



# CHELSEA, MA ARTS & CULTURE STRATEGIC PLAN 2021-2025

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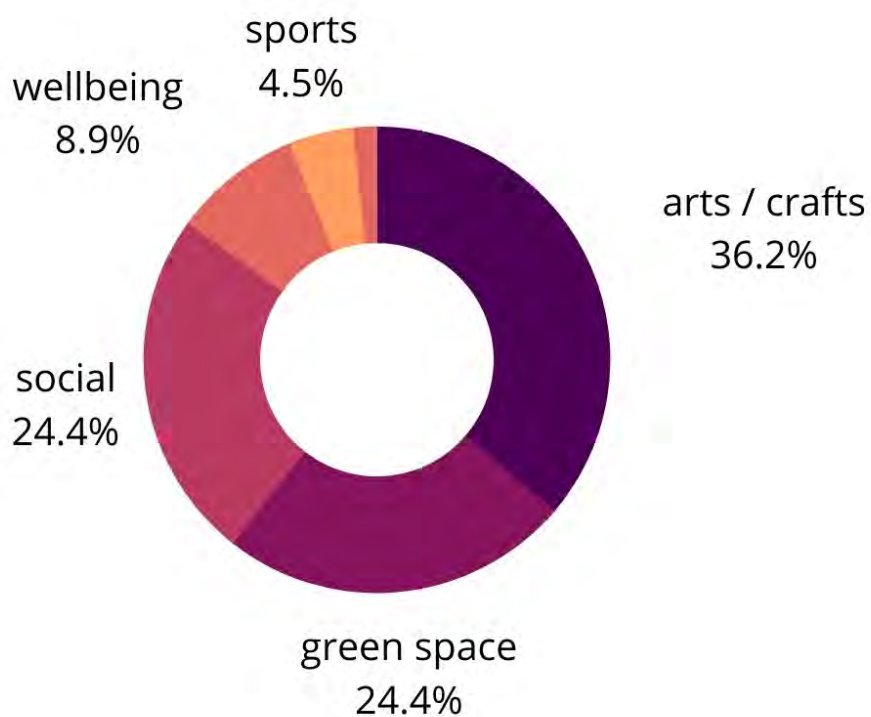
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## EXECUTIVE SUMMARY

### CHELSEA ARTS & CULTURE PLANNING PROCESS

Between August - January 2020, our consulting team conducted electronic surveys, virtual focus groups, key stakeholder meetings, and working group sessions to learn about the needs and aspirations of Chelsea residents. We engaged residents by asking, "What do you want to see or create in Chelsea?". We categorized the over 1000 responses to this open-ended question to better interpret and analyze trends. From these in-depth methods, we gained important insights into the Chelsea community. After our six months in Chelsea, we could not agree more with the comment of a community meeting attendee: "There is no shortage of ideas in Chelsea." The question is how to support turning these ideas into action. Utilizing a human-centered approach inspired by Design Thinking, we worked collaboratively with residents, the project Visioning Team, Youth Team, and city staff to refine ideas and develop key recommendations.

### COMMUNITY RESPONSES: WHAT DO YOU WANT TO SEE OR CREATE IN CHELSEA?



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## EXECUTIVE SUMMARY

### WHAT WE LEARNED

- Chelsea is a resilient community that values arts and culture.
- Chelsea residents have skills and knowledge to share.
- Responses to the community survey show a clear interest in creating spaces to practice arts and crafts, for social-cultural activities, and additional outdoor spaces.
- People often face barriers to expression or participation. Some of these barriers involve financial and social factors, and others relate to City processes and requirements.
- Low-cost changes can improve processes to lower expression or participation barriers and increase opportunities for community engagement in arts and culture.
- Coordination between arts and culture stakeholders citywide can better support existing and new programming.
- Arts and culture are critical tools that can help Chelsea process and heal from the traumatic events of 2020 and support a wide range of needs.

### WHAT'S THE PLAN?

The plan builds upon Chelsea's many strengths and offers a variety of tools to address the community's wellbeing and support the growth of Chelsea's creative economy. The plan includes nearly fifty objectives to support arts and culture in the City. This first strategic plan for arts and culture in Chelsea supports cohesive and long-term arts and culture policies to benefit residents and arts and culture stakeholders. Based on insights from the planning process and expressed needs, we defined three core goals for Chelsea's 5-year arts and culture plan: 1. Foster community well-being, 2. Enhance community assets, 3. Support economic development.



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## EXECUTIVE SUMMARY



## HIGHLIGHTS

- A step-by-step approach to engage residents in designing, testing, and piloting programs and events based on ideas identified in the planning process
- Increased collaboration between City departments and arts and culture stakeholders.
- A bi-lingual (English and Spanish) event production guide and streamlined insurance and permitting requirements
- Dedicated outdoor performance spots in all eight districts of Chelsea
- Improved grant application processes, including new micro-grants for cultural projects developed by residents and/or community groups
- Economic development support for artists, cultural workers, and event producers
- A collaborative and innovative approach to community well-being through participation in the Massachusetts Cultural Council's CultureRx program
- A city-wide celebration of Chelsea's 400th anniversary in 2024
- Recognition of Chelsea as a cultural food destination through an application to UNESCO's Creative Cities network
- Chelsea celebrated as a cultural city with a Massachusetts Cultural Council Cultural District designation.

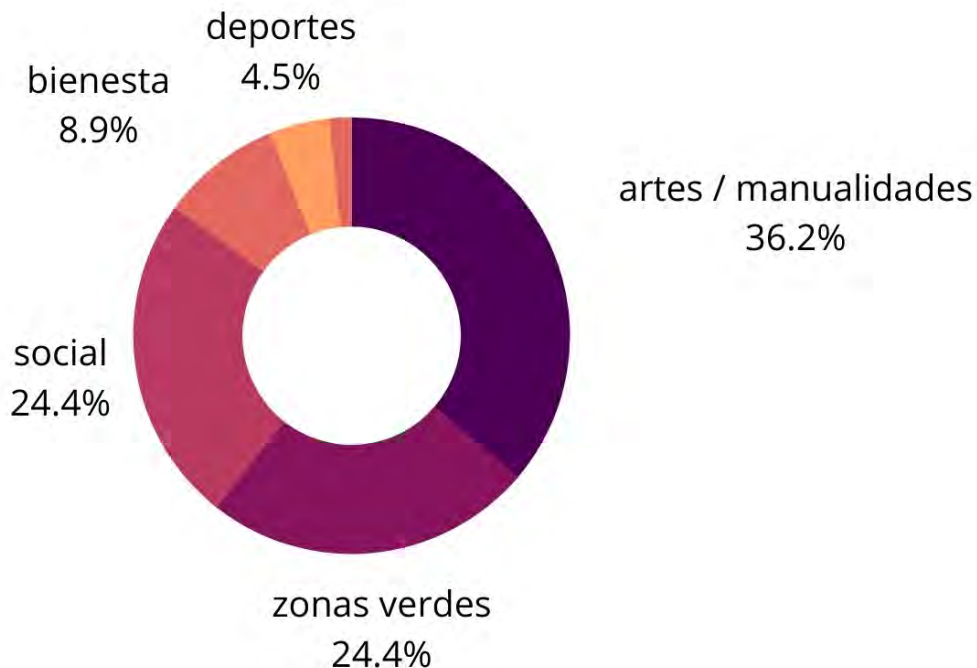
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## RESUMEN EJECUTIVO

### PROCESO DE PLANIFICACIÓN PARA LAS ARTES Y LA CULTURA DE CHELSEA

Entre agosto y enero de 2020, realizamos encuestas electrónicas, grupos de enfoque virtuales, reuniones con los principales interesados y sesiones de grupos de trabajo para conocer las necesidades y aspiraciones de los residentes de Chelsea. Involucramos a los residentes preguntándoles: "¿Qué quieres ver o crear en Chelsea?". Clasificamos las más de 1000 respuestas a esta pregunta abierta para interpretar y analizar mejor las tendencias. A partir de estos métodos de análisis en profundidad, obtuvimos información importante sobre la comunidad de Chelsea. Después de nuestros seis meses en Chelsea, no podríamos estar más de acuerdo con el comentario de un asistente a la reunión de la comunidad: "No hay escasez de ideas en Chelsea". La pregunta es cómo pasar de las ideas a las acciones. Utilizando un enfoque centrado en el ser humano inspirado en Design Thinking, trabajamos en colaboración con los residentes, el equipo de visión del proyecto, el equipo juvenil y el personal de la ciudad para refinar ideas y desarrollar recomendaciones clave.

### RESPUESTAS DE LA COMUNIDAD: ¿QUÉ QUIERES VER O CREAR EN CHELSEA?





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## RESUMEN EJECUTIVO

### LO QUE APRENDIMOS

- Chelsea es una comunidad resiliente que valora las artes y la cultura.
- Los residentes de Chelsea tienen habilidades y conocimientos que compartir.
- Las respuestas a la encuesta comunitaria muestran un claro interés en crear espacios para practicar artes y manualidades, actividades socioculturales y espacios al aire libre adicionales.
- Las personas a menudo se enfrentan a barreras para poder expresarse o participar. Algunas de estas barreras son los factores económicos y sociales y otras están relacionadas con los procesos y requisitos de la Ciudad.
- Hay cambios de bajo costo que pueden mejorar los procesos para reducir las barreras de expresión o participación y aumentar las oportunidades de involucrarse en las artes y la cultura de la comunidad.
- La coordinación entre las partes interesadas en el arte y la cultura en toda la ciudad puede apoyar mejor la programación nueva y existente.
- Las artes y la cultura son herramientas críticas que pueden ayudar a Chelsea a procesar y recuperarse de los eventos traumáticos de 2020 y respaldar necesidades varias.

### ¿CUÁL ES EL PLAN?

El plan se basa en las muchas fortalezas de Chelsea y ofrece una variedad de herramientas para abordar el bienestar de la comunidad y apoyar el crecimiento de la economía creativa de Chelsea. El plan incluye casi cincuenta objetivos para apoyar las artes y la cultura en la ciudad. Este primer plan estratégico para las artes y la cultura en Chelsea tiene como objetivo apoyar políticas artísticas y culturales cohesivas y a largo plazo para beneficiar a los residentes y a las partes interesadas en las artes y la cultura. Basándonos en estas opiniones y necesidades expresadas, definimos tres objetivos centrales para el plan de las artes y la cultura de los próximos 5 años en Chelsea: 1. Fomentar el bienestar de la comunidad, 2. Mejorar las fortalezas de la comunidad, 3. Apoyar el desarrollo económico.



## RESUMEN EJECUTIVO



### DESTACADOS

- Una aproximación paso a paso para involucrar a los residentes en el diseño, la prueba y los programas piloto y eventos basados en ideas identificadas en el proceso de planificación.
- Mayor colaboración entre los departamentos de la ciudad y las partes interesadas en las artes y la cultura.
- Una guía de producción de eventos bilingüe (inglés y español) y requisitos de permisos y seguros optimizados.
- Lugares dedicados para espectáculos al aire libre en todos los ocho distritos de Chelsea.
- Mejora de los procesos de solicitud de subvenciones, incluyendo nuevas micro-subvenciones para proyectos culturales desarrollados por residentes y / o grupos comunitarios.
- Apoyo al desarrollo económico de artistas, trabajadores culturales y productores de eventos.
- Un enfoque colaborativo e innovador para el bienestar de la comunidad a través de la participación en el programa CultureRx del Consejo Cultural de Massachusetts.
- Una celebración en toda la ciudad del 400 aniversario de Chelsea en 2024.
- Reconocimiento de Chelsea como destino gastronómico cultural a través de una solicitud a la red de Ciudades Creativas de la UNESCO.
- Celebrar Chelsea como una ciudad cultural con una designación de Distrito Cultural del Consejo Cultural de Massachusetts.

# Introduction

After soliciting bids via a Request for Proposals, the City of Chelsea selected our team in February 2020 *“to engage in a planning process that will produce an arts and culture strategy with a life cycle of five years. [The City of Chelsea]’s aim is to spur an active engagement of its arts and cultural practitioners, organizations, local businesses and residents.”* - City of Chelsea RFP #2020-155, December 2019.

Exponential growth in available funding triggered the arts and culture planning process. The Massachusetts Cultural Council’s allocation has grown over 50% during the past four years (\$18,300 in 2017 to \$28,300 in 2020). In addition to this steady increase, a significant new stream of arts and culture funding became available in 2020, an annual allocation of \$100,000 from the Encore Boston Harbor casino. Arts and culture funding multiplied by nearly seven between 2019 and 2020, presenting a new range of opportunities and challenges.

Due to COVID-19 related delays, the project began in August 2020. While this planning work’s context shifted dramatically due to the pandemic, our goals remained the same: to deliver an actionable and sustainable plan to support Chelsea’s arts and culture. By implementing a Design Thinking approach, we tested our initial hypothesis that arts and culture planning can lift and celebrate Chelsea’s cultural identity, contribute to the local economy and enhance civic pride while opening the door to diverse art practices and new community engagement opportunities. In brief, arts and culture can be key drivers of social change in Chelsea.

This project was supported by the Chelsea Cultural Council (CCC), the Department of Health & Human Services, and the Chelsea Recreation and Cultural Affairs Division, referred to as ‘our clients’ in this document. Funding for this planning process came from the Encore Boston Harbor community benefit funds.

The planning process was guided by an Oversight Committee formed by the Chelsea Cultural Council. A twelve-member Visioning Team and sixteen-member Youth Team informed our work with active participation from Chelsea residents, businesses, community, and civic organizations.

For six months, we listened to the community describe needs and resources. Together with a broad range of stakeholders, we developed ideas for programming and ways to support arts and culture. The collection of insights from the community directly informed our recommendations.

We have envisioned a plan for Chelsea using an open-minded and community-oriented approach while also referring to successful and inspiring arts and culture experiences from comparable cities nationally and internationally. The resulting plan is not a catalog of possible events and arts programming but rather a set of key principles, actionable objectives, and methodological tools to address the community’s wellbeing and support the growth of a creative economy over the next five years. This plan offers ways to address critical needs in the city with innovative solutions that build upon Chelsea’s strengths. We have laid out a roadmap for harnessing the energy and enthusiasm for the arts and culture planning process into resident-powered programming by involving the community in testing, designing, and producing programs and events, while also making recommendations to remove barriers to access and funding. We deeply appreciate the work of the Oversight Committee, Visioning Team, Youth Team, and the many other City staff and residents who contributed to this planning process.

Molly Akin & Magali Maïza  
Arts and Culture Planners

# Our Approach

## A human-centered and culturally responsive approach

We developed our methodology to align with the goals set out in the Request for Proposals: *“Our goals are to understand the meaning of the arts and culture in our diverse community and to create an infrastructure that will shape a sustainable arts and culture growth strategy. The growth strategy must include active participation of both the members of the arts community – artists, arts organizations, traditional and potential audiences, and all other interested stakeholders.”* - City of Chelsea RFP #2020-155, December 2019.

## Design Thinking methodology

Design thinking is a human-centered non-linear, iterative process. Teams use it to understand users, challenge assumptions, redefine problems and create innovative solutions to prototype and test. As a possibility-driven, option-focused approach for problem solving, it is particularly well suited for challenges in the social and civic sectors.

Early in the planning process, we understood the need to reach out to residents beyond those already engaged. Given Chelsea’s diverse population and to engage the broadest possible group of residents and stakeholders, we opted for a Design Thinking<sup>1</sup> approach. Design Thinking emerged from product design and has become a valuable tool across many fields to invite people into the design process.

Design Thinking aims to improve the value and applicability of recommendations by working together across differences. Generally speaking, projects using this methodology happen in four phases: What is? What if? What wows? What works? We tailored Design Thinking tools for the Chelsea arts and culture planning process to engage residents from all walks of life through these four phases.

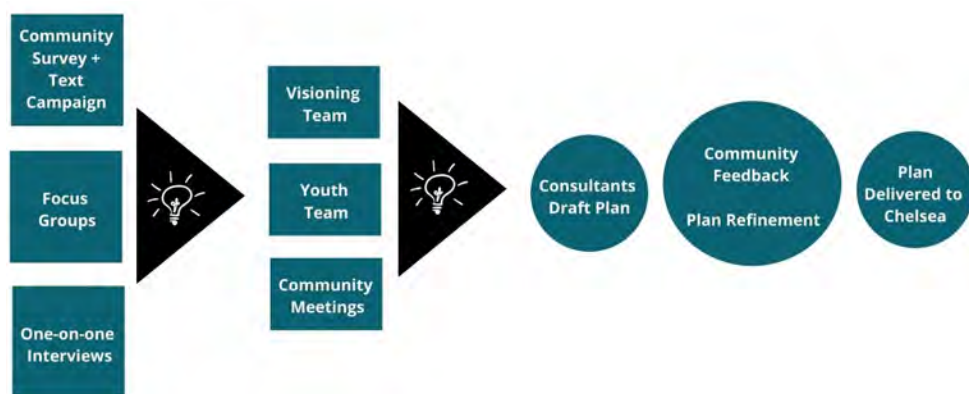


Figure 1: Schematic of the Chelsea arts and culture planning process

<sup>1</sup> Consultants followed a methodological path presented by Jeanne Liedtka, Randy Salzman, and Daisy Azer in their book: *Design Thinking for the Greater Good: Innovation in the Social Sector*, 2017, Columbia Business School Publishing.

