



Freeport Cultural Plan

A BLUEPRINT FOR CULTURAL DEVELOPMENT

Reinholt Consulting, February 2018



FOREWORD

Freeport is a community rich with artistic talent and cultural heritage. Across land and seascapes of saltwater farms, shoe factories, hunting outfitters, mudflats and fields of lobster pots has emerged the work of painters, musicians, actors, writers, jewelers, woodworkers, potters, dancers. The community is home to arts and cultural organizations that have been in existence for decades. It hosts a cascade of arts and cultural events throughout the year, from plays to exhibits to outdoor concert series, harbor festivals, history tours, coffee house performances, and chowder competitions.

In recognition of this vast array of talent and heritage, a group of citizens in 2015 formed the Freeport Arts and Cultural Alliance, now known as the Arts and Cultural Alliance of Freeport, in the interest of identifying the common needs of the arts and cultural resources in our town and promoting their accessibility to the resident and tourists alike. The Alliance has sought to explore ways to unify efforts to promote the arts and cultural offerings already thriving in our community, to seek ways in which efficiencies can be gained through cooperation among those engaged in arts and cultural activities, and to enhance and broaden the creative process through collaboration of artistic and cultural heritage undertakings.

The Freeport Cultural Plan is the result of a joint effort by the Town of Freeport and private funding sources obtained through the Freeport Arts and Cultural Alliance to establish a roadmap for the arts and cultural development that is recognized as essential to the continued vibrancy of our community. Through the expertise of the plan consultants, input from a broad base of the Freeport community was obtained in determining the goals and aspirations of Freeport citizens for access to and participation in art and cultural experiences and ways in which those goals and aspirations can be achieved. We deeply appreciate all those who donated their time, energy, thoughtfulness, and their creative and critical eyes to the process. Thank you, thank you. And to all citizens, groups, organizations, and businesses who value the role of art and culture in our community, we hope the Plan inspires you to join us in promoting our community's rich arts and cultural assets and creating for a even greater opportunities arising from a collective effort.

—Jane Bradley, Arts & Cultural Alliance of Freeport

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ACKNOWLEDGEMENTS & APPRECIATION

Thank you to organizations, businesses, and individuals that have helped:

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Arts and Cultural Alliance of Freeport
Bath Savings Institution
Bow Street Market
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Buck's Naked Barbeque
Calendar Island Toys
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Freeport Community Library
Freeport Economic Development Corporation
Freeport Historical Society

Freeport Players
Freeport Yoga Company
Fusion Dance Maine
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Visit Freeport
Winslow Park and Playground
Wolfe's Neck Center

THANK YOU FOR PROVIDING MEETING SPACE:

Freeport Community Center
Freeport Community Library
Freeport Middle School



Photo credits, top: photo by Jack Montgomery Freeport | left to right: Figures of Speech Theatre, photo by TEDxDirigo; *Cinderella*, photo courtesy Freeport Middle School; Figures of Speech Theatre, photo by Phyllis Graber Jensen

INTRODUCTION

With help from Reinholt Consulting, the Arts and Cultural Alliance of Freeport (ACAF) and the Town of Freeport engaged the community in creating a plan for cultural development. Cultural planning is a community-building tool used around the world to produce strategic growth in the creative economy and high quality of life. Both of these are core goals in the Town of Freeport's Comprehensive Plan and Freeport Economic Development Corporation's Vision 2025.

At the start of the cultural planning project, an overarching goal was agreed upon: "Document an inclusive study to find new methods to increase the reach, value, and relevance of new and existing cultural offerings in Freeport". Throughout the planning process, public input remained a top priority. Aspirations, challenges, values, and preferences were gathered through a series of well-attended public forums and through surveying the general public and the cultural sector. The Freeport Cultural Plan is a community-generated resource designed to strengthen the cultural sector and help achieve existing municipal goals.

It became clear through the planning process that all sectors of the community will benefit from a broader identity for Freeport, which is currently best known for its retail sector. Freeport has a remarkable history of shipbuilding and shoemaking, and the L.L. Bean legacy has helped shape Freeport's downtown into a shopping mecca. With the shift to increased use of online shopping platforms, retail industries are developing experience-based opportunities to remain resilient. World-wide artistic, cultural, and historic assets are recognized as essential elements in that experience, providing a high quality of life, attracting tourism, lengthening visitor stay, and spurring new investment. Cultural assets add significantly to the economy, and when boosted they serve as a powerful tool for community and economic development. Freeport possesses a talented community of performers and visual artists and an abundance of historical assets. However, these cultural strengths are in the background of Freeport's reputation. With an estimated three million visitors annually, there is immense potential for Freeport to diversify the economy with investments in this sector and emerge as a cultural tourism destination.

Increased arts, cultural, and heritage activities not only benefit the local economy but also benefit the social well-being of people of all ages. For example, youth who are exposed to diverse cultural experiences early in life excel by applying learned creative thinking skills to various disciplines. Additionally, creative experiences inspire youth to explore healthy pathways into adulthood. At all stages of life, creative events and services offer moments that build community, encourage life-long learning, and enhance the community's sense of place. The Freeport Cultural Plan takes aim at these benefits.

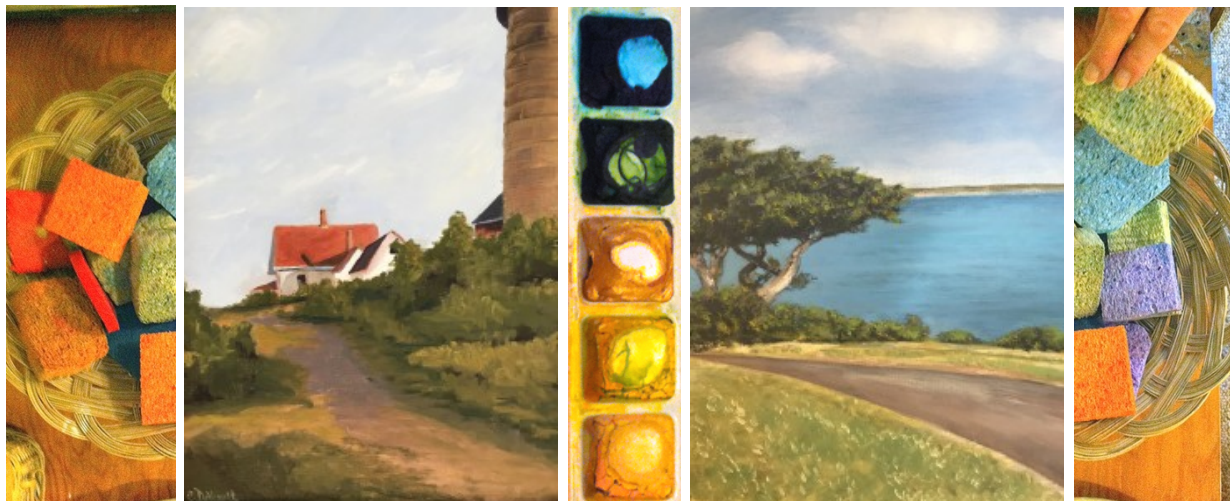


Photo credits, left to right: Maryellen Carew, from *Sponge*; Christy DeVeaul, *Monhegan Lighthouse*; Maryellen Carew, from *Palette*; Lisa French, *Tuckers Point*; Bermuda, *o*

METHODOLOGY

The creation of the cultural plan was guided by a five-step process. At each phase of plan development, direct input from the community was collected and incorporated to ensure that the plan stayed on course. The steps are outlined below.

