments and historic preservation.
Heritage	
Historic	Often used in contexts around cultural resource preservation/historic preservation
Identity	References to identity can be linked to “local character” narratives tied to historic preservation, urban revitalization, and design. This term also potentially captures rationales for cultural investment that are tied to visual and community benefits of cultural planning.
Preserve/preservation	
Recreation	Cultural programs are often categorized as recreational activities, or go hand in hand with parks and recreation planning
Restoration	Tied to historic preservation and design
Revitalize/Revitalization	Urban revitalization often tied to cultural planning
Wayfinding	Component of cultural planning, intersects with public art planning

Key Words and Codes Used to Analyze Cultural Planning Robustness

CRITERION	KEY WORDS & PHRASES	EXAMPLE CODE(S)
Administrative Capacity	Funds, funding, grant, investment, facilities, parks, buildings, space, cultural space, gathering place, infrastructure, structural, partnerships, staff, leadership, capacity, department, division, etc.	<ul style="list-style-type: none"> • Evidence of a department or division in government specifically dedicated to culture • Government-managed or government-funded cultural facilities • Arts commission or advisory board • Funding mechanism for culture (1% for the arts, funding allocation for grants to artists, etc.)
Community Input	Community, feedback, survey, focus groups, meetings, input, steering committee, advisory, commission, identified needs, preferences, etc.	<ul style="list-style-type: none"> • Discussion of past or planned listening sessions, surveying, or focus groups to solicit community feedback about cultural opportunities/needs/interests • Descriptions of which stakeholder groups are included or targeted in community outreach
Equity	Diverse, diversity, equity, inclusive, include, perspective(s), marginalized, minority, underserved, people of color, demographic(s), race, ethnicity(ies), low-income, special population, disability(ies), LGBTQ, immigrant, etc.	<ul style="list-style-type: none"> • References to recognizing or celebrating cultural diversity • Discussion of promoting cultural offerings serving diverse populations • Intended or past actions described that explicitly include historically marginalized groups in cultural planning • Investments designated for marginalized groups • Centering opinions, needs, or leadership of marginalized groups
Evaluation	Measures, measurements, metric(s), indicator(s), survey(s), outcomes, focus group(s), feedback, community, track/tracking, revisit, etc.	<ul style="list-style-type: none"> • Mention of ongoing monitoring of cultural engagement numbers • Quantification of goals, or use of indicators measure successful implementation
Promoting Access to Cultural Participation	Access, accessible, age, background, ethnicity, cultures, community, inclusive, opportunities, activities, engagement, participate, spaces, gathering, affordable, etc.	<ul style="list-style-type: none"> • References to expanding audience numbers • Strategies for investing in or incentivizing increases in cultural offerings • Increasing accessibility or relevance of cultural opportunities to different groups (racial ethnic, age, etc.) • Rationales for planning include cultural engagement focus
Supporting Cultural Producers	Artists, groups, performing, nonprofit, cultural organizations, arts organizations, cultural businesses, arts businesses, partnerships, stipend, subsidy, rent, incentive(s), grant(s), contract(s), fund, commission, capacity, etc.	<ul style="list-style-type: none"> • Evidence of funding/investments specifically for purpose of supporting artists or cultural organizations • References to capacity-building or technical support programs for cultural organizations, including partnerships for the benefit of cultural producers • Public art framed as opportunity to promote work of local artists • Stipends provided to commission local art • Grant program for local cultural organizations

Variety of Cultural Planning & Offerings	Broad, varied, variety, diversity, activities, inclusive, programs, programming, event, classes, art, public art, gallery, performance, music, concert, festival, fair, art walk, exhibit, exhibition, wayfinding, heritage, education, preservation, history, historic, theater, etc.	<ul style="list-style-type: none"> • Evidence of different overarching categories of cultural planning (heritage, public art, wayfinding, performing arts, informal cultural engagement opportunities, etc.) • Criteria rating also based on whether the city focused on a variety of cultural offerings
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APPENDIX D: Key Planning Themes City List

Branding + Identity	Celebration of Diversity	Economic Growth	Health + Cognitive Benefits	Heritage + Preservation	Intrinsic Value	Social Cohesion	Tourism
Algona	Auburn	Algona	Auburn	Auburn	Covington	Algona	Auburn
Bellevue	Bellevue	Auburn	Des Moines	Black Diamond	Enumclaw	AAuburn	Bellevue
Black Diamond	Des Moines	Bellevue	King County	Bothell	Issaquah	Bellevue	Black Diamond
Bothell	Issaquah	Black Diamond	Maple Valley	Burien	Kenmore	Bothell	Bothell
Burien	Kent	Bothell	North Bend	Des Moines	King County	Burien	Carnation
Carnation	Newcastle	Burien	Sammamish	Issaquah	Lake Forest Park	Covington	Enumclaw
Enumclaw	North Bend	Carnation	SeaTac	Kenmore	Maple Valley	Des Moines	Kirkland
Federal Way	Redmond	Des Moines	Seattle	King County	Sammamish	Enumclaw	Redmond
Kenmore	SeaTac	Duvall	Skyway-West Hill	Kirkland	Seattle	Federal Way	Seattle
Kent	Seattle	Enumclaw	Tukwila	Medina	Snoqualmie	Issaquah	Snoqualmie
King County	Shoreline	Kent	Vashon	Mercer Island	Tukwila	Kenmore	Woodinville
Kirkland	Tukwila	King County		Milton	Puget Sound	King County	King County
Lake Forest Park	Vashon	Kirkland		Newcastle		Kirkland	
Maple Valley		Lake Forest Park		North Bend		Lake Forest Park	
North Bend		Maple Valley		Pacific		Maple Valley	
Pacific		Puget Sound		Sammamish		North Bend	
Puget Sound		Redmond		SeaTac		Renton	
Redmond		Renton		Seattle		Sammamish	
Renton		Sammamish		Shoreline		SeaTac	
Sammamish		SeaTac		Skykomish		Seattle	
SeaTac		Seattle		Skyway-West Hill		Shoreline	
Seattle		Shoreline		Snoqualmie		Skyway-West Hill	
Shoreline		Skyway-West Hill		Vashon		Snoqualmie	
Skykomish		Snoqualmie		Woodinville		Tukwila	
Skyway-West Hill		Woodinville				Vashon	
Snoqualmie						Woodinville	
Tukwila						Puget Sound	
Vashon							
Woodinville							



APPENDIX E CITY PROFILES

Prepared for 4Culture, June 2019

Rosa Ammon-Ciaglo, Taylor Carson-Wisor,
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EVANS SCHOOL
OF PUBLIC POLICY & GOVERNANCE

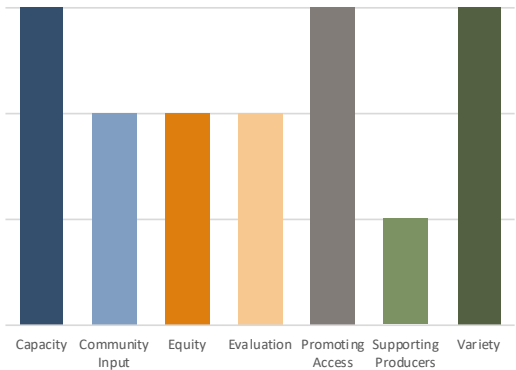
UNIVERSITY of WASHINGTON

"ecotrouble"

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APPENDIX E: City Profiles

To identify how, and to what extent, governments in King County include culture in planning and development, we collected publicly available city and regional planning documents, along with documents from local tribes. We analyzed each city's recent comprehensive plan, along with strategic plans, cultural plans, and reports that mentioned arts, culture, heritage, or related topics. Our analysis resulted in the following 49 profiles: 42 city profiles, two county and regional-level profiles, and five tribe profiles. As tribes are sovereign nations, we did not include them in the same comparative analysis we applied to city and regional government planning. The template below shows how information is presented within each profile. Table 2 ([Chapter 3](#)), which provides descriptions of criteria rating levels, is also included for reference.

CITY NAME			CULTURAL PLANNING LEVEL: __ <small>*see below</small>	
SUMMARY [Narrative summary of city's approach to cultural planning]				
PLANNING DOCUMENTS [List of government planning documents used for analysis]				
PLANNING COMPREHENSIVENESS				
Each criterion rated High, Medium, Low, or n/a. Sample table and bar chart:				
Criterion	Rating	Notes		
Administrative Capacity	High	1% funding model, Tukwila Arts Commission		
Community Input	Medium	Cultural plan describes community involvement in needs assessment and planning; appendix of community involvement summaries		
Equity	Medium	Efforts to include and incorporate community feedback from multiple groups; assessed need for more space for different ethnic groups to practice culture		
Evaluation	Medium	Plan includes recommendation to develop matrix for measuring cultural planning outcomes		
Promoting Access	High	Frequently mentioned that programs, events, and facilities need to meet needs of all ages and backgrounds		
Supporting Producers	Low	Some mention of supporting artists in and outside the city		
Variety	High	Wide variety of arts, culture, and heritage planning and programs		
				
KEY PLANNING THEMES				
[List of 1 to 8 identified key themes used in cultural planning]				
PLANNING RATIONALES: [List of rationales a city uses to place value on and justify cultural planning goals, policies, and investments]			STRATEGIES: [List of specific strategies, activities, and investments a city uses to accomplish its cultural planning goals and policies]	

*Cultural Planning Level:

- Level 1** No mention of culture or related content.
- Level 2** At least one planning document includes intermittent acknowledgement or discussion of culture.
- Level 3** At least one planning document includes a complete sub-section or chapter dedicated to culture.
- Level 4** At least one official, stand-alone cultural planning document.

Ratings Level Descriptions for Cultural Planning Comprehensiveness Criteria

CRITERION	RATING	DESCRIPTION
Capacity	High	Sustainable funding mechanisms in place dedicated to strategies and activities described in a city's cultural plan, and/or plans to actively expand funding and overall capacity. Included is a significant level of staff, advisory bodies, and/or working groups focused on promoting cultural health.
	Medium	Concrete plan to acquire funding, or a small amount of funding and/or staff dedicated specifically to culture.
	Low	Some references to funding plans, or implied funding through a single culture-related program. Cultural planning appears to be driven by staff within another department, or cultural programming investments are virtually indistinguishable from activities like recreation programs.
Community Input	High	Detailed strategies outlined for community engagement informing cultural planning, or participatory needs assessment in multiple areas of cultural planning. Sources of input include a variety of cultural producers and groups of residents, with attention focused on representation from historically marginalized communities.
	Medium	Community surveys inform more than one area of cultural planning, or more than one method of community input is used for a single plan. Methods for gathering community input don't focus on both cultural producers and residents, numbers engaged may low, or no evidence of efforts to reach a representative and diverse sample.
	Low	Some surveying to inform cultural plan, but very low numbers.
Equity	High	All cultural planning strategies are driven by partnerships with at least one marginalized group, and/or are focused on promoting cultural production and engagement within communities of color and other marginalized groups. For example, funding programs may be dedicated to or prioritize artists from marginalized groups.
	Medium	Some effort to incorporate feedback or expand reach of cultural programming to identified marginalized communities. A modest level of partnership or funding to cultural producers from marginalized communities, or strategies in place to promote cultural opportunities that reflect lived experiences of marginalized groups.
	Low	Limited diversity statements, such as a policies described as "serving the diverse population of our city." Statements about the importance of diversity without strategies in place.
Evaluation	High	Cultural planning includes measurable target outcomes for a majority to all policies and programs, and/or evidence of a robust impact analysis are present.
	Medium	Data collection and evaluation strategies are present in planning, but are limited to basic metrics, such as audience participation and festival attendance.
	Low	Cultural planning strategies exist but do not include any descriptions of outcome measures.
Promoting Access	High	Cultural planning document or chapter contains a fully-developed set of policies and strategies geared toward promoting access and engagement with cultural activities. Strategies are actionable and approach access in multiple ways; for example, investments in increased cultural offerings combined with efforts to market and tailor cultural offerings to residents' needs and interests.
	Medium	May contain a detailed description of the importance of increasing access and engagement with cultural offerings but provide no concrete strategies or policies. Alternatively, strategies or policies may be outlined, but with limited scope or detail.
	Low	Brief mention of promoting access, with no specific strategies.
Supporting Producers	High	At least three actionable strategies described in cultural plan that support cultural producers. Strategies have considerable potential for positive/systemic impact and are accompanied by funding.
	Medium	Discussion of importance of supporting cultural producers, combined with moderate strategies to support artists and/or cultural organizations. For example: one modest stipend program for public art contributions.
	Low	Brief mention of an intention to support cultural producers without specific strategies in place.
Variety	High	Strategies and/or current offerings in place that cover a diverse array of media and aspects of arts and culture production and experience. For example: a cultural plan covering public art, arts education, music, heritage programming, and investment in community centers for cultural engagement.
	Medium	Cultural planning strategies described in at least two areas, such as public art and performing arts.
	Low	References to a small number of cultural activities, no detailed strategies in place, or a more detailed strategy in a single area, such as public art.

SUMMARY

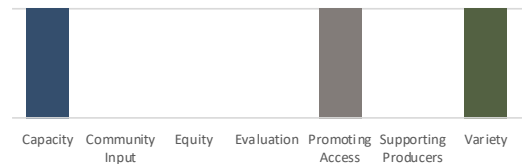
Algona's modest references to culture include providing recreational and cultural activities for city residents and supporting the development and use of cultural and community facilities. Its Comprehensive Plan vision statement includes the following principle: "The City of Algona should enhance the opportunities for enjoyment of recreational and cultural activities, providing a range of activities for all ages. The enjoyment and educational value of such activities is enhanced by diversity in the available choices." Algona does not appear to have any overarching strategies regarding arts and culture. Culture, arts, preservation, and similar concepts are mentioned briefly within Algona's Comprehensive Plan.

PLANNING DOCUMENTS

- City of Algona Master Plan (2015)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	2018 Budget includes \$67K dedicated to Culture and Recreation that includes YMCA and community events; a case of cultural activities being heavily looped into another department, indistinguishable from sports and recreation.
Community Input	n/a	
Equity	n/a	
Evaluation	n/a	
Promoting Access	Low	Comprehensive Plan principle of "enhancing opportunities for enjoyment of...cultural activities," but minimal strategies to provide cultural and community facilities.
Supporting Producers	n/a	
Variety	Low	There is recognition of the importance of diverse set of activities, but little strategy described.



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Social Cohesion

PLANNING RATIONALES:

- Branding & image:** cultural engagement opportunities create a positive image of Algona
- Economic development:** Marketing potential of cultural features spur economic development
- Community pride:** encouraging engagement in community traditions enhances community pride

STRATEGIES:

- Cultural engagement:** 1) policy to offer a variety of opportunities to engage in cultural activities, especially expanding offerings across age groups (strategy not developed). 2) policy to "expand the use of festivals, events, attractions, and other techniques to create a positive image"
- Cultural facilities:** 1) policy to partner with other governmental and community organizations for the joint use and development of cultural and community facilities. 2) Create special service districts to provide specialized services that include parks and recreation facilities and "cultural/arts stadiums or convention centers."

SUMMARY

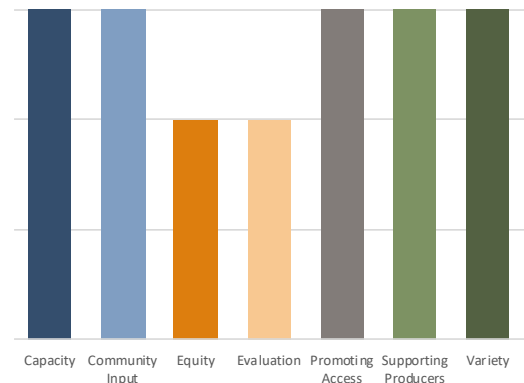
Auburn’s planning frames cultural activities as opportunities to bring residents together, celebrate and recognize diverse cultures, and enhance the character and visual appeal of city spaces for residents, visitors and businesses alike. “Character” and “celebration” are guiding principles in Auburn’s Comprehensive Plan, and “supporting the Arts” is a core value embraced by Auburn City Council. Strategies focus on bringing arts and cultural experiences into everyday life for residents, and developing physical and social infrastructure that encourages more people to practice and showcase their art. The Cultural Arts Unit of Parks & Recreation Department organizes a broad range of cultural programming, with emphasis on youth arts education/engagement programs, festivals, and various art classes. Culture is woven through Auburn’s Comprehensive Plan and Community Vision Report; the recent Parks, Recreation and Cultural Master Plan contains a section dedicated to cultural planning.

PLANNING DOCUMENTS

- Parks, Recreation & Open Space Plan (2015)
- City of Auburn Core Comprehensive Plan (2015)
- Auburn Comprehensive Plan: Volume 1 (Land Use Element) (2015)
- Imagine Auburn: Community Vision Report (2014)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	Significant funding and staffing, 1% for the arts program, grantmaking budget, Cultural Arts unit within Parks & Recreation department with 10-12 staff members, and recent investment in \$64 million performing arts center.
Community Input	High	Plans elevate guiding principle of community involvement; specific strategies are outlined in response to resident surveys, needs assessment, and partnerships with cultural producers, businesses, and tribal leaders.
Equity	Medium	Investments in cultural facilities and programming include specific strategies to elevate historically marginalized cultures and heritage; Comprehensive Plan includes policy to collaborate with Muckleshoot tribe on cultural planning; needs assessments focus on including diverse (age, ethnicity, culture, etc.) voices
Evaluation	Medium	Planning emphasizes tracking numbers in cultural participation, and on surveying to provide cultural activities that match resident priorities; evidence of strategies based on previous needs assessments
Promoting Access	High	All strategies prioritize increasing community engagement and participation in culture, ensuring that cultural programming meets the needs of a diverse set of community groups.
Supporting Producers	High	Plans include grants and partnerships with cultural producers, like museums, local artists, and Auburn Arts Association; partnering with businesses to provide gallery and studio space to artists; facilities investments support cultural producer needs
Variety	High	Detailed cultural planning strategies cover heritage, public art, cultural education, and community cultural facilities, along with investments in a range of cultural programs, festivals, concerts, and performing arts



KEY PLANNING THEMES

Celebration of Diversity

Economic Growth

Health + Cognitive Benefits

Heritage and Preservation

Social Cohesion

Tourism

[CONTINUED ON NEXT PAGE]

PLANNING RATIONALES:

- **Community cohesion:** cultural engagement improves quality of life by building social cohesion and a sense of belonging in the community
- Arts and cultural programs **promote tolerance and celebrate diversity**
- Culture promotes **civic engagement**
- Culture leads to **cognitive benefits and improved physical and emotional health**
- **Economic stability:** culture enhances community image, attracting business and tourism
- Cultural programming celebrates **local heritage**

STRATEGIES:

- Use technology and strategic event planning to **expand reach and increase participation in cultural activities.**
- Continue to **expand arts programs and support local cultural organizations** such as the Auburn Symphony, Auburn Valley Creative Arts, Auburn Avenue Theater, Performing Arts Center, White River Valley Museum and others. (Community Vision Report)
- **Stimulate creative economy:** encourage establishment of creative and technology-focused businesses (Community Vision Report)
- **Invest in facility improvements** to meet the needs of residents and artists/cultural producers, based on community input in needs assessment (Parks, Recreation & Cultural Master Plan, 2018)
- Design facilities and programs that **elevate different cultural interests and histories**, particularly Muckleshoot, Latinx, Black, and Asian populations
- **Partner with healthcare organizations** to put on art installations and performances (potential strategy, not solidified)
- **Invest in capacity and education programs at local heritage sites**, including White Valley River Museum, and Mary Olson farm.
- **Support cultural producers** through **artist in residence** program at Mary Olson Farm, partnering with local businesses to **provide downtown gallery space** to local artists, and potentially partnering with businesses to provide low-cost studio rental space for artists.
- **Revitalization project on historic main street:** transform an underutilized alley into a public plaza “for creativity, vibrancy, and cultural connectivity.”