## Phase 1 *What is?* : Gather information

During this phase, we gathered information from and about the Chelsea community to better understand the lives of those that the Arts and Culture plan will serve. The COVID-19 pandemic limited our ability to do traditional fieldwork, and we employed a primarily digital strategy to observe and listen in an empathetic way. We conducted:

- A text campaign offering Chelsea residents the opportunity to answer the question “How do you enjoy Chelsea?” by texting a picture or message to a dedicated phone number
- An installation at Gallery 456 highlighted the campaign for three months (Sept. 10, 2020-Nov. 30, 2020)
- 1500 flyers were distributed at food distribution sites, at the Halloween event organized by the Recreation and Cultural Affairs Division, and in book loan bags from the Chelsea Public Library
- An online community survey received 206 responses from Chelsea residents over two and a half months (mid-September - end of November 2020)
- Thirty-eight one-on-one interviews and informational conversations via Zoom with individuals identified through stakeholder mapping. Interviewees gave us background, context, and their view of opportunities in Chelsea.
- Nine focus groups representing areas of interest and concerns identified through stakeholder mapping: faith leaders, public and charter school teachers, social service agencies, community groups, artists, business owners, seniors, sports leagues, and a group working on the artistic revitalization of the historic Walnut Street synagogue. Focus groups discussed opportunities and challenges to create and implement arts and culture initiatives in the city.

## Phase 2 *What if?* : Produce ideas

During this phase, we worked with stakeholders to generate ideas focusing on opportunities and building upon the insights gathered during the *What is?* phase. Three core groups participated in this phase: the Visioning Team, the Youth Team, and residents who participated in a community meeting. We foster a non-judgemental environment to let participants express their creative ideas. We collected ideas from residents and stakeholders through survey responses, interviews, and focus groups by asking the question: “What would you like to see or create in Chelsea?”.

### **Visioning Team**

Our client requested the constitution of a group to guide the production of content for the plan. The group consisted of 12 members representing Chelsea’s artistic and cultural assets. Each Visioning Team member participated in a 45-minute interview with a consulting team member. The group met virtually once per month from September-January, with all meetings open to the public. The Visioning Team engaged with ideas and insights from fieldwork, considered national and international best practices, and envisioned short-term and mid-term arts and culture programming recommendations. See [Appendix 1](#) for ideas developed by the working group.

### **Youth Team**

Early on in the planning process, we noticed that teenagers and young adults were underrepresented among interviewees and survey respondents. We launched a call to form a team of 14-21 year old Chelsea residents. We met three times with the 16-member Youth Team, which included students in public and charter schools and recent high school graduates. The first session was an open brainstorm of ideas. During the second session, we asked the group to think about programs that could happen in 2021, given the restrictions related to COVID-19. During the final session, they created pilot programs to test the team's ideas and presented them to Recreation and Cultural Affairs staff. See [Appendix 1](#) for ideas developed by the working group.

### **Community Meetings**

The first community meeting took place as we transitioned from information gathering to idea-generating. 40 Chelsea residents participated and answered the question, "What would you like to see or create in Chelsea?". See [Appendix 1](#) for ideas expressed during the community meeting. We presented the arts and culture plan's core goals and tested event and program ideas with residents during the second meeting in January.

## Phase 3 *What wows?*: Prototype ideas and test

During this phase, we tested concepts that best matched the RFP requirements and the needs of the community. Together with the working group members, we envisioned how to incorporate community ideas into the plan. COVID-19 restricted the depth of Phase 3 since it was limited to virtual simulations and program visualizations. In parallel with testing, we worked in-depth with our clients about the plan's core goals, yearly objectives for funding, organization/processes, and programs. We provided recommendations and best practices regarding grants processes and insurance for arts programming. See [Appendix 5](#).

## Phase 4 *What works?*: Refine ideas

Phase four and beginning to draft the plan overlapped. We structured our findings and recommendations while working collaboratively with our client to assess idea feasibility and pursue collaboration with residents to iterate ideas, test, design, and implement pilot programs.

## Culturally responsive questioning and interactions

Throughout the planning process, we worked with our clients to include a broad range of voices and perspectives. We took steps to reduce barriers to participating in the planning process and "interrogate taken-for-granted assumptions, challenge stereotypes, include voices that are often excluded or stifled"<sup>2</sup>. Empathetic listening is crucial within Design Thinking. To reduce barriers for the 67% of the population that speaks Spanish, we hired interpreters for focus groups, Youth Team meetings, community meetings, and for one-on-one interviews as needed. We deployed both digital and physical bi-lingual (English/Spanish) communication about the plan to work towards these goals. The community engagement installation at Gallery 456 asked in the 15 most represented languages, "How do you enjoy Chelsea?". With our client's vital support, we invited specific community groups to participate, and we also reached out to faith leaders representing Jewish, Christian, and Muslim communities.

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<sup>2</sup>*Focus Groups: Culturally Responsive Approaches for Qualitative Inquiry and Program Evaluation*  
[Hall, Jori N.](#), 2020, Myers Education Press.



### **Virtual in-person engagement**

38 one-on-one interviews and informational conversations  
 3 board, council, and committee presentations  
 24 participants in 8 focus groups  
 16 youth - 3 Youth Team meetings  
 12 Visioning Team members - 4 meetings  
 74 residents participating in 2 Community meetings

### **Physical engagement**

1500 Flyers distributed  
 3-month Installation at Gallery 456  
 20 posters

### **Digital engagement**

206 responses to the Community Survey

Figure 2: List of engagement tools designed for Chelsea Arts and Culture plan awareness and outreach campaign based on stakeholder mapping

It is worth remembering the social context of our time in Chelsea. The project began in August 2020 following Breonna Taylor and George Floyd's murders by police and the national and local trauma that it triggered. On July 21, 2020, the City of Chelsea declared racism as a public health emergency. We also heard from community leaders and residents about the trauma and fear caused by federal immigration policies. The events of 2020 and Chelsea's response emphasized the need to engage in this work in a culturally responsive and transparent way. COVID-19 also presented very unusual conditions for a community-based project. We had three in-person meetings with our client and a focus group with senior citizens at the Senior Center. All other meetings, focus groups, and interviews occurred online. Interview and focus group best practices call for in-person interactions, yet we adapted to this context. A larger number of interviews and meetings balanced the downside of digital communication.

## **Our questioning**

During Phase 1, we wanted to learn about Chelsea residents' arts and cultural aspirations and how they experience arts and culture. We chose "How do you enjoy Chelsea?" as our entry question to engage conversation with Chelsea residents acknowledging that arts and culture may convey very different meanings depending on the individuals. Another key entry-level question was, "What would you like to see or create in Chelsea?"

During Phase 1, we heard that many individuals might associate arts exclusively as visual arts, regarding music and media (whether live or recorded) as entertainment. At the beginning of interviews and presentations, we shared the definitions of arts and culture that framed our understanding. For culture, we referred to the definition of the *American Sociological Association*: "Sociology understands culture as the languages, customs, beliefs, rules, arts, knowledge, and collective identities and memories developed by members of all social groups that make their social environments meaningful." For the

arts, we first acknowledged the many debates about art and shared the definition often used in art schools: creative expression in any media that the creator defines as art.

Considering the 174 individuals we talked with and the 206 respondents to the English and Spanish survey, a total of 380 Chelsea residents were engaged by our process. Given the awareness campaign's breadth, both physical and online, we may assume that several thousand residents heard or read about our planning process. Although the COVID-19 pandemic limited our ability to engage with the community as initially planned, we could still derive meaningful insights and an actionable plan from this significant number of engagements. See [Appendix 3](#) for a full project chronology.





## SECTION 1

# INSIGHTS FROM THE PLANNING PROCESS

- Core insights from the outreach campaign
- Expressed needs
- Identified resources
- From core insights to the core goals of the Arts and Culture plan

# 1. Insights From The Planning Process

## Core insights from the outreach campaign

### 1. Chelsea's culture

During interviews, we asked, “How would you describe Chelsea’s culture?” and “How would you describe the access to culture for Chelsea residents?”

Chelsea’s vibrant culture builds on immigration waves that permeated the city’s architecture, spoken languages, local shops, and entertainment practices for hundreds of years. Despite their varied origins, many migrants to Chelsea have shared the experience of arriving with little and then securing a better life for the next generation through hard work. Interviewees emphasized how vibrant, multiple, and complex Chelsea’s cultures are. Almost unanimously, they mentioned local restaurants as the best way to experience all the facets of Chelsea’s global taste.

Language barriers were frequently noted as one of the main divides when considering Chelsea’s social cohesiveness. participants in focus groups also revealed an interesting paradox -- fear of misunderstandings and latent racism coexisting with a high level of tolerance and solidarity among tight-knit subcultures. Multiple interviewees and focus group participants mentioned an uncertainty they saw among residents to express their culture. They traced this reluctance to a fear that their cultural expression would not be welcome. The diversity and resilience of Chelsea’s residents are a significant strength of the city. Many residents raised concerns that they are not acknowledged as an asset, or community initiatives are sometimes undermined or discouraged by bureaucratic processes.



Figure 3: The word cloud aggregates the keywords mentioned the most often when interviewees answered the questions “How would you describe the culture of Chelsea as a city” and “How would you describe the access to culture in Chelsea?”

## 2. Arts matter in Chelsea

“How much do you think arts and culture matter to Chelsea residents?” was another question asked to interviewees. Interviewees represented a broad spectrum of interests and community groups and were asked to reflect on the experience of residents. Survey responses overlapped with what we heard from interviewees. Responses confirmed that Chelsea residents value arts and culture.

From interviewees, arts and culture matter a lot to residents, specifically ways to express and recall their native culture through artistic and cultural experiences. Arts are mostly seen as a way to transmit, to connect, and to share. Residents most engaged in artistic activities such as visiting exhibitions, attending concerts, performances, etc., often leave Chelsea to enjoy these in the Boston art scene. Interviewees highlighted that few local opportunities exist, with Apollinaire Theater and the library named as key local resources.

Stakeholders were unanimous in their assessment that arts matter in children's education. With more than 450 members (pre-COVID-19), the Jordan Boys and Girls Club plays an important role in offering art opportunities. Family programs in the library are well-attended. The Islamic center provides programs for young Muslim residents. Recreation programs and Community Schools classes have robust youth attendance. Park-based activities, such as youth league sports, are an important part of young people's cultural opportunities.

Community survey responses emphasize creativity and activities/art-making more than other arts experiences. Recreation and Cultural Affairs Division's programs and Community Schools offerings were mentioned multiple times as an essential creative outlet for residents.

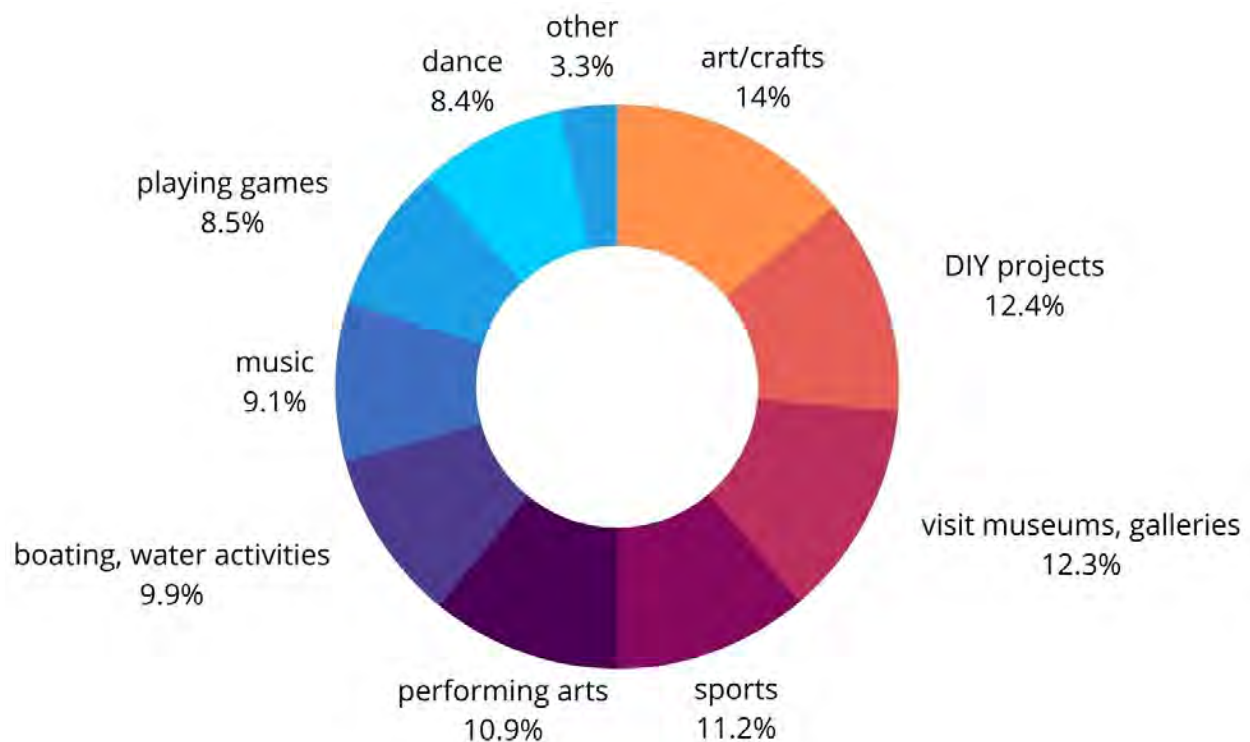


Figure 4: Chart of 1011 responses to the survey question, “What activities do you enjoy?”

### 3. Access to the arts for Chelsea residents: opportunities exist, but barriers to access are sometimes high

How would you describe the access to arts for Chelsea residents? Interviewees' responses to this question uncovered some pivotal needs. Arts opportunities are available to residents in many forms. The library provides passes to museums and produces family-oriented activities. The Recreation and Cultural Affairs Division produces art classes through Community Schools and other recreation programs. The Jordan Boys and Girls Club has a robust after-school art program for kids and organizes field trips to Boston museums. Apollinaire Theater has a robust season and outdoor summer opportunities.

Events like Black History Month, Gallery 456, City Hall Gallery exhibits, Chelsea Jewish Tours, Chelsea Day, Chelsea Prospers' murals program, and other initiatives funded by the Chelsea Cultural Council's grants offer various ways to experience arts and culture in the city. Despite the variety and quality of arts and culture opportunities, we also heard concerns about access. Further discussions raised three factors that impede access: cost, safety, and communication.

1. There is a well-identified and globally documented barrier to access known as the cost of arts, which is not only financial: it is costly to be curious (time, fear to be out of your comfort zone), costly to attend even a free event, or visit a museum for free (childcare, transportation). Many Chelsea residents live paycheck to paycheck and sometimes work several jobs with limited free time for entertainment.
2. Safety concerns point to a second factor that may impede access to some opportunities. Safety and cleanliness of parks and public spaces are needs expressed by 9% of survey respondents. Similar concerns were also raised by members of the Youth Team and during focus groups. The general safety of downtown and being out after dark were concerns of some interviewees.
3. Communication about arts and cultural activities is the third barrier to access mentioned by interviewees and focus groups: communication is noted as feeling dispersed, unclear, and last-minute. The lack of a coordinated communication strategy among City art and culture stakeholders and other event producers throughout Chelsea creates confusion and missed opportunities. Additionally, language barriers also exclude residents who don't feel comfortable enough in English to access these opportunities. Events were frequently described as only attended by the inner network of the community group leading the event.

## Expressed needs

The outreach tools we developed included questions about the city's assets and what respondents would like to see or create in Chelsea. The number of answers and their diversity shows that Chelsea residents have many ideas and suggestions for improvement. After collecting a significant number of responses, we organized the expressed needs and expectations into four categories: community wellbeing, economic development, physical environment and community assets, and activities. The categorization shown here is not meant to be definitive. For instance, "branding the city" is classified as economic development but is also aligned with community wellbeing. Community members often expressed Chelsea's identity with a need to share the City's history and stories. Such storytelling and collective meaning-making is a well-documented component of community wellbeing. We envision

these themes as a basis for a holistic approach to arts and culture that addresses critical resident needs.

The table below gives a summary of the most frequently recurring themes under each category.

<b>Physical Environment and Community Assets</b> <ul style="list-style-type: none"> <li>• Places to express yourself / graffiti</li> <li>• More green space</li> <li>• More art around the city - 3-D and murals</li> <li>• Public performance spaces</li> <li>• Arts / theater in the parks</li> <li>• Walking, biking paths, connections between neighborhoods</li> </ul>	<b>Economic Development</b> <ul style="list-style-type: none"> <li>• Brand Chelsea as a cultural food city</li> <li>• Economic development for artists</li> <li>• Programs to connect artists and local business</li> <li>• Economic opportunities for teens</li> <li>• Programs to retain young adults in Chelsea</li> </ul>
<b>Activities</b> <ul style="list-style-type: none"> <li>• Storytelling and community sharing</li> <li>• Opportunities for sports groups</li> <li>• Group activities: arts, dance, theater, music, singing</li> <li>• Easier ways to find out about events and activities</li> <li>• Community events for teens and young adults</li> <li>• Interactive and participatory cultural and arts events</li> </ul>	<b>Community Wellbeing</b> <ul style="list-style-type: none"> <li>• Mental and physical health related to Covid-19</li> <li>• Limited access to outdoor space</li> <li>• Cleanliness of streets, sidewalks and parks</li> <li>• Anxiety related to the digital divide</li> <li>• Loneliness and isolation, especially among seniors</li> <li>• Access to healthful foods and cooking skills</li> <li>• Racism as a public health emergency</li> <li>• Individual trauma among newly arrived residents</li> </ul>

figure 5:Recurring themes identities through stakeholder engagement during Phase 1 of the arts and culture planning process

Below is a categorized summary of responses to the question “What do you want to see or create in Chelsea?” (see [Appendix 2](#) for full responses). We categorized answers to this open-ended question to better interpret and analyze trends. Responses show a clear interest in creating spaces to practice arts and crafts, for social-cultural activities, and additional outdoor spaces.