Initial Research

Arts & Cultural Alliance of Freeport community meeting minutes & interviews
Destination Freeport TIF 2004
Freeport Economic Development Council Vision 2025
Greater Portland Council of Governments CEDS Report 2014 – 2018

Online research scans of Freeport cultural, historic, & creative assets
Southern Maine Review, Creative Economy in Maine: Measurement & Analysis
TIF Policy & Process Freeport, ME 2010
Town of Freeport Comprehensive Plan 2010

Qualitative Data Gathering

A series of four public meetings and several key sector interviews were conducted to gather information from the public. The consultant team facilitated the meetings in an open forum style and explored what people perceived as Freeport's strengths, opportunities, aspirations, and realities. Meetings were advertised in press releases, flyers, newsletters, evites, and mailed invitations. Over 110 community members participated in these meetings.

Quantitative Data Gathering

After completing the qualitative data gathering, the consultant team designed three surveys to vet common ideas that were generated at meetings with the public: Public Opinion Survey, Artist and Performer Survey, and Cultural Organization & Business Survey. ACAF

Thanks to Arts and Cultural Alliance of Freeport's leadership and outstanding efforts to reach Freeport's varying demographics to ensure broad representation of the Freeport community, survey response rates exceeded expectations with responses from roughly 4 1/2 percent (284) of Freeport residents age 20 and older. With this response rate we feel confident that results are reflective of the Freeport community within +/- 6 percentage points at a confidence level of 95%. In addition, we heard from 83 artists and creative professionals including visual and performing artists; and 24 cultural organizations and businesses, including both private and non-profit entities.

distributed and collected surveys for over three months. The public was invited to participate in the online and hardcopy surveys via the town mailer, social media campaigns, ACAF evites, and partner organizations evites. Hardcopy surveys were located at the following community locations: Freeport Community Library, Freeport Town Office, Freeport Community Center, and Casco Bay YMCA. Two-hundred and eighty-four people participated in the Public Opinion Survey; eighty-three artists and performers participated in the Artist & Performer Survey; and twenty-four businesses and organizations participated in the Cultural Organization & Business Survey.

Identifying Goals

Goals and objectives were identified through careful analysis of qualitative and quantitative data. Feedback was sought on data findings and recommended goals with the lead organization and at a public meeting. More than 50 community members participated in the public meeting.

Refining the Draft Plan

Meetings with the public and lead organization were held to discuss and improve the recommended actions and strategies. More than 60 community members participated in the public forums.

VISION

The Freeport Cultural Plan presents a bold vision for the future of Freeport's cultural sector. We see a cultural sector united in a network that effectively leads initiative benefitting the community's quality of life. Leadership, strategies, and communication networks develop, providing the building blocks that help support a resilient and prosperous creative economy in Freeport. Local cultural organizations respond to identified interests in activities and to the barriers affecting participation in cultural offerings. This expands the relevancy of efforts and increases accessibility for the Freeport community. Local schools work with Freeport's cultural organizations and individual artists to increase arts, cultural, and heritage-based opportunities for students and teachers. Arts, culture, and heritage are utilized by the Town to define path to an era of new investments and community building activities. Artists have access to affordable studio space and places to exhibit visual arts in the downtown. Performing artists and their events thrive in a downtown "black box" theater venue. Visitors and community members enjoy the opportunities presented by cultural activities, and visitors often stay longer to appreciate historical assets, performances, and art exhibits.

Plan Stewardship

In close cooperation with partner organizations, the Arts and Cultural Alliance of Freeport (ACAF) will serve as the cultural plan steward, encouraging its implementation. Groups and individuals should all feel empowered to work independently on aspects of the Plan and come together on the things that require intra-organization or community-wide cooperation. ACAF is a non-profit organization incorporated in June 2015. The founding board and steering committee include representatives from arts groups and the business community, individual artists in various disciplines, and interested members of the community at large.

ACAF is dedicated to:

1. Assessing the status and aspirations of the local arts and cultural community.
2. Promoting local arts and cultural activities.
3. Encouraging the community to include arts and culture in daily life.
4. Exploring ways to collaborate in meeting the collective needs of artists and cultural groups, including the possible creation of an arts and cultural center.

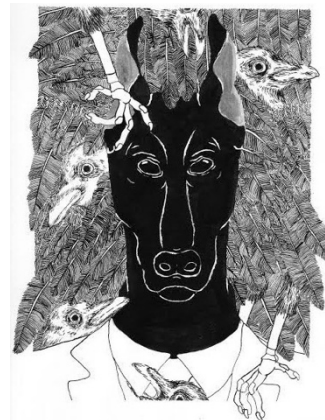
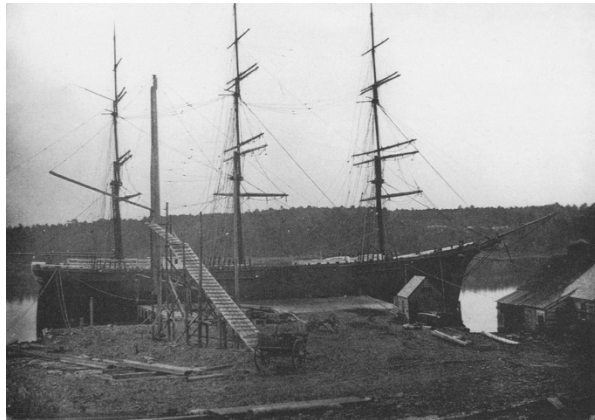


Photo credits, left to right: by Ashley Harris, Freeport High School; *The Wilna* in Cushing Briggs c. 1880, photo courtesy Freeport Historical Society; by Corlie Green, Freeport High School; photo by Mark Evans

ACTION PLAN

ACTION PLAN OVERVIEW

The plan has been designed to be a resource to help guide cultural development. Each goal emerged from data that support the recommendations for action. This information is a useful reference when submitting applications for funding and creating capital campaign. In the interest of keeping this document succinct and accessible, all supporting materials, including qualitative and quantitative data sets, are available at: reinholtconsulting.com/freeport

The following section is the core of the Freeport Cultural Plan and the culmination of eighteen months of cultural planning processes. The goals, objectives, and strategies laid out in the action plan are rooted in values, priorities, and aspirations identified through an inclusive process of public engagement, in which efforts were made to ensure the final outcome was based on a broad cross-section of the Freeport community.