SUMMARY

While it was originally established as an art colony for members of the Beaux Arts Society, the town's current planning focus is on preserving the residential character of single-family homes and undisturbed forests and open spaces. It hopes to remain undisturbed by growth and development of nearby Bellevue and elevates its identity as an internally-governed residential community. There are no references to culture in the town's Comprehensive Plan.

PLANNING DOCUMENTS

- Comprehensive Plan 2015-2035 (2015)

SUMMARY

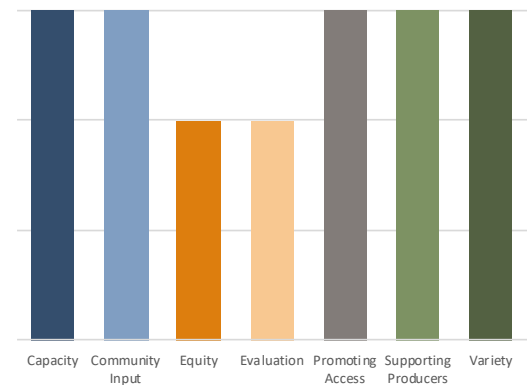
The City of Bellevue incorporates arts and culture into several aspects of its planning. The strategic vision it lays out in its 2004 cultural plan (Cultural Compass) is based on the Bellevue City Council's goal of establishing Bellevue as the creative hub of the Eastside. The focus is on working cultural exposure into the fabric of Bellevue residents' lives, setting Bellevue apart as a destination for cultural activity, and fostering private sector involvement in the cultural health of the city. In the current phase of Bellevue's planning, the emphasis is on advancing Bellevue's creative economy, reflecting diversity and fostering community connections through public art, and cultivating Bellevue's identity as an "international center for arts and creative learning and innovation." Bellevue has published a complete cultural plan, a creative economy study and strategic plan, and centers arts and culture in its recent "Grand Connections" downtown cultural corridor project.

PLANNING DOCUMENTS

- City of Bellevue Comprehensive Plan (2015)
- Downtown Subarea Plan (2018)
- Bel-Red Subarea Plan (2017)
- City of Bellevue Creative Economy Strategy (2018)
- City of Bellevue Creative Economy Study (2018)
- Grand Connection Arts & Culture plan (Draft) (2017)
- The Grand Connection Framework Plan: Sequence One (2017)
- The Grand Connection Framework Plan: Sequence Two (Draft) (2017)
- Parks & Open Space Plan (2016)
- Cultural Compass: A Strategic Vision for the Arts & Culture (2004)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	Dedicated staffing, active arts commission, etc.
Community Input	High	Both past and planned resident, artist and business input informed cultural planning, and play a role in evaluation metrics
Equity	Medium	Frequent emphasis on centering diverse cultures, heritage, and experiences in public art and cultural engagement projects; encouraging community-driven
Evaluation	Medium	Detailed strategy and metrics for evaluating success/impact of Grand Connections cultural corridor,
Promoting Access	High	Cultural planning focuses on promoting engagement with public art and cultural opportunities, with a focus on diverse experiences
Supporting Producers	High	Specific strategies to forge partnerships with and provide capacity-building and technical assistance to cultural producers in the city (based on community feedback)
Variety	High	Public art, heritage, cultural education, variety of cultural programming, supporting cultural producers, etc.



KEY PLANNING THEMES

Branding + Identity

Celebration of
Diversity

Economic Growth

Social Cohesion

Tourism

PLANNING RATIONALES:

- Public art projects and cultural engagement opportunities **foster community interaction and idea-sharing** between people of all ages and ethnicities
- Promoting arts and cultural traditions of diverse population **enriches civic life**
- A **strong creative economy stimulates innovation and gives Bellevue a "creative edge"**
- A vibrant cultural sector **contributes to a unique identity that attracts business and tourism**

STRATEGIES:

- Develop distinct **cultural districts** that are linked to Bellevue's commercial districts
- "Grand Connections" cultural corridor plan: design placement of a continuous **rotation of public works of art** that reflect **diverse heritage** and culture, **inspire critical thinking**, and foster connections between residents and visitors
- Forge partnerships** between artists, government, the private sector and cultural organizations for the creation and presentation of new **public art** and **cultural engagement** projects.
- Evaluate, inventory, and strengthen **technical assistance and capacity building programs** to support Bellevue-based cultural organizations and artists.
- Coordinate **cultural facility development** through incentives and other programs

BLACK DIAMOND

CULTURAL PLANNING LEVEL: 2

SUMMARY

Black Diamond's city planning focuses more heavily on natural and ecological resources than on culture, with the goal of "preserving open space and historic treasures as the city grows" (Comprehensive Plan). References to culture focus on maintaining Black Diamond's unique architectural heritage and on cultivating design standards and small business investment in its historic district to attract tourism and economic growth. The Comprehensive Plan mentions heritage, alludes to some culture adjacent themes, and explicitly mentions investing in art studios among others as "low-impact light industrial uses."

PLANNING DOCUMENTS

- Draft Comprehensive Plan Amendment (2018)
- Black Diamond Area Stewardship Plan (2018)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes	
Administrative Capacity	n/a		
Community Input	n/a		
Equity	n/a		
Evaluation	n/a	Good metrics exist in stewardship program for natural resources, but none for cultural production or resources.	
Promoting Access	Low	Focus on enhancing local character, tourism and recreation opportunities; includes little evidence of planning around increased cultural participation	
Supporting Producers	n/a		
Variety	Low	Minor focus on heritage/historic preservation and cultural resources preservation	

Capacity Community Input Equity Evaluation Promoting Access Supporting Producers Variety

KEY PLANNING THEMES

Branding + Identity

Economic Growth

Heritage + Preservation

Tourism

PLANNING RATIONALES:

- **Identity:** Historic preservation is key to maintaining local character and vitality of the town
- **Economic development:** cultural activities and historic properties attract tourism and business

STRATEGIES:

- **Cultivate historic businesses** in historic district to promote tourism and recreation
- **Historic preservation:** zoning and design standards to preserve Black Diamond's unique architectural heritage, and rehabilitation of historically and culturally valuable buildings and sites

SUMMARY

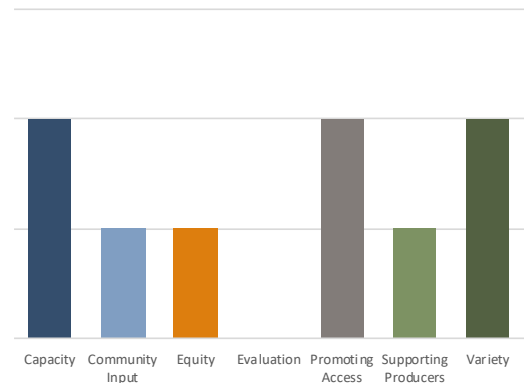
Bothell's cultural planning is motivated by a desire to attract tourism and business by marketing its unique cultural identity. Its policies focus on enhancing the unique character of the city through 1) urban revitalization policies around public art, urban design, and historic preservation, and 2) investment in public art. It also invests in cultural engagement opportunities such as cultural recreation, art classes, festivals, and heritage programs. Cultural planning strategies are woven throughout the Parks, Recreation & Open Space Plan (PROSP), the Downtown Subarea Plan, and the Comprehensive Plan.

PLANNING DOCUMENTS

- Bothell Downtown Subarea Plan and Regulations Planned Action (2018 update)
- Comprehensive Plan Parks, Recreation & Open Space Element (2015)
- Comprehensive Plan Historic Preservation Element (2015)**
- Imagine Bothell... Comprehensive Plan (2015 Code Amendment & Update)
- Parks, Recreation & Open Space Action Program (2014)
- Bothell Downtown Subarea Plan and Regulations Planned Action: Draft Environmental Impact Statement (2008)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	1% for the Arts; funding for grants in tourism program; possible staff capacity through other departments
Community Input	Low	Community input cited in PROSP plan, but no robust strategy specific to culture.
Equity	Low	Recreation programming (including cultural activities) aimed at meeting needs of "special populations" that include age group, ethnicity, cultural heritage, children at risk
Evaluation	n/a	Demographics analysis and user groups participation surveys for Parks & Recreation; nothing specific to culture.
Promoting Access	Medium	Expanding access through affordable, relevant offerings is a key theme in PROSP, but not specific to culture; revitalization policy focus on increasing cultural engagement, with limited strategies
Supporting Producers	Low	PROSP references investments in facilities to practice culture; public art program suggests financial support for visual artists
Variety	Medium	Public art, heritage/historic preservation, community-driven cultural recreation opportunities, festivals and pageants, and performing arts, but less developed strategies.



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Heritage +
Preservation

Social Cohesion

Tourism

PLANNING RATIONALES:

- Culture as an urban revitalization tool:** Enhancing civic life and vitality of downtown through historic preservation and cultural entertainment opportunities.
- Economic development:** Cultural planning enhances the Bothell's image, attracting tourism and business
- Identity and branding:** investments in culture will preserve Bothell's history and unique culture for future generations, and set it apart from surrounding cities

STRATEGIES:

- Investing in infrastructure and facilities** for recreation, including spaces for residents to practice culture and create their own cultural activities
- Promoting cultural participation:** conducting community outreach and surveying to match programming to needs of diverse population
- 1% for the Arts Program** "intended to have a catalyzing effect on the growing economy of the arts in our community"
- Tourism:** Community grants for long-term development of Bothell arts and heritage. Goal: "build reputation for Bothell as visitor destination and community of arts & culture."
- Historic Preservation:** facade enhancement and preservation of cultural resources and heritage sites
- Heritage:** promoting special event programming for historical and cultural education, such as events that extol the cultural and historical heritage of the City of Bothell (PROSP).
- Downtown Subarea Plan revitalization strategy:** promoting activity and civic life in downtown, including making it more walkable and providing culture, art & classes

SUMMARY

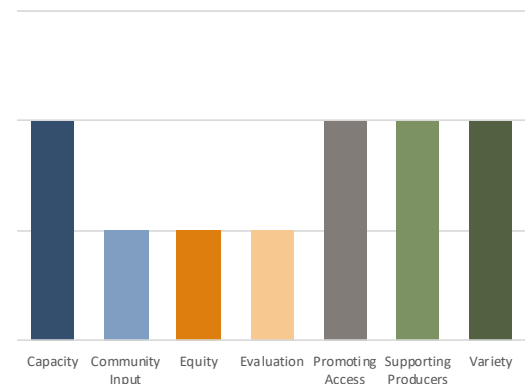
Burien's cultural planning is heavily integrated with its planning around parks and open spaces. It pursues public art and wayfinding investments as a means of enhancing the visual character of the city. The 2018 Parks, Recreation & Open Space Plan contains a section regarding "cultural arts" including goals and strategies. The Comprehensive Plan contains minimally detailed policies related to culture.

PLANNING DOCUMENTS

- Parks, Recreation & Cultural Services Website (Accessed 2019)
- Parks, Recreation & Open Space Plan (2018)
- City of Burien Comprehensive Plan (Ch. 1 & 2) (2017)
- City of Burien Strategic Plan 2017-2020 (2017)
- Parks, Recreation & Open Space Plan (2012)
- Downtown Handbook Excerpts (1999-2002)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Plans to obtain county-level funding for wayfinding projects, staff for cultural programming within Parks and Rec dept.; provides arts and culture grants; plan for property tax levy for culture & rec facilities
Community Input	Low	Priorities in PROS plan informed by workshops and surveys of community, including businesses, commissions, residents. Does not delineate culture input.
Equity	Low	Intent to protect and promote Native American historic sites; diversity in surveying of community needs; plan to promote cultural programming and events for all age, ability and income groups.
Evaluation	Low	Plans to follow up on PROS strategies to measure success through community surveying; no specific metrics outlined
Promoting Access	Medium	Collaborations with cultural organizations, \$20,000 in arts & culture grants for artists, multiple calls for artist participation in city-sponsored cultural events
Supporting Producers	Medium	Focus on developing diversified cultural arts facilities and investing in programming to increase awareness and attendance
Variety	Medium	Public art & wayfinding program with capacity; historic preservation strategies; cultural programming and facilities



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Heritage + Preservation

Social Cohesion

PLANNING RATIONALES:

- **Branding and visual appeal:** Public art used to celebrate heritage and enhance the visual character of open spaces and the city center
- **Culture driving business activity:** Vision of culture helping promote a "thriving, attractive, customer-oriented" city center that promotes small business development
- Burien's Strategic Plan vision of a "Dynamic Community" sees culture building a "positive community spirit."

STRATEGIES:

- **Public art and wayfinding:** Integrate public artwork and creative signage into public spaces and historic sites
- **Continue to develop and maintain special indoor and outdoor cultural and performing arts facilities** that "expand music, dance, drama, cultural and historical interpretations, and other audience and participatory opportunities for the city at large" (PROS Plan)
- **Develop "attractive and strategically located business activity centers/nodes"** that serve as focal points for employment, commerce, and culture" (Comprehensive Plan)
- **Historic preservation:** identify and incorporate significant historical and cultural lands, artifacts, and facilities into park system to preserve these interests and provide a balanced social experience (PROS plan)
- **Partnerships/collaborations:** Work with the Highline Historical Society, Washington State Historical Society, and other groups to incorporate historical and cultural activities into park developments and recreational programs.

SUMMARY

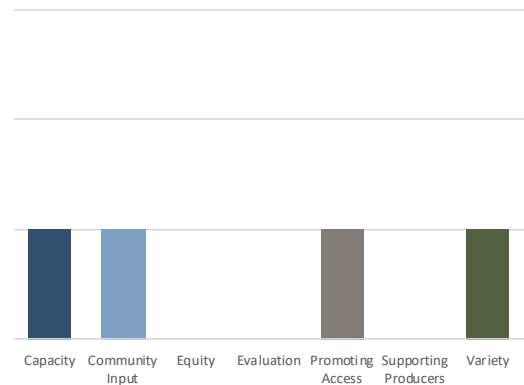
Carnation exhibits a strong connection to its agricultural heritage, and it focuses its cultural planning on a desire to establish Carnation as regional recreation hub and commercial center of Snoqualmie Valley's agricultural production. Policies include promoting agritourism, wayfinding, and investing in cultural festivals to attract visitors. Carnation includes extremely minimal references to culture and heritage in its Comprehensive Plan. The Tolt Avenue Corridor Plan focuses on urban design.

PLANNING DOCUMENTS

- Comprehensive Plan (Ch. 3, 4) (2015)
- Tolt Avenue Action Plan (2013)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Policies related to promoting agritourism and neighborhoods that reflect small town character come in the form of zoning and urban design projects, rather than funding, staff or projects specific to cultural planning.
Community Input	Low	Community input contributed to design guidelines (architecture, streetscape, overall character preferences) for Tolt Avenue Action Plan.
Equity	n/a	
Evaluation	n/a	
Promoting Access	Low	Minimal mention of promoting access to culture, and it is primarily in reference to marketing the town's culture for tourists
Supporting Producers	n/a	
Variety	Low	References to culture focus mainly on wayfinding, some cultural events such as music festivals, and celebrating the community's heritage through agritourism, with limited strategy descriptions.



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Tourism

PLANNING RATIONALES:

- Branding:** cultural investments refine Carnation's identity and put it on the map
- Economic development:** cultural activities and branding attracts tourism and customers for local businesses

STRATEGIES:

- Promote agritourism** to reflect on the horticultural and agricultural heritage of the city, by supporting local artisans and processing industries and enhancing marketing efforts
- Intent to expand recreational opportunities and events**, such as Timber! Outdoor Music Festival, Christmas in Carnation, and harvest events, through partnerships with other regional "Valley" cities
- Wayfinding** policy to draw visitors: "using art, hidden treasures, and interpretative signs, make exploring downtown and nearby sites playful and fun."
- Tolt Avenue Corridor plan:** urban design and wayfinding projects to enhance the visual appeal of Carnation's downtown core

SUMMARY

Clyde Hill does not reference culture in its Comprehensive Plan, aside from a possible implied cultural component to recreation policies. The town focuses on promoting environmental stewardship and outdoor recreation.

PLANNING DOCUMENTS

- City of Clyde Hill 2015-2035 Comprehensive Plan (2015)

SUMMARY

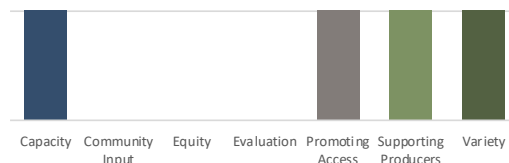
Covington’s references to culture in its Comprehensive Plan occur as part of its “downtown vibrancy” goals and alongside policies in its parks and recreation element. Though strategy descriptions are limited in official plans, Covington’s website markets a public art fund promoting public art and contributing to public event offerings. The Comprehensive Plan has some scattered references to culture, but there are no detailed strategies.