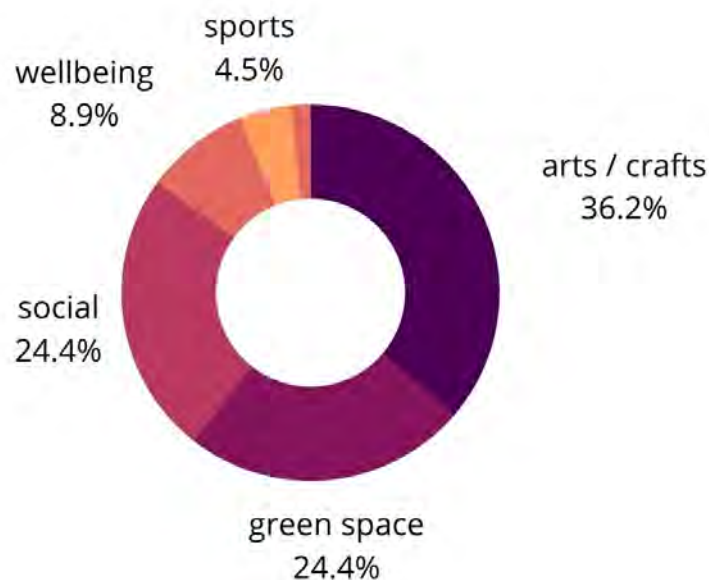


Figure 6: Responses to the Chelsea community survey question: ‘What would you like to see or create in Chelsea?’



## 1. Foster a culture of facilitation

City permitting processes, liability insurance requirements for public events, cost of police and fire details, and grant application processes are perceived as limitations to community-generated initiatives. We heard concerns that the Chelsea government is patronizing, not resident-oriented, often discouraging community or small business initiatives. Interviewees and focus group participants offered multiple reasons for this perception: language barriers, complexity related to public administration, City rules inherited from the receivership period, and the fragile local economy. We heard strong requests for more transparency and simplicity of rules, which could help residents feel empowered.

## 2. Open arts and cultural opportunities to all ages

Young people and senior citizens mentioned the same desire to engage as attendees and actors of the city's artistic and cultural life. Chelsea Public Schools have robust arts programs, yet there is a perceived gap in opportunities post-high-school. Senior citizens we met in a focus group all praised the senior center's activities, yet they all expressed a desire to be part of projects beyond its walls. A common theme about whether we were talking to young people or the elderly was a desire to bring their enthusiasm and talents to the city. People in both these age groups felt excluded from opportunities, either as audience or creators.

## 3. Coordinate among arts and culture stakeholders

Our fieldwork exposed critical needs for coordination among arts and culture stakeholders. Some arts initiatives by nonprofits may not be systematically shared with City stakeholders and vice-versa, causing misunderstandings, miscommunication, and fragmentation of potential audiences. The Community Schools look like the sturdiest bridge between City and School administration regarding arts and cultural activities. Yet, the partnership stands mostly on making school equipment available for the City program. Teachers mentioned a need to create further opportunities for young residents post-high-school, mirroring what the highschool students and recent graduates also said (see above). The need for coordination also exists among city departments, complicated by the heavy workload and the need to orient projects towards grants opportunities.

# Identified resources

## 1. Outdoors

Chelsea residents as a whole are very enthusiastic about their parks and public spaces. Below, you can see that the overwhelming majority of responses to the survey question, "What are your favorite places in Chelsea?" have to do with parks and open space, especially waterfront parks. (see [Appendix 11](#) for a full listing of places) Many focus group participants and interviewees mentioned newly commissioned murals and public space enhancements from Chelsea Prospers and the Chelsea Cultural Council.

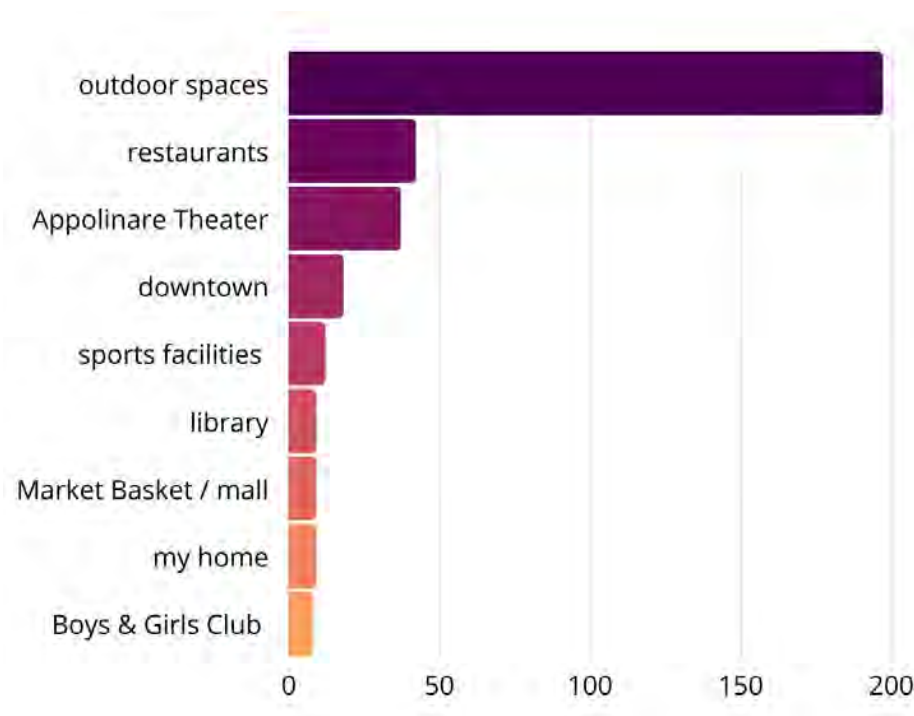


Figure 7: Aggregated responses to the Chelsea community survey question, "What is your favorite place in Chelsea?"

## 2. Robust history and resilience

Residents are Chelsea's "strong suit," commented one interviewee when discussing resources. We heard from many community groups, social-service agencies, religious leaders, and City staff members about Chelsea's history and current resilience in the face of the challenges of systemic racism and COVID-19. There is a hunger for opportunities to celebrate Chelsea's dynamic history and unique culture while also acknowledging the toll of the past. Two examples residents discussed are the displacement of the historic Jewish population coincident with the Tobin Bridge construction and the displacement of African American residents after the fire of 1973. We were mindful throughout this project that we were working through a unique time in history. Arts and culture are critical tools that can help Chelsea process and heal from the traumatic events of 2020.

We had the opportunity to hear from City Councilor Leo Robinson about the legacy and impact of Lewis Latimer and African American residents' historical contributions during the project. We also spoke with representatives of the Chelsea Black Community and Young Adults Alliance members about the current challenges facing Chelsea residents and how community activism is seeking solutions. The celebrations of Black History Month and the Lewis Latimer Society and Museum activities contribute to the present-day appreciation of Chelsea's rich history. From Greenroots, we heard about the history of environmental activism that has led to some of the City's most loved public spaces, such as PORT Park and Chelsea Creek, frequently cited in the survey responses. La Collaborativa youth and senior leaders gave us context on the diverse Latinx diaspora in Chelsea and highlighted the inspiring outcomes of robust community engagement. Ellen Rovner, the creator of Chelsea Jewish Tours, gave us a fascinating view of the history of Jewish migration in Chelsea and how those migrants and their descendants shaped present-day Chelsea. Richard Katz shared his perspective on the Jewish food traditions that still live on at Katz Bagels. He also shared a view of the challenges that small businesses face and the work needed to highlight Chelsea's unique food cultures. Members of the Walnut Street Synagogue transition committee shared their ambitious plans to convert their sacred space to a community asset for arts and



culture. A focus group attended by Healthy Chelsea, Veteran's Services, Chelsea Community Connections, Chelsea/Revere Family Network, and The Neighborhood Developers highlighted essential resources and programs for Chelsea residents. This group gave additional context on the resilience and strength of residents.

All these conversations convey the same question and desire: how to reinforce Chelsea's social cohesiveness beyond community or religious groups? They also expressed similar stories: families who came or lived for many generations in Chelsea with little and enabled the next generation's growth.

### 3. Skills to share

A persistent sentiment we heard during our fieldwork was a desire to be involved in the city's artistic and cultural life. Chelsea's residents have skills and knowledge to share. We heard a desire from young people to express their creativity and highlight Chelsea's beauty and diversity. We heard from senior citizens of their desire to dance, sing, cook, and tell stories of the community beyond the Senior Center's walls. We spoke with teachers eager to share poetry with young people. Community members passionate about creating space for young kids and families to make their mark through a community mural project spoke up at the first community meeting. Almost everyone we spoke to or surveyed had multiple ways they could envision creating change in Chelsea. The challenge is to engage this enthusiasm towards action and reduce funding and process barriers.

### 4. City Resources

The City of Chelsea has many arts and cultural resources, some with explicit arts and cultural focus, and departments, boards, and commissions that support or involve arts and culture. Chelsea Prospers, a key initiative of the Housing and Community Development Department, focuses on neighborhood vitality through programming events, public art, and human-centered infrastructure projects. The Department of Health and Human Services includes vital cultural resources: Chelsea Public Library, Chelsea Senior Center, and the Division of Recreation and Cultural Affairs. The Division of Recreation and Cultural Affairs offers over 150 programs annually through Community Schools serving 1,200 youths and adults per week. Additionally, the division permits the use of public ways and parks, curates the City Hall Art Gallery, and produces holiday celebrations and year-round recreation and cultural events.

# From core insights to the core goals of the Arts and Culture plan

Taken as a whole, the core insights from the first phase of the project point to a resilient community that values arts and culture but often finds barriers in place to expressing or participating. The community expressed a wide range of needs and identified key resources. We developed the arts and culture plan's key goals from community insights and the RFP requirements:

1. Foster Community Wellbeing
2. Support Economic Development
3. Enhance Community Assets



Figure 8: Core goals of the Arts and Culture plan



## SECTION 2

# STRATEGIC OBJECTIVES AND RECOMMENDATIONS

- Strategic recommendations at a glance
- Funding recommendations
- Organization and processes recommendations
- Programming recommendations
- 2021 arts and culture objectives
- 2022 arts and culture objectives
- 2023 arts and culture objectives
- 2024 arts and culture objectives
- 2025 arts and culture objectives

## 2. Strategic Objectives and Recommendations

Based on Chelsea residents' core needs and best practices applicable to Chelsea, below are recommended yearly objectives to guide Chelsea arts and culture over the next five years. Recommendations are organized in three operational categories for each year:

1. funding,
2. organization and processes,
3. programming.

The uncertainty around the duration of the COVID-19 pandemic complicates long-term planning. Programming recommendations for 2021-2022 prioritize outdoor space and avoiding large gatherings. Objectives and recommendations were defined and discussed with the Oversight Committee. We also delivered recommendations during the planning process, responding to emergent needs identified through fieldwork or our clients.

### Strategic recommendations at a glance



Figure 9: The strategic recommendations across the five years of the plan

### Funding recommendations

Our funding recommendations cover three main areas:

1. effectively deploying existing recurring funding,
2. aligning short-term and long-term funding sources,
3. and moving towards a coordinated fundraising/funding approach.

These recommendations require aligning efforts across all city departments and boards involved in cultural and artistic programming. We have outlined steps across the five years to work towards a cooperative and holistic approach to arts and culture funding in Chelsea. See [Appendix 4](#) for grantmaking recommendations made during the planning process.

## Organization and processes recommendations

Our recommendations related to processes and organization cover three main areas:

1. strengthen arts and culture skills and leadership among city staff and Chelsea Cultural Council,
2. streamline programming/production guidelines,
3. reinforce coordinated efforts among city departments and local nonprofit organizations, schools, and businesses.

Chelsea does not currently have an arts and culture policy. Since its inception, the Massachusetts Cultural Council's Local Cultural Council (LCC) program has been the primary public funder of arts and cultural initiatives. This funding is typically a small portion of a program/event budget. The Chelsea Cultural Council (CCC) is a volunteer board highly engaged and committed to the community. We noticed how all of its members feel highly accountable for the grantmaking process and outcomes during interviews. However, fatigue was also present. City funding available for arts and culture has increased dramatically over the past five years, and more specifically since 2019, with the addition of a yearly \$100,000 gift from Encore Boston Harbor. Over the past five fiscal years, State funding increased by 60%.

With Encore Boston Harbor's annual gift, available funding has been multiplied by seven. Such a change comes with a lot of new opportunities and new challenges for the City of Chelsea. Concern was expressed about managing the Heritage Fund, the new grant program funded by the Encore gift, without any additional support. Arts and cultural programs are executed and financed by different city departments and boards without meaningful collaboration. The value added by each initiative is undeniable, yet the lack of a coordinated approach limits the impact.

As outlined in the 2021 recommendations, we encourage members of the Chelsea Cultural Council and City departments/staff engaged in cultural programming to participate in the Cultural Equity Learning Community (CELC) program. This program is a learning tool to enhance Diversity, Equity, and Inclusion (DEI) knowledge in the arts.

## Programming recommendations

Programming recommendations are built on ideas heard from the community, existing international and national best practices, and focus on design and implementation strategies. We strongly recommend deepening the programming scenarios developed through the planning process and implementing them in the upcoming months. See [Section 3: Testing, Evaluation and Metrics](#) and [Appendix 1](#).

We encourage City producers to align programs with the Arts and Culture plan's core goals: 1. Foster community well-being, 2. Enhance community assets, and 3. Support economic development. These goals can be used as a benchmark when evaluating programming ideas.

We encourage programs and events to follow these guiding principles:

1. Test, scale, and improve programs continuously with community feedback.

2. Engage residents in program design and production.
3. Engage different stakeholders and different spaces to leverage audience breadth and program depth: City services, nonprofits, businesses, educational institutions.

Objectives detailed below pair with actions we recommend engaging in a specific year. We envisioned these objectives as milestones that drive the plan forward. We advise these yearly objectives in a time of organizational changes in the Department of Health and Human Services. Additionally, five years is a long time in the life of a City. We acknowledge that yearly objectives will need refinement and adjustments according to staff, budget, and organizational change during the five years it covers.

## 2021 arts and culture objectives

In 2021, we would highly recommend that the City of Chelsea capitalizes on the interest that residents of all ages, non-profit organizations, art and community groups, city departments, and social services have shown for this planning process. The year following the planning process is a good time to infuse a culture of collaboration and opportunities, pursuing community engagement and reinforcing cooperation between city departments.

### Objectives at a glance:

<i>Funding</i>	<ul style="list-style-type: none"><li>● Match the funds allocated by the Massachusetts Cultural Council (MCC)</li><li>● Streamline the Heritage Fund grantmaking</li><li>● Create a City of Chelsea art and culture donor-advised fund managed by Boston Community Foundation</li></ul>
<i>Organization and processes</i>	<ul style="list-style-type: none"><li>● Define arts and culture leadership at City Hall: form Arts and Culture Coordination group</li><li>● Communicate about arts and culture planning outcomes with community stakeholders, MCC, other potential funders, and the media</li><li>● Identify outdoor performing spots in all eight neighborhoods of Chelsea and develop City performer processes</li><li>● Develop a guide to producing events in Chelsea, including insurance requirement per type of events and permitting steps</li><li>● Refine CCC priorities per arts and culture strategic plan under the guidance of the Massachusetts Cultural Council</li><li>● Strengthen the transparency and the reach of CCC grantmaking processes both for LCC and Heritage funds and set up the framework for a robust city-wide community of arts and culture stakeholders</li><li>● Coordinate use of multiple social media platforms</li><li>● Participate in Cultural Equity Learning Community (CELC) to enhance Diversity, Equity and Inclusion (DEI) knowledge</li></ul>
<i>Programming</i>	<ul style="list-style-type: none"><li>● Implement programs based on scenarios and pilots developed during the planning process</li><li>● Develop an annual cycle of outdoor spaces dedication and celebration</li><li>● Evaluate online Chelsea Recreation program, and expand class locations</li><li>● Envision intersecting Chelsea Recreation program with other arts programs in Chelsea</li></ul>

### Funding

- **Match the funds allocated by the Massachusetts Cultural Council (MCC)**

We recommend that the City of Chelsea matches annual funds allocated to the Chelsea Cultural Council. This contribution can take different forms, be progressive, and evolve over the years. The current allocation of MCC funds is approximately \$30,000. We recommend that matching funds first cover City



staff costs required by Chelsea Police, Fire Department, and Department of Public Works, for instance, to ease the burden on event producers.