The action plan is organized into four goals that reflect challenges and opportunities identified in community-based qualitative and quantitative data collection. Each goal represents a section of the action plan and is broken down by objectives, strategies, and sub-strategies. Goals are of equal importance and while strategies are organized based on priority, the ordering reflects ease of implementation as opposed to importance. Strategies that require little in way of time or resources are likely to be placed ahead of more intensive endeavors.

Each of the four goals are accompanied by: 1) discussion of the goal's intended outcome; 2) review of findings that support the goal; and 3) models and examples of implementation. At the end of the action plan is an implementation table that includes goals, objectives, strategies, as well as additional details, including suggested key players and timelines. This grid is intended to serve as a tool for those organizations and individuals who are actively involved in implementation of the Freeport Cultural Plan.



Photo credits, left to right: photo courtesy Freeport Historical Society; Figures of Speech Theatre, photo by John Farrell; photo by Pauline S. Hunneman

GOALS

The following table provides an overview of the goals and objectives established through the cultural planning process:

A	<p>HEIGHTEN SUPPORT AND RECOGNITION FOR FREEPORT'S CULTURAL SECTOR TO BOOST ITS ABILITY TO BENEFIT THE COMMUNITY'S QUALITY OF LIFE</p> <p>Objective A.1 Support a formal network of Freeport's arts, historic, and cultural organizations</p> <p>Objective A.2 Establish a mutually beneficial and supportive relationship between community, school, municipal, and business leaders and the cultural sector</p>	<p>Cross-sector collaboration and networking reduces duplication of efforts and strengthens appeals for funding. Benefits of uniting the cultural sector are coordinated scheduling, cross-promotion, strengthening cooperative projects, and resource sharing.</p>
B	<p>USE STRATEGIC MARKETING TO BROADEN COMMUNITY AWARENESS OF FREEPORT'S CREATIVE, CULTURAL, AND HERITAGE-BASED OFFERINGS</p> <p>Objective B.1 Enhance the visibility and use of Freeport's online cultural resources</p> <p>Objective B.2 Amplify marketing and promotion of Freeport's cultural assets through collaborative and supportive marketing strategies</p>	<p>Raising the visibility of Freeport's cultural strength benefits business. Visitors are looking for authentic experiences, which in turn lead to longer visitor stays and increased economic activity. Event-related spending is proven to be a significant contributor to local economies.</p>
C	<p>INCREASE OPPORTUNITIES TO EXPERIENCE ARTS, CULTURE, AND HERITAGE FOR THE FREEPORT COMMUNITY</p> <p>Objective C.1 Make community arts, cultural, and history-based educational offerings accessible and available to youth</p> <p>Objective C.2 Ensure arts and cultural experiences are relevant and accessible to Freeport's varying demographics</p>	<p>Access to arts and cultural activities helps develop creative thinking skills often attributed to higher academic and vocational performance while encouraging healthy self-expression and development. Ensuring that opportunities to reap these benefits are available to all demographics helps to promote public health and vitality.</p>
D	<p>CULTIVATE A VIBRANT AND DIVERSE CREATIVE ECONOMY</p> <p>Objective D.1 Build a reputation for ingenuity and creativity</p> <p>Objective D.2 Diversify Freeport's commercial activity by expanding opportunities for artists and creative professionals</p>	<p>Bold and thoughtful public projects provide positive images that help to build a reputation for creativity. Supplying resources for creative enterprises fosters an advantageous environment that attracts entrepreneurs and helps raise successful startups.</p>

GOAL A

HEIGHTEN SUPPORT AND RECOGNITION FOR FREEPORT'S CULTURAL SECTOR TO BOOST ITS ABILITY TO BENEFIT THE COMMUNITY'S QUALITY OF LIFE

Supporting Culture

“As communities become more dynamic and culturally diverse, so do responsive arts councils. At their best, local arts councils play a vital role in the overall cultural, social and economic development of a community. They strive to develop, support, promote and coordinate the arts at the local level. Arts councils that respond to the unique cultural needs of their communities are well positioned to receive the support of their community.”

Oklahoma Arts Council

Cross-sector collaboration and networking reduces duplication of efforts and strengthens appeals for funding. Benefits of uniting the cultural sector are coordinated scheduling, cross-promotion, strengthening cooperative projects, and resource sharing.

Findings & Discussion

The following insights are drawn from data collected during the cultural planning process through surveys and community conversations.

Results demonstrate a clear interest in furthering support for Freeport's creative sector.

82% of respondents feel that strengthening local support for the creative sector is very important to the future of Freeport

84% feel that the municipality should support arts and cultural development through financial incentives such as grant matches or tax incentives

77% feel the same regarding land use planning

While collaboration and engagement exist across Freeport creative businesses and community organizations, strengthening formal networks of communication across sectors could help promote a more vibrant creative economy.

73% of responding artists and performers find that networks of communication are lacking in Freeport

82% of responding businesses and organizations say that working with the local business community is very important

75% say the same in regard to community organizations

Oklahoma ARTS Council identifies the following benefits of effective community partnerships:

1. Community cohesiveness and resiliency.
2. Improved planning and programming administration.
3. Strengthened community support.
4. Increased capacity.
5. Improved efficiency.
6. Professional development across employees and/or board members.
7. Cultivation of cooperation and community good will.

GOAL A. HEIGHTEN SUPPORT AND RECOGNITION FOR FREEPORT'S CULTURAL SECTOR TO BOOST ITS ABILITY TO BENEFIT THE COMMUNITY'S QUALITY OF LIFE

Objective A.1

Support a formal network of Freeport's arts, historic, and cultural organizations

Actions

Hire a part-time ACAF coordinator

- Consider grants, annual appeals, fundraising events, and building an endowment

Build trust across the arts, cultural, and heritage sector

- Establish ongoing communication strategies and networking opportunities to better connect Freeport arts, cultural, and heritage providers
- Meet regularly with stakeholders to share information and explore collaborations
- Form an ACAF advisory committee

Maintain a shared list of relevant parties involved in furthering implementation of the cultural plan

Develop the ACAF board to include a diverse cross-section of community representatives

Case Study: Belfast Creative Coalition (BCC)

HOW CAN AN ORGANIZATION UNITE THE CULTURAL SECTOR?

Established in 2012 with the goal of cultivating Belfast arts and culture, the BCC utilizes a range of tools to unify and promote creative offerings. In addition to a comprehensive website and calendar of event listings, the BCC provides networking opportunities and strategic marketing of area arts, local food, and natural beauty, thereby raising the visibility and maximizing local and regional assets.

By celebrating and promoting creative entrepreneurs, the BCC is a leading example of an organization successfully facilitating "the business of art and culture".

BCC core activities include: Maintaining online event listings and directory of cultural assets; hosting a monthly "Calendar Synch" meeting comprised of representatives from major non-profits, event organizers, performers, artists, and business owners; facilitating collaborative marketing opportunities; hosting the annual Cultivate Farm + Art Tour, the Fourth Friday Art Walk Series, and a professional development series.