PLANNING DOCUMENTS

- **Covington City Art Department Website (Accessed 2019)**
- City of Covington: Growing Towards Greatness, Comprehensive Plan 2015-2035 (2015)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Volunteer arts commission engaged, and some funding for public art and cultural events
Community Input	n/a	
Equity	n/a	
Evaluation	n/a	
Promoting Access	Low	Cultural engagement included in Comprehensive Plan, but policies without specific strategies
Supporting Producers	Low	Modest \$500 stipend for public art offerings by local artists
Variety	Low	No detailed strategies except for public art and investment in general cultural activities and events



KEY PLANNING THEMES

Intrinsic Value

PLANNING RATIONALES:

- Culture plays a role in developing a **vibrant city center**: a residential, commercial, educational, social, and cultural gathering place
- Cultural gathering space and opportunities for cultural engagement helping to promote Covington’s vision of **“unmatched quality of life.”**
- Opportunities for cultural engagement and celebration **promotes social connection**

Social Cohesion

STRATEGIES:

- **Public art**: develop and strategically place public art features throughout the city, through public art fund to commission artists
- Comprehensive Plan goal: **promote access to “community arts” and celebration** opportunities, through parks and recreation strategy
- Pursuing nonprofit and private partnerships to provide **community facilities** to residents

SUMMARY

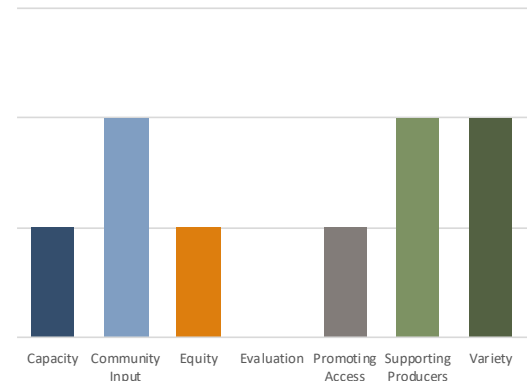
The Parks, Recreation and Senior Services Master Plan states that Des Moines is becoming more “culturally, socially, and economically diverse” with each passing year. Looking ahead to 2035 in the Comprehensive Plan, with growth and development on the horizon, the Des Moines city council’s vision for Des Moines is for it to be an “inviting, livable, safe waterfront community, embracing change for the future while preserving our past.” The arts and culture portion of the Comprehensive Plan highlights responsiveness, accessibility, and visibility of the arts, as well as places an emphasis on collaboration and cultivating relationships with citizens who are “passionate about the arts.” There is a brief reference to cultural planning within Parks and Recreation planning and goal setting.

PLANNING DOCUMENTS

- 2016 Parks, Recreation & Senior Services Master Plan (2016)
- Des Moines 2035: Charting Our Course for a Sustainable Future (2015)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Intention to obtain private and public arts funding; balance between non-fee and user-fee based programs is emphasized; tourist revenue highlighted as key funding source; plan to cultivate Arts Commission leadership and volunteerism
Community Input	Medium	Citizen surveys; 10 public meetings
Equity	Low	Brief reference of arts programs that seek to celebrate cultural enrichment and diversity; support of accessibility/visibility of the arts
Evaluation	n/a	
Promoting Access	Low	Plans reference providing cultural and recreation programs, wellness, and social services that are responsive, inclusive and aligned to community demographics.
Supporting Producers	Medium	Intention to review and recommend works of art for the city and for local artists to be given equal consideration for projects
Variety	Medium	Preservation of historical sites; promotion of performing, literary, visual arts, community festivals, and special events



KEY PLANNING THEMES

Celebration of Diversity

Economic Growth

Health + Cognitive Benefits

Heritage + Preservation

Social Cohesion

PLANNING RATIONALES:

- Cultural planning as a tool to **guide and manage growth**
- Promotion of **citizen involvement**
- Cultural resources through **design standards**
- Historic sites provide **historical and cultural education**
- Arts programs **celebrate diversity**

STRATEGIES:

- Obtain **private and public funding** to sustain the arts within the community.
- Intention to review and recommend works of art for the city; **local artists** given equal consideration for projects
- consider the effect of land use on the economic, social and **cultural environments**
- Parks, Recreation and Senior Services Master Plan: provide passive cultural and community centers with recreational programming and organized activities
- Establish arts and culture policies that celebrate **cultural enrichment, diversity, and visibility** of the arts
- Use public **facilities**, including parks, community centers, and historic districts for **cultural events**

SUMMARY

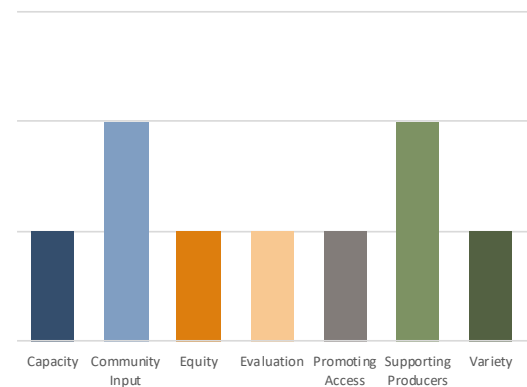
In terms of Duvall's focus on cultural health, the economic benefit is placed at the highest priority. With an emphasis on tourism, "high quality of life," and creating a city center worthy visiting, very little focus is placed on arts, culture, or heritage within the Comprehensive Plan, but within the Economic Development Strategic Action Plan for 2006-2011. Culture-specific goals within the Comprehensive Plan includes the development of a community center, affordable live/work artist studios, and studio spaces. Cultural planning is referenced in a dispersed manner within the Economic Development Strategic Plan.

PLANNING DOCUMENTS

- Comprehensive Plan (2016)
- Economic Development Strategic Action Plan 2006-2011 (2005)
- Downtown Subarea Plan (2004)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Plans to develop and implement a public art program, including identification of funding resources
Community Input	Medium	Intention to gather community input for economic purposes, loosely related to culture
Equity	Low	Very little reference to culture, diversity, art, or heritage in Comprehensive Plan, but present in Economic Development Strategic Action Plan; culture is presented as "Duvall Culture"
Evaluation	Low	Plans to set performance measures to track successes and failures in economic development implementation
Promoting Access	Low	Tourism emphasized; plans for community center may address the promotion of access
Supporting Producers	Medium	A regular market featuring Duvall's agricultural products, crafts, and arts (short-term plan); facilitation of development of places artists can live, work and sell goods.
Variety	Low	Plans to develop more cultural offerings, but currently limited



KEY PLANNING THEMES

Economic Growth

PLANNING RATIONALES:

- Arts and culture are a means for **economic development**

STRATEGIES:

- Develop the **Duvall Cultural Corridor** to create a **cultural focal point** in town
- Develop** and implement a **public art program**, including identification of funding resources, to increase the presence of public art
- Create a regular **market featuring agricultural products, crafts, and arts**
- Develop **affordable live/work artist studios** to enliven the artist community
- Encourage use of existing historic buildings
- Develop a **community center**

SUMMARY

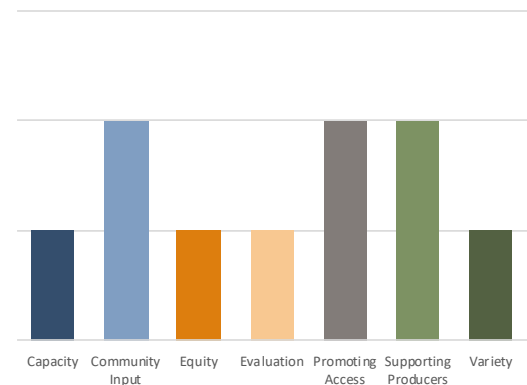
Cultural planning is referenced in the Parks and Recreation Section of the Comprehensive Plan. Out of nine categories of Enumclaw's vision, four address the cultural health of the city and the influence of arts and culture, with an emphasis on community, health, safety and security, arts, culture, and recreation, and community design. Policies related to arts and culture are also within the Parks and Recreation plan, primarily through a dedication to "providing services and programs that offer positive opportunities for citizens to lead healthy and productive lives." Quality of life policies reflect the city's limited funding ability and capacity yet maintain a desire to provide opportunities and support for public art, community events, and arts organizations. Art and cultural events are also referenced by the economic development task force and the strategic plan for economic development includes cultural events as a means to attract tourism. In addition, a 72-acre multi-venue events facility, the Expo Center, provides a cultural and community hub for Enumclaw and south King County.

PLANNING DOCUMENTS

- Comprehensive Plan (2015)
- Enumclaw Strategic Plan for Economic Development (2014)
- Parks & Open Space Plan (2014)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Decreasing population, loss of businesses means low ability to fund arts and culture programs; intention to create funding mechanism
Community Input	Medium	Reference to community input in goal setting and planning
Equity	Low	Very little reference to equity or diverse communities
Evaluation	Low	Resource impacts, consultant costs, and measures of success are all TBD with the intention of establishing a subcommittee
Promoting Access	Medium	Desire to promote and attract tourists due to proximity to recreation (Mt. Rainier and Crystal Mountain) with arts and cultural events
Supporting Producers	Medium	Intention to create a funding mechanism and apply for grants for arts and performing arts; Parks and Open Space plan includes supporting local artists through opportunities
Variety	Low	Limited to events and performances



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Intrinsic Value

Social Cohesion

Tourism

PLANNING RATIONALES:

- Cultural events and activities encourage a **sense of place** and **cultural identity**
- Arts and Culture as directly connected to **quality of life**
- Cultural events are part of **economic development**
- Cultural events can **attract tourists**

STRATEGIES:

- Enumclaw has planned for a **community center** devoted to performances, arts programs, a dedicated display, work studio and storage for the visual arts since the early 1990s. While funding has not been obtained, an **updated feasibility study** has been requested.
- Apply for **grants** for arts and performing arts
- Adopt a strategic **plan** for creation and construction of a **future performing arts center**
- Continue and **increase funding** for Arts Alive and City Art and Culture Department
- Create a funding mechanism** for arts and performing arts
- Promote and **attract tourists** due to proximity to recreation with arts and cultural events
- Explore opportunities to increase **arts and cultural events** that have **measurable results**
- Provide opportunities for **local artists**

SUMMARY

The Rural Business District/Special District Overlay section of the Subarea Plan discusses recreation and culture in terms of library use, museums, and the existence of an arboretum. A sports club/fitness center, amusement/recreation services/arcades, and a bowling center are all discussed in a limited capacity with a conditional use permit. A library, museum, and arboretum are included as accessible within the Subarea Plan. The community vision states: “We seek to shape a future for our rural town that preserves and enhances its natural features and rich heritage, while providing the services and amenities that characterize a healthy, dynamic community.”

PLANNING DOCUMENTS

- King County Comprehensive Plan: Fall City Subarea Plan (1999, with 2012 Update)

SUMMARY

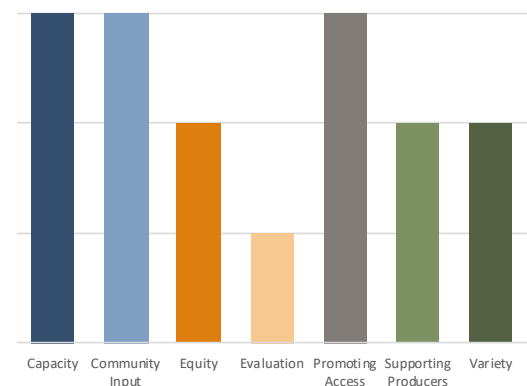
Federal Way boasts plans for expansion of an already existing performing arts and conference center and intends to support entrepreneurs, artisans, and art creators. The city states their vision identifies with their cultural diversity, safe neighborhoods, attractive parks, and vibrant business centers. To develop a brand in line with being the “Premier City in the Puget Sound” the city’s goals include providing parks and recreational activities, cultural amenities, and low crime rates and tax rates to emphasize the “image of the community.” The Neighborhood Revitalization Plan provides an outline and planned activities to “empower residents to improve their neighborhood through community- based activities,” including a focus on culturally appropriate resources and activities. Cultural planning is contained within the Arts and Tourism chapter of the Comprehensive Plan.

PLANNING DOCUMENTS

- Neighborhood Revitalization Strategy Area Plan for North Federal Way (2016)
- Comprehensive Plan (2015)
- "Some Assembly Required" (Economic Development Strategy) (2015)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	Funding specified and allocated for culture and arts; dedicated staff (arts center); Arts Commission
Community Input	High	Collective community action plan; emphasis on beneficial aspects of key processes that shape community relationships, values, psychological attachment
Equity	Medium	Emphasis on community, community image, and community action to reach greater equity that produces new or strengthened institutions, organizations, relationships, expectations; plans to empower residents, improve neighborhoods with community-based activities
Evaluation	Low	Related to targeting industries and support of development
Promoting Access	High	Multiple organizations promoting both the arts and tourism; promotion of access to cultural participation exists primarily within the funding, expansion, and creation of performing arts and conference center; Arts Commission advocates and promotes programming; tourist activity promotion
Supporting Producers	Medium	Emphasis placed on performing arts, spectator sports, and related arts and culture industries
Variety	Medium	Town Center focused on Performing Arts and Conference Center



KEY PLANNING THEMES

Branding + Identity

PLANNING RATIONALES:

- Creative placemaking**
- Create image of a **cohesive community**
- Cultural and community-based activities **build community and empower residents**

Social Cohesion

STRATEGIES:

- Community building through the provision of **cultural and recreational activities**
- Expand **performing arts and conference center**
- Use **culturally appropriate resources** and activities to improve neighborhoods
- Use **collective community action** with residents, community leaders, and professionals to solve problems, **improve lives**, and reach greater **equity**
- Empower residents to improve their neighborhood through **community-based activities**

SUMMARY

The Comprehensive Plan describes Hunts Point as a “private, charming, and tranquil residential community, hidden from time in the center of a bustling urban Metropolis.” Due to the residential community status and limited land, there is no business district and no intention to develop one, and planning themes focus on the preservation of community character and public open spaces. Most planning goals are rooted in the State Planning Goals which emphasize recreational opportunities, protecting the environment, enhancing quality of life, and identifying and preserving lands and sites of historic and archaeological significance.

PLANNING DOCUMENTS

- Comprehensive Plan 2015 – 2035 (2015)

SUMMARY

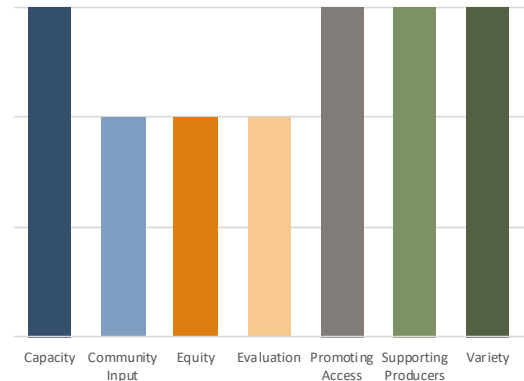
Issaquah's Comprehensive Plan recognizes that an emphasis on arts and culture "helps build social capital and a more vibrant community." The plan is divided into nine elements and visions, including a Cultural Element. The Cultural Element recognizes the contribution of art and culture to Issaquah's sense of place and identifies actions that foster a culturally rich and diverse community. Arts and culture are integrated throughout the plan and emphasized greatly within the Cultural Element. Cultural vitality, historic resource protection, art in community design, cultural education, cultural facilities, communications and awareness, arts and culture funding, and implementation are all included within the Cultural Element.

PLANNING DOCUMENTS

- Olde Town Plan (2018)
- Issaquah Parks Plan (2016)
- City of Issaquah Comprehensive Plan (2017)
- **Cultural Element, Comprehensive Plan Amendment (2016)**

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	City managed grant program to support arts and culture programs and events
Community Input	Medium	Respect and consideration paid to community input in planning and implementation process
Equity	Medium	Equity is acknowledged with special attention to the celebration of native cultures and the community's heritage and diversity; encouraging cultural activities that appeal to all ages, ethnic and cultural groups
Evaluation	Medium	Documented standards for measurement; rooted in planning goals, policies, and implementation actions.
Promoting Access	High	Plans highlight importance of promoting robust arts, history and cultural opportunities to all ages and ethnicities; community partnerships
Supporting Producers	High	Plans encourage developing community accessible studios, workshops, and exhibition spaces for arts, culture, and heritage exhibition; commitment to promoting local artists, utilizing local talent in events and programs
Variety	High	Regular cultural events, exhibits, performance series, concerts



KEY PLANNING THEMES

Celebration of Diversity

Heritage + Preservation

Intrinsic Value

Social Cohesion

PLANNING RATIONALES:

- Arts and culture build **social capital** and **vibrant community** and **enrich quality of life**
- Contributes to **sense of place** and **fosters culturally rich and diverse community**
- **Sustainability**
- Enhance the **sense of community**
- **Cultural vitality**
- Historic properties act as **tangible reminders of the area's history and cultural roots.**

STRATEGIES:

- Create a cultural element implementation strategy
- Integrate art into existing cultural facilities; strengthen incentives for developers to incorporate art
- Encourage preservation, restoration, and appropriate adaptive reuse of historic properties
- Develop community accessible studios, workshops, and exhibition spaces for arts, culture, and heritage exhibition
- Promote local artists, utilize local talent for events and programs
- Offer cultural events, exhibits, concerts on the green

SUMMARY

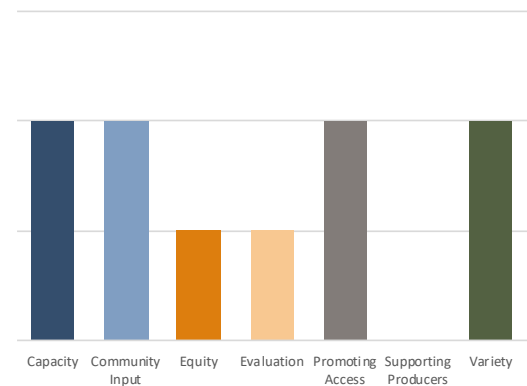
Kenmore’s vision statement desires the city to be a “fun, vibrant waterfront community that has its own sense of place and an identifiable, walkable downtown offering commercial, civic, cultural and park spaces, integrated with multifamily housing.” The Comprehensive Plan includes the support of local arts, culture, and history within its vision, and indicates a desire for the downtown area to be a cultural center. There is an emphasis on protecting cultural resources within the city, and a desire to develop a public art program to enhance the community character and quality of life. Kenmore recognizes the connection between arts and culture and quality of life within their goals and concurrent policies. The Comprehensive Plan highlights consideration of all the issues, resources, and needs that make a community whole, including cultural services. Cultural planning is referenced in policies and goals of the Comprehensive Plan.