- **Streamline the Heritage Fund grantmaking**

As detailed in [Appendix 4](#), we encourage the Recreation and Cultural Affairs Division and the Chelsea Cultural Council to adjust the grantmaking approach depending on the funds requested. In 2021, in addition to the changes made during the 2020 grant cycle, we suggest:

- Aligning funding purpose and grant application with the goals of Chelsea Arts and Culture plan: community wellbeing, economic development, enhance community assets
  - Prioritize robust partnerships between arts and culture stakeholders
  - Consider CCC specific projects and commissions via RFP
  - Refine funding tiers, eligibility, and process:
    - <\$10,000: grant application
    - >or = to 10,000: Letter of interest (LOI) to initiate discussion before requesting/declining grant application
  - Refine grant cycle: 2 grant proposal cycles per year disconnected from LCC calendar, for instance, early Spring and late Summer
- **Create a City of Chelsea art and culture donor-advised fund managed by Boston Community Foundation**

The Boston Foundation manages several thousand donor-advised funds and provides fundholders with free services related to grant-making and fund management. The expertise and credibility of the Boston Foundation can work as a helpful incentive for future donors interested in supporting the goals of the Chelsea arts and culture plan. We encourage the Chelsea government to reserve 10% of the Encore Boston Harbor annual gift to seed the City of Chelsea arts and culture fund for the next five years. This money will serve as a dedicated fund for exceptional operations and will help build long-term funding for Chelsea's arts and culture.

## Organization and processes

- **Define arts and culture leadership at City Hall: form Arts and Culture Coordination group**

To complete the arts and culture plan's objectives and leverage efforts, we suggest that City departments, Chelsea Cultural Council members, and other board representatives regularly convene to exchange information and ideas about their upcoming programs, projects, and collaborations.

The schematic below presents the main contributors to arts and culture at the City-level. To fully realize this plan's goals and support existing arts and culture initiatives such as Chelsea Prospers, we recommend increasing communication and collaboration. Circled in red are the departments and staff positions we recommend to be included in coordination meetings. We strongly recommend the new staff member in charge of diversity, equity, and inclusion joins the Arts and Culture Coordination group. Additionally, the group should consult as needed with the Department of Public Works, Veteran's Service, Weed and Seed program, Community Preservation Committee, Historical Commission, and other city departments.

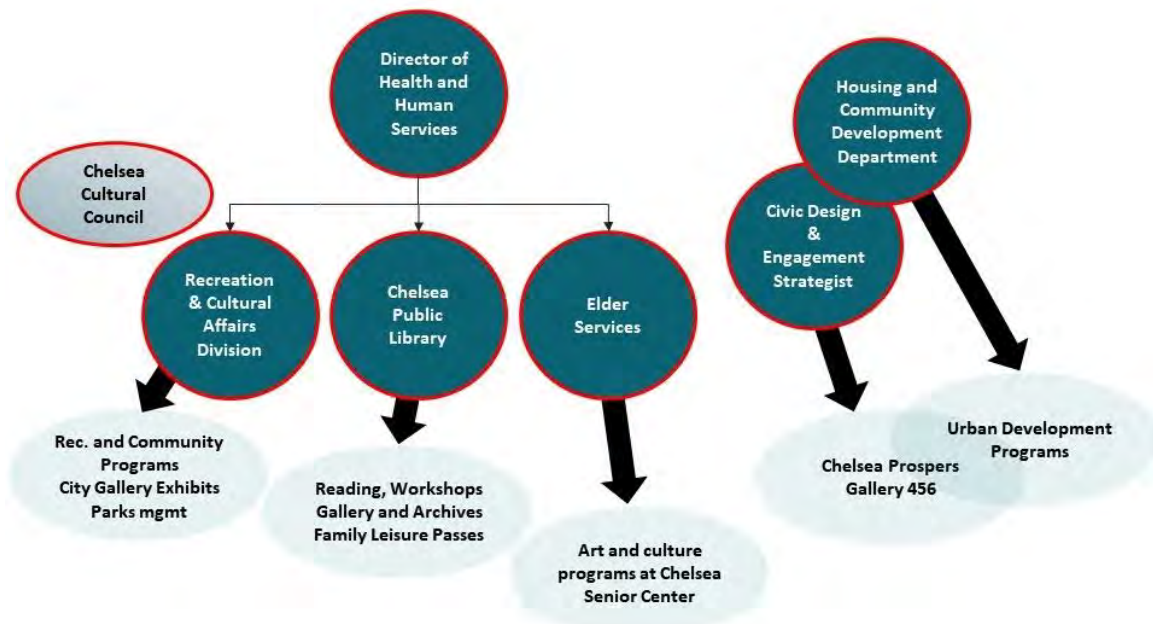


Figure 10: Recommended members of the City Arts and Culture Coordination group

- **Communicate about arts and culture planning outcomes with community stakeholders, MCC, other potential funders, and the media**

As a continuation of the outreach campaign, we recommend the CCC and Recreation and Cultural Affairs Division remain in close contact with community stakeholders engaged in the planning process. This plan follows an opportunity-driven approach, and we encourage Chelsea to communicate broadly about its positive goals for the residents. Chelsea residents have paid a huge health, economic and social toll to the COVID-19 pandemic over the past ten months. It is a notable sign of interest that arts and culture remain on the radar of priorities during this time. The 2020 health and social justice crises create a sense of positive urgency to think about alternative ways to foster change. It is worth highlighting that just as Chelsea involuntarily became a national symbol of the medical and economic toll of COVID-19, it also became a symbol of hope, resilience, and community power. Arts and culture can help carry this positive narrative forward towards healing and community recovery.

- **Identify outdoor performing spots in all eight neighborhoods of Chelsea and develop City performer processes**

The Visioning Team, the Youth Team, and other community members emphasized the need for places for artistic self-expression. In parallel with finding appropriate locations, the City of Chelsea could work with interested residents on developing a strategy for engaging neighbors as well as performers. Some sites could be dedicated to dance, others to music, or there could be a mix. Parks are a useful resource, yet the City can activate other urban features, for instance, the small amphitheater in front of the Clark Ave Middle School or Highland street stairs.

- **Develop a guide to producing events in Chelsea, including insurance requirement per type of events and permitting steps**

This English-Spanish guide would help residents and community groups to envision any type of events being aware of legal and administrative requirements. (See [Appendix 5](#) for recommendations related to streamlining permitting and insurance requirements)

- **Refine CCC priorities per arts and culture strategic plan under the guidance of the Massachusetts Cultural Council**

As the entity managing the Heritage Fund in addition to the LCC funds, the Chelsea Cultural Council can voice the core values of the plan and act as both a connector and a gatekeeper. CCC can give more directions to applicants or commission specific projects whose scope cannot be covered by the City or any other Chelsea arts and culture stakeholders, as it did for this consultancy mission.

- **Strengthen the transparency and the reach of CCC grantmaking processes both for LCC and Heritage funds**

We recommend gathering a panel of reviewers, including art professionals from the Greater Boston area, community members, CCC members (stipend recommended: \$150/\$200). Assessment forms are accessible to applicants upon request after grants are awarded. We also recommend enlarging the number of potential applicants by organizing information sessions, including a 101 grant proposal writing workshop with additional online information. As suggested during the planning process, grants materials, workshops, and technical support should be available in English and Spanish. Organizing kick-off, mid-fiscal year, and end-of-the-year meetings with all LCC and Heritage fund grantees will also encourage collaboration among projects and foster shared information, calendars, experience, and production tips.

- **Coordinate use of multiple social media platforms**

We recommend the City Arts and Culture Coordination group to structure its communication about individual and group initiatives on Facebook, Instagram, TikTok and Twitter. TikTok and Instagram target a younger audience than Facebook and Twitter. A coordinated approach would address attendees, media, partners, and sponsors. Managing social media communication can become time-consuming, so we advise structuring a frame and timeline of social media planning, applied for each program or event. This planning could be defined by the City Arts and Culture Coordination group. Social media posting can be shared among participants in the group or delegated to appropriate staff members. Communication about arts and cultural events and opportunities should be seamless and coordinated regardless of the organizing department.

- **Participate in Cultural Equity Learning Community (CELC) to enhance Diversity, Equity and Inclusion (DEI) knowledge**

Processes and organization improvements may fall short without reflecting on the current culture of service among the City arts and culture stakeholders. As outlined in the 2021 recommendations, we encourage members of the Chelsea Cultural Council and City departments/staff engaged in cultural programming to participate in the Cultural Equity Learning Community (CELC) program. This program is a learning tool to enhance Diversity, Equity, and Inclusion (DEI) knowledge in the arts. We recommend this tool as a step towards fostering a more welcoming Chelsea for all by addressing unconscious biases. <https://www.culturalequitylc.org/>

## Programming

- **Implement programs based on scenarios and pilots developed during the planning process**

The Youth Team developed pilots of three ideas they expressed during the planning process: online cooking classes, art/expression walls, and an online Bachata night. Other short-term feasible projects were recommended to the Oversight Committee: distributing ICA art kits, freestyle soccer and drum contest, performing arts open trucks based Boston Lyric Opera model. Residents tested five key yearly recommendations during the final community meeting: designated performance spots, program development for 400th-year celebration, economic development programs for artists, and applying for a UNESCO Creative Cities designation. (See [Appendix 1](#) for notes from the meeting)

We recommend completing at least two projects by June 2021 and having tested a pilot of others on a large scale by mid-2022. Many community meetings attendees expressed their interest in participating in further program testing and can be solicited for this purpose. Please see [Section 3: Testing, Evaluation and Metrics](#) to learn more about the testing approach we recommend.

- **Develop an annual cycle of new outdoor space dedication**

Housing and Planning Development engages in an ambitious annual cycle of park renovation and new outdoor space creation. Given how highly Chelsea residents praise City outdoor locations, we recommend celebrating them each year. It could take the form of a dedication of a new accessible outdoor space for residents with art activities and live music. Like with any new arts and culture initiatives, we encourage testing and then scaling the event. Dedications would not need to become large festivals or parades over the years, which would avoid organizers, volunteers, and attendees' fatigue. These dedications could highlight Chelsea's neighborhoods and specifically engage residents in celebrating the City's community-oriented development.

- **Evaluate online Chelsea Recreation programs and expand class locations**

We recommend the Recreation and Cultural Affairs Division reflect on the challenges and opportunities of running online classes in 2020 to envision mixed virtual and in-person programs in future years. Please see [Section 3: Testing, Evaluation and Metrics](#) to learn more about the evaluation approach we recommend. We would also recommend looking for additional spaces outside schools, for instance, renovated spaces in the Walnut Street Synagogue, the Senior Center for evening classes, and new community rooms available at Bunker Hill Community College.

- **Envision intersecting Chelsea Recreation programs with other arts programs in Chelsea**

Evaluation results will help envision directions for Chelsea Recreation programs as a whole. However, we recommend creating bridges between art-related community classes and other local arts initiatives. For instance, Apollinaire Theater is preparing for 2021 a show of *The Importance of Being Earnest*. This humorous Oscar Wilde play could offer opportunities to explore social questions through Recreation programs. It could also serve as sources of inspiration for poetry, drawings, music, or to make a parallel with Chelsea's history at that time. Recreation programs can also be built around exhibitions at City Hall, Chelsea Library, or Gallery 456. Such programs could offer opportunities to discover what it is to be an artist, give a behind-the-scenes look at exhibition production and curation, introduce workshops with exhibited artists, or other art-making workshops using their works as inspiration. Programming could also be created in partnership with an LCC or Heritage Fund grantee.

## 2022 arts and culture objectives

In 2022, we recommend focusing on inter-department coordination and sustaining LCC and Heritage Fund grantmaking. Core objectives include deepening collaboration among City staff and departments and other local arts and culture stakeholders and reinforcing a positive culture of opportunities for and created by residents.

### Objectives at a glance:

<i>Funding</i>	<ul style="list-style-type: none"><li>• Open access to arts and culture micro-grants, seed funding, and multi-annual funding via Heritage Fund</li><li>• Leverage grant-seeking efforts across departments via Arts and Culture Coordination group and connect with local nonprofits</li></ul>
<i>Organization and processes</i>	<ul style="list-style-type: none"><li>• Propose allowing live music and entertainment at restaurants</li><li>• Engage in discussion with Chelsea Public Schools administration about the availability of school equipment for arts groups</li><li>• Streamline City arts and culture communication with common graphic identity and tools</li><li>• Negotiate partnerships with landlords for artist, artisan, and community use of vacant or underutilized commercial space</li><li>• Recruit a Community Arts Administrator (part-time)</li></ul>
<i>Programming</i>	<ul style="list-style-type: none"><li>• Form 400th-year celebration committee</li><li>• Launch the Chelsea street performer program</li><li>• Pursue testing of ideas developed by Chelsea residents during the arts and culture planning process, including small-scale public art temporary interventions engaging residents in design and production</li><li>• Apply for the MCC CultureRx program with MGH Chelsea, local artists, and other partners</li><li>• Launch an annual cycle of commissions of local nonprofits for electric box painting under the guidance of emerging artists from the Greater Boston Area</li><li>• Finalize and publicize core principles of Chelsea public art program and care policy</li></ul>

### Funding

- **Open access to arts and culture micro-grants, seed funding, and multi-annual funding via Heritage Fund**

We recommend opening new grantmaking opportunities for initiatives emerging from the Chelsea community either for interventions in the public space or to support the growth of emerging projects and multi-annual initiatives. For grants under \$2,000, we recommend a simplified application process with an evaluation on a rolling basis. Micro-grants would be oriented explicitly toward artistic or cultural projects emerging from residents or community groups.

We recommend investing grant funds in multi-annual or seed funding to enable longer-term programs to flourish in Chelsea. We suggest requesting a letter of interest (LOI) first for applications to multi-annual or seed funding grant proposals. Micro-grant, seed, or multi-annual funding awardees will be included in the grantee check-in process, adding to the robust cohort of art and culture producers and fostering learning and collaboration among cultural producers. (*Grantmaking resources available in [Appendix 5](#)*)

- **Leverage grant-seeking efforts across departments via Arts and Culture Coordination group and connect with local nonprofits**

We encourage a coordinated approach towards fundraising for arts and culture in Chelsea, whether as stand-alone projects or as a component of public works projects. This coordinated approach can be achieved through the Arts and Culture Coordination group and would increase the efficiency of effort and impact of proposals. Funders often prioritize projects that include multiple stakeholders and have well-described collaborative approaches. Engaging arts and culture stakeholders beyond the City and applying as a consortium with local nonprofits can increase access to specific programs or funding streams. For example, a consortium approach is required to apply as a pilot city for the MCC CultureRx program.

## Organization and processes

- **Propose allowing live music and entertainment at restaurants**

Once the COVID-19 related risk and restrictions ease, we recommend allowing and encouraging live music and entertainment at restaurants. The primary beneficiary would be residents who love Chelsea food culture and aspire to a more vibrant, yet safe nightlife. A coordinated calendar of programs in restaurants could also be part of a broader strategy to brand Chelsea as a food destination and highlight cultural diversity.

- **Engage in discussion with Chelsea Public Schools administration about the availability of school resources for arts groups**

Current regulations don't allow the rental of school resources for commercial purposes. Yet, the shortage of equipped and affordable rehearsal spaces is well-known in the Greater Boston area. It seems worth opening a discussion about how to first serve the needs of local arts groups given the quality and variety of existing equipment and spaces.

- **Streamline City arts and culture communication with common graphic identity and tools**

A harmonized graphic identity would strengthen Chelsea's arts and culture branding and reinforce the clarity of communication messages. We recommend completing a Chelsea arts and culture graphic identity project and the new visuals at least a year before the 400th-year Chelsea anniversary and offer departments standard tools in the same timeline. Given the anticipated need for coordinated communications materials, we recommend increasing in-house graphic design capacity.

- **Negotiate partnerships with landlords for artist, artisan, and community use of vacant or underutilized commercial space**

Exploring creating temporary or longer-term storefront community spaces can enliven commercial districts and provide critical opportunities for artisans and artists to produce and sell their craft. Flexible



and low-cost space for community recreation and enrichment would be a positive step towards addressing the often articulated need for community gathering spaces and alternative programming locations (see [Appendix 6](#)).

- **Recruit a Community Arts Administrator**

We recommend adding robust arts administration skills to support City inter-departmental coordination efforts and the growth of grantmaking and programming. We envision this position being a liaison and a facilitator between all arts and culture stakeholders operating in Chelsea. This position will coordinate the grantmaking process in close collaboration with the CCC and the Recreation and Cultural Affairs Division and animate a Chelsea grantees' network. They will be part of the City Arts and Culture Coordination group and serve as the first point of contact for residents seeking to program arts and cultural events in Chelsea. They will be the main point of contact for the program development of the 400th-year celebration. Please see [Appendix 7](#) for a draft job description for the position and recommended skill set. City staff with robust arts administration skills are scarce, and the two we met are already fully employed. An additional individual knowledgeable and experienced in arts administration will quickly become a key resource for Chelsea. We recommend the individual be supervised by the Director of Health and Human Services in order to have easy access to other highly community-oriented services such as the Senior Center, the Veteran's Service or the Weed and Seed program. The position could be part-time in 2022 and then transition to full-time in 2023. However, if funding allows, we would recommend recruiting as a full-time position.