Visit belfastcreativecoalition.org for more information



Americans for the Arts, pARTnership Movement

THE BENEFITS OF PARTNERING WITH THE ARTS

In an effort to inform business leaders of the competitive advantage brought through partnering with the arts, Americans for the Arts (AMA) launched the pARTnership Movement. Since 1969, AMA has been conducting the National Survey of Business Support for the Arts in an effort to look at trends in business support for the arts. Their findings demonstrate a growing interest among business leaders in supporting the arts based on the notion that the arts are beneficial for their success.

AMA describe eight key reasons for businesses to support the arts:

1. **Recruit Talent** – Employees want to live and work in a vibrant community.
2. **Put Your Company in the Spotlight** – The arts help you enhance your brand and reach new customers. Businesses agree that the arts increase name recognition (79 percent) and offer networking opportunities to develop new business (74 percent).
3. **Advance Corporate Objectives & Strategies** – The arts help you get your message across in engaging ways.
4. **Foster Critical Thinking** – Creativity is among the top applied skills sought by employers! 72% of companies that give to the arts recognize that it stimulates creative thinking, problem solving and team-building.
5. **Engage Your Employees** – The arts challenge employees to be their best.
6. **Embrace Diversity & Team Building** – The arts create an environment that blends backgrounds, ethnicities, and cultures.
7. **Say Thanks** – The arts are a great way to show you appreciate your employees. Providing tickets to events and arts experiences is the perfect way to inspire employees and say “thanks.”
8. **Contribute to the Economy & Quality of Life.**

GOAL A. HEIGHTEN SUPPORT AND RECOGNITION FOR FREEPORT'S CULTURAL SECTOR TO BOOST ITS ABILITY TO BENEFIT THE COMMUNITY'S QUALITY OF LIFE

Objective A.2

Establish a mutually beneficial and supportive relationship between community, school, municipal, and business leaders and the cultural sector

Actions

Invite the town of Freeport, businesses, and organizations to officially adopt or endorse the Freeport Cultural Plan

Establish relationships with the business community that have an art, cultural, and heritage-based component

Continue to coordinate and involve Freeport's arts, cultural, and heritage providers in pursuit of community development goals

- Ensure the cultural sector plays a role in community planning initiatives
- Facilitate progress through communications, information sharing, networking, and relationship building

Raise awareness of the social and economic benefits of the cultural sector

- Expand the ACAF "why art and culture matter to me" initiative by collecting testimonials and using them in messaging and promotion
- Consider participating in the Americans for the Arts Economic Prosperity Studies and share results widely across the community
- Utilize Americans for the Arts pARTnership Movement guide and resources to encourage businesses to support local arts initiatives

Create momentum and enthusiasm across sectors by widely distributing an annual Freeport Cultural Plan Progress Update

- Publicize accomplishments and benefits, and praise instrumental partners

Nationally, the nonprofit arts and culture industry generates \$166.3 billion in economic activity every year—\$63.8 billion in spending by organizations and an additional \$102.5 billion in event-related spending by their audiences.

GOAL B

USE STRATEGIC MARKETING TO BROADEN COMMUNITY AWARENESS OF FREEPORT'S CREATIVE, CULTURAL, AND HERITAGE-BASED OFFERINGS

Raising Awareness

Raising the visibility of Freeport's cultural strength benefits business. Visitors are looking for authentic experiences, which in turn lead to longer visitor stays and increased economic activity. Event-related spending is proven to be a significant contributor to local economies.

The internet and social media have become essential tools in promotion of the arts and are invaluable to the daily operations of today's community arts organizations. A survey of arts organizations that have received grants from the National Endowment for the Arts (NEA), conducted by the Pew Research Center, found that 99% of those organizations surveyed have their own website and 97% utilize social media.

With the internet and social media taking the helm of arts promotion and marketing, organizations

have become increasingly adept at their application, finding new and creative ways to engage audiences. In the survey mentioned above, Pew Research found that 90% of arts organizations allow patrons to share content through social media; 82% use social media to engage with audience members; 77% monitor public comments about their organization through social media; and 65% use social media to learn more about their patrons.

Findings & Discussion

The following insights are drawn from data collected during the cultural planning process through surveys and community conversations.

Despite the growing reliance and importance of online tools for arts promotion mentioned above, results from the Freeport Public Opinion Survey indicate residents are more likely to learn about a local arts event through word of mouth than from a website or social media.

71% of respondents report that they learn about offerings through word-of-mouth often or almost always

About half of all respondents say they turn to online sources often or almost always

49% for social media; and 51% for websites

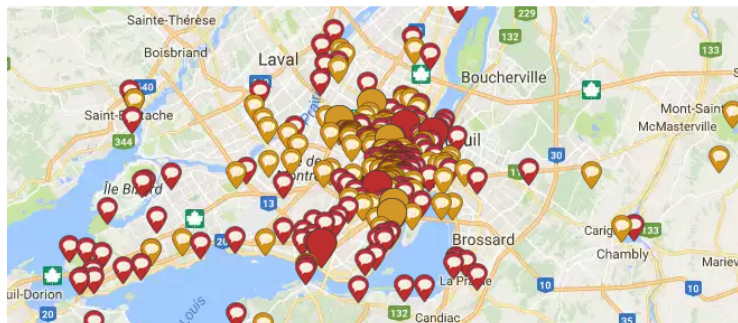
48% indicating that they often or almost always turn to newspapers

Informing residents of the plethora of creative offerings available in their own back yards will help to increase engagement while encouraging residents to act as a spokesman for their community.

70% of respondents reported being only slightly to moderately aware of information on arts and cultural offerings

Another 10% reported being not at all aware

68% of respondents reported that they are not aware of the Arts and Cultural Alliance of Freeport website kiosk (freeportartsandculture.org)



Case Study: Cultural Asset Mapping, Montreal and its Diverse Neighborhoods

HOW CAN AN ORGANIZATION HARNESS A COMMUNITY'S CULTURAL STRENGTHS AND ITS STORIES?

"Mapping the Mosaic: Montreal and Its Diverse Neighborhoods" is an online digital platform for the collection, promotion, and dissemination of the histories and memories of the English-speaking residents of Montreal and its suburbs. It features Public Participation Geographic Information Systems (PPIGIS) technologies. The project aims to promote community vitality by supporting already-existing cultural and community groups. The resources gathered are of use to professional historians and writers, as well as to secondary and university-level educational institutions. But they are especially relevant to residents and visitors. Mapping the Mosaic is an easy-to-use, community-driven site designed to chart the collected memories of communities in the Greater Montreal Area. Users of all interests can share experiences and expertise of where their history happened by pinning favorite stories, photos, or video to an interactive map of neighborhoods throughout Montreal, Laval, and off-island suburbs. No point is too small for Mapping the Mosaic! Teachers, academics, historical societies, cultural associations, and interested individuals are all invited to explore, discover, and contribute.