PLANNING DOCUMENTS

- City of Kenmore Comprehensive Plan (2015)
- Parks, Recreation & Open Space Plan (2013)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Infrastructure improvements are publicly funded and include public art, new sidewalks, and landscaping.
Community Input	Medium	Citizen input included as part of visioning process via public meetings, workshops, and hearings.
Equity	Low	Reference to coordinating with Native American Tribes, King County, and the State to protect and enhance historic and archaeological resources.
Evaluation	Low	Plan states that rules and regulations are needed to address monitoring and assessment of public arts programs.
Promoting Access	Medium	Encouragement of development within Kenmore that creates and supports a healthy and diverse community includes system that should protect the natural environment and significant cultural resources.
Supporting Producers	n/a	
Variety	Medium	Seeking support from King County to provide arts and culturally-based services and technical assistance for locally-generated programs



KEY PLANNING THEMES

Branding + Identity

Heritage + Preservation

Intrinsic Value

Social Cohesion

PLANNING RATIONALES:

- Enhance **community character** and **quality of life** through public art

STRATEGIES:

- Promote and support **visual, literary, and cultural arts** and activities in the community
- Encourage local activities which promote the community’s **history**
- Promote the **preservation** of significant historic and archaeological sites and structures

SUMMARY

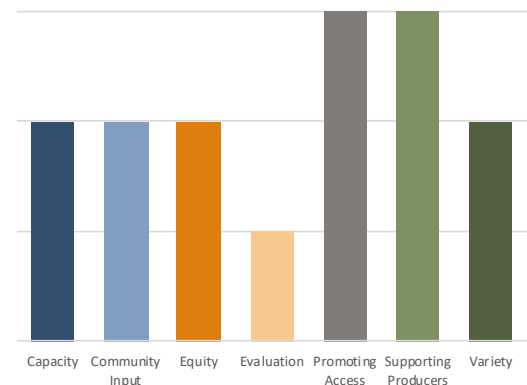
Kent's cultural planning documents emphasize the importance of fostering inclusiveness. Planning documents highlight the desire to showcase and celebrate the diversity of Kent's population. Both community involvement and historic preservation are noted as important elements for programming and future funding possibilities. "Green spaces, downtown character, unique shopping destinations, resident workforce, and cultural diversity" all play a role in the vision of promoting cultural participation and making Kent a place that acknowledges diversity and the value of cultural opportunities. Cultural planning is referenced in policies and goals of Kent's planning documents but is not as a stand-alone chapter.

PLANNING DOCUMENTS

- Parks & Open Space Plan (2016)
- Comprehensive Plan (2015)
- Economic Development Plan for the City of Kent (2014)
- Downtown Subarea Action Plan (2013)
- Midway Subarea Plan (2011)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Developing strategies to support capital and operations funding for public artwork within parks and facilities; Arts Commission
Community Input	Medium	For recreational facilities, public input gathered to understand priorities, needs, and desires for improvements
Equity	Medium	Equity centered as a concept of inclusiveness for diverse populations; emphasis on broadening opportunities, promoting social justice and equity by removing barriers to hiring, education, programming, and events.
Evaluation	Low	Service measures strictly related to current and yet to be developed parks
Promoting Access	High	Intention to develop high-quality, diversified cultural arts facilities and programs that increase community awareness, attendance, and other opportunities for participation.
Supporting Producers	High	Plans to work with arts community to utilize local resources, support successful collaborations to utilize resources and talents; develop strategies and policies to support artists and art organizations.
Variety	Medium	Intention to develop diversified cultural arts facilities and programs; historic preservation and community involvement with culturally competent, accessible development



KEY PLANNING THEMES

Branding + Identity

Celebration of Diversity

Economic Growth

PLANNING RATIONALES:

- **Placemaking**
- **Visual tool:** Gateways
- **Economic tool:** cultural diversity can strengthen and enhance competitiveness of Kent Commercial Centers
- **Celebrating diversity** of the population

STRATEGIES:

- Develop strategies to support capital and operations funding for **public artwork**
- **Broaden opportunities** to celebrate and showcase the **diversity** of the community
- **Work with arts community to utilize local** resources, support successful **collaborations** among the Arts Commission, business community, service groups, cultural organizations, schools, art patrons, and artists to **utilize resources and talents**
- Develop strategies and policies to **support artists** and art organizations
- Develop high-quality, **diversified cultural arts** facilities and programs

SUMMARY

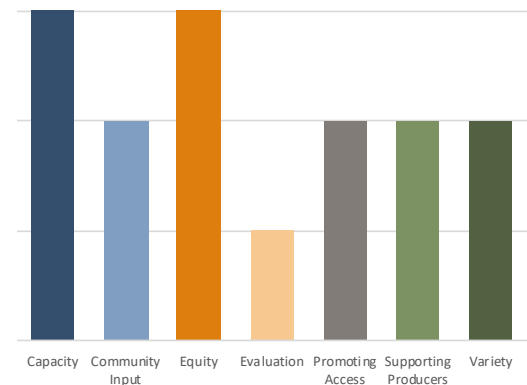
The Kirkland Arts, Culture, and Heritage Master Plan contains recommendations for enhancing the development of arts and culture within Kirkland to “cement Kirkland’s well-deserved reputation as a regional arts destination,” and states that “arts and cultural development are central to the City’s strategy and image.” The Downtown Strategic Assessment places an emphasis on the value of public art and a downtown performing arts center. Each of the 29 recommendations highlights the value of investing in arts in culture. For example, Recommendation 14 suggests enhancing cultural infrastructure by exploring the development of a municipal art gallery or non-profit exhibition space. Kirkland’s cultural planning includes a stand-alone Culture and Heritage Master Plan and an Art Integration Plan.

PLANNING DOCUMENTS

- Public Art Policy Guidelines (2016)
- Art Integration Plan (2013)
- Cross Kirkland Corridor Master Plan (2013)
- Vision 2020: Kirkland Arts, Culture & Heritage Master Plan Recommendations (2009)
- Downtown Strategic Plan (2007)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	Public art included in 1% for art provision in the CIP budget; intention to provide more funding/support as economy improves; periodic grants for public art
Community Input	Medium	Community voices included in the planning documents through input on strategies to enhance the development of arts and culture between 2000-2020; includes 29 specific recommendations
Equity	High	Public Art Program: changing population demographics mean critical need for arts and cultural policy makers to develop programs and activities responsive to the needs of different cultural groups
Evaluation	Low	Priorities are set from short-term to long-term to pay mind to funding constraints
Promoting Access	Medium	Places value on cultural tourism, arts involvement by young people, and the integration of diverse art, culture, and heritage
Supporting Producers	Medium	Artists referenced as important civic resources. Public art is referenced as a tool to promote diverse voices and all have the potential for permanence or purchase.
Variety	Medium	Emphasis on balanced variety of arts and cultural supports and activities, their location, activities for families



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Heritage + Preservation

Social Cohesion

Tourism

PLANNING RATIONALES:

- Cultural activities and **cultural tourism** influencing **economic development** directly and indirectly
- Cultural tourism, arts involvement by **young people**, and the **integration** of diverse art, culture, and heritage work to promote the city as a **notable arts destination**
- Arts and culture influence **quality of life**
- Historical perspective** and the influence of the **Duwamish Tribe**
- Public art and quality **design** as tool for increasing usage and **civic engagement**
- Artists are important **civic resources**
- Public art** is used as a tool to invite interaction, foster civic identity and community pride, inspire a sense of discovery, stimulate **cultural awareness**, and encourage **economic development**

STRATEGIES:

- Promote of **public art**
- Performing **arts center programming**
- Develop programs and activities responsive to the needs of different cultural groups

SUMMARY

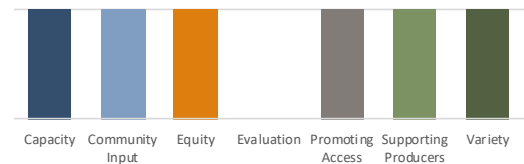
Lake Forest Park encourages arts, cultural, and other active recreational activities to promote health and social interaction. They explicitly define a priority to address the needs of underserved populations within their community and to intentionally strive for equitable opportunities for all people and communities. Despite their commitment to equity, their planning documents lack specificity in how they intend to promote such an equitable environment. Lake Forest Park briefly addresses cultural planning elements in its Comprehensive Plan. The bulk of what can be inferred about their cultural planning has to be pulled from mentions throughout the document; a specific outline of a cultural agenda is not contained in a defined subsection of the document.

PLANNING DOCUMENTS

- Comprehensive Plan Update – Vol 1 (2015)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Arts and cultural programming are dedicated key priorities for Parks and Recreation department
Community Input	Low	Community engagement encouraged in all community activities.
Equity	Low	Vision for the City imagines a welcoming and inclusive community enriched by diverse cultures and identities.
Evaluation	n/a	
Promoting Access	Low	Arts, cultural, and other active recreational activities to promote health and social interaction.
Supporting Producers	Low	Plan to seek out and maintain regional partnerships to leverage resources, coordinate, and deliver cultural programming.
Variety	Low	Intent to develop and expand public art and cultural heritage offerings for public places.



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Intrinsic Value

Social Cohesion

PLANNING RATIONALES:

- Develops a **sense of place** and **cultural identity**
- Arts and culture directly connected to **quality of life**
- Art and cultural events as **economic development tools**
- Promotes **social interaction**

STRATEGIES:

- Lake Forest Park Legacy 100-Year Vision seeks to preserve **unique community resources** and strengthen the relationship between the natural and built environments
- Seek out and **maintain regional partnerships** to leverage resources, coordinate, and deliver a full range of accessible and appropriate human service programs including the arts and other cultural opportunities.
- Expand public access to art and cultural heritage** for public places

SUMMARY

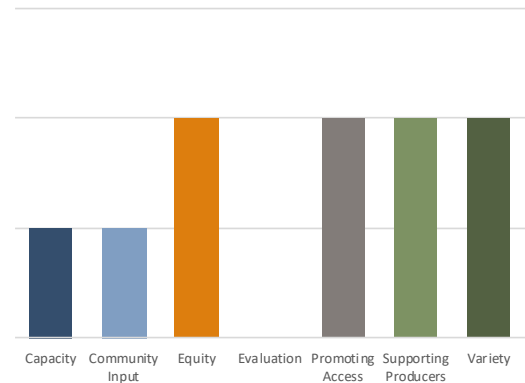
The City of Maple Valley defines cultural resources as those that enhance quality of life and economic vitality and that are a measure of a community's identity and social well-being as expressed through gatherings, art, music, and other forms of culture. Cultural planning strategies are moderately spread through application to public education and community centers. The primary goal in cultural programming is to bring residents together and foster community pride, identity, and livability through facilities and community events. The City of Maple Valley includes detailed planning related to their dedication to culture. The Comprehensive Plan also focuses on heritage planning.

PLANNING DOCUMENTS

- Comprehensive Plan (2016)
- Maple Valley Public Arts Commission Strategic Plan (2014)
- Parks, Recreation, Cultural & Human Services Plan (2014)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Creative Arts Council dedicated to promoting arts in the community and school system.
Community Input	Low	Plans to work with the community and recognized organizations to foster greater number and variety of cultural events; support community celebrations.
Equity	Medium	Enhancing the diversity of programs offered, focusing on programs that are in high demand or serve a range of users; meet needs of diverse users.
Evaluation	n/a	
Promoting Access	Medium	Focus on family-friendly events planning with broad favorability and focus on using arts programs for early learning.
Supporting Producers	Medium	Arts Council's immediate goal is to cultivate stronger partnerships with schools, businesses and greater community, specific to youth and citizens.
Variety	Medium	Existence of multi-purpose public and private facilities such as schools, the community center, park and recreation facilities, and arts and heritage centers; goal to expand capital facilities



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Health + Cognitive Benefits

Intrinsic Value

Social Cohesion

PLANNING RATIONALES:

- Public art provides opportunities for citizens to **participate in civic life**
- Use of arts education to **enhance the quality of life** of everyone
- Public art and historic preservation provide **positive identity**, create a **sense of place**, foster a **sense of ownership and pride**
- Public art as a tool for **enhancing visual environments**
- Economic driver:** cultural and entertainment activities as a means to increase revenues from visitors

STRATEGIES:

- Promotion of **family-friendly events** that attract residents to Lake Wilderness Park.
- The Arts Council's immediate goal is to **cultivate stronger partnerships** with schools, businesses, and greater community, specific to youth and citizens in the areas of **visual and performing arts**
- Build out more **art education opportunities** for youth and adults
- Enhance the **diversity of programs** offered, focusing on programs that are in high demand or serve a range of users.
- Meet the needs of diverse users**, including **at-risk communities** or those with special needs
- Prepare students within the community to be STEAM (science, technology, engineering, arts, math) ready

SUMMARY

Medina's land use plan emphasizes that the town does not anticipate any future growth and instead prioritizes the maintenance of the "high-quality residential" character of its community. Limited references to cultural planning focus on identification and preservation of buildings with historic significance. Medina's Comprehensive Plan emphasizes that its planning focus is on maintaining the status quo and preserving its high-quality residential character. It contains few references to culture-related planning apart from some discussion of historic preservation.

PLANNING DOCUMENTS

City of Medina Comprehensive Plan (1994, Amended October 12, 2015)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes	
Administrative Capacity	n/a		
Community Input	n/a		
Equity	n/a		
Evaluation	n/a		
Promoting Access	n/a		
Supporting Producers	n/a		
Variety	Low	The main focus is on preservation of historic sites. References to concerts and "Medina Days" festivities located in their park suggests some minor cultural planning, though it is not clear whether these are privately sponsored events.	Capacity Community Input Equity Evaluation Promoting Access Supporting Producers Variety

KEY PLANNING THEMES

Heritage + Preservation

PLANNING RATIONALES:

- Historic Preservation to maintain **character of community**

STRATEGIES:

- Preserving buildings with historic significance** or any educational and cultural value as reminders of the settlement's (colonial) origins.

SUMMARY

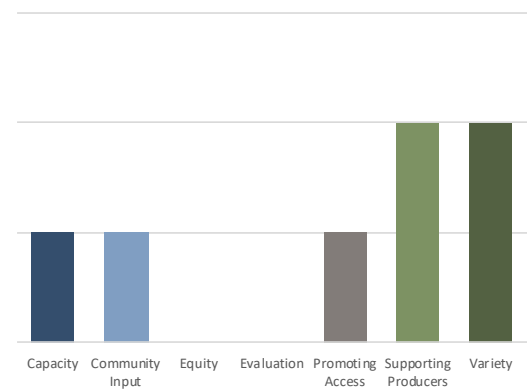
Mercer Island's planning documents do not indicate concerns about expanding current cultural offerings, recognizing instead that delivery of cultural services will take place in an arena of limited resources and heightened competition for tax revenues. Mercer Island focuses on continuing existing offerings and finding programming that has equal opportunity for access among all its residents. Cultural planning rationales in the Comprehensive Plan rest on diverse faith communities, cultural education services, and a competitive tax environment. The Parks and Recreation plan references Mercer Island goals and objectives for access to cultural activities and facilities or programs.

PLANNING DOCUMENTS

- Comprehensive Plan (2016)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Existence of an Arts Council
Community Input	Low	City working on volunteer involvement and input from community organizations.
Equity	n/a	
Evaluation	n/a	
Promoting Access	Low	Recognition that additional planning will have to compete for tax revenue.
Supporting Producers	Medium	Recognition of faith communities and support for their cultural output; increase availability of galleries and other event spaces.
Variety	Medium	Limited to theatre in the park, art galleries, and cultural education; broad set of activities available to residents.



KEY PLANNING THEMES

Heritage + Preservation

PLANNING RATIONALES:

- Historic and culturally significant sites **maintain the Town's character** and **preserve links to the Town's history**

STRATEGIES:

- Create a new Arts Master Plan** (King County supports a proactive and organized initiative to develop a long-term Arts Master Plan)
- Deliver high quality **performing, visual, and literary arts** programs
- Maintain and **preserve island culture**
- Provide **broad representation of public art**
- Recognition of religious diversity** among its residents
- Increase availability** of galleries and other event spaces

SUMMARY

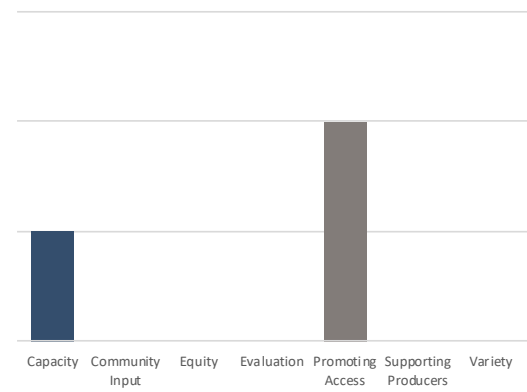
Milton is a small former-timber town that is focused on building its identity as a quiet, peaceful community surrounded by fields, trees, open vistas and gardens just minutes away from Tacoma. Its cultural agenda is primarily focused on expanding public ownership of land and maintaining its picturesque charm. The Town of Milton does not produce a cultural plan. Its Comprehensive Plan does not refer to culture or heritage other than within the Growth Management Act and the Shoreline Master Program.