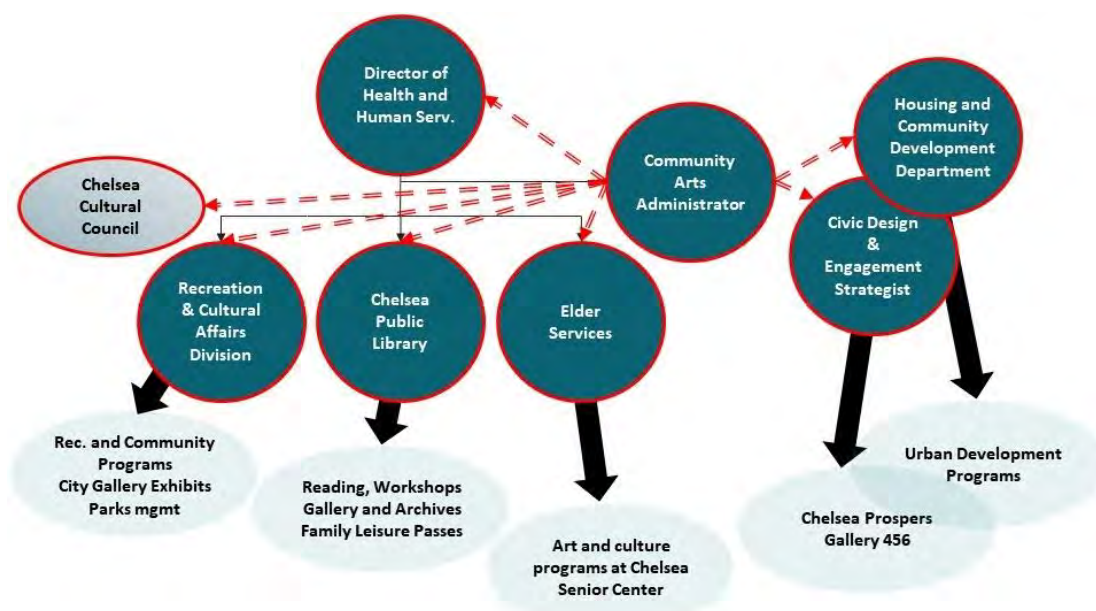


Figure 11: The Community Arts Administrator and the Arts and Culture Coordination group

## Programming

- **Form 400th-year celebration committee**

Chelsea was settled in 1624, and we recommend using the 400th-anniversary celebration as an inflection point for the perception of arts and culture in the city. We suggest incorporating in the celebration some types of events tested and produced in 2021, 2022, and 2023, and having the



Community Arts Administrator acting as the project manager for the event. This person will work closely with the Arts and Culture Coordination group and with stakeholders citywide on specific programs for 2024 and coordinate existing efforts towards the celebration during the anniversary year.

- **Launch the Chelsea street performer program**

The Chelsea performer program is launched based on identified spots in each district and guidelines developed with residents. The primary goal is to facilitate and invite artistic and cultural expression of residents.

- **Pursue testing of ideas developed by Chelsea residents during the arts and culture planning process, including small-scale public art temporary interventions engaging residents in design and production**

We collected numerous positive feedback about newly commissioned murals, and we heard an eagerness to get engaged in public art initiatives and learn more about them. The December Visioning Team meeting also explored new ideas for public art. We would recommend capitalizing on expressed interest to test a series of temporary art interventions throughout all 8 Chelsea districts, engaging residents in designing and producing artwork with the artist(s). A call to artists would be developed collaboratively through the recommended Arts and Culture Coordination group to leverage City staff and departments' skills and resources in working in the public domain. We recommend building upon the community's ideas shared in the planning process (See [Appendix 1](#)) before launching the call. We also encourage the City to evaluate community responses while developing future temporary or long-term public art ideas and projects. See [Section 3: Testing, Evaluation and Metrics](#) for recommended testing and evaluation approaches.

- **Apply for the MCC CultureRx program with MGH Chelsea, local artists, and other partners**

CultureRx is an innovative public health experiment aiming to prescribe art activities to complement traditional medical interventions. It measures how clients respond physically and psychologically to the arts as a prescription. Please refer to [Appendix 6: Best Practices](#) for more information about CultureRx.

- **Launch an annual cycle of commissions of local nonprofits for electric box painting under the guidance of emerging artists of the Greater Boston Area**

Building upon the current CCC program, we recommend launching a cycle of local nonprofits commissions for the artistic beautification of electric boxes. Nonprofit constituents of all ages could work under the guidance of visual artists from the Greater Boston area exploring themes expressed during the outreach campaign: my story and history of Chelsea, well-being and healthy behaviors, poetry, social justice, environmentally-friendly attitudes, etc. We encourage holding dedications of the newly painted electrical boxes, celebrating the nonprofits, artists, and community members involved.

- **Finalize and publicize core principles of Chelsea public art program and care policy**

We recommend the public art program and care policy build upon mural program experience, temporary public art interventions, community feedback. We strongly encourage Chelsea Arts and Culture Coordination group to connect with other cities with robust experience in public art such as Boston, Lynn, Cambridge, and Now and There, a Boston-based independent public art curator and producer.

## 2023 arts and culture objectives

At the midway point in this plan, we anticipate a robust culture of collaboration exists, benefitting all City arts and culture initiatives. With the support of a skilled Community Arts Administrator, who serves as the hub and central connector, arts and cultural initiatives are coordinated and opportunities communicated to intended audiences.

### Objectives at a glance:

<i>Funding</i>	<ul style="list-style-type: none"><li>• Evaluate the 2021-2022 CCC grantmaking process over two fiscal years</li><li>• Define strategy to grow donor-advised fund</li><li>• Engage coordinated fundraising for 400th-year celebration specific programs</li></ul>
<i>Organization and processes</i>	<ul style="list-style-type: none"><li>• Formalize CCC advisory role in public art</li><li>• Assess the feasibility of becoming a UNESCO Creative City of Gastronomy</li><li>• Collaborate with Bunker Hill Community College and Chelsea High School to create apprenticeship and job opportunities</li><li>• Transition Community Arts Administrator to a full-time position</li></ul>
<i>Programming</i>	<ul style="list-style-type: none"><li>• Develop calendar of events for the 400th anniversary</li><li>• Implement CultureRx initiatives in coordination with MGH</li><li>• Activate storefront space for artist, artisan, and community use, evaluate and improve continuously</li><li>• Design and deliver a program to support the economic professional development of local artists (visual and performers)</li></ul>

### Funding

- **Evaluate the CCC grantmaking process over two fiscal years**

At the end of FY22, we recommend evaluating the CCC grantmaking process with a thorough survey of grantees, a survey of program attendees and beneficiaries, and a measurement of impacts on the Chelsea community as a whole. Please see [Section 3: Testing, Evaluation and Metrics](#) to learn more about the evaluation approach we recommend.

- **Define strategy to grow donor-advised fund**

Two years after creating a donor-advised fund sheltered by the Boston Foundation, this would be time to define ways to attract gifts for arts and culture in Chelsea besides the money coming from the Encore Boston Harbor annual gift. Chelsea's arts and culture funding has dramatically increased. However, we may predict it will stay level due to the incremental increases in funding from the state. Chelsea's annual contribution will not be enough to grow the fund significantly and preserve long-term resources for arts and culture in the city. Chelsea's social and health situation has attracted a high level of attention during the COVID-19 pandemic. A well-structured fundraising strategy for the fund would build upon this primary interest and explain how arts and culture are to play a pivotal role in community well-being and economic development. The City of Chelsea could rely on the support of the Boston Foundation to

draft its fundraising strategy. We would recommend engaging discussions including the Chelsea Chamber of Commerce, real estate developers, and the United Way.

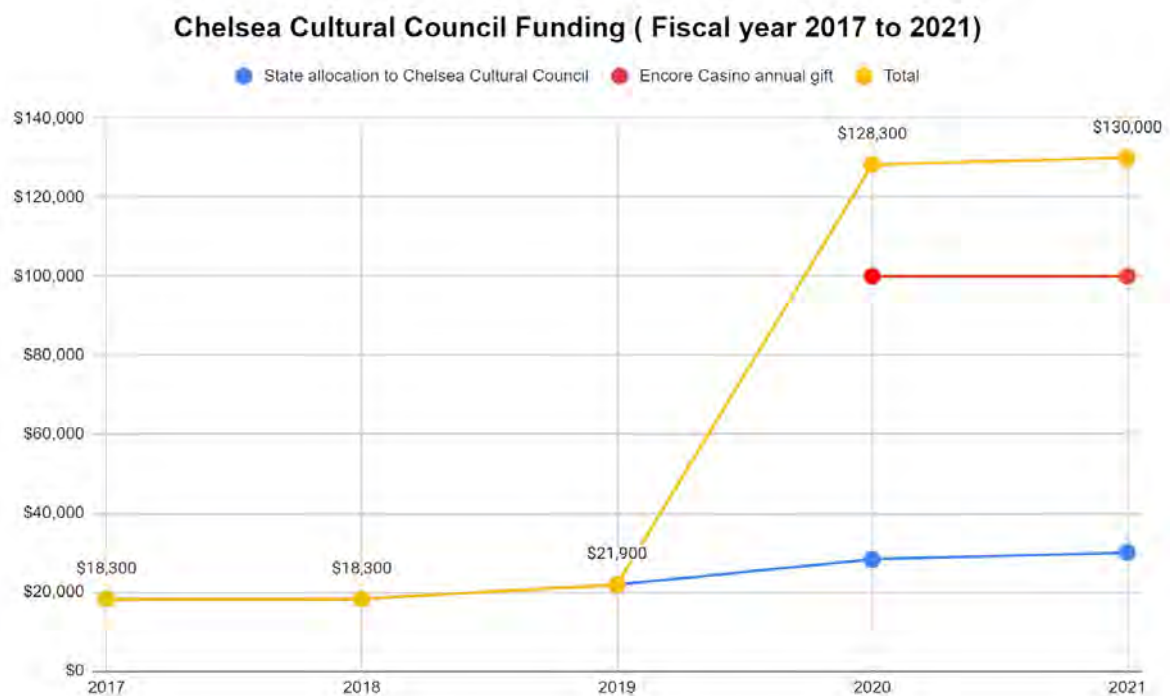


Figure 12: Chelsea Cultural Council funding 2017-2021

- **Engage coordinated fundraising for 400th-year celebration specific programs**

We recommend that the City Arts and Culture Coordination group work collaboratively on securing funding for the events and programs of the 400th-year celebration. We anticipate that the Arts and Culture Administrator will provide support for these efforts.

## Organization and processes

- **Formalize CCC advisory role in public art**

In relation to the newly adopted public art policy, we recommend having some members of the council advising more specifically the Housing and Planning Development Department on the programming and implementation of public art projects. In order to add value to projects, advisors in public art need to be residents and seasoned professionals in fields such as art-making process, architecture, community engagement, and arts administration. Many cities have public art advisory commissions, which Chelsea might want to create in the future. We suggest the public art advisors be members of the Chelsea Cultural Council in an attempt to keep a sense of organizational cohesiveness and ease communication among art and culture stakeholders.

- **Assess the feasibility of becoming a UNESCO Creative City of Gastronomy**

Working collaboratively, the Chelsea Cultural Council, the Housing and Community Development Department, the Chelsea Chamber of Commerce, food retail, and restaurant owners can assess the feasibility of pursuing the UNESCO Creative city of Gastronomy designation. This designation would add

Chelsea to a global network of creative cities. There are 246 cities in the network around seven different themes. Based on what we heard and the diversity of Chelsea's global food traditions the city would be a good fit for this program. This designation is also a compelling way to strengthen Chelsea's brand identity as a cultural food city and destination. A feasibility study is a critical step to gain a clear picture of Chelsea's assets and the steps needed to obtain the designation and prepare the application collaboratively. (See [Appendix 5](#))

- **Collaborate with Bunker Hill Community College and Chelsea High School to create apprenticeship and job opportunities**

Students and recent graduates could benefit from educational and professional experience in relation to arts and culture initiatives. For instance, Chelsea Public Schools art classes could be invited each year to curate, produce, and promote a student exhibition in the three galleries managed by the city or affiliates: City Hall gallery, Gallery 456, and Chelsea Public Library gallery. A paid docent program for shows in these galleries could provide another opportunity for young people to expand their skills.

The City Arts and Culture Coordination group could also list production skills needed for upcoming projects and offer paid hourly positions for recent graduates or Bunker Hill students. This program would create opportunities for recent high-school graduates to gain or hone professional skills in either technical fields (carpentry, stage management, lighting), production, or marketing/communications. Such initiatives should be developed with current youth-empowering programs such as the RIOT group at La Colaborativa, ECO Youth at Green Roots, and The Neighborhood Developers.

- **Transition Community Arts Administrator to a full-time position**

The Community Arts Administrator will be a key player in coordinating the 400th-year celebration, applying for cultural district designation, and negotiating further partnerships for the CultureRx program and other collaborative projects.

## Programming

- **Develop calendar events for the 400th anniversary**

The 400th-year celebration can encompass programs emerging from resident engagement. Programs can advance resident-led story-telling about Chelsea's history and present experience and highlight the beginning of a coordinated long-term public art program. We recommend connecting City programming to the 400th-year celebration and inviting other local arts and culture producers to connect throughout 2024. The celebration is a broad and inclusive umbrella that could fit a large variety of events, all very different in size and ambition. Developing a coordinated calendar of events for 2024 will also help support the funding case.

- **Implement CultureRx initiatives in coordination with MGH**

Assuming a successful application in 2022, City partners, nonprofit arts and culture resources, and MGH implement CultureRx social prescribing.

- **Activate storefront space for artist, artisan, and community use, evaluate and improve continuously**

Assuming that partnerships were developed in 2022, we envision activating commercial space for community use. Programs and uses should be tested and evaluated for continuous improvement and to maximize community benefit. Please see [Section 3: Testing, Evaluation and Metrics](#) to learn more about the testing and evaluation approach we recommend.

- **Design and deliver a program to support the economic professional development of local artists (visual and performers)**

We recommend designing economic development programs based on needs identified via grantee feedback and artists' input. Programs could take many forms, for instance, technical support for developing business plans or marketing strategies. Ideally, this program would be a collaborative effort between the Arts and Culture Coordination group, and existing initiatives from local nonprofits.

## 2024 arts and culture objectives

The 400th-year celebration is a natural inflection point in developing coordinated art and cultural activities in the city. The recommendations for 2024-2025 support a longer-term view of Chelsea's arts and culture.

### Objectives at a glance:

<i>Funding</i>	<ul style="list-style-type: none"><li>● Consolidate budgets for 400th-year Chelsea celebration</li><li>● Implement strategy for donor-advised fund</li></ul>
<i>Organization and processes</i>	<ul style="list-style-type: none"><li>● Include Chelsea more broadly in a network of regional arts professionals</li><li>● Foster expansion of CultureRx initiatives via new partnerships with institutions in the Greater Boston area and extensive communication</li><li>● Apply to become a UNESCO Creative City of Gastronomy</li><li>● Form the core group of partners to prepare an application to MCC Cultural Districts</li></ul>
<i>Programming</i>	<ul style="list-style-type: none"><li>● Produce 400th-year celebration programs and evaluate</li></ul>

### Funding

- **Consolidate budgets for 400th-year Chelsea celebration**

This consolidation will enable decision-making related to the scale of 400th-year events produced by the City, and the documentation of City, nonprofits and community total financial and in-kind engagement in the event for communication purposes.

- **Implement strategy for donor-advised fund**

Chelsea's 400th-year celebration can attract new donors by highlighting how Chelsea has overcome COVID-19 social and health crisis by building resilience using arts and culture as major drivers.

### Organization and processes

- **Include Chelsea more broadly in a network of regional arts professionals**

We recommend hosting a network/training session with the MCC during the 400th anniversary year to highlight the cultural assets of the City.

- **Foster expansion of CultureRx initiatives via new partnerships with institutions in the Greater Boston area, and extensive communication**

Anticipating a successful pilot year of CultureRx in Chelsea, we recommend engaging in new partnerships to expand access to cultural assets across Greater Boston. The pilot experience and

opportunities afforded to beneficiaries should be widely communicated both as public health and arts accomplishments. Based on the experience of the pilot, the Chelsea Cultural Council may choose to direct some LCC funding towards projects that support the CultureRx initiative.

- **Apply to become a UNESCO Creative City of Gastronomy**

Being part of UNESCO's creative cities' network does not come with funding; however, it is a stamp of innovative spirit and would connect Chelsea with other municipalities in the world, as it is today through its residents.

- **Form the core group of partners to prepare an application to MCC Cultural Districts**

The goal of this working group is to gain a clear picture of Chelsea's assets and the steps to secure the designation and to fully understand the opportunities and challenges of such a designation by consulting with cultural district leaders in the Greater Boston Area. We recommend targeting applying in 2025.

## Programming

- **400th-year celebration programs**

A coordinated program of 400th-year celebration events animates this festive year.



# 2025 arts and culture objectives

In 2025, we recommend consolidating learning and looking for how to grow and support arts and culture over the next five years.

## Objectives at a glance:

<i>Funding</i>	<ul style="list-style-type: none"><li>● Evaluate 2023-2024 CCC grantmaking process</li><li>● Evaluate the performance of the donor-advised fund</li></ul>
<i>Organization and processes</i>	<ul style="list-style-type: none"><li>● Apply for MCC Cultural District designation</li><li>● Rally all Chelsea arts and culture stakeholders and businesses around UNESCO designation</li><li>● Engage an outreach campaign to collect insights from Chelsea residents and measure changes from 2020</li><li>● Develop scope for the next five-year arts and culture plan</li></ul>
<i>Programming</i>	<ul style="list-style-type: none"><li>● Build on the momentum of 400th-year celebration evaluation to test evolution of programs and new ideas.</li></ul>

## Funding

- **Evaluate 2023-2024 grantmaking process**

As outlined earlier, we recommend evaluating the CCC grantmaking process bi-annually. Please refer to [Section 3: Testing, Evaluation and Metrics](#) for more details on recommended evaluation methods. This second round of evaluation comes in the last year of the arts and culture plan and the results will inform the next five-year plan.