GOAL B. USE STRATEGIC MARKETING TO BROADEN COMMUNITY AWARENESS OF FREEPORT'S CREATIVE, CULTURAL, AND HERITAGE-BASED OFFERINGS

Objective B.1

Enhance the visibility and use of Freeport's online cultural resources

Actions

Work with the town of Freeport to expand its website listings to include cultural information and to provide links to local resources

Increase visibility of the of ACAF virtual kiosk using effective tools and resources

- Use social media such as Facebook ads, google AdWords and analytics, Instagram, Twitter, etc.
- Use printed media in the local community to help spread the word
- Issue press releases about ACAF online resources

Establish an online cultural asset map

- Work with FEDC on developing the Freeport asset map recommended in Vision 2025
- Create an online directory of artists, performers, cultural organizations, and local destinations

Utilize regional and statewide tourism resources

- Disseminate event information through the Maine Tourism Association and Maine Office of Tourism online calendars

Explore options for placement of a community bulletin board and cultural kiosk

GOAL B. USE STRATEGIC MARKETING TO BROADEN COMMUNITY AWARENESS OF FREEPORT'S CREATIVE, CULTURAL, AND HERITAGE-BASED OFFERINGS

Objective B.2

Amplify marketing and promotion of Freeport's cultural assets through collaborative and supportive marketing strategies

Actions

Engage visitors to stay longer by highlighting Freeport's creative and cultural offerings and experiences

Work with community leaders to establish a unified message that highlights Freeport's arts, cultural, and historic assets

Connect Freeport's cultural anchors in marketing

- ➔ Coordinate a comprehensive cultural e-blast and newsletter
- ➔ Enhance online promotion by sharing web-links across Freeport cultural organizational websites and social media accounts
- ➔ Encourage the creative sector to utilize Freeport Community Television to promote offerings
- ➔ Consider partnering to create a Freeport arts and entertainment app or partner to help improve the Freeport app; feature performances, events, museums, farms, and creative resources
- ➔ Collaborate to design a printed art, cultural, and heritage map/guide that highlights signature events and resources

Package cultural events with local lodging, restaurants, recreation, and agricultural offerings

Provide hospitality-based businesses with a cultural tourism toolkit

Encourage community leaders to promote Freeport as a multi-faceted destination, accessible through the Portland and Brunswick local bus service and through Amtrak

Encouraging Cultural Tourism

INSIGHTS FROM AMERICAN FOR THE ARTS:
ATTRACTING VISITORS AND THEIR SPENDING, 2014

"The difference between a cultural tourist and a local resident is often the fact that these individuals travel to a destination for a specific purpose—business, convention, leisure—staying overnight in a hotel or even visiting with friends and family before returning back to their original location. The appeal for destinations to attract tourists, particularly cultural tourists, is the new money infused into the local economy, generating both jobs and additional tax revenue."

~ American for the Arts

Marketing to Attract Cultural Tourists

In their extensive research on tourism and arts spending, Americans for the Arts identified three key trends that set cultural tourists apart in regard to what draws them to different destinations:

1. Desire for authentic immersive experiences
2. Use of technology to inform travel decisions, and
3. Need for sustainability

Effective Online Marketing Strategies

Implementation of an effective online marketing strategy can enable arts organizations to reach a broad audience with minimal resources.

Integrating communication channels where information is shared across multiple platforms to increase effectiveness – *Sharing links with supporting organizations or through social media is an easy and effective way to boost visibility.*

Using social media to reach new supporters and anticipate the needs of constituents – Google Alerts makes it possible to track online communication focused on a specific event, offering, etc., allowing arts councils to gain valuable insights into the preferences and interests of constituents.

GOAL C

INCREASE OPPORTUNITIES TO EXPERIENCE ARTS, CULTURE, AND HERITAGE FOR THE FREEPORT COMMUNITY

Providing Creative Experiences

Access to arts and cultural activities helps develop creative thinking skills often attributed to higher academic and vocational performance while encouraging healthy self-expression and development. Ensuring that opportunities to reap these benefits are available to all demographics helps to promote public health and vitality.

Findings & Discussion

The following insights are drawn from data collected during the cultural planning process through surveys and community conversations.

Youth access to arts and cultural experiences stood out as a prominent priority for the Freeport community in survey results, as well as community conversations, often eliciting enthusiastic discussions among participants regarding the importance of engaging youth in creative and culturally diverse activities.

Arts and culture in schools was the highest scoring aspiration in the first community meeting that kicked off the cultural planning process

Nearly half (47%) of respondents have school-age youth living at home

9 out of 10 respondents agree that time and resources should be put toward ensuring youth have access to arts, cultural, and recreational experiences in schools and in the community

91% of respondents agree that arts and culture should be accessible and affordable to all

93% agree that arts and culture should contribute to quality of life

The Freeport schools are active players in the local creative community. Freeport High School is home to the Freeport Performing Arts Center (FPAC), a 500-seat theater, complete with professional sound and theatrical lighting systems. Availability of the FPAC is insufficient to meet the needs of all local performing arts groups, conditions for its use are restrictive, and in many cases the characteristics of the space aren't appropriate for the type of use local performing artists are engaged in. A small cultural center/performing arts venue in Freeport's downtown could accommodate the need for performance space and visual art display space, while increasing opportunities to engage in or attend arts offerings.

When asked about what types of cultural activities they would be likely to participate in, respondents to the public opinion survey showed particular interest in performing arts events, including concerts and other live music. The addition of a small cultural center/performance venue, in downtown Freeport, could serve as a cultural focal point for the Freeport area by hosting diverse offerings, visual art displays, and responding to community interests.

GOAL C: INCREASE OPPORTUNITIES TO EXPERIENCE ARTS, CULTURE, AND HERITAGE FOR THE FREEPORT COMMUNITY

Objective C.1

Make community arts, cultural, and history-based educational offerings accessible and available to youth

Actions

Facilitate cross promotion of community and school-based cultural education opportunities

- Publicize school arts, cultural, and heritage events to the larger community
- Work with school teachers to make community-based arts, culture, and heritage opportunities known to students and parents by creating a list of local destinations for school field trips
- Create and share with teachers a directory of local artists and performers who are interested in collaborating with the schools and mentoring youth

Raise public awareness of the value of arts programs by publicizing state and national research on the benefits

Research and pursue artist-in-residence opportunities

Coordinate with schools, local businesses, and organizations to observe and celebrate youth art

- Celebrate Youth Art Month
- Facilitate student performances and displays in public spaces, such as the Library and Community Center
- Partner with local media to raise the profile of student arts
- Create recognitions of achievements for student arts

Respond to identified parent interest for programming being available after school and during vacations

- Include youth in planning of programming designed for youth
- Have events and activities within walking distance of schools



Youth Art Month, Council for Arts Education

HOW CAN ORGANIZATIONS CELEBRATE YOUTH ART?

Youth Art Month is a program of the Council for Arts Education that works to do just that by providing communities with resources and strategies aimed at recognizing art education and youth art.