PLANNING DOCUMENTS

- Milton Parks Plan (2016)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Funding plans not referenced but City has some development in process including an amphitheater
Community Input	n/a	
Equity	n/a	
Evaluation	n/a	
Promoting Access	Medium	Expanding facilities to include a youth performing arts center and amphitheater
Supporting Producers	n/a	
Variety	n/a	



KEY PLANNING THEMES

Heritage + Preservation

PLANNING RATIONALES:

- Preservation of **community character** and public open spaces

STRATEGIES:

- Development of an **amphitheater** and a youth recreation center
- Use **citizen advisory committee** for input on future projects
- **Acquire land** for future parks and public spaces
- **Support community-based non-profits** and encourage tax reductions

SUMMARY

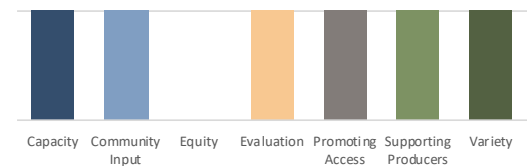
Newcastle defines its identity as an area that has been home to entrepreneurs, innovators, and pioneers. The City embraces this heritage and seeks to facilitate and strengthen the bonds of community through its attractive public parks, amenities, and community events. Newcastle recognizes the importance of volunteerism and civic service and encourages it among its citizens. The City pays special attention to embracing its pioneer past and is focused on expanding its parks and trails network and acquiring historic property. Most of Newcastle's cultural planning activities are found in the Comprehensive Plan. Most cultural planning elements appear to be largely defined by required planning elements under the Growth Management Act, however Newcastle does lay out a clear heritage-focused agenda throughout the whole of its planning documents.

PLANNING DOCUMENTS

- 2018 City Manager Report
- 4Culture Sustained Support Report (2018)
- Newcastle Downtown Strategic Plan Vol 1-3 (2018)
- CAC November Report to Council (2018)
- Newcastle Comprehensive Plan (2015)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	City working to adopt, implement, and maintain an impact fee system for assessing and mitigating the impact of new development upon the City's parks, trails and recreation facilities.
Community Input	Low	Providing opportunities for varied recreation activities and programs that are responsive to the inputs of a wide range of Newcastle residents
Equity	n/a	
Evaluation	Low	References historic preservation plan and adoption of impact fee system but does not include measurements for outcomes
Promoting Access	Low	Focus on tying heritage to City design and increasing historical and cultural education through special event programs
Supporting Producers	Low	The City is encouraging private and corporate support of community events and public art
Variety	Low	Newcastle planning documents almost exclusively focus on aspects of pioneer town heritage plans and programs



KEY PLANNING THEMES

Celebration of Diversity

PLANNING RATIONALES:

- The **pioneering history** of Newcastle should be reflected in all arenas of public life
- Cultural programming **reflects diversity** of residents

Heritage + Preservation

STRATEGIES:

- Acquire historic property** as part of the parks, trails and open space network
- Historic Preservation Plan** in development, including historic site and building inventory, to identify and **protect historic resources** and the Old Newcastle townsite
- Adopt, implement, and maintain an **impact fee system** for assessing and mitigating the impact of new development upon parks, trails and recreation facilities.
- Engage in **4Culture's Creative Consultancy Program**

SUMMARY

Normandy Park lacks comprehensive cultural planning in its planning documents. The only mention of cultural planning comes from the mention of an ongoing dialogue with the City of Des Moines and the inclusion of market research that shows the low priority of cultural planning by residents. The city has a “Music in the Park” program. The Municipal Parks District is the primary funding mechanism for Parks and Recreation programming with additional philanthropy and impact fees and grants.

PLANNING DOCUMENTS

- Parks, Recreation, and Open Space Plan (2016)
- Comprehensive Plan (2016)

NORTH BEND

CULTURAL PLANNING LEVEL: 2

SUMMARY

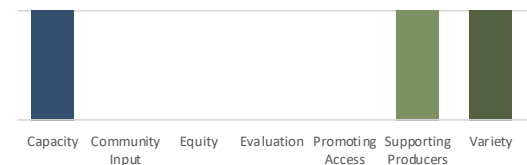
As stated in Resolution 1747, North Bend defines cultural health as the integration of arts, culture and heritage into the community through a broad array of stakeholders in order to define the city's unique character and celebrate the local history. The city's Comprehensive Plan defines a primary goal of city planning to be the promotion of historic preservation within the City. The city celebrates its rich heritage and natural beauty. While it specifically brands its identity as a mountain-culture town, North Bend lacks specificity in arts and culture enrichment planning. The Comprehensive Plan and Resolution 1747 provide some intermittent insight into discussion of cultural planning. The Comprehensive Plan includes five sub-goals of the city as related to cultural and historic preservation activities that guide all cultural planning.

PLANNING DOCUMENTS

- Resolution 1747 (2017)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	New public ownership of historic buildings and a new historic district but lack of dedicated funding source.
Community Input	n/a	
Equity	n/a	
Evaluation	n/a	
Promoting Access	n/a	
Supporting Producers	Low	Pursuing partnership with Mountains to Sound Greenway Trust
Variety	Low	Planning focuses on historic elements; town has an art gallery and a concert venue no plans to expand cultural services



KEY PLANNING THEMES

Branding + Identity

Celebration of Diversity

Health + Cognitive Benefits

Heritage + Preservation

Social Cohesion

PLANNING RATIONALES:

- Part of a county-wide **ecosystem** that should play to individual strengths
- Provides a **sense of place**, unique **character**, community **identity**, **connection to past and current** cultures.
- Heritage projects and programs improve **civic pride**
- Celebrate diversity**
- Health and wellness are benefits** of cultural opportunities

STRATEGIES:

- Promote **historic preservation**
- Pursuit of partnership with Mountains to Sound Greenway to support its efforts to create a network of greenway buffers and **interpretative signs which inform and celebrate the local history**

SUMMARY

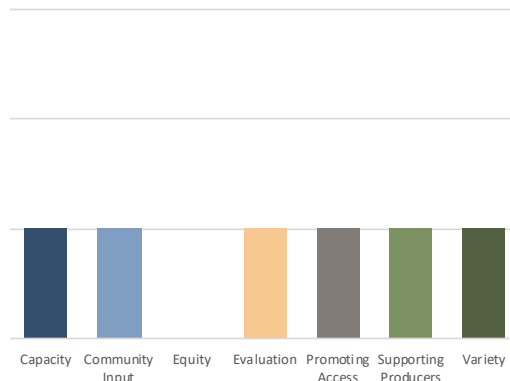
Pacific prides itself upon its local charm and its low tax burden. Currently, they are focused on aesthetic improvements to their streetscape and commercial districts. They seek to develop community gateways that promote community character with dramatic and eye-catching community themes, through a combination of aesthetic enhancement to buildings, structures, landscaping, signs, lighting, and public art. Pacific's Comprehensive Plan is their sole cultural planning document but contains several references to discussion surrounding cultural contexts.

PLANNING DOCUMENTS

- Comprehensive Plan (2011)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Uses 1% funding model and is exploring funding sources for a community arts commission
Community Input	Low	Using citizen input in efforts to name parks, streets and places after major figures of importance
Equity	n/a	
Evaluation	Low	Measures the percentage of employment within the city in the arts/entertainment sector at 8.5%
Promoting Access	Low	Intent to continue development of streetscapes and promote public art
Supporting Producers	Low	Planning the designation of a special artisan district within the City
Variety	Low	Planning limited to public art, streetscapes, and promotion of a potential commercial artisan district



KEY PLANNING THEMES

Branding + Identity

Heritage + Preservation

PLANNING RATIONALES:

- Preservation of **community character** and public open spaces
- Recognition of history and heritage of place**
- Public art promotes community character

STRATEGIES:

- Explore the creation of a **community arts commission**
- Recognize heritage** of community by naming parks, streets, and places in honor of major figures and events through citizen involvement
- Encourage creation of specialty manufacturing and **artisan district** in Pacific
- Encourage incentives for **community gateways**

SUMMARY

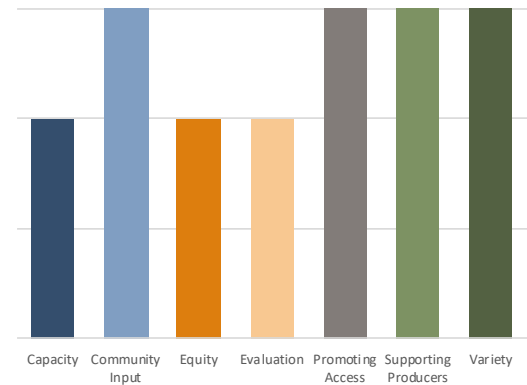
Leading with Art and Cultural Engagement (LACE) is the overarching philosophy and implementation strategy of the Redmond Public Art Plan. The purpose of LACE is to broaden the scope of public art to all types of capital projects to provide meaningful art integration in civic projects that would have the most significant impact in the public realm and enliven and enrich the community. Four themes govern Redmond's cultural planning philosophy. Redmond pays attention to the potential of integration of its public art plan with capital investment strategies. Finally, Redmond is focused on active and passive forms of cultural programming, giving special attention to festivals and artist-in-residency programs, as well as the impact of providing public spaces for unprogrammed participation. Redmond has a suite of planning documents that encompass cultural planning elements, the most thorough of which are its Comprehensive Plan and Public Art Master Plan. The Comprehensive Plan devotes a chapter to arts and culture and incorporates cultural planning into a number of other sections. The Public Art Master Plan breaks down the specific elements of the LACE strategy and the four themes for Redmond's public art planning.

PLANNING DOCUMENTS

- **Cultural Resources Management Plan (2018)**
- **Art Woven Throughout: City of Redmond Public Art Master Plan (2017-2030)**
- **Draft Parks, Arts, Recreation, Culture and Conservation Plan (2017)**
- **City of Redmond Comprehensive Plan (2015):**
 - **Parks, Art, Recreation, Culture & Conservation Plan**
 - **Community Character and Historic Preservation**
- **Master Plan for the Downtown Cultural Corridor (2013)**

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Arts and Culture commission; tying art into City's capital investment planning; seeking multi-year financing strategies; community partnerships.
Community Input	High	Ensuring human service programs reflect and are sensitive to the cultural, economic and social diversity of the city.
Equity	Medium	Facilitating development of a diverse set of recreational and cultural programs that celebrate heritage and cultural diversity
Evaluation	Medium	Developing an operating and capital program finance strategy; defining four criteria for cultural planning
Promoting Access	High	LACE strategy: diversifying output of cultural planning and engagement.
Supporting Producers	High	Innovation Partnership Zone status; developing community partnerships and incentives for public art in private develop.
Variety	High	Expanding educational cultural opportunities and LACE broadens the scope of public art



KEY PLANNING THEMES

Branding + Identity

Celebration of Diversity

Economic Growth

Tourism

PLANNING RATIONALES:

- **"Intertwining systems"** relating to sustainability and integrating art into the built and natural environment
- Building an **"Intellectual Playground"** through the many creative businesses and partnerships in their area
- The **"Power of Place"** when they consider intentional development of places for public gathering, whether streetscapes or parks or civic facilities.
- Cultural expression that represents a **mosaic hybrid** of the diversity of their residents
- **Creates jobs** and attracts **highly skilled workers**
- Creates **neighborhoods that attract businesses and residents**
- **Enhances tourism**, a source of local jobs

STRATEGIES:

- Use art to **connect city centers** and **citizens** from a wide array of backgrounds
- Encourage inclusion of **public art features** with all private and public development
- **Activate public spaces** with special events and performances.
- 6-year, 10-year and 20-year **capital project improvement plans** for a parks and recreation system
- Encourage and support a **wide variety** of festivals, such as Derby Days and Redmond Lights, reflecting the **diversity, heritage and cultural traditions** of the community
- Work with **Sound Transit** on artist selection
- **Artist-in residency** program

SUMMARY

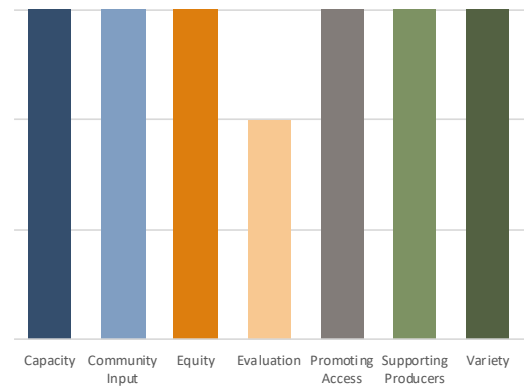
The City of Renton recognizes cultural programming as relevant to economic power, social cohesion, placemaking, and shifting public perspectives. Cultural planning strategies are abundant and there is an identified need for more funding for cultural infrastructure and investments. Plans state that public art and cultural programming should strengthen the visual identity of Renton, build community resilience, attract creative industries, improve pedestrian environments, and recognize the full range of diversity among Renton residents including ethnicity, disability, and sexual orientation. The Renton Arts & Culture Master Plan 2010, The Renton Downtown Civic Core Action Plan, and the Renton City Center Community Plan illustrate clear connections between economic and cultural planning.

PLANNING DOCUMENTS

- Renton Civic Core Vision and Action Plan (2018)
- Comprehensive Plan (2015)
- **Arts and Culture Master Plan (2010)**
- City Center Community Plan (2011)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	Multiple development strategies and strong focus on supporting existing cultural output through relationships with private partners, community organizations, and residents.
Community Input	High	Focus on community planning methodologies; encouragement of including more diverse stakeholders
Equity	High	Focus on empowerment of voices through cultural planning that represent communities diverse in race, faith, ethnicity, sexual orientation, class, and gender identity
Evaluation	Medium	Use of census data to determine creative occupational workforce; expands census definition to include additional occupations; use of determining difficulty of arts in challenging perspectives.
Promoting Access	High	Working with the arts community, nonprofit organizations, and community members to activate vacant spaces.
Supporting Producers	High	Seeking to partner with private businesses on additional facilities and housing for artists.
Variety	High	Expansive cultural planning; broad array of stakeholders; recognized need for new cultural programming that is more relevant to community needs.



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Social Cohesion

PLANNING RATIONALES:

- Connection between cultural engagement and **perspective-shifting**
- Recognition that cultural programming can include the development or attraction of **creative industries**
- Public art encourages **artistic enterprises**
- Public art provides opportunities for citizens to **participate in civic life**
- Public art and historic preservation provide positive **identity**, create a **sense of place**, foster a **sense of ownership and pride**
- Public art as a tool for **enhancing visual environments**
- **Economic driver:** cultural/entertainment activities as a means to increase revenues from visitors

STRATEGIES:

- Support events that bring people to the **downtown** core
- Work with arts community, nonprofit organizations, and community members to **activate vacant spaces** in the city center
- **Capital facilities policies and strategies:** use art in public improvements; artists should be included on design teams; public art to **preserve and contribute** to the quality of residential neighborhoods and should draw from themes of diverse cultures, using **local symbolism and history**
- Coordination with property owners and gallery owners for **artist space** with arts commission as stakeholder.
- **Promote public and private art** in the District Center, encourage private developers to integrate public art in design
- Explore **partnerships** and **funding** sources for public art
- **Acknowledge diverse cultures** and **history** of community in public art and programming

SUMMARY

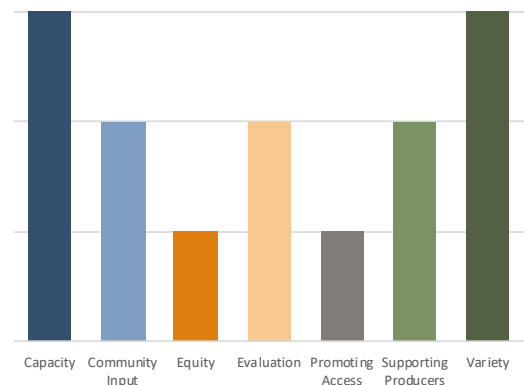
Cultural planning in Sammamish emphasizes that integration of arts and culture into the community creates a sense of place, contributes to the city's unique character, strengthens community cohesiveness, encourages civic participation, connects people to the past, and celebrates diversity. There is no mention of culture, arts, or heritage in the vision or mission statements of the city's Comprehensive Plan, which uses a sustainability framework focused on social, environmental, and economic health. Cultural planning is a chapter of the city's 2012 Parks, Recreation, and Open Space (PRO) plan and cultural plans are also included in the Recreation chapter. The PRO plan is embedded as the Parks chapter of the city's 2015 Comprehensive Plan. The Sammamish Arts Commission acts as an advisory body to the City Council and has influenced cultural planning (the 2012 plan included Cultural Arts as a main planning area for the first time).

PLANNING DOCUMENTS

- City of Sammamish Comprehensive Plan (2015)
- Parks, Recreation and Open Space (PROS) Plan (2012)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	Funding mechanism in place; long term goal to get more funding; Staffing/arts commission
Community Input	Medium	Parks community needs assessment via 2010 community survey (phone and online)
Equity	Low	Diversity and accessibility are guiding principles in cultural planning but there are no specific plans or goals related to these principals
Evaluation	Medium	No evaluation metrics included, but accomplishments, activities, volunteer hours, and audience attendance are tracked
Promoting Access	Low	Accessibility is a guiding principal, but no specific strategies attached; city-sponsored public concerts and events
Supporting Producers	Medium	Long term goal to give artists and organizations more visibility and support; artists receive support and promotion through public art gallery, use in public planning docs
Variety	High	Public art, rotating art exhibit, classes, community events/concerts/festivals; plans to expand offerings; city-sponsored two-day arts showcase with wide range of programming



KEY PLANNING THEMES

Branding +
Identity

Economic
Growth

Health +
Cognitive
Benefits

Heritage +
Preservation

Intrinsic Value

Social Cohesion

PLANNING RATIONALES:

- Contributes to **community building**, connectedness, cohesion
- Provides a **sense of place**, unique character, **community identity**, and **connection to past** and current cultures
- Contributes to **civic identity, pride, and participation**
- Challenges different perspectives and celebrates **diversity**
- Contributes to greater **health and wellness**
- Contributes to **economic vitality**
- Improves learning** and **encourages creativity**
- Has **intrinsic human value**

STRATEGIES:

- Continue **public art** installations and **rotating art exhibit** at City Hall
- Continue to host **festivals and concerts**, including a concert series for kids.
- Continue to promote performances and **readings**
- Continue to offer **classes**
- Raise visibility** of cultural arts organizations and individual artists
- Develop partnerships** for cultural arts and work with other city departments
- Develop **participatory cultural programs**
- Increase **funding**

SUMMARY

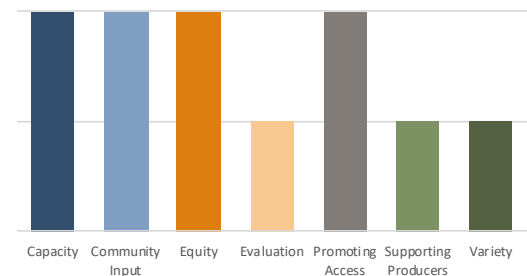
The City of SeaTac defines cultural opportunities as necessary to public health, community identity, and sense of place. Overall, specific cultural planning strategies are few and funding is a major issue. Plans state public art and cultural programming should provide opportunities to connect to the history and diversity of the community, increase civic engagement, and contribute to the city's visual appeal to increase revenues. SeaTac's general vision statement is based on creative imagination, dreams, and common values. Cultural Arts is a subsection of Recreation in the Parks & Recreation chapter of the city's Comprehensive Plan and references to culture are found in the Community Design chapter. The Parks Department plans to develop an Arts Master Plan, create more ethnic programming, and complete a performing arts center study. The Arts, Culture and Library Advisory Committee (ACLAC) advises the city council and is tasked with establishing and administering the Arts and Cultural Master Plan. Cultural planning also integrated into subarea plans.