- **Evaluate the performance of the donor-advised fund**

State funding is susceptible to decreases based on annual budget decisions. The agreement between the City of Chelsea and Encore Boston Harbor does not mention any possible increase of the annual gift over the years. Securing a steady growth of the donor-advised fund is key to enable Chelsea to envision a next phase of expansion of the arts and cultural programs.

## Organization and processes

- **Apply for MCC Cultural District designation**

Like the UNESCO Creative Cities label, the MCC Cultural District designation does not carry any funding. However, it signals an important state-level recognition of the district's arts and cultural resources. District partners can leverage the designation to secure additional funding, as demonstrated in other cities. (See [Appendix 2](#))

- **Rally Chelsea arts and culture stakeholders and businesses around UNESCO designation**

After a core group of businesses and arts and culture stakeholders worked collaboratively on Chelsea's application as a UNESCO Creative City of Gastronomy, others can join the initiative to benefit from the branding offered by the designation. We recommend launching a coordinated marketing campaign and ensuring individual initiatives are consistent with the branding of Chelsea as a Creative City of Gastronomy.

- **Engage an outreach campaign to collect insights from Chelsea residents and measure changes from 2020**

We recommend follow-up outreach to compare how perceptions of needs and resources have shifted from the planning period to the current time. This outreach should be modeled on the questions and approach used in the planning process for the greatest relevance. See [Appendices 8-11](#) for the outreach tools used in the planning process.

- **Develop scope for the next five-year arts and culture plan**

We recommend using insights from a new outreach campaign, key learnings from 5 years of CCC's LCC and Heritage Fund grantmaking, and the 400th-year celebration evaluation data to define the arts and culture programming objectives for 2026-2030. It would be helpful at this point to engage consultants or an in-house team to write the next five year plan.

## Programming

- **Build on the momentum of 400th-year celebration evaluation to test evolution of programs and new ideas.**

The evaluation of the 400th-year celebration will provide helpful insights into how to evolve programs and harness the energy of community engagement. Programming developed in this year can build upon the themes explored in the celebratory year.



## SECTION 3

# TESTING, EVALUATION & METRICS

- Testing Approach: prototype building and testing guidelines
- Prototype building and testing during the arts and culture planning process
- Examples of ideas to prototype and test further
- Evaluation Methods & Tools
- Useful Quantitative Metrics

### 3. Testing, Evaluation & Metrics

#### Testing Approach: prototype building and testing guidelines

As referenced throughout this plan, we recommend involving residents in the testing, design, and production of programs and events. Testing is similar to program evaluation, but it occurs before the program takes place. It can be used as an evaluation at different steps of the programming design.

The general purpose of testing is to check the relevance of an idea, product, or program by sharing a prototype or pilot with future potential users or attendees. With a prototype, the idea is visually represented to allow them to experience and evaluate it. Prototypes make the relevant basic features of a future program, event, or service understandable to the target audience. Prototyping and testing help program producers:

1. identify what works and does not while keeping costs and efforts at a minimum,
2. improve the project design iteratively before conducting it on a full-scale.

#### What is a prototype?

A prototype can be as simple as a drawing or a photograph illustrating before/after, a story-board, even story-telling, or role-playing. Prototypes do not need to be fancy, yet should be clear enough to enable participants to visualize the program.

The test results of the prototype inform project team decision-making with the goal to find the right balance between human desirability, economic feasibility, and technical implementability of the project (see figure below). Testing and prototyping continue until these three criteria intersect. This process is greatly enhanced by starting with known needs of the community. Prototyping and testing are all about learning and can happen at any stage of idea development.

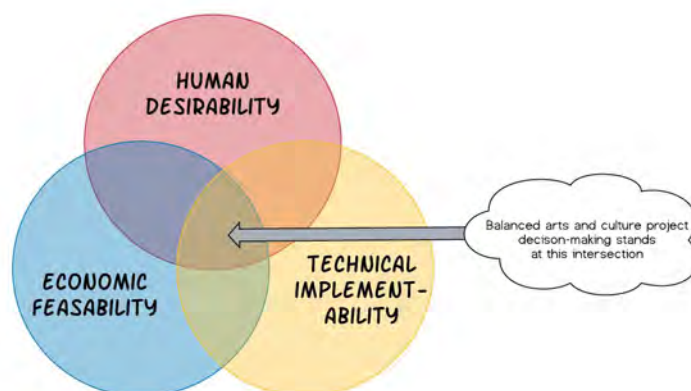


Figure 13: What does the project team look for with testing and prototyping?<sup>3</sup>

<sup>3</sup> The diagram, key points to bear in mind when building prototypes and steps to conduct efficient tests are inspired by and adapted to the Chelsea five-year arts and culture plan from *The Design Thinking Playbook, Mindful digital transformation of teams, products, services, businesses, and ecosystems*, by Lewick Michael, Link Patrick., Leiger Larry J., 2018, Wiley.

Key things to keep in mind when prototyping:

- Start with the identified needs of the intended audience.
- Build prototypes that question the assumptions of the project team.
- Use easily available digital or physical material to keep the cost low.
- Make sure that the objective and the maturity of the prototype match.
- Schedule enough lead time before the desired program dates for prototyping and testing.

Testing steps:

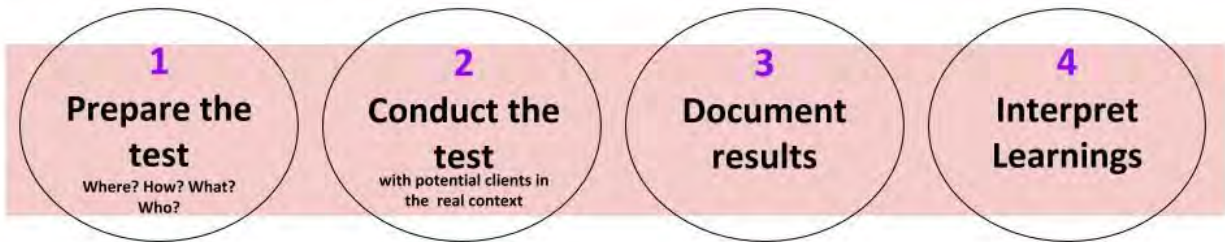


Figure 14: Testing process steps

### Step 1: prepare the test - define clear learning goals

Define learning goals by answering the following questions:

1. What do we want to learn?
2. What do we want to test?
3. With whom do we want to conduct the test, and where?

### Step 2: conduct the test

Testing provides the most useful information when multiple ideas or variants are prototyped. Test participants can make comparisons and evaluate more precisely what they prefer when presented with multiple options. Questioning during the test must be simple, clear, and open. Questions are not hypothetical but relate to concrete details of the proposed program, event, or service. The facilitator should provide as much context as necessary and as simply as possible. It is pivotal to let people experience the prototype and give their reactions to it. Ideally, three members of the project team are present during the test.

#### Project team roles:

Moderator or facilitator - describes the proposed event, program, or service, asks questions

Actor (if using story-telling or role-playing) - acts out elements of the prototype

Observer - takes notes on participants verbal and non-verbal reactions

Tests can happen as a face-to-face interview, a group experience, a poll, or a short written survey depending on the project phase, the people, and time available. The goal of testing is not to convince participants of the value of an idea, but rather to collect feedback in a neutral way.

### Step 3: document results

Notes, video and audio recordings, or photos can be used to capture testing results. Feedback-capture grids (*see example below*) can document results but need to be used consistently for each test conducted during the project design. The observer can document each piece of feedback in the appropriate quadrant. It is important to thank all testers for their feedback and avoid justifying ideas.

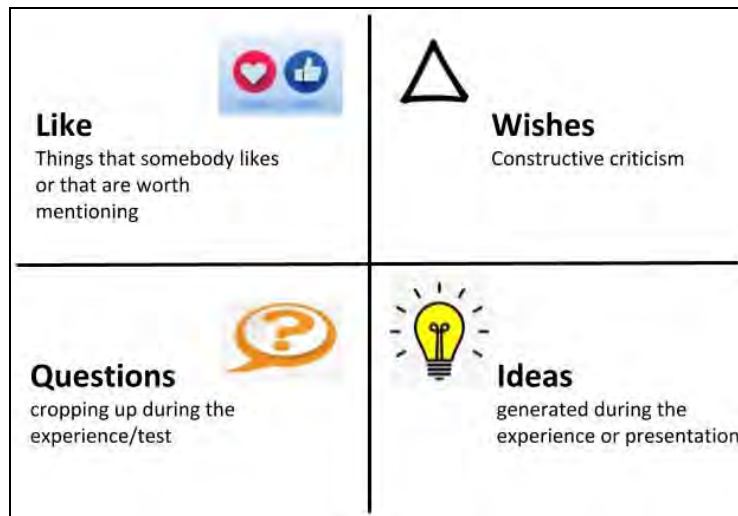


Figure 15: Example of a feedback-capture grid

#### Step 4: interpret learnings

The project team improves the prototype based on feedback collected during the test. Testing and prototyping is a continuous improvement process. It requires empathy and a “try and fail” mindset.

#### Key things to keep in mind when testing arts and culture experiences:

- Define scenario and clear goal before the test.
- Engage neutral people in the test; namely people who did not build the prototype.
- Ask simple and open questions in testing. Always ask “why” in order to find out the underlying motivation.
- Keep the test short, focus on essential feedback rather than details.
- Invite stakeholders to participate as observers so they can experience feedback first hand.
- Let participants think out loud, and don’t interrupt them. Don’t try to influence them by steering them in a direction or selling the prototype as a great solution.
- Perform multiple tests per idea, with up to five participants per testing session.

## Prototype building and testing during the arts and culture planning process

This testing approach pairs the programming strength of the City with the vision and enthusiasm of residents to power programs that address key needs identified through this project. Throughout the course of the project, we tested ideas collected from the community with key groups including the Youth Team, Visioning Team, and members of the public. This engagement is a first step towards increasing access to and developing a sense of ownership over programming among residents.

During the planning process, we used several tools to test rough ideas: focus groups, community feedback, and working group sessions. For example, at a focus group with Chelsea sports leaders, the idea of a freestyle soccer and drums contest came up. The discussion was so insightful that we recommended it to the Oversight Committee for further development. This idea is included below as an example to test further.



In the final community meeting, we tested five recommendations, one per year, that offer opportunities for community engagement. We first described the community input that led to the recommendation, detailed the recommendation through verbal and visual descriptions, and then asked the participants to respond to questions about the recommended program or action. We have included talking points, slides, and resulting insights from this meeting in [Appendix 1](#) as an illustration of how community engagement can refine and advance programs and events.

Members of the Youth Team developed ideas and three pilot/prototypes scenarios for 2021 programs that consider the needs of the community and COVID-19 related restrictions: online cooking classes, art/self-expression walls, and a Bachata night. We asked them to answer the following questions:

What?: short description of the program

How?: leading team for the event and contributing organizations

For whom?: audience expected

When?: season, month

Where?: in which place in Chelsea

The Youth Team presented their programming ideas to members of the Oversight Committee. Members of the La Collaborativa RIoT youth organizing and advocacy program, who did not generate these ideas, tested the ideas and made further suggestions. We recommend that these pilots/prototypes be improved and tested further by the Division of Recreation & Cultural Affairs for production in 2021. The RIoT program participants are interested in continuing to work with members of the Youth Commission and Recreation and Cultural Affairs staff to develop these programs and offer them to the community. (See [Appendix 1](#) for pilot program details)

## Examples of ideas to prototype and test further

### 1. Activation of stairs, test example based on Highland Street stairs

During the December 16 meeting of the Visioning Team, members were asked to develop ideas to enliven public space in Chelsea. One of the ideas emerging from this discussion was to program stairs with temporary or permanent public art or as an open space for performance and community gathering. urban planning considerations, costs, impact on stairs and landscape maintenance would need to be closely examined prior to any programming. Once the conditions of technical feasibility are identified, neighbors and regular users of the stairs should be consulted and invited to participate in idea testing. Below are examples of a test scenario along with visuals and questions to test these ideas with residents.



## **Ideas to Activate the Stairs**

1: open performing space

2: surface for temporary arts projects

3: permanent public art

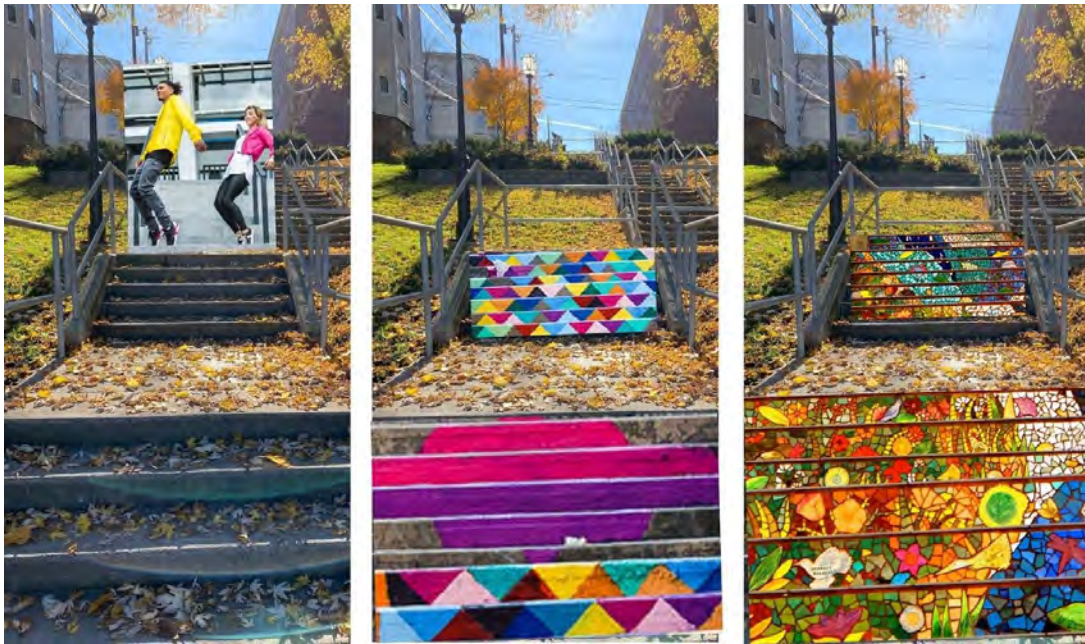


Figure 16: Suggested rough prototype for test session #1 “Activate the stairs”

## **Examples of questions**

### **How would you like the stairs transformed?**

1. As an open space for performers
2. As a surface for temporary art projects: i.e. poems, drawings, paintings, small sculptures
3. With permanent public art

### **Why? Open Discussion**

#### **Additional question for option 1: performing arts**

Would you imagine the stairs as an open performing space for residents or would you imagine some performing arts (music, dance) events programmed at specific days and times? Why do you prefer this option?

#### **Additional question for option 2: temporary public art interventions**

Should the stairs become a free expression surface with spray paintings, chalk works, words, etc or should temporary interventions be created by a professional artist or under the guidance of a professional artist? Why do you prefer one option over the other?

#### **Additional question for option 3: permanent art installation**

Could the stairs be activated either with either performing arts or self-expression art given the presence of a permanent art installation? Yes or no, please elaborate

## 2. Self-expression/art wall

As mentioned earlier, we asked the Youth Team to brainstorm scenarios for art and/or cultural programs to take place in 2021. They deepen them further with first prototypes/pilots. The self-expression/art wall relates closely with a need expressed by youth, senior citizens, and by some interviewees: a physical space to express feelings, ideas, stories in creative ways. Youth talked about an ever-changing surface filled with visual works. They raised the need to provide drawing/painting materials to reduce financial barriers. They considered maintenance needs especially in case of misuse of the wall, for instance, explicit or offensive images. Please refer to [Appendix 1](#) for a link to the presentation by the youth.



Figure 17: Images used to illustrate Self-expression/art wall idea in the third meeting with the Youth Team

The idea needs further testing to find the correct intersection between expressed need, economic feasibility, and technical implementability. We recommend that the Arts and Culture Coordinating group work on this idea collaboratively, bringing in support from other City departments including the Department of Public Works. We then suggest conducting another set of tests with an updated prototype of the idea. Depending on the results, the team can choose to move forward or not.

## 3. Freestyle soccer & drumming contest

Freestyle soccer is popular around the world. Freestyle is a creative form influenced by breakdance. Videos abound on the internet with repetitive, rhythmic music as a background. Many Chelsea residents love soccer. In Chelsea, we met adult drummers, the schools have robust music programs, and the Jordan Boys and Girls Club offers beatbox workshops.

What if the competitive mindset of soccer and the warm and artistic strength of drums teamed up in Chelsea? This is how the freestyle soccer and drumming contest idea emerged. It relates to a need expressed in the RFP and in several focus groups: creating connections among groups that may not

usually intersect through arts and culture, showcasing and celebrating the talents of residents, animating the city with fun and healthy initiatives. This idea was enthusiastically welcomed by sports leaders, Youth Team members, city officials and staff. In order to move from excitement to implementation, we suggest applying the prototyping and testing steps presented above.