National Youth Art Month program exists to:

1. Recognize art education as a viable factor in the total education curriculum that develops citizens of a global society.
2. Recognize art as a necessity for the full development of better quality of life for all.
3. Direct attention to the value of art education for divergent and critical thinking.
4. Expand art programs in schools and stimulate new art programs.
5. Encourage commitment to the arts by students, community organizations, and individuals everywhere.
6. Provide additional opportunities for individuals of all ages to participate in creative art learning.
7. Increase community, business, and governmental support for art education.
8. Increase community understanding and interest in art and art education through involvement in art exhibits, workshops, and other creative ventures.
9. Reflect and demonstrate the goals of the National Art Education Association that work toward the improvement of art education at all levels.

Visit councilforarteducation.org for more information



Case Study: Lakeside Theater, Rangeley, ME

HOW CAN AN ARTS NON-PROFIT HELP ACTIVATE A DOWNTOWN AND ENRICH ITS COMMUNITY?

For forty-nine years, The Rangeley Friends of the Arts (RFA) has been "Bringing the ARTS to Life!" by presenting a broad array of high quality arts programs. Mixing local artists with professionals from outside the area inspires youth, families, seniors, and visitors to learn, to create, and to appreciate the Arts. After years of renting available venues, the RFA acquired a home in 2013, the Lakeside Theater, in the heart of downtown!

The historic Main Street Lakeside Theater is now filled with music, drama, movies, an art gallery, after school arts program, theater camps, and entertainment of all kinds. The primary focus: To transform the Lakeside movie theater into a welcoming, up-to-date Community Arts Center. Hundreds of volunteer hours by the board and friends started this process. Inspiration and commitment by the Rangeley Friends of the Arts has changed the fabric of the downtown community and created an enhanced sense of place for the Rangeley Lakes Region.

Visit rangeleyarts.org for more information

GOAL C: INCREASE OPPORTUNITIES TO EXPERIENCE ARTS, CULTURE, AND HERITAGE FOR THE FREEPORT COMMUNITY

Objective C.2

Ensure arts and cultural experiences are relevant and accessible to Freeport's varying demographics

Actions

Develop a plan for establishing a downtown performance venue and cultural center

- Look at successful models, such as Rangeley Friends of The Arts Lakeside Theater

Respond to interests and preferences, indicated by the Freeport community, through strategic programming

- Respondents showed significant interest in concerts, live music, fairs, festivals, and performance arts
- Explore opportunities to provide offerings in downtown and in outdoor settings, such as farms, parks, and the waterfront

Respond to identified barriers to participation in cultural offerings

- Organize family-friendly offerings that cater to people of all ages
- Promote evening and nighttime offerings to accommodate daytime work schedules
- Ensure event promotion is informed by public opinion data findings and utilizes a wide variety of outlets
- Provide opportunities for discounted or free tickets to events for families and underserved populations

Continue to seek feedback on programming through audience surveys

Invite programming recommendations and feedback by adding a suggestions box to ACAF's website

Consider enhancing the Freeport Heritage Trail with an app

GOAL D

CULTIVATE A VIBRANT AND DIVERSE CREATIVE ECONOMY

Diversifying the Economy

Bold and thoughtful public projects provide positive images that help to build a reputation for creativity. Supplying resources for creative enterprises fosters an advantageous environment that attracts entrepreneurs and helps raise successful startups.

Findings & Discussion

The following insights are drawn from data collected during the cultural planning process through surveys and community conversations.

For years Freeport has been home to a thriving retail economy. With the growing trend towards online shopping, retail sales in Freeport have seen a slow but steady decline, a trend that is projected to continue. Results from community conversations and surveys demonstrate a clear interest in garnering Freeport's creative and cultural assets to promote economic vitality.

84% agree that arts and culture should add to economic vitality and resilience

79% feel that attracting talent to the community and workforce is very important to the future

78% agree that building a reputation for arts and culture is very important to the future

Not surprisingly, a prominent theme in our conversations with the Freeport community was the need to diversify the local economy through the addition of arts, cultural, and heritage-based offerings, with an emphasis on Freeport's downtown. Results from the public opinion survey confirmed what was heard in community conversations, with eight out of ten respondents saying they were interested in experiencing arts, cultural, and heritage offerings in Freeport's downtown.

Results from the Freeport Artists and Performers reveal a lack of available space for Freeport's creative professionals.

9 out of 10 responding artists & performers expressed interest in access to new places to perform, display, sell, & promote their work

75% identified a lack of affordable studio space

72% identified a lack of outlets to display and sell their work

51% identified a lack of performance venues

The Economic Impact of the Arts, A National Perspective

Across the country, arts, cultural, and historic assets are being utilized as tools to attract tourism, lengthen visitor stays, and incite new investment. Americans for the Arts facilitated a nation-wide study, called "Arts and Economic Prosperity Study 5", in 2017. The report shows the United States of America's nonprofit arts and cultural industry produces \$166.3 billion in economic activity annually, culminating in \$14.6 billion in federal, state and local tax revenues. Creative assets are proven to add significantly to the economy and to serve as influential tools for community development. Freeport is well situated, with three million visitors annually, to creatively redefine itself with productive investments and arise as a cultural tourism destination.

Case Study: Project Storefronts, New Haven, CT

HOW CAN ARTISTS MAKE EMPTY STOREFRONTS BECOME CATALYSTS FOR ECONOMIC REVITALIZATION?

When New Haven, Connecticut assessed its commercial landscape, it noticed an issue – too many empty storefronts in the Ninth Square, one of its central districts. The city also noticed that while arts activities were thriving across the city, they lacked permanent spaces. So, with Project Storefronts, the city connected the dots by helping to secure space for artists and arts-related businesses in the vacant storefronts. Hence, the city's Department of Arts, Culture and Tourism (DACT) developed "Project Storefronts," a program which filled empty retail spaces with galleries, studios, and arts-related offices, creating low-budget ways for entrepreneurs to test business plans in real conditions. The city hoped it would create a more activated area and would help to spur economic growth.

DACT spearheaded the Project Storefronts effort, as it had the ability to leverage expertise within its own department and from other city departments as well. In particular, DACT had assistance from the City's Office of Economic Development (OED) and the Economic Development Corporation (EDC), which provides small business counseling and fiscal oversight. Because of the project's scope and focus, the plan depended on key community stakeholders and private property owners. As such, DACT built partnerships with local building owners and negotiated for free access to the vacant, underutilized spaces for an initial 90 days.