PLANNING DOCUMENTS

- Parks, Community Programs, and Services Road Map (2019)
- Comprehensive Plan (2015)
- Angle Lake District Station Area Plan (2015)
- Shoreline Master Program (2010)
- City Center Plan (1999, some sections amended 2010)
- Parks, Recreation, and Open Space Plan (2008)
- South 154th Street Station Area Action Plan (2006)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Identified need for more funding; city provides some funding for community events; no public art ordinance, but practice of setting aside 1% from park projects or using general fund money; arts advisory committee; plans for collaboration
Community Input	Medium	Specific policies encourage community involvement in general city planning, including forums, surveys, accessibility in multiple languages; community survey for parks needs assessment
Equity	Medium	Acknowledgement of cultural diversity; goal to provide ethnic programming that reflects diversity (with community input); Comprehensive Plan includes specific equity focused strategies
Evaluation	Low	Mention of plan to evaluate cultural program effectiveness (no evidence of implementation)
Promoting Access	Medium	Plan to continue offering low-cost community events
Supporting Producers	Low	Artists identified as necessary participants in design teams
Variety	Low	Current programming limited to community events and inventory of historic resources, plans to develop more programming



KEY PLANNING THEMES

Branding +
Identity

Celebration of
Diversity

Economic
Growth

Health +
Cognitive
Benefits

Heritage and
Preservation

Social Cohesion

PLANNING RATIONALES:

- Cultural opportunities are connected to **community health**
- Public art is a public amenity and contributes to a **sustainable and healthful urban environment**
- Public art encourages **artistic enterprises** and provides opportunities for citizens to **participate in civic life**
- Public art and historic preservation provide **positive identity**, create a **sense of place**, foster a **sense of ownership and pride**
- Public art **enhances visual environment**; **preserves** and contributes to the quality of residential neighborhoods
- Cultural activities may **increase revenues from visitors**
- Public art and programming **acknowledge diverse cultures** and the **history** of community

STRATEGIES:

- Complete a **Cultural Arts Master Plan** to include cultural programming and staffing
- Continue to offer **low cost community-wide events** and expand theatre and concert performances
- Continue working with **community groups** to develop and improve special events
- Provide **culturally competent and inclusive programming**
- Use art in **capital facilities projects**, encourage public art in private development, **include artists** on design teams
- Draw from themes of **diverse cultures**, using **local symbolism and history**
- Explore **partnerships** and **funding sources**
- Identify and **preserve historical and cultural resources**

SUMMARY

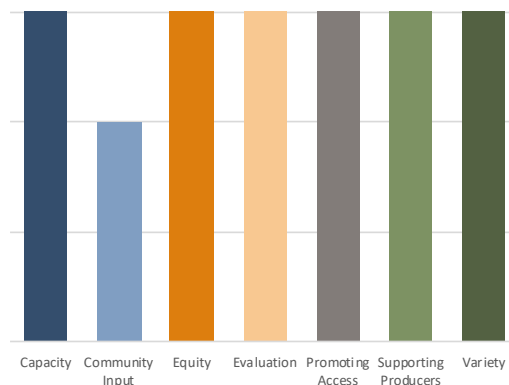
The Office of Arts & Culture (ARTS) manages the Seattle's public art program, grants for arts and cultural organizations, the Creative Advantage arts education initiative, the Cultural Space program, and cultural facilities such as the Langston Hughes Performing Arts Institute and ARTS at King Street Station. It works to foster connections, amplify stories, and build community. Its stated vision is a “city driven by creativity that provides the opportunity for everyone to engage in diverse arts and cultural experiences.” The office is committed to centering the creativity and leadership of people of color in its work. Seattle has a standalone municipal art plan and multiple public art plans. The Comprehensive Plan devotes a chapter to arts and culture and incorporates cultural planning into a number of other sections.

PLANNING DOCUMENTS

- **Capacity Building for Racial Equity in Public Art (2018)**
- **Parks and Open Space Plan (2017)**
- **Municipal Art Plan (2016)**
- **Seattle 2035 Comprehensive Plan: Managing Growth to Become an Equitable and Sustainable City (2016)**
- **agriCULTURE: A Plan for Cultivating Arts and Culture in Seattle’s Urban Agriculture Sites (2013)**
- **Elliott Bay Seawall Project: Art Programming Plan (2013)**
- **Waterfront Seattle Art Plan (2012)**
- **Seattle Office of Arts and Culture 2012 Report (2012)**
- **Art Program Policy and Guidelines (2009)**
- **South Lake Union Streetcar Art Plan (2006)**
- **SDoT Art Plan: Books i-iii (2005)**
- **Northgate Public Art Plan (2005)**
- **Art Plan for the Pro Parks 2000 Levy, pt1-3 (2000)**
- **Art Plan: Seattle’s Community Centers (1999)**

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	1% funding model; Office of Arts & Culture
Community Input	Medium	Artists mentioned more frequently than general public in providing development input
Equity	High	Multiple strategies and plans for improving equity in public art, cultural activities, and involvement in development; lens of equity, especially racial equity, applied to public art programs
Evaluation	High	Many reports assessing impacts of arts
Promoting Access	High	Multiple strategies and plans to improve access to cultural opportunities and programs, providing infrastructure
Supporting Producers	High	Multiple strategies for financial and technical support of artists
Variety	High	Wide variety of disciplines and projects supported and planned



KEY PLANNING THEMES

- Branding + Identity
- Celebration of Diversity
- Economic Growth
- Health + Cognitive Benefits
- Heritage + Preservation
- Intrinsic Value
- Social Cohesion
- Tourism

PLANNING RATIONALES:

- **Creative economy:** helps drive economic growth, builds and sustains economic vibrancy
- **Creative placemaking:** creates place, character, connection, identity; increases vibrancy of neighborhoods, strengthens neighborhood identity, revitalization, improves local business and public safety, brings diverse people together
- **Historic preservation and cultural resources:** provide visible connections to the past, strengthen sense of place, and help build community; protects shared cultural heritage.
- **Equity and community building:** strengthens connections among individuals, communities, natural elements
- **Educational:** transmits knowledge, raises awareness
- **Intrinsic value:** valuable public resource

STRATEGIES:

- **Promote and ensure equity:** focus on the lens of racial equity to guide activities and projects
- **Support artists, community engagement, and participation:** provide access, opportunity, and capacity
- **Establish creative placemaking and heritage** as part of local area planning
- Integrate arts and cultural programs into **urban agriculture** efforts
- **Assessment:** Assess the economic impact of Seattle’s music and nightlife and create and maintain an inventory of cultural spaces

[CONTINUED ON NEXT PAGE]

PLANNING RATIONALES:

CREATIVE ECONOMY

- **Creates jobs** and attracts highly skilled workers
- Creates neighborhoods that **attract businesses** and residents
- **Provides opportunities** in communities of color
- Preserving historic buildings **encourages revitalization**, attracts new businesses
- **Enhances tourism**

CREATIVE PLACEMAKING

- Contributes to making rich public places where the **entire community** feels welcome
- Creates a **sense of communal ownership** and **attachment to place**
- Enriches lives, **inspires creativity and innovation**
- **Responds to place** and **produces place**
- Reveals and develops the **unique character of a site**
- References the **wealth of history** of a site
- Builds heritage and contributes to a more **deeply rooted sense of community**
- Historic buildings, sites, objects play a vital role in defining **sense of place** and character of neighborhoods.
- References the **new identity or the predecessors to this new identity** (pre-habitation, pre-European contact, pioneer, logging/agricultural)
- Acts as a bold symbol of coming civic improvements
- **Gives voice to artists**

EQUITY & COMMUNITY BUILDING

- **Acknowledges** historic and current **inequities**
- **Directly affects change**
- **Nurtures** a welcoming and diverse community, **expands perspectives**, encourages **empathy**, helps cultivate appreciation and **understanding of diverse cultures**
- **Fosters citizen initiative**

EDUCATIONAL, ENVIRONMENTAL & AGRICULTURAL

- **Raises awareness**, highlights and interprets history
- Educates about environmental responsibility
- Expresses connection to the land and natural world
- **Transmits urban agricultural knowledge**: plays a key role in forming meaning around urban agriculture activities, a reassertion of traditional culture; growing and eating food can be art
- **Functions scientifically**: enhances marine habitat, reveals tidal processes, creates bio-positive environment
- **Mitigates potential adverse impacts** of construction

STRATEGIES:

PROMOTE AND ENSURE EQUITY

- **Public Art Program**: focus on the **lens of equity** to guide activities and projects
- Develop projects that **encourage participation** from a wide range of artists and community members (indigenous peoples, youth, immigrant communities, the homeless)
- **Community wellbeing**: bring people together to experience ethnic and cultural traditions; support **intergenerational and intercultural** programs
- Use zoning and other planning tools to **address displacement** of small locally-owned businesses
- Enhance the **diversity of community representatives** included in the public-art selection process.
- Strengthen the **diversity of expression** in public art to reflect cultural diversity of the city.
- Encourage the creation of **cultural spaces for informal gathering** and recreation, especially in communities of color that lack cultural spaces.

ARTIST SUPPORT, COMMUNITY ENGAGEMENT

- **Fund** wide variety of public art
- Involve **artists in planning and design**
- Create continuing engagement and **cultural production on the waterfront**
- Create **opportunities for local artists** to make contributions to the **urban streetscape**
- Provide locations for **exhibiting art** in public spaces
- Develop parks and facilities based on the **specific needs and cultures** of the communities
- **Encourage public participation** in planning and implementation of public art projects.
- **Enhance support for artists**, creative professionals, and cultural organizations
- Make funding programs **more accessible to small, independent artists** from **underrepresented communities**
- Improve **access to arts and music education**
- Support **affordable cultural spaces** in all neighborhoods
- Encourage **access to affordable workspaces** and **financial assistance programs** for artists, musicians, and cultural organizations
- Support the **viability of live music and entertainment venues** in areas undergoing development.

PLACEMAKING & HERITAGE

- Encourage **adaptive reuse** of historic community structures to continue their role as neighborhood anchors.
- Create a **toolkit to assist communities in making their own art, music, and culture**.
- **Preserve characteristics** that contribute to communities' general identity, such as block and lot patterns

INFRASTRUCTURE & AGRICULTURE

- Integrate art/cultural programs into **urban agriculture** efforts
- Provide **visual artwork in facilities**: contemporary work that reflects Northwest culture as experienced by diverse cultures

SUMMARY

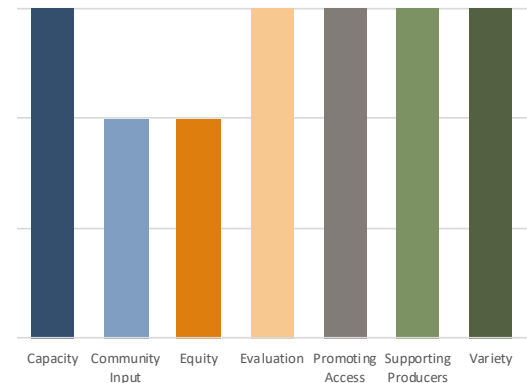
Planning documents identify arts and cultural services as integral to public health. The city prioritizes cultural and historic resources, cultural experiences, cultural diversity, and public art through planning strategies and funding. Cultural tourism strategies are included but are secondary to goals of community health. Goals of the public art plan include leading the placemaking effort, committing to equity and inclusion through arts, achieving greater financial sustainability, engaging community, integrating public art in cultural services. Sustainability is at the core of the city's Comprehensive Plan, which identifies interconnected framework goals; culturally-relevant elements are in 8 of 18 goals. Shoreline has a stand-alone Public Art Plan and incorporates cultural planning in its Comprehensive Plan and PROS plan. It has a 1% public art funding model, a Public Art Sub-Committee, a Public Art Coordinator, and plans to broaden funding mechanisms.

PLANNING DOCUMENTS

- Parks, Recreation and Open Space (PROS) Plan (2017)
- Aquatic/Community Center Feasibility Study (2017)
- **Public Art Plan 2017-2023 (2017)**
- **Draft Public Art Plan (2-page summary) (2016)**
- Urban Forest Strategic Plan (2014)
- **Historic Resources Survey & Inventory Report (2013)**
- Shoreline Comprehensive Plan (2012)
- Shoreline 2029: Vision and Framework Goals (2009)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	1% model for public art; goal to achieve greater financial sustainability for the public art program; public art committee, staff; public art coordinator to develop programs and advocate for arts within the community and City staff.
Community Input	Medium	Appendix C of Art Plan describes public input process of community meetings and an online survey; includes findings.
Equity	Medium	Parks to provide cultural experiences for all ages and abilities; engage community in cultural services decision making; goal of equitable distribution of resources; evidence of stakeholder outreach, prioritization of culturally diverse, inclusive activities and art
Evaluation	High	Appendix includes an assessment of prior public art installations and recommendations; public input includes qualitative research, results, recommendations; goals and strategies are specific, measurable, and have timelines
Promoting Access	High	"Bring alternative histories into the public sphere"; offer public art/programs in variety of locations; focus on public access to art
Supporting Producers	High	Equity outreach to artists of color; promote artist/business relationships; fund public art to provide more opportunities for artists
Variety	High	City provides cultural programs that are diverse and affordable; public art plan wide variety of art, cautions that list "is not limited to" those forms; other events/concerts and classes offered by city and parks/rec.



KEY PLANNING THEMES

Branding + Identity

Celebration of Diversity

Economic Growth

Heritage + Preservation

Social Cohesion

PLANNING RATIONALES:

- Inclusive and accessible cultural activities foster **community connections**
- Public art provides **visual appeal** and promotes **shared identity**
- Public art enhances **placemaking**: makes city more inviting for people to **live, visit and operate businesses**
- Public art brings culture to life, passes on to **future generations**
- Public art **leads diversity and inclusion** efforts, defines public space in artistic terms
- Heritage and preservation foster **sense of place** and belonging, **community pride**, understanding of **past**

STRATEGIES:

- Lead the **placemaking** effort by establishing specific districts such as cultural, entertainment, or ecological districts
- Commit to **equity** and **inclusion** through arts
- Achieve greater **financial sustainability**
- Engage community and integrate public art in cultural services
- **Attract a diverse population**, including artists and innovators, to **improve economy**
- Host **festivals, exhibits, and performances** that attract people of all ages and cultural backgrounds
- Inventory, identify, and add **historic resources** and historic preservation properties

SUMMARY

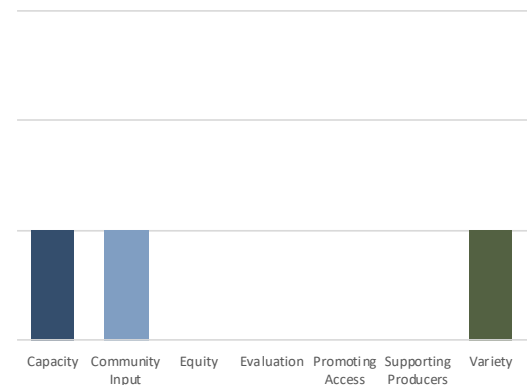
Skykomish is a rural town of less than 300 people. Due to its location on US Highway 2, it receives outdoor recreation-related tourism traffic. The town's vision is rooted in maintaining its small-town character and preserving its railroad and timber heritage. Economic development planning centers around maintaining a "safe, healthy and diverse community," providing affordable housing, and protecting environmental and cultural resources. The town's website identifies history as a main component of the city's identity, along with recreation and community. Cultural planning falls under the town's Land Use goals and policies and is centered around historic preservation and historic cultural resources. It also references hosting music and arts festivals.

PLANNING DOCUMENTS

- Town of Skykomish Comprehensive Plan (2015 update)
- Town of Skykomish website (Accessed 2019)
- Skykomish Historical Society website (Accessed 2019)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Plans to develop funding; existing partnership with 4Culture for heritage and historic preservation projects
Community Input	Low	Mention of community input shaping the Comprehensive Plan, but no description of how this was done
Equity	n/a	
Evaluation	n/a	
Promoting Access	n/a	
Supporting Producers	n/a	
Variety	Low	Focus on heritage and historic preservation projects; brief mention of arts and music festivals



KEY PLANNING THEMES

Branding + Identity

Heritage + Preservation

PLANNING RATIONALES:

- Historic, cultural, and archaeological resources provide a **sense of local identity and history** to visitors and residents.

STRATEGIES:

- Maintain, preserve, and enhance historic, cultural, and archaeological resources**
- Continue to apply adopted community design standards that help **preserve and promote the historic character** of the community.
- Develop and implement a program to identify and **preserve buildings and structures of historic value** that contribute to the "small town" feel of the community with state, federal, and county funding.
- Protect cultural resources** as part of economic development

SUMMARY

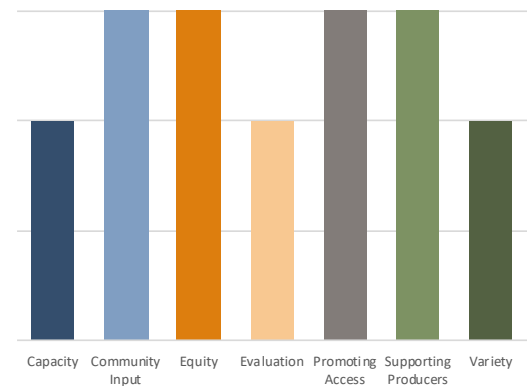
Culture, art, and innovation are key components of the area's planning framework. Residents and organizations plan to create a community that is "culturally vibrant, intellectually curious, innovative, and beautiful." Cultural projects are meant to fill the community with creativity, art, and character, with programs and public art that reflect cultural diversity and promote strong cross-cultural community connections. The plan supports intergenerational projects and events, performance groups, and individual artists. Guiding principles of the planning process include avoiding problems of displacement that often occur with redevelopment and creating a "safe, affordable, inclusive and healthy community that preserves a culturally and economic diverse community." A 2009 planning document envisions a community high in participation and pride and filled with art and creativity. Culture, Art and Innovation is an element of the Skyway-West Hill Action Plan (SWAP), which is an element of King County's Comprehensive Plan. Most projects are slated for the 3- to 7-year time range and funding is slated to be from 4Culture as well as public-private investment.