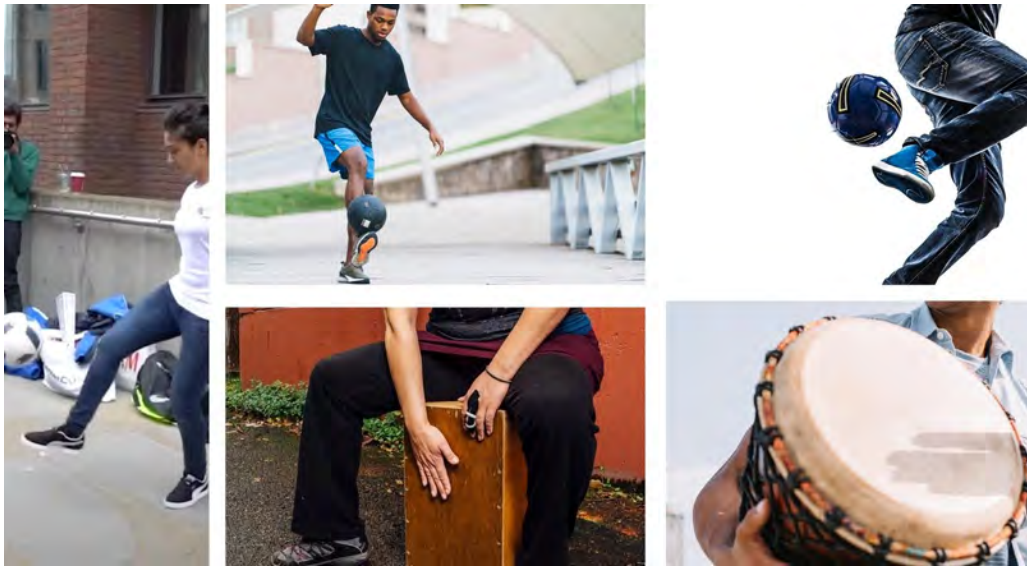


Figure 18: Sample visualization of freestyle soccer and drumming contest

Where to begin? We recommend that a core project team works on testing the project. Steps include:

1. setup a timeline
2. list all the questions that come to mind about organizing such a contest without trying to answer them all
3. build a first rough prototype

To check for initial errors, the prototype can be shared first with one or two knowledgeable people, and then the iterative process of project design can begin with a test group.

# Evaluation Methods & Tools

After testing ideas for feasibility, piloting, and then conducting them on scale, the next task is to evaluate the successes and define areas for improvement. We recommend evaluating events and programs with a mixed-methods approach, combining qualitative data collection (i.e. focus groups and interviews) with quantitative data from surveys and program assessments. Through evaluation, program managers build essential material for fundraising and grant writing. Evaluation is partly about producing metrics but also very much about building the case for the program.

The objectives of the plan can be viewed as producing the following outcomes: increased **access**, improved **collaboration**, and **development** of artistic, cultural, and economic opportunities. The plan's goals, objectives, and outcomes can be used to inform on-going evaluation efforts. For example, is the number and diversity of applicants to the Heritage Fund and LCC grants increasing year over year? Are events being developed in a collaborative way through the proposed Chelsea Arts and Culture Coordination group or other avenues? Are programs and events leading to measurable and perceived opportunities for Chelsea residents?

The evaluation methods we recommend are based on the W.K. Kellogg Foundation's extensive library of evaluation tools. The W.K. Kellogg Foundation describes the potential of evaluation as:

"Evaluation supports the ability to monitor and measure the quality, pace and direction of change that individuals, communities and organizations undertake. It does this by systematically generating knowledge that can support learning, quality improvement and good judgment in decision-making. Evaluation also can align purpose, action and impact to ensure that longer-term change at the societal level unfolds progressively."

In order to achieve that potential, we recommend that the evaluation approach is defined during program/event/process development.

Three key questions to ask when developing program and event evaluation are:

1. How will you know if the project succeeds?
2. What measurements should be used?
3. Who should be asked to comment on its success or failure?

For process evaluation, we suggest a continuous improvement model, the plan-do-check-act (PDCA) cycle.

**Plan:** Identify an opportunity and plan for change.

**Do:** Implement the change on a small scale.

**Check:** Use data to analyze the results of the change and determine whether it made a difference.

**Act:** If the change was successful, implement it on a wider scale and continuously assess your results. If the change did not work, begin the cycle again." - *American Society for Quality*<sup>4</sup>

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<sup>4</sup>American Society for Quality <https://asq.org/quality-resources/continuous-improvement>



# Useful Quantitative Metrics

Quantitative metrics inform the program design and the execution of the plan. We recommend aligning and balancing any metrics with the goals and the expected plan outcomes related to access, collaboration, and development. Monitoring metrics can become time-consuming and subject to mistakes depending on the number of indicators and the various ways they are documented. Consistently monitoring a simple set of metrics often yields more actionable data than a wide-range of metrics all requiring different analyses.

We recommend focusing on two key sets of metrics:

## **1. Metrics to follow the demographics and the attendance of the people served, benchmark, and notice trends over time**

A common set of metrics can be applied to all programs developed by the City. We recommend the CCC request Heritage Fund grantees use the same quantitative metrics for their events and programming to draw as complete a picture as possible of Chelsea's residents engaged with arts and culture.

For example, the metrics below could be used for Chelsea Community School's programs:

- Number of attendees for each class/session/workshop offered
- Turnout
- Ethnicity of participants
- Number and percentage of first-time participants under 18
- Number and percentage of first-time adult participants
- Number and percentage of returning participants under 18
- Number and percentage of returning adult participants

As an indicator of community engagement, we suggest including an additional metric:

- Number of residents included in program testing and production

## **2. Metrics specifically related to CCC grantmaking**

Increasing access is a key success factor for CCC grantmaking. The metrics below can help understand access over time:

- Total number of applicants
- Ethnicity of applicants
- Total number of grantees
- Total amount requested
- Total amount awarded
- Number of first-time applicants
- Number of first-time Chelsea-based applicants
- Number of applicants in partnership
- Number of first-time grantees
- Number of first-time Chelsea-based grantees
- Number of partnership grantees
- Average amount requested
- Average amount awarded

# Conclusion

In our RFP response to the City of Chelsea, we wrote: “We believe that arts and culture planning can lift up and celebrate Chelsea’s cultural identity, contribute to the local economy and enhance civic pride while opening the door to diverse art practices and new opportunities for community engagement.” As we conclude this project, we would only change “we believe” for “we know”.

Our time in Chelsea has been enriched by the welcome offered by residents of all ages. The depth and breadth of their participation fueled the Chelsea arts and culture planning process and informed this plan. We designed the plan as a roadmap for the growth of arts and culture in Chelsea, and as a tool to increase access for Chelsea residents, to facilitate collaboration among all city stakeholders, and to foster development through arts and culture.

Our planning work has resulted in a five-year cycle of actions and structural changes to support the sustainable growth of arts and culture in Chelsea. This timeframe may challenge patience given the variety of existing needs expressed by the community. However, the plan’s pacing is intentional and aims to support a foundation of long-term concerted arts and culture policies and initiatives in Chelsea. Long-term growth is supported by a progressive and iterative set of recommendations increasing in complexity and ambition.

We encourage Chelsea’s arts and culture leaders to favor consistency and persistence to achieve the goals of this first strategic plan for arts and culture. We applaud Chelsea for taking this important step to support resident-engaged arts and culture.

# Acknowledgments

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## **Youth Team**

Mayerly Avendano  
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## **Visioning Team**

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Omar Miranda  
Shaun Clarke  
Anna Myer  
Demetrius Fuller  
Dinanyili Del Carmen Paulino / Sylvia Ramirez

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Special thanks to:

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Dr. Nena Roa-Seiler

Encore Boston Harbor



# SECTION 4

## APPENDICES

- Appendix 1: Ideas tested during the planning process
- Appendix 2: Community expressed ideas
- Appendix 3: Project chronology
- Appendix 4: Grantmaking
- Appendix 5: Resources for plan implementation
- Appendix 6: Best Practices
- Appendix 7: Community Arts Administrator
- Appendix 8: Communication materials
- Appendix 9: Interview questionnaire
- Appendix 10: Focus group guidelines
- Appendix 11: Community survey

# Appendix 1: Ideas tested during the planning process

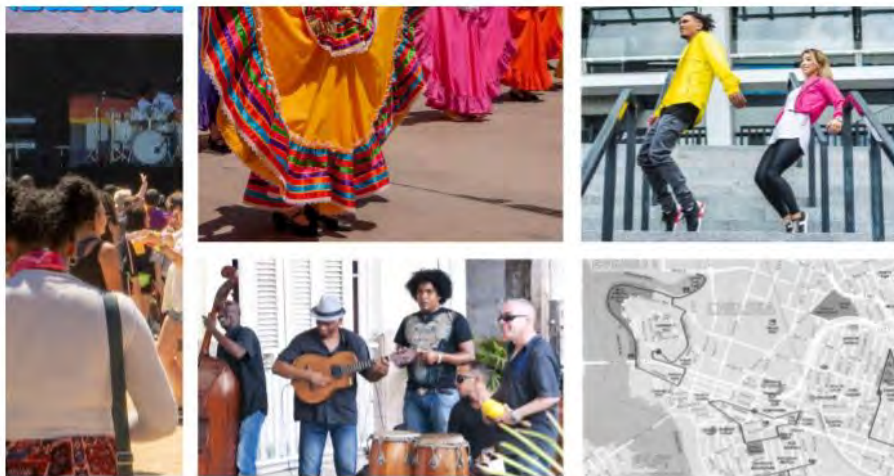
## 1a. January 13, 2021, Community Meeting

View a recording of the community meeting: <https://youtu.be/3XRMNxTLzAM>

**Recommendation tested:** Identify outdoor performing spots in all eight neighborhoods of Chelsea and develop City performer processes

### Idea Testing - 1/13 Community Meeting

Where do you think would be a good place for performances?



### Idea Testing - 1/13 Community Meeting

Where do you think would be a good place for performances?



Box District, Chelsea Park, Admirals Hill, Grove Street, Outside City Hall, Senior Center, Parking Lots at Public Housing, Chelsea Square, Park on Marginal Street, Gazebo

What do you think would work best for residents? Programmed events or open use?



*"The Gazebo would be great for a music and light installation that would be on a loop so that people could pause and watch while going about their business."*



**Recommendation tested:** Form 400th-year celebration committee

## Idea Testing - 1/13 Community Meeting

**What is one event that should be included in this celebration?**



## Idea Testing - 1/13 Community Meeting

**What is one event that should be included in this celebration?**

- City parade
- Carnival parade
- A festival with a comparsa, or carnival parade
- Anything with dance
- Restaurant Food Hop/Food Taste
- Food component
- City wide music, food, art and performance weekend downtown
- Something city-wide
- Summer Music and Art Festival!!!
- Music festival over one or two days
- Music and art and performance
- Multiple art and cultural offerings, like Chelsea Art Walk, with self-led food tours, and history tours
- Block party!

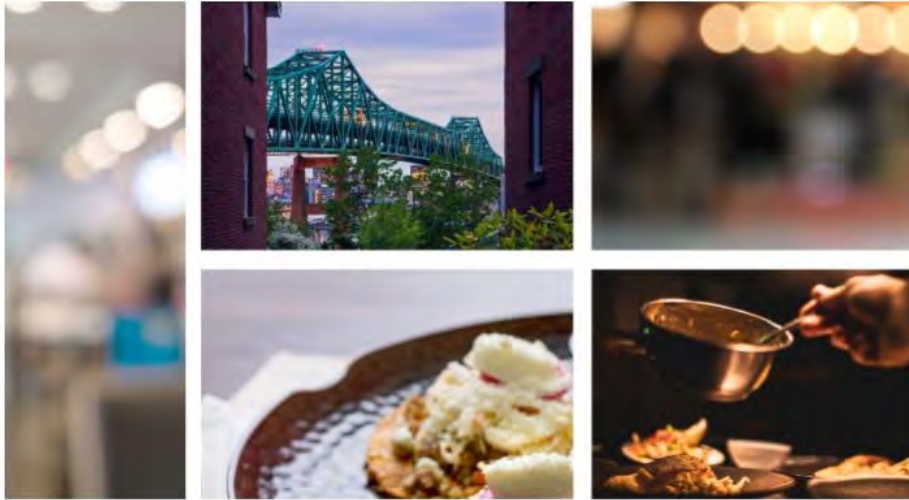


*"A good potential space could be activating the Chelsea Walk and Broadway"*

**Recommendation tested:** Assess the feasibility of becoming a UNESCO Creative City of Gastronomy

## Idea Testing - 1/13 Community Meeting

What's one word to describe food in Chelsea?



## Idea Testing - 1/13 Community Meeting

What's one word to describe food in Chelsea?



### Recommendations tested:

1. Activate storefront space for artist, artisan, and community use, evaluate and improve continuously
2. Design and deliver a program to support the economic professional development of local artists

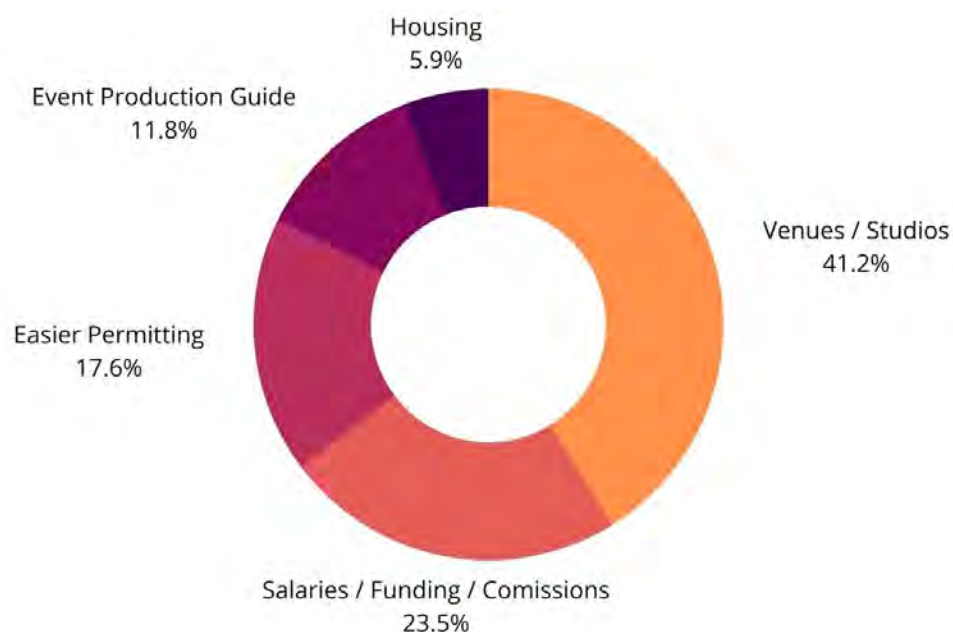
## Idea Testing - 1/13 Community Meeting

### What do artists need the most in Chelsea?



## Idea Testing - 1/13 Community Meeting

### What do artists need the most in Chelsea?



## 1b. Ideas from the Visioning Team

**10/21/20** - Brainstorm with the Visioning Team and members of the public about how the five-year arts and culture plan can support well-being for all Chelsea residents.

Q. How can arts and culture contribute to a healthy Chelsea?

Responses from the team:

- Culture Center
- Farmers Market to share healthy recommendations
- Public performance spaces
- General performing spaces
- Improv program for adults
- Address the need for mental health
- Utilizing therapeutic arts
- Economic development for artists to sell/promote/do their work that is affordable
- Arts therapy creative kit along with other aid

Q. What sort of cross-sector work can help implement these ideas?

- Activate the community, no red tape
- Streamlined processes to make it more accessible for artists
- Avoid structure on how to express oneself
- Build social capital
- Create and cultivate a sense of belonging
- Address the need for mental health
- Environment and safe public spaces
- Educational material on how to create/produce an event
- Public space is the people's space

**11/23/20** - Brainstorm with the Visioning Team and members of the public about how the five-year arts and culture plan can support economic development in Chelsea.

Q. How can arts and culture be part of Chelsea's economic growth?

- Summer Music/Film Festival
- Pop-up Events
- Places where people can sell their craft
- Music Ecosystem also helps local business and residents
- Bellingham Square could be a green space for farmers market, performing arts
- Culture Center
- Downstairs restaurants/business, upstairs performing arts
- Unique and large scale event that involves broad community participation
- Economic development as an outcome, not a driver: need for connection and identity
- Growing organically so that it feels that is from the community
- Identifying Space for artists
- Finding out what artists are in the community
- Tapping into local businesses for partnerships
- Organizational support for local artists, culture producer



Q. What could support these ideas?

- What's already there?
- Funding and support to see what works
- Stick with something that works
- Working with what we already have
- What are the things needed to grow organically and nurture local talent?