For more information visit
projectstorefrontsnewhaven.com

GOAL D. CULTIVATE A VIBRANT AND DIVERSE CREATIVE ECONOMY

Objective D.1

Build a reputation for ingenuity and creativity

Actions

Hold regular networking events for artists and creative professionals

Support existing and develop new festivals

- Inventory existing performance spaces
- Consider enhancing festivals and fairs by making Freeport's downtown streets temporarily pedestrian-only
- Consider incorporating buskers in festivals
- Encourage multi-cultural experiences

Provide the town with models and samples of municipal strategies that promote creative investments

- Explore options such as: funding for culture as part of infrastructure projects, real estate development incentives towards cultural contributions, percent for the arts programs, and incentives for commercial buildings to include public art

Create an annual civic award recognizing a business or artist adding to the vibrancy of Freeport

Enhance town gateways and town wayfinding signs with creative upgrades

- Seek input from artists on designs

Consider working with the town to create a plan for public art

- Work with the town to identify public spaces for temporary displays
- Employ best practices of creative public projects
- Consider establishing a municipal public art committee

Foster a local Artwalk initiative

- Utilize empty spaces and storefronts for temporary artist displays and pop-up shops
- Organize a youth art venue to increase family participation

Explore the feasibility of providing public transportation around town and to outlying destinations

GOAL D. CULTIVATE A VIBRANT AND DIVERSE CREATIVE ECONOMY

Objective D.2

Diversify Freeport's commercial activity by expanding opportunities for artists and creative professionals

Actions

Feature artist and performer profiles on the ACAF website

Formalize the arts district, outlined in the TIF, through the Town Council

- Establish incentives that encourage investment in cultural activity in Freeport's arts district

Work to provide easier access to downtown spaces for local creative enterprises through the following:

- Evaluate impact of parking requirements on arts and cultural activities
- Maintain an inventory of empty commercial spaces appropriate for cultural use in Freeport's downtown
- Conduct market research to identify affordable price points for studio space and availability for local artists and creative professionals
- Work with property owners and realtors to offer affordable rents for creative enterprises
- Explore the feasibility of establishing a program that provides incentives to property owners to lease second floor spaces as live/work space for artists and makers

Enhancing Economic Vitality Through the Arts: KEYPOINTS FROM THE AMERICAN PLANNING ASSOCIATION

www.planning.org

#1: Economic development is enhanced by concentrating creativity through both physical density and human capital. By locating firms, artists, and cultural facilities together, a multiplier effect can result.

#2: The recognition of a community's arts and culture assets (and the marketing of them) is an important element of economic development. Creatively acknowledging and marketing community assets can attract a strong workforce and successful firms, as well as help sustain a positive quality of life.

#3: Arts and cultural activities can draw crowds from within and around the community. Increasing the number of visitors as well as enhancing resident participation helps build economic and social capital.

#4: Planners can make deliberate connections between the arts and culture sector and other sectors, such as tourism and manufacturing, to improve economic outcomes by capitalizing on local assets.

Case Study: ArtsWestchester

WESTCHESTER COUNTY, NEW YORK

"Imagine a place where art and commerce intersect... a site where talented visual and performing artists create, rehearse, mingle and showcase their work. ArtsWestchester is a place where artists and audiences can expect the unexpected, where ideas, discussion and art go hand-in-hand." ArtsWestchester.org

From this vision, ArtsWestchester transformed a vacant property in downtown White Plains, NY into a multipurpose hub of creative activity, providing space for artists, performers, and creative professionals.

IMPLEMENTATION

Implementation Grid Key:

SUGGESTED TIMELINE:

ST = Short Term

LT = Long Term

SUGGESTED KEY PLAYERS:

ACAF = Arts and Cultural Alliance Freeport

AGF = Art Guild of Freeport

CW = Coastal Winds

FCL = Freeport Community Library

FP = Freeport Players

FS = Freeport Schools

FCO = Freeport Cultural Organizations*

FEDC = Freeport Economic Development Corporation

FHS = Freeport Historical Society

FPAC = Freeport Performing Arts Center

GFCC = Greater Freeport Chamber of Commerce

FCC = Greater Freeport Community Chorus

MASISTA = Maryellen And Sam In Support of The Arts

TF = Town of Freeport

VF = Visit Freeport



* Freeport Cultural Organizations:

Arts and Cultural Alliance Freeport

Art Galleries and Studios

Art Guild of Freeport

Coastal Winds

Freeport Community Library

Freeport Players

Freeport Community Services

Freeport Historical Society

Freeport Harraseeket Grange #9

Freeport Performing Arts Center

Greater Freeport Community Chorus

L.L. Bean

MASISTA

Places of Worship

Smudge

Wolfe's Neck Center

Photo credits, top: *Doll Head*, photo courtesy of Freeport Historical Society | bottom: *Shoemaking*, photo courtesy of Freeport Historical Society

Goal A. Heighten support and recognition for Freeport's cultural sector to boost its ability to benefit the community's quality of life

OBJECTIVE A.1 SUPPORT A FORMAL NETWORK OF FREEPORT'S ARTS, HISTORIC, AND CULTURAL ORGANIZATIONS

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Hire a part-time ACAF coordinator	Consider grants, annual appeals, fundraising events, and building an endowment	ST	ACAF
Build trust across the arts, cultural, and heritage sector	Establish ongoing communication strategies and networking opportunities to better connect Freeport arts, cultural, and heritage providers Meet regularly with stakeholders to share information and explore collaborations Form an ACAF advisory committee	ST	ACAF, FCO
Maintain a shared list of relevant parties involved in furthering implementation of the cultural plan		ST	ACAF
Develop the ACAF board to include a diverse cross-section of community representatives		ST	ACAF

OBJECTIVE A.2 ESTABLISH A MUTUALLY BENEFICIAL AND SUPPORTIVE RELATIONSHIP BETWEEN COMMUNITY, SCHOOL, MUNICIPAL, AND BUSINESS LEADERS AND THE CULTURAL SECTOR

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Invite the town of Freeport, businesses, and organizations to officially adopt or endorse the Freeport Cultural Plan		ST	ACAF
Establish relationships with the business community that have an art, cultural, and heritage-based component		ST	ACAF, Businesses
Continue to coordinate and involve Freeport's arts, cultural, and heritage providers in pursuit of community development goals	Ensure the cultural sector plays a role in community planning initiatives Facilitate progress through communications, information sharing, networking, and relationship building	LT	ACAF
Raise awareness of the social and economic benefits of the cultural sector	Expand the ACAF "why art and culture matter to me" initiative by collecting testimonials and using them in messaging and promotion Consider participating in the Americans for the Arts Economic Prosperity Studies and share results widely across the community Utilize Americans for the Arts pARTnership Movement guide and resources to encourage businesses to support local arts initiatives	LT	ACAF, AGF, CW, FCC, FCL, FP, FHS, FPAC, MASISTA
Create momentum and enthusiasm across sectors by widely distributing an annual Freeport Cultural Plan Progress Update	Publicize accomplishments and benefits, and praise instrumental partners	LT	ACAF

Goal B. Use strategic marketing to broaden community awareness of Freeport's creative, cultural, and heritage-based offerings