PLANNING DOCUMENTS

- Skyway-West Hill Community Service Area Subarea Plan (Preliminary Outline & Content) (2019)
- Skyway-West Hill Action Plan (SWAP) (2016)
- Skyway Solutions: A community Agenda for Revitalization (2009)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Limited funding in place for some cultural programming and events; plans to acquire more funding
Community Input	High	Community-driven planning process; community organizers included in planning; community surveys
Equity	High	Focus on preserving cultural and economic diversity; providing equitable access to programs and opportunities (entire plan); strategies to avoid displacement from gentrification; inclusive planning process
Evaluation	Medium	Detailed matrix of prioritized goals and actions, with timelines, funding sources, and plan leads, which provides model for tracking specific actions
Promoting Access	High	Prioritizes cross-cultural and intergenerational activities, affordability, opportunities for broad range of community members
Supporting Producers	High	Prioritizes keeping area affordable for artists; supports artist input and involvement; proposed amenities to attract and support artists
Variety	Medium	Not much exists now, but longer-term plans cover broad categories of cultural and art programming



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Heritage + Preservation

Health + Cognitive Benefits

Social Cohesion

PLANNING RATIONALES:

- Art improves **visual appeal**
- Art and cultural programs increase **cross-cultural** social and community **connections**
- Cultural planning can **attract creative people** to the community
- Public art **honors** the **legacy** and **future** of community
- Exposure to culture can **generate creative thinking** and build **community pride** and **character**
- **Food culture** is a **cultural resource** and amenity

STRATEGIES:

- **Improve overall appearance:** use public art to improve visual appeal of business district, reflect diverse communities, and honor the legacy and future of the community
- **Create public space** for community gathering
- Host **cultural classes** and programs and a yearly festival
- Create a **music studio**; form art, dance and theater groups; support **multi-generational** projects
- **Develop art lofts** to attract creative people to the community
- Establish **funding** from diverse sources
- Promote and provide **access to sustainable food**; classes and events around food culture; create a **cultural garden**
- **Coordinate** efforts and activities of **community associations**
- Organize events that engage a **broad range of community members**

SUMMARY

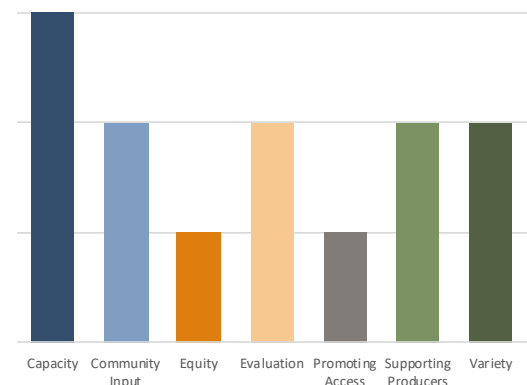
Snoqualmie's planning documents reveal an emphasis on culture, heritage, and historic amenities as economic drivers for both business and tourism. Public art is promoted and planned, but the primary focus is on improving the economy by using cultural assets to attracting tourists from nearby Snoqualmie Falls. The downtown historic district and natural environment of the area are key elements of tourism and economic planning. According to the Riverwalk Master Plan, Snoqualmie has "raw material" to cater to tourist expectations of culture: the history of Native American traditional use of the area, connections to the river and the falls, and the development of the railway, farming, and logging. Cultural planning is integrated into the community character and economic development sections of the Comprehensive Plan. The city has a 1% public art funding model and an arts commission, and most culturally-related implementations have at least low-level funding. Heritage and historic preservation are part of Parks planning and the Downtown and Riverwalk plans.

PLANNING DOCUMENTS

- Snoqualmie Riverwalk Master Plan (2015)
- Snoqualmie 2032 Comprehensive Plan (2014)
- Open Space, Parks, and Recreation Plan (2012)
- Downtown Master Plan (2010)
- City of Snoqualmie 2010 Citizen Survey (2010)
- Economic Development, Branding & Marketing Plan (2006)
- City of Snoqualmie Website (Accessed 2019)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	1% public art funding model and arts commission
Community Input	Medium	Community surveys and reports are a regular, ongoing part of public planning
Equity	Low	Limited; partners with Snoqualmie Tribe in preserving Native American heritage sites
Evaluation	Medium	City uses regular surveys to get feedback about services; detailed action plan matrix
Promoting Access	Low	Mention of promoting opportunities for all ages and income levels
Supporting Producers	Medium	Arts partners program; economic strategy includes attracting and retaining artists and galleries
Variety	Medium	Public art, art walks, music and movies in the park, heritage preservation



KEY PLANNING THEMES

Branding +
Identity

Economic
Growth

Heritage +
Preservation

Intrinsic Value

Social Cohesion

Tourism

PLANNING RATIONALES:

- Culture, heritage, and historic amenities are **economic drivers** for both business and tourism
- Historic and cultural resources **benefit the community** and provide **interesting places for tourists**
- Public art improves **visual appeal** and **cohesive character** of downtown
- Creative people and businesses make the downtown district more appealing
- Historic downtown and town railroad history can be used for **placemaking**, provide distinctive **sense of place**, enhances **historic character**
- Vibrant local arts community, cultural events, and public artworks "**activate**" **public space** and enrich lives
- Cultural and historic resources provide **civic pride and identity**
- Public art **enhances community** environment, **educates**, and instills **community pride**

STRATEGIES:

- **Preserve** and **maintain** historic and cultural resources
- Use **historical design elements** and establish **historic signage**
- **Support heritage organizations** and historic preservation
- **Partner** with Snoqualmie Tribe to preserve heritage sites
- Utilize **artistic resources** and talents in the park system
- Promote **variety** of year-round cultural and entertainment opportunities
- **Attract working artists** and galleries
- Promote **sculpture walk, arts festival, historic tours**
- Construct a **natural amphitheater** for special events
- Redevelop Railroad Park
- **Enhance streetscape** with public artworks
- **Develop public awareness** and interest in fine and performing arts and cultural heritage of the city
- **Support artists** and arts-related organizations

SUMMARY

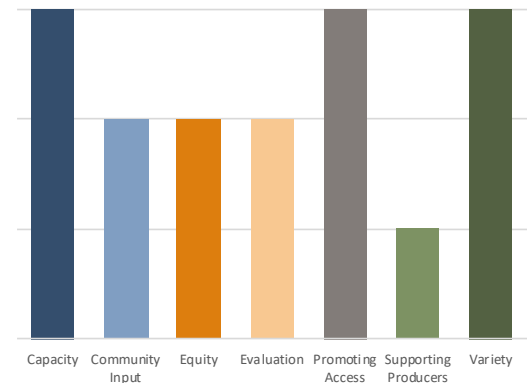
Tukwila's planning documents emphasize culture as integral to civic life, community and geographic cohesion, community health, placemaking, and identity. The framework of the Municipal Arts Master Plan includes creative placemaking and community building and intends for programs to reflect the city's diverse population. The vision of the Arts Master Plan states: "Arts and culture are active and visible in many ways in Tukwila, bringing pleasure and vitality to everyday life. Tukwila's civic identity and pride are strengthened through celebrating arts and culture, engaging and reflecting the multifaceted nature of the community, generating bonds among people and adding meaning to the places where they live and work." Tukwila has a high level of commitment to cultural planning. The Municipal Arts Master Plan serves as a roadmap and toolkit and has detailed goals and strategies, but the city is still in the preliminary stages of implementation. The recently-adopted 1% for the arts funding model supports cultural planning efforts. A detailed matrix of art and cultural integration possibilities is tied to specific locations and the whole of the city, including the river and Tukwila Village.

PLANNING DOCUMENTS

- Tukwila Municipal Arts Plan (2018)
- Tukwila Comprehensive Plan (2015)
- Tukwila Parks, Recreation and Open Space Plan (2014)
- City of Tukwila Southcenter Subarea Plan (2014)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	1% funding model, Tukwila Arts Commission
Community Input	Medium	Cultural plan describes community involvement in needs assessment and planning; appendix of community involvement summaries
Equity	Medium	Efforts to include and incorporate community feedback from multiple groups; assessed need for more space for different ethnic groups to practice culture
Evaluation	Medium	Plan includes recommendation to develop matrix for measuring cultural planning outcomes
Promoting Access	High	Frequently mentioned that programs, events, and facilities need to meet needs of all ages and backgrounds
Supporting Producers	Low	Some mention of supporting artists in and outside the city
Variety	High	Wide variety of arts, culture, and heritage planning and programs



KEY PLANNING THEMES

Branding + Identity

Celebration of Diversity

Health + Cognitive Benefits

Intrinsic Value

Social Cohesion

PLANNING RATIONALES:

- Arts and culture support a **healthy community** and bring **pleasure** and **vitality** to everyday life
- **Creative placemaking** adds meaning to the city, engages and reflects the **diverse community**, and creates a **sense of identity**
- Cultural planning **strengthens civic pride**, appreciation of place, and **sense of belonging**
- Cultural planning supports and **builds connections** between community members
- Cultural planning **celebrates the rich mix of backgrounds** and variety of cultural traditions (music, dance, art, food)

STRATEGIES:

- Adopt a policy of engaging the arts and the **capacity of artists** to create art projects for **placemaking** and **community building**
- Encourage **participation** for all residents in opportunities to make creative art
- **Engage artists** in the cultural dialogue
- Support **community-wide culturally based gatherings**, events, performances
- Incorporate a **broad scope of public art**
- Establish **matrix for measuring** success
- Preserve and celebrate diverse cultural and historic heritage, include **Native heritage** connected to the **Duwamish River**
- Create locations and **affordable facilities** where all ages and cultures can gather
- Identify and protect historically significant places

SUMMARY

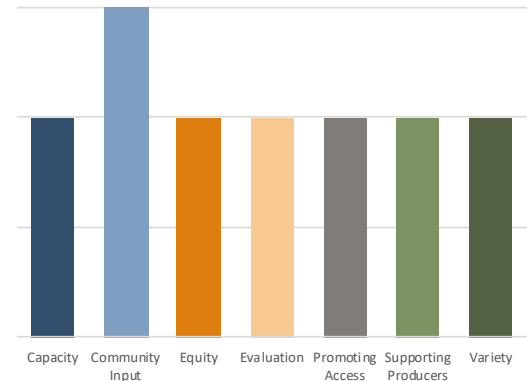
Vashon's planning documents highlight cultural assets as amenities for residents rather than tools for attracting tourism and driving the economy. Focus is on preserving the rural, small-town, agricultural character of Vashon, which includes historic preservation and support of local arts and culture. Guiding principles of the Vashon subarea plan include maintaining rural heritage and small-town culture, preserving historic and cultural resources, and maintaining the town as mixed-use, vibrant center of the community. Core concepts of the Community Service Area plan include multiple-perspective, action-oriented, and interconnected frameworks; social justice and equity goals are integrated throughout. Most cultural planning is in the parks and recreation section of the subarea plan. There are plans to form a committee to develop an Arts Master Plan. The Parks district strategic plan contains no explicit plans for culture, art, or heritage activities, which may be due to the existence of an arts organization that provides community arts programming.

PLANNING DOCUMENTS

- Vashon Park District Recreation Program Comprehensive Plan (2019)
- Vashon Park District Strategic Plan (2018-2024)
- Vashon CSA Plan (King County subarea plan) (2017)
- Vashon Park District Community Survey Report (2016)
- Vashon Town Plan (1996)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	No public art ordinance, but funding available through parks and recreation, grants.
Community Input	High	Several types of public involvement methods were used to develop subarea plan, including forums, community surveys, physical and digital outreach; plan to include artists in developing Arts Master Plan and government building design teams
Equity	Medium	Equity and diversity identified as a key value; plan to improve diversity in programs, focus on offering programs to those who can't afford them; support collaboration with local tribes
Evaluation	Medium	CSA planning includes review of current plans and programs; CSA has detailed matrix of implementation and priorities; parks plan includes analysis of current programs
Promoting Access	Medium	Work with community to provide access to cultural programming events and fairs
Supporting Producers	Medium	Artist support through apprenticeship program, promoting and playing local music, displaying work of local artists in public sphere, artist involvement in facility design
Variety	Medium	Priorities on public art/signage, historic preservation sites, some cultural programming



KEY PLANNING THEMES

Branding + Identity Celebration of Diversity Health + Cognitive Benefits Heritage + Preservation Social Cohesion

PLANNING RATIONALES:

- Art plays an influential role in local culture and **public image**
- Artful signage **supports local artists**, improves **wayfinding**, and **raises awareness**
- Historic and culturally significant sites maintain the town's **character** and **preserve** links to the town's **history**
- Public art enhances **community character** and **diversity**, **sparks imagination**, and provides direct cultural experience for its viewers

STRATEGIES:

- Form a committee of local artists and others to **develop Arts Master Plan** (supported by King County)
- Develop **artist apprenticeship program**
- Improve diversity** in arts programming
- Continue to **provide spaces** for festivals, fairs, performing and visual arts
- Develop **artful signage** and **public art**
- Seek out opportunities to **install permanent and temporary public art by local artists**
- Partner with Heritage Association to **identify and add** historically-significant buildings to National Historic Register
- Continue to **collaborate with Muckleshoot and Puyallup Tribes** to identify areas of cultural importance

SUMMARY

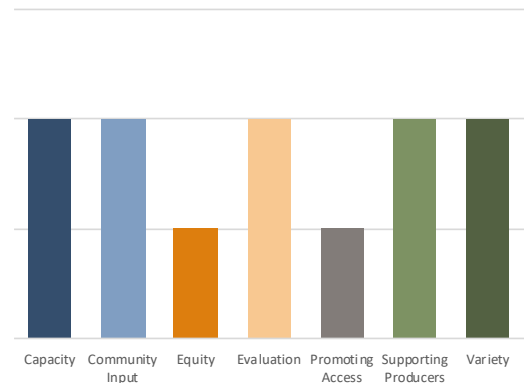
City planning documents prioritize the economic and community-building functions of arts and culture. The tourism study report recommends using public art and cultural offerings to drive economic growth and tourism and to promote cultural placemaking, community engagement, and cohesiveness. “Celebrating Art, Culture, and Heritage” is one of six focus areas for tourism development. The City of Woodinville incorporates cultural planning in its 2014 Parks, Recreation, and Open Space Plan, which is included in the city’s 2015 Comprehensive Plan. The city recognizes both a public demand for cultural events and a lack of cultural recreational opportunities such as concerts and festivals. A primary planning goal is supporting and encouraging “public, private, and non-profit development of high quality, diversified cultural arts and historical features.”

PLANNING DOCUMENTS

- Tourism Study Survey (2017)
- Comprehensive Plan (2015)
- Parks, Recreation, and Open Space Plan (2014) (attached to 2015 Comprehensive Plan)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Medium	Funding model unclear, but there is funding for community events and concerts and public art; proposed policies to acquire more funding
Community Input	Medium	Public engagement efforts in planning: public workshops, online questionnaires; no description of gathering input from marginalized communities
Equity	Low	No language beyond diversity (related to housing in Comprehensive Plan); relies on outside organizations to meet needs of community
Evaluation	Medium	Attendance at public concerts/events is tracked
Promoting Access	Low	Cultural activities that are inclusive are not mentioned, but city provides free public concerts
Supporting Producers	Medium	Mention of public art helping support artists through rotating art exhibits; plans to partner with artists and arts organizations
Variety	Medium	Focused primarily on concerts and public art installations



KEY PLANNING THEMES

Branding and Identity Economic Growth Heritage + Preservation Social Cohesion Tourism

PLANNING RATIONALES:

- Culture is an **economic driver**, strengthens business sector
- Arts and cultural offerings can extend visitor stays and increase **tourism**
- Cultural planning **builds community**
- **Cultural placemaking** and partnering with artists and arts organizations encourages **community engagement** and cohesiveness.
- Public art and murals provide **connection to area’s history and future**, create **visual appeal**, support **creative and artistic jobs**
- Events and festivals provide **sense of identity and place**, encourage **community engagement**, and provide jobs

STRATEGIES:

- Support and develop **cultural events**
- Incorporate **artwork in public areas**
- Coordinate with local artists rotating artworks at City Hall
- Work with partners to identify and provide interpretation of Woodinville's **cultural heritage**, traditions, cultural features, and historic sites
- Use arts and cultural resources for **wayfinding, signage, and design, public art and murals**

SUMMARY

Yarrow Point is an upscale residential community. There are no identified arts or cultural organizations and the one community event is the Fourth of July parade, coordinated with the town of Hunts Point. Interestingly, sidewalks (often included as an indicator for public health), are not allowed in Yarrow Point. Its Comprehensive Plan does not refer to culture or heritage other than within the Growth Management Act and the Shoreline Master Program.

PLANNING DOCUMENTS

- Shoreline Master Program (2017)
- Comprehensive Plan (2015)

SUMMARY

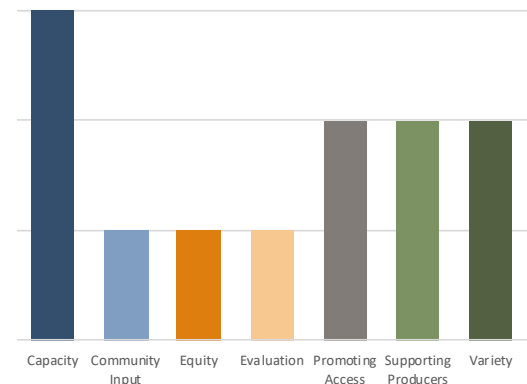
In its Comprehensive Plan, King County refers to itself as having an important role in supporting the region's cultural life, as culture enhances local character, livability, economic vitality, and overall quality of life for residents. It focuses its cultural planning efforts on preserving and celebrating the region's rich history through preservation and stewardship of historic landmarks and public art. King County's cultural investments are carried out in large part by actors such as 4Culture (a public development authority of King County), the King County Historical Preservation Program in the Department of Natural Resources and Parks, and the Landmarks Commission. King County documents include a historic preservation plan and wayfinding plan.