OBJECTIVE B.1 ENHANCE THE VISIBILITY AND USE OF FREEPORT'S ONLINE CULTURAL RESOURCES

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Work with the town of Freeport to expand its website listings to include cultural information and provide links to local resources		ST	ACAF, TF
Increase visibility of the ACAF virtual kiosk using effective tools and resources	Use social media such as Facebook ads, google AdWords and analytics, Instagram, Twitter, etc. Use printed media in the local community to help spread the word Issue press releases about ACAF online resources	ST	ACAF
Establish an online cultural asset map	Work with FEDC on developing the Freeport asset map recommended in Vision 2025 Create an online directory of artists, performers, cultural organizations, and local destinations	LT	ACAF, FEDC
Utilize regional and statewide tourism resources	Disseminate event information through the Maine Tourism Association and Maine Office of Tourism online calendars	LT	ACAF, FCO
Explore options for placement of a community bulletin board and cultural kiosk		LT	ACAF, FHS, TF

OBJECTIVE B.2 AMPLIFY MARKETING AND PROMOTION OF CULTURAL ASSETS THROUGH COLLABORATIVE AND SUPPORTIVE MARKETING STRATEGIES

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Engage visitors to stay longer by highlighting Freeport's creative and cultural offerings and experiences		ST	ACAF, VF, GFCC
Work with community leaders to establish a unified message that highlights Freeport's arts, cultural, and historic assets		LT	ACAF, FEDC, GFCC, TF, VF
Connect Freeport's cultural anchors in marketing	Coordinate a comprehensive cultural e-blast and newsletter Enhance online promotion by sharing web-links across Freeport cultural organizational websites and social media accounts Encourage the creative sector to utilize Freeport Community Television to promote offerings Consider partnering to create a Freeport arts and entertainment app or partner to help improve the Freeport app; feature performances, events, museums, farms, and creative resources Collaborate to design a printed art, cultural, and heritage map/guide that highlights signature events and resources	LT	ACAF, FCO, GFCC, VF
Package cultural events with local lodging, restaurants, recreation, and agricultural offerings		LT	ACAF, Hospitality Businesses
Provide hospitality-based businesses with a cultural tourism toolkit		ST	ACAF, GFCC, VF
Encourage community leaders to promote Freeport as a multi-faceted destination, accessible through the Portland and Brunswick local bus service and through Amtrak		LT	ACAF, GFCC, TF, VF

Goal C: Increase opportunities to experience arts, culture, and heritage for the Freeport community

OBJECTIVE C.1 MAKE COMMUNITY ARTS, CULTURAL, AND HISTORY-BASED EDUCATIONAL OFFERINGS ACCESSIBLE AND AVAILABLE TO YOUTH

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Facilitate cross promotion of community and school-based cultural education opportunities	Publicize school arts, cultural, and heritage events to the larger community Work with school teachers to make community-based arts, culture, and heritage opportunities known to students and parents by creating a list of local destinations for school field trips Create and share with teachers a directory of local artists and performers who are interested in collaborating with the schools and mentoring youth	ST	ACAF, FS
Raise public awareness of the value of arts programs by publicizing state and national research on the benefits		LT	ACAF
Research and pursue artist-in-residence opportunities		LT	ACAF, FS
Coordinate with schools, local businesses, and organizations to observe and celebrate youth art	Celebrate Youth Art Month Facilitate student performances and displays in public spaces, such as the Library and Community Center Partner with local media to raise the profile of student arts Create recognitions of achievements for student arts	LT	ACAF, FCO, FS
Respond to identified parent interest for programming being available after school and during vacations	Include youth in planning of programming designed for youth Have events and activities within walking distance of schools	LT	ACAF, FCO, FS

OBJECTIVE C.2 ENSURE ARTS AND CULTURAL EXPERIENCES ARE RELEVANT AND ACCESSIBLE TO FREEPORT'S VARYING DEMOGRAPHICS

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Develop a plan for establishing a downtown performance venue and cultural center	Look at successful models, such as Rangeley Friends of The Arts Lakeside Theater	ST	ACAF
Respond to interests and preferences, indicated by the Freeport community, through strategic programming	Respondents showed significant interest in concerts, live music, fairs, festivals, and performance arts Explore opportunities to provide offerings in downtown and in outdoor settings, such as farms, parks, and the waterfront	LT	ACAF, FCO
Respond to identified barriers to participation in cultural offerings	Organize family-friendly offerings that cater to people of all ages Promote evening and nighttime offerings to accommodate daytime work schedules Ensure event promotion is informed by public opinion data findings and utilizes a wide variety of outlets Provide opportunities for discounted or free tickets to events for families and underserved populations	LT	ACAF, FCO
Continue to seek feedback on programming through audience surveys		LT	ACAF, FCO
Invite programming recommendations and feedback by adding a suggestions box to ACAF's website		ST	ACAF
Consider enhancing the Freeport Heritage Trail with an app		LT	FHS

Goal D. Cultivate a vibrant and diverse creative economy

OBJECTIVE D.1 BUILD A REPUTATION FOR INGENUITY AND CREATIVITY

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Hold regular networking events for artists and creative professionals		ST	ACAF
Support existing and develop new festivals	Inventory existing performance spaces Consider enhancing festivals and fairs by making Freeport's downtown streets temporarily pedestrian-only Consider incorporating buskers in festivals Encourage multi-cultural experiences	LT	ACAF, FCO, GFCC, L.L. Bean, TF, VF
Provide the town with models and samples of municipal strategies that promote creative investments	Explore options such as: funding for culture as part of infrastructure projects, real estate development incentives toward cultural contributions, percent for the arts programs, and incentives for commercial buildings to include public art	ST	ACAF, TF
Create an annual civic award recognizing a business or artist adding to the vibrancy of Freeport		LT	ACAF, FEDC
Enhance town gateways and town wayfinding signs with creative upgrades	Seek input from artists on designs	LT	ACAF, FEDC, TF
Consider working with the town to create a plan for public art	Work with the town to identify public spaces for temporary displays Employ best practices of creative public projects Consider establishing a municipal public art committee	LT	ACAF, TF
Foster a local Artwalk initiative	Utilize empty spaces and storefronts for temporary artist displays and pop-up shops Organize a youth art venue to increase family participation	LT	ACAF, FCO, Businesses
Explore the feasibility of providing public transportation around town and to outlying destinations		LT	TF

OBJECTIVE D.2 DIVERSIFY FREEPORT'S COMMERCIAL ACTIVITY BY EXPANDING OPPORTUNITIES FOR ARTISTS AND CREATIVE PROFESSIONALS

STRATEGIES	ACTIONS	PRIORITY	KEY PLAYERS
Feature artist and performer profiles on the ACAF website		ST	ACAF
Formalize the arts district, outlined in the TIF, through the Town Council	Establish incentives that encourage investment in cultural activity in Freeport's arts district	LT	FEDC, TF
Work to provide easier access to downtown spaces for local creative enterprises through the following:	Evaluate impact of parking requirements on arts and cultural activities Maintain an inventory of empty commercial spaces appropriate for cultural use in Freeport's downtown Conduct market research to identify affordable price points for studio space and availability for local artists and creative professionals Work with property owners and realtors to offer affordable rents for creative enterprises Explore the feasibility of establishing a program that provides incentives to property owners to lease second floor spaces as live/work space for artists and makers	LT	ACAF, FEDC, TF, Property Owners