PLANNING DOCUMENTS

- King County Parks Open Space Plan: Parks, Trails, and Natural Areas (2016)
- King County Comprehensive Plan (2016)
- King County Historic Preservation Program Strategic Plan 2013-2020
- King County Historic Preservation Program Strategic Plan 2013-2020
- Arts Master Plan, King County Regional Trails System (n.d.)
- Intensive-Level Survey of Historic Agricultural Resources in King County (2011)
- Survey of County-Owned Historic Properties in King County (2011)
- King County Shoreline Master Program (2009)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	High	4Culture (almost all King County funded), "regional coordination and leadership throughout the county's cultural ecosystem" (p. Comp. Plan, p. 7-15), King County Historic Preservation Program, Landmarks Commission, 1% for the arts.
Community Input	Low	Comprehensive plan and historic preservation plan include community input, but these do not targeted toward cultural planning broadly. Historic preservation goals reflect input from "diverse stakeholders" and Citizens' Advisory Committee, little transparency about who participated, but intent to increase participation in preservation planning by marginalized communities.
Equity	Low	Reference to preservation and celebration of cultural diversity and creativity in Comprehensive Plan, and references some equity focus in overall Comprehensive Plan, but not incorporated as much in cultural planning.
Evaluation	Low	Little evidence of plan to evaluate results, though historic preservation and public art planning includes tracking of inventory and historic sites for strategic purposes
Promoting Access	Medium	Historic preservation and public art plans focus on increasing engagement with King County's heritage and identity through art, but specific planning for increased participation in cultural activities is limited.
Supporting Producers	Medium	Partnerships, funding, and technical support of cultural producers through 4Culture and other agencies, but more focused on organizations than individuals.
Variety	Medium	While King County's investments may have a more diverse impact at the local level, evidence of cultural planning at the county level is focused on historic preservation, heritage, public art, and wayfinding.



KEY PLANNING THEMES

Branding + Identity Economic Growth Health + Cognitive Benefits Heritage + Preservation Intrinsic Value Social Cohesion Tourism

[CONTINUED ON NEXT PAGE]

PLANNING RATIONALES:

- **Overall quality of life** boosted by arts and heritage organizations, public art, and historic and archaeological properties.
- **Livability:** “As King County Grows, the need to protect, support, and enhance cultural opportunities and resources is essential in order to sustain livability” (Comp. Plan)
- **Economic vitality**
- **Cultural tourism:** cultural engagement opportunities, public art, and celebrations of King County heritage
- **Heritage:** the county’s rich history would be lost without preservation and stewardship by artists and heritage organizations
- **Local character and sense of place:** public art in particular helps residents maintain a sense of place in changing communities, helps mitigate the adverse effects of development, and augments the perception of safety in public spaces (reducing vandalism)
- **Tourism:** cultural resources and heritage sites attract visitors

STRATEGIES:

- **Historic Preservation:** Stewardship of cultural resources through programs and projects carried out by King County Historical Preservation Program. The program conserves existing historic housing and commercial buildings, provides technical and other assistance to cities to protect and enhance historic resources and public art, and fosters heritage tourism throughout the county.
- **Public Art:** develop and manage public art offerings, including maintaining existing public art, and incorporating new public art in the County’s construction and mitigation projects
- **Heritage:** support cultural producers in their stewardship of the county’s heritage and provision of rich cultural experiences for residents (museums, historical societies, historians, archivists, folklorists, etc.)
- **Promote expanded access to cultural opportunities** for the region’s residents and visitors
- **4Culture:** arts, heritage, preservation, public art -- as a tool for regional coordination and leadership throughout the county’s cultural ecosystem (p. 7 - 15)
- **Emphasis on partnerships and relationship building to strengthen the cultural sector across the county:** building relationships with residents, cultural organizations, schools, tribes, and governments to support opportunities for attendance and participation in diverse cultural activities throughout the county.
- **Wayfinding:** Arts master plan for King County regional trails system
- **Supporting the development of urban centers** includes importance of promoting culture and recreation (brief mention)

SUMMARY

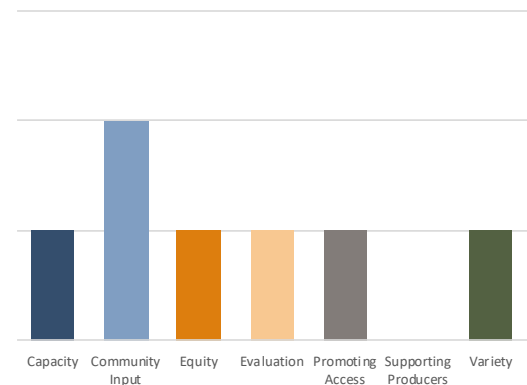
The Puget Sound Regional Council's Vision 2040 (regional growth management plan), and Amazing Place (regional economic development plan) reference cultural resources, amenities, and opportunities for cultural engagement as key components of high quality of life, community character, and economic growth. According to the Amazing Place strategic plan, "Arts, culture, entertainment, and sports enhance communities, create educational opportunities, promote a high quality of life for residents," and are important characteristics of the region's city centers and neighborhoods. In addition, "support for these unique community assets helps nurture, brand, and inform the region's creative economy" (Amazing Place, p. 47). Accordingly, regional strategies include investment in expanded access to the arts, heritage, science, and culture through increased public investment in cultural facilities. In Vision 2040, growth management guidelines promote population and employment growth and infrastructure investments in areas with concentrated cultural amenities.

PLANNING DOCUMENTS

- Amazing Place: Growing Jobs & Opportunity in the Central Puget Sound Region (Regional Economic Strategy) (2017)
- Vision 2040 (2009)

PLANNING COMPREHENSIVENESS

Criterion	Rating	Notes
Administrative Capacity	Low	Some capacity for promoting culture through the strategies mentioned for promoting Washington resident support for public investment in expanded cultural access programs and facilities.
Community Input	Medium	18-month process and 110 meetings (with private sector leadership, local governments, port districts, labor and workforce representatives, higher education experts, industry associations and nonprofits) informed Amazing Place strategies. Not solely culture-specific, and no equity/representation goals outlined
Equity	Low	Fairly thorough diversity/equity statements present in regional economic strategy, including celebrating and promoting cultural diversity: "Support policies and practices that promote tolerant, safe, inclusive, and equitable communities" (Vision 2040, p. 42). Diversity statements are not specific to cultural planning, and do not connect to specific strategies, so receives a low rating.
Evaluation	Low	Detailed analysis of economic data, industry data, broken out by geography and demographics, conducted for economic development plan. Low rating because data collection was not explicitly related to cultural planning.
Promoting Access	Low	Promote increased public investment in new cultural access programs enabled by the state. Also encourage use of public facilities for cultural activity, and promoting affordable, safe places to practice culture. Rated low, because these are regional policy guidelines, rather than specific strategies or funds.
Supporting Producers	n/a	Cultural planning not specified in enough detail for insight
Variety	Low	Broadly, mentions of promoting "arts, culture, entertainment," and preserving historic cultural resources.



KEY PLANNING THEMES

Branding + Identity

Economic Growth

Intrinsic Value

Social Cohesion

[CONTINUED ON NEXT PAGE]

PLANNING RATIONALES:

- **Community identity and brand:** culture enhances and celebrates community character (Amazing Place, Vision 2040).
- Livability and quality of life: Arts, culture, and entertainment assets are a core component of the region's livability and quality of life and are **placemaking tools that build and strengthen communities** (Amazing Place)
- **Economic development:** "Vibrant neighborhoods with thriving cultural activities... are environments for innovation, creativity, and new economic opportunities." Supporting unique community assets helps **"nurture, brand, and inform the region's creative economy,"** (Amazing Places, p. 47), and **foster a business climate** (Vision 2040).
- **Community cohesion:** the cultural sector "helps to promote diversity, empathy, and understanding among our community members, and inspires creativity, cross-cultural connections, and innovation in our workforce, building 21st century skills" (Amazing Place, p. 47).

STRATEGIES:

- **Growth management and investment:** direct growth toward regional economic hubs that are locations of the region's most significant business, governmental, and cultural facilities (Vision 2040)
- Support regional initiatives that grow access to arts, culture, entertainment, and sports (Amazing Place)
- Supporting neighborhood-based strategies that ensure access to safe, affordable, and thriving cultural centers of activity" (Amazing Place, p. 47)
- Regional design: guiding goal of identifying and conserving visual and cultural resources that preserve community character, including designing facilities, parks, and civic spaces (Vision 2040).
- **Revitalization and Wayfinding: Rural Town Centers and Corridors Program** (Vision 2040). PSRC provides assistance and financial incentives to bring together interests of rural towns and transportation agencies to plan jointly for improvements in a manner that **enhances the rural character** of these communities.
- Rural development goals: preserve open spaces and natural resources, which are amenities that reflect local history and cultural heritage (including Native American cultural foundations in use of local natural resources)
- **Promote increased public investment in new cultural access programs** enabled by the state, such as new cultural venues and events, for expanded access to the arts, heritage, science, and culture (Amazing Place)
- Continue support for the use of public facilities district as a tool for arts, culture, sports, and entertainment (Amazing Place)

DUWAMISH TRIBE

SUMMARY

The Duwamish Tribe celebrates the cultural heritage of a tribe made up of many diverse groupings. Its website emphasizes the language and oral history of the Tribe and highlights the importance of preserving traditional teachings among Tribal members and for those who seek knowledge about the Tribe's heritage. The Longhouse and Cultural center emphasize the importance of providing space to promote the social, cultural, and economic survival of the Duwamish Tribe. Activities such as potlaches, canoeing, weaving and basketry, carving, traditional medicines, and song and dance are all elements of the Duwamish culture today and guide the decision making for programming and practices for the Tribe. While no formal planning documents have been found, cultural planning is woven into the discussion of preservation and traditional practices of the Tribe. Many elements of arts, culture, and heritage are referenced on the Tribal website, mostly in reference to the current cultural climate of the Duwamish Tribe.

PLANNING DOCUMENTS

- Duwamish Longhouse Cultural Center Website (Accessed 2019)

PLANNING RATIONALES:

- Revitalize the Duwamish culture and preserve the living heritage of the Tribe
- Interested in artifacts of Duwamish Tribe to maximize cultural use
- Seeks to preserve native heritage
- Distinct cultural elements such as foods and canoe styles make the make-up of the group unique and there is a desire to celebrate and preserve these distinct groupings.
- The preservation of oral history gives Tribe members a foundation for making healthy decisions for themselves and their communities. This includes teachings that guide the culture of the Tribe.
- Emphasis on food and a traditional diet essential for good health.
- The preservation of Potlaches raises awareness of heritage, community strength, the practice of spiritual beliefs, and traditional activities.

STRATEGIES:

- Established cultural center, the Duwamish Longhouse, near an archeological site relevant to Tribal values.
- Currently artifacts of Tribal heritage are held at the UW Burke Museum in trust until cultural center is constructed
- Practicing of traditional Duwamish meals and meal services
- Citizens, local government representatives, tribal members, and community leaders met weekly over a 6-year period to develop the consensus plan for a historic corridor along the Duwamish River
- The practice of potlaches in order to participate in traditional activities.
- Canoeing practices emphasize the distinct Duwamish groupings and celebrates the diversity of the Tribe.

MUCKLESHOOT TRIBE

SUMMARY

The Muckleshoot Tribe's website and tribal monthly newsletter show an emphasis placed on concepts of cultural activities and heritage preservation at many levels. Small cultural and community activities, civic engagement, and human services appear to be a big focus of the tribal government's communications. Elements of culture and heritage are woven into a majority of the tribes planning and programming, from education, recreation, to business (casino and hotel, among others), senior centers, youth programming, and many others. In addition to capacity for general services for the reservation community, profits from tribal business activities like the casino often are focused on supporting and promoting culture -- through events, festivals, and educational opportunities. While there aren't many formal planning documents dedicated to cultural planning, Muckleshoot Indian Tribe's annual report and tribal newsletter center cultural activities in their government investments and projects, from education, economic development, to regional partnerships promoting recognition of Muckleshoot and other local tribes' cultural practices.

PLANNING DOCUMENTS

- Muckleshoot Preservation Department Website (Accessed 2019)
- Muckleshoot Messenger (Tribal Monthly Newsletter) (March 2019)
- Muckleshoot Indian Tribe 2018 Annual Report (2018)
- RFP: Consultant Services for the Muckleshoot Placemaking and Landscape Visual Design Services; Campus/Village Planning Project (2018)

PLANNING RATIONALES:

- A large emphasis is placed on the **education** of youth. Cultural engagement and creativity are noted as valuable for youth development.
- **Historic Preservation** is highlighted through reference to cultural resources and tribal lands.
- The celebration of and connection to **heritage** is emphasized as an important element of planning. Through language and cultural education of youth, heritage is passed on throughout generations.
- **Providing a sense of place and cultural identity.**
- Goals to promote a sense of place and cultural identity through meeting future housing needs, **promoting business opportunities, and economic vitality.**

STRATEGIES:

- **Muckleshoot Culture Program & Muckleshoot Youth Development Programs:** Educating youth from birth through higher education on elements of culture, history, and language. Includes recreational activities and cultural programming such as weekly drum circles, crafts, dance, Salish art, and many others.
- **Muckleshoot Charity Fund:** Arts and culture is priority funding area.
- Funding and hosting a variety of cultural activities such as tribal school Potlach, craft classes, Pow-Wows, canoe ceremonies, and two annual Sla-Hal tournaments.
- Supporting and funding performing arts groups.
- **Provide funding to Salmon homecoming festival** (\$30,000 in 2018), in partnership with other tribes, SPU & Seattle City Light (2018 Annual Report)
- **Casino and hotel facility design:** Events center for concerts and meetings and culture integrated visually into the design of the Casino building
- **Tribal school culture nights:** community members learn traditional crafts and arts like cedar weaving, coast Salish twining, necklace making, etc.
- Traditional forestry, environmental education, species identification, knowledge about salmon management, all blended with culture and cultural activities
- **MIT Village Plan Project** (Led by Tribal Council, Planning Department, and Planning Commission) goal: "Create a vibrant community gathering place with neighborhood business vitality and... pedestrian connectivity," to provide a sense of place and cultural identity in the eastern portion of the MIT reservation.

PUYALLUP TRIBE

SUMMARY

Drawing on themes from the climate change report and language from the Puyallup Tribe website, the tribe emphasizes cultural health as having access to and preserving the tribe's native land and traditional natural resources—land, vegetation, waterways—and the cultural traditions that come from those resources. Cultural health and heritage are tied to the accessibility and availability of natural cultural resources. "Cultural Resources and Traditions" is identified as one of 8 identified impact areas in the Tribe's Climate Change Report. The Tribe also provides grants/funding for (individual) adult and children's activities, which include arts and cultural activities.

PLANNING DOCUMENTS

- Climate Change Impact Assessment and Adaptation Options (2016)
- Puyallup Tribe website (Accessed 2019)

PLANNING RATIONALES:

- Cultural resources are directly connected to natural resources. They include cultural and archeological sites and the traditional lands, waterways, vegetation, and species the Tribe depends on for recreation, cultural activities, and sustenance.
- Cultural Resources and Traditions are identified as a priority sector that will experience climate change impacts which decrease accessibility and availability of resources.
- Climate change joins urban development as driver of vegetation loss and pollution, which has "compromised the health and abundance of the Tribe's natural areas—many of which had been used for ceremonial and traditional purposes for centuries."

STRATEGIES:

- The climate change report describes five categories of adaptation options to mitigate impacts of climate change. Strategies for cultural resources are not directly addressed, but because these resources are directly tied to natural resources, related strategies include habitat and wildlife restoration, land conservation, and water quality improvement.
- More broadly, the Tribe provides grants to individual tribal members for arts and cultural activities and classes.

SNOQUALMIE TRIBE

SUMMARY

As noted within the Snoqualmie Tribe Hazard Mitigation Plan, the Snoqualmie Tribal historic and archaeological village sites stretch along the whole Snoqualmie valley. These sites are considered sacred and critical facilities. While other hazard plans have not been utilized within this analysis, this emphasis on the priority of sacred land stresses the value of heritage and culture across different types of planning documents. As the main form of analysis, the website suggests many elements of cultural and heritage planning, including archeology and historic preservation, the tribal canoe journey, environmental and natural resources, language preservation, and the protection and investment in village elders. Culture is highlighted as a priority for Snoqualmie Tribal Services.

PLANNING DOCUMENTS

- Tribe website (Accessed 2019)
- **Snoqualmie Indian Tribe Traditional Culture and Recreation Application (2019)**
- Snoqualmie Tribe Hazard Mitigation Plan (2016)

PLANNING RATIONALES:

- The preservation of cultural, historic, and archeological resources promotes the preservation of the Snoqualmie people's history.
- A large emphasis on teaching and learning is woven into all heritage preservation practices and cultural programming.
- Promoting, protecting, and reviving practices of the Snoqualmie Tribe's ancestors.
- Enhance, protect, and preserve the environment.
- Connection to culture is emphasized through the learning and preservation of the Lushootseed language.
- An emphasis is placed on providing Snoqualmie Tribe members with the opportunities to succeed as their peers.

STRATEGIES:

- Encouraging tribe members to strive to recover and educate the tribal community by using the Lushootseed language.
- The Snoqualmie Indian Tribe's Youth Camp is free to Native American 5th-12th graders and emphasizes health, culture, traditional foods and medicine, language, traditional storytelling, environmental conservation, and many other activities.
- The Snoqualmie Indian Tribe Traditional Culture and Recreation Benefit provides the opportunity to participate in traditional culture recreation activities amongst Tribal members. This includes camps, lessons, recreational passes, annual passes to National Parks and Forests, gym memberships, tours, hunting and fishing licenses, and youth day and overnight summer camps. Eligible applicants may receive up to \$1500 per fiscal year for eligible traditional culture and recreational activities.
- Language nests are programs to promote the use of the tribal language in daily lives. Assistance is provided in integrating this programming into the home and work through online programs, face-to-face tutoring, or home visits to preserve the language.
- Relearning the traditional practices of the Snoqualmie People.
- Supports for tribal elders exist to preserve the historic culture of the tribe.