## **12/16/20 - Scenario building for the creative use of space in Chelsea**

Scenario guidelines:

- A program that transforms or enhances Chelsea space and physical environment
- Temporary or permanent
- Different from existing or past projects produced in parks, or downtown

Scenario 1 - activate stairs

- Staircases throughout Chelsea that serve as a pathway to different neighborhoods
- staircase at Broadway and Green Street, repurposing that staircase
- a path made out of flowers
- physical athletic component
- Create an incentive for people to use the staircases
- vacant lot at the top of the staircases can be used to live performance
- heat component for the winter
- arch component
- magical moment of discovery
- commission local artist to create art on the staircase where
  - looking up the staircase people can see one image
  - looking down the stairs you see another image
- band / musical event along the staircase
- Pilot: Start with the little wooden fairy houses along the staircases

Scenario 2 - create public space between Market Basket and High School

- BBQ public space
- More greenery areas hosted by businesses
- outdoor performance spaces

Q. What could support these scenarios?

- People from different backgrounds doing different art on the staircase
- Integrate audience
- Parade that brings the community together to inaugurate the staircase event
- Connecting with current users (i.e. skateboarding teens)
- Engage with
  - businesses
  - local groups

## 1c. Idea testing with Youth Team

**10/27/20**

With the support of an interpreter, we presented three ideas emerging from fieldwork in English and Spanish. We gave a short description of each idea and presented a bi-lingual poll with three options: yes, no, maybe. After the poll, we led a discussion with the youth about these three ideas.

YES / SI	7
NO / NO	1
MAYBE / QUIZÁS	6

YES / SI	9
NO / NO	
MAYBE / QUIZÁS	5

YES / SI	12
NO / NO	
MAYBE / QUIZÁS	2



Idea 1: Performance truck



Idea 2: Freestyle soccer contest



Idea 3: Creativity kit

Outcomes of idea testing:

1. Performance truck - not pursued
2. Freestyle soccer contest - recommended to develop further, see [Section 3](#)
3. Creativity kit - recommendation made to Oversight Committee on 12/9 to partner with ICA to distribute art kits at food distribution sites, connection facilitated to ICA program manager

## 1d. Pilots developed by Youth Team

**11/24/21** - Members of the Youth Team participated in a workshop session to build scenarios for art and/or cultural programs to take place in 2021. They were asked to develop a program based on the needs of the community and the expected restrictions due to COVID-19. The team developed three ideas: online cooking classes, virtual Bachata night, and a self-expression wall.

**12/15/21** - Members of the Youth Team refined their pilot ideas and presented the programs to Recreation and Cultural Affairs staff members. Video of presentations: <https://youtu.be/TiXWPoioTFI>

**1/5/21** - Members of the RIOT youth leadership group at La Collaborativa watched the Youth Team presentations of the pilot programs and developed ideas for how to test these programs. This session was facilitated by Anna Hadingham.

### **Bachata Night**

**For whom:** People who would benefit from this are people who have gotten lazy and bored in their houses, people looking for some excitement, teenagers who need a social outlet, etc. Can help people get motivated from their lives outside work or school.

**How to make it happen:** In order to spread it, you should post on social media, so create like a cute poster with all of the info and then post it through all our stories so people can see it and participate. We can also spread the info by word. We should have people that are experienced in bachata lead the activity so that it runs smoother (Saul, etc.), and have all the necessary equipment (speaker, camera on, etc.) prepared and ready. We should also have someone designated as a translator and someone writing directions in chat as the activity goes along.

### **Cooking Classes**

**Who this would benefit?:** this would benefit anyone who would want to learn and prepare new foods and recipes.

**What meals would we prepare?:** meals that are special to our own home countries and cultures.

**How to make it happen?:** polling or taking a census of people's food preferences and foods they like. We can ask the 30 interns that participate in La Colaborativa to get ideas and facilitate a test session with them.

### **Self-Expression Wall**

Self-expression wall is important because people can find something new in Chelsea + express themselves. People can ask and answer questions with each other.

**Why?** To know what people opinionated on about Chelsea and how people feel and to spread a message.

**For whom?:** everyone

**What?:** Paint the wall white like a thought bubble and use sharpies  
Find a wall people pass by a lot that has space for a mural  
Asking a question: how does Chelsea make you feel

**duration :** 2 months

Checking if the materials are still at the place + seeing how many different languages we should include in the mural?

**How to make it happen:?**

Find a wall as a location most people go around. Spread the program with friends and all over social media


**Materials :** white paint + sharpies.

Maybe put a sign that a camera is looking so they don't steal any marker or utensils.  
Have spare white paint to remove anything inappropriate.


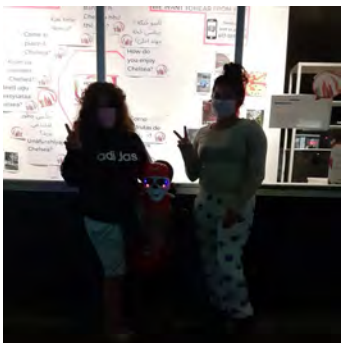

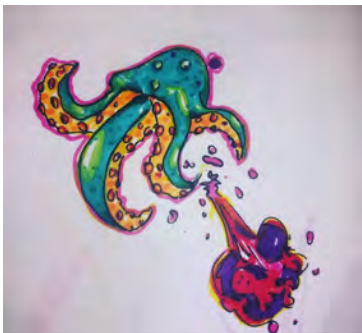
## Appendix 2: Community expressed ideas

### Text and voicemail responses

The table below includes the text and voicemail responses we received to the question “How do you enjoy Chelsea?” Respondents were invited to complete the survey and attend community meetings.

	<p>I know the railroad owns this property, but I think something should be worked out with them to have the arts council get permission to paint something there to brighten up this huge long expanse of cement on Heard street.</p>
	<p>Chelsea is a wonderful blend of many cultures that share what is special about what they do and enjoy! We learn so much from each other! All the wonderful art work by many artists throughout Chelsea add to the "class" of the city! So many groups and organizations working together for the betterment and educating of us in so many areas! Folks who are inclined to join any if these groups are always welcome and by doing this, they make so many new friends and enjoy new friendships!</p>
	<p>The amazing leadership from our city manager, Tom Ambrosino during these trying times has been extraordinary! He's out there with the people and truly cares about all 🍁🍂🍁🍂🍁🍂</p>
	<p>I have many thoughts, but after awhile of asking about different situations, I just became discouraged!</p>
	<p>The planters for the flowers around the city were made by the DPW , I believe from wood pallets! I think in the future it would be nice to have them made</p>
	<p>I'd like to see the crosswalks painted in some colors also! Other places do this and it looks nice and hopefully people will use them to cross and not jay walk!</p>
	<p>The library is a wonderful resource for Chelsea and I think something has to be done to Make access to the front door easier for folks who are challenged. 15 minute parking signs beside the library</p>

	<p>on library street, are not monitored and to contact the traffic enforcement office to ticket them leaves a lot to be desired! Responding is not taken seriously based on my own experiences!</p>
	<p>Mi esposo y yo disfrutamos caminar en verano por las aceras de la ciudad decorada con estas bellas flores.</p> <p>My husband and I enjoy walking in the summer on the sidewalks of the city decorated with these beautiful flowers.</p>
	<p>Hola mi nombre es [REDACTED] me gusta todo lo que han pintado en Chelsea siempre digo que lo que es para bien es bienvenido y todo está muy bonito Dios bendiga las manos de esas personas que hacen buenas cosas en nuestra comunidad bendiciones que Dios le siga dando siempre la osabiduría y el entendimiento para poder seguir haciendo buenas cosas en nuestra comunidad bendiciones</p> <p>Hello, my name is [REDACTED]. I like everything that they have painted in Chelsea. I always say that what is for the best is welcome and everything is very beautiful. God bless the hands of those people who do good things in our community, blessings that God will always give you. The wisdom and understanding to continue doing good things in our community blessings</p>
	<p><i>images only</i></p>

	<p>Colorful spaces and delicious food &amp; drink in Chelsea!</p>
	<p>Watching our young with their masks on. God bless Chelsea</p>
	<p>I like the creative spirit in Chelsea.</p>
	<p><i>image only</i></p>

	<p>Caminata en el parque así disfrutos yo mi esposo y 5 meses de esta pandemia, Dios los bendiga a todos amen</p> <p>Walk in the park so I enjoy my husband and 5 months of this pandemic, God bless you all amen</p>
	<p>Mi nombre es [REDACTED]. Gracias por darme los alimentos que tanta falta nos queremos darles Gracias por ayudar a nuestra familia y que Dios los bendiga. Feliz día, gracias.</p> <p>My name is [REDACTED]. Thank you for giving me the food that we so much need. We want to give you thanks for helping our family and God bless you. Happy day, thank you</p>
	<p>Soy [REDACTED]. Te llamo para decirte que se necesita la comida. Es lindo salir al parque. No, no podemos preguntar mal. No, la única es que a veces ofrecen a la gente el dinero del alquiler. Nada viene.</p> <p>I'm [REDACTED]. I'm calling you to tell you that the food is needed. It's nice to go out to the park. No, we cannot ask wrong. No, the only one is sometimes that they offer people the money for rent. Nothing is coming.</p>
	<p>Reason I enjoy Chelsea is that you can walk everywhere. I love the diversity of the people. This is [REDACTED] calling. Chelsea born, Chelsea raised. I love the stores. I love the way the bus comes up and down Broadway going to Boston. I think Chelsea is the greatest city in the United States of America and all the way out of the 351 communities and towns in Massachusetts. Chelsea is the smallest 1.8 square miles home. I just love Chelsea, always have, always will. I love the school system. I love the people and I just like the atmosphere of being in the city. Been here seventy-six years since the day I was born and I have never had a problem with anybody. Keep up the good work. Be safe and oh, yes, God Bless America.</p>

## ‘What would you like to see or create in Chelsea?’

Below are categorized responses to the question “**What would you like to see or create in Chelsea?**” This question was asked in the survey, in the first Community and Youth Team meetings, and as an introductory question to each focus group discussion. It was at the core of Visioning Team brainstorm, and some interviewees also contributed ideas.



These responses informed our understanding and were critical to defining the core goals of the plan. Responses are grouped in reference to the core goals of the plan with a specific color code for each source: survey, interviews, community meeting, Visioning Team, Youth Team, focus groups. We added a general category “Activity” for responses that related specifically to activities and crossed many core goals of the plan.

For clarity and concision, we removed duplicate responses coming from the same source but kept responses that add more specific details. For instance, if “create bike paths” is mentioned several times by survey respondents, only one response remains here. But, we reported survey responses that bring more specific details to a general idea such as “a bike path that connects to Boston.” Responses in Spanish have been translated into English.

### Foster Community Wellbeing

- A farmer’s market on the weekends
- Partnering with the produce center for a farmers market
- Community garden where food can be donated to low socioeconomic families. I think a community fridge may be a wonderful addition & would benefit lots of families.
- I would love to see another community garden space and I am really loving the creative art murals on buildings. Such a super idea!
- More community gardening spaces
- Deeper connection with leaders and residents
- Welcome wagon
- Harmony /community
- More cultural inclusion
- Multicultural and social justice
- Better sense of community
- Health and peace
- More opportunities for every citizen
- Chelsea residents need to be honored. We have many talents.
- Oral History Collection
- A Community Writing Group
- It would be great if there could be programming that would allow the various cultures in the community to celebrate themselves in their different identities, all while being welcoming to all. This community is unique in being so small and intimate while being so diverse. It’s a real asset we could all feel proud of
- No separation for different parties at the senior center based on nationalities. It is the Chelsea Senior Center
- Stronger anti-deportation networks
- I was having a hard time getting help. I only speak English. All the places speak Spanish. So how can I get help. I am homeless. They give me paperwork in Spanish. I would like some place to speak English. Even at McDonalds I have to repeat my order several times. I don’t mind people Spanish but I can not get help in English. I have tried to learn Spanish but I am having a hard time. A place that can help me in English
- More of the boxes to leave and take a book
- Restaurant venues more friendly for families (no liquor or loud music needed)
- I would like to see Broadway clean and free of drug addicts and intoxicated people
- More clean playgrounds
- A cleaner and accessible waterfront
- Safer streets for my kids
- I would like to see less garbage on the streets and sidewalks
- Community cleaning
- I would like to see less broken roads cause they are messing up the cars. Also, less trash.
- Some of the green space we have is dirty or dangerous.
- I would like a newspaper made in Chelsea with Chelsea reporters and all-Chelsea news.
- A closer supermarket

- Bring the whole community together
- Create opportunities for people to tell their story and to commemorate who we are
- Public art projects related to environmental justice
- City celebration of Latinx history, heritage, and leadership
- Arts and mental health opportunities to help community healing. A mural to remember collective suffering and recovery
- Arts based strategies to help address micro and macro aggressions
- Ways to celebrate Chelsea identity
- Healing post-COVID
- Spanish language classes

- Artworks that would relate to identity
- Represent the beauty of brown culture
- Graffitis that would express problems that are happening in Chelsea and all over the world
- Drawings on walls that would express feelings and emotions
- Envision theater as an outlet for self-expression
- Highlight many layers of Chelsea history in which everybody is a stakeholder.
- Create a common appreciation for the arts and the community. Chelsea could move towards models comparable to Somerville or Providence.
- More music and graffiti about the different cultures in the community
- Writing, storytelling
- Recycling initiative, art with recycled trash
- More representation of youth in Chelsea

- Farmers Market to share healthy recommendations
- Address the need for mental health

- Utilizing therapeutic arts
- Arts therapy creative kit along with other aid
- Build social capital
- Create and cultivate a sense of belonging
- Environment and safe public spaces

- Cleanliness of Chelsea
- Cleaner environment, less trash, more clean-up efforts
- More access to recycling
- Cleaner Chelsea streets, cleaner Chelsea overall
- More trash cans

- Creative ways to learn about history and relevance for now
- Celebrate arts and culture figures from Chelsea (Chick Corea)
- “Arts tell you the direction of a society. It is really embedded in all what we do”
- Art kit people could get at food distribution site
- Stories that show the positive side of Chelsea
- Oral history projects
- Cooking classes
- Stress reducing activities
- Increased pride in Chelsea
- Diversity of who is represented in art and memorials
- More social justice programs
- Limit the fear people have in getting involved
- More opportunities for community service
- Monthly neighborhood cleanups
- Beautification projects
- Adopt a planter program
- Opportunities for intergenerational exchange

### Support Economic Development

- Street market where I could find street food, homemade crafts and arts
- outdoor street/food, retail market
- Flea markets
- Bookstores

- Community swap
- More live music concerts and restaurants, Cultural events with vendors and artisans, summer music series!
- More small businesses that are varied. It

seems like Broadway is empty and run down.

- Nero coffee shop on Broadway, Bistro restaurant indoor and outdoor
- An ice cream parlor and a grocery chain like Trader Joe's open in Chelsea.
- Pizza, seafood shops
- Clothing store
- More jobs
- Chelsea artists need to have priority in public arts.
- Chelsea becoming the Latin Quarter of NE
- Create a vibrant and safe nightlife with music and dance that would engage residents and give a sense of being part of Chelsea
- Mentorship programs for high school students
- Entrepreneurship Programs, for 7th grade and beyond to foster a culture of innovation and possibility that will keep young people in Chelsea and add jobs to the local economy
- Branding that highlights Chelsea as a cultural destination
- Movie theater or drive-in
- Drive-in concert during the pandemic
- Economic development for artists to sell/promote/do their work that is

affordable

- Places where people can sell their craft
- Music Ecosystem also helps local business and residents
- At Bellingham Square: downstairs restaurants/business, upstairs performing arts
- Economic development as an outcome, not a driver: need for connection and identity
- Tapping into local businesses for partnerships
- More jobs for teens (like at La Collaborativa)
- More programs for post HS, i.e. apprenticeships with local businesses
- Dedicated resources for small businesses including restaurants and creative entrepreneurs at City Hall
- Quickstart guide for creating businesses in Chelsea
- Broader diversity of business
- Build some creative leverage
- Build partnerships between businesses and residents
- Chelsea should be the place to celebrate Cinco de Mayo
- Places to display sell artwork and artisanal products
- Chelsea residents should have first priority in all programmatic hiring and funding

### Enhance Community Assets

- More trees, greenery
- Nice parks
- public gardens
- parks near the schools
- More playgrounds for older children
- A healthy place where teenagers can hang out and play games
- Skateboarding park
- A multifunctional park that can be enjoyed as is but also can be space for entertainment and events, food vendors and food events, and interactive installations or exhibits
- Walking / bike trail along Chelsea Creek from bridge to Forbes park
- Running and bike trails around the Prattville area.
- biking and walking the Tobin bridge to Boston
- More dog-friendly spaces
- waterfront park with sailing like piers park
- creekside dining options?
- Waterfront activity near the park, a man made beach along the waterfront
- Attractions along the Mystic River
- a Chelsea Museum on the waterfront
- access to the historic cemetery
- more commercial property in the Southeast of the city; residential development along the creek waterfront/marginal street

- City View
- more parking
- Less cars (car free day for Downtown Chelsea?), More pedestrian and bike traffic, More outdoor events (what ever happened to Chelsea art walk?), More public space, Less parking spots, More outdoor dining spots (I like how covid has caused parking spots to be converted to outdoor dining spots; let's keep that change after life goes back to normal!), A pedestrian path on the Tobin Bridge
- More walking and jogging dedicated areas. Direct Pedestrian or bike access to Boston would be a game changer. I know it's pie in the sky but why couldn't there be an aerial sky tram or something of that nature.
- Less housing and more outdoor activity spaces.
- A train stop/station between Webster and Mill Creek as the area has lots of new residential condos and apartments but no train station. In the snow and winter, it is tougher to walk 17-20 minutes daily, especially with bags (groceries, etc.) to the only Chelsea station for the train currently available. The train already passes by and has tracks between Eastern Avenue and Mill Creek, putting a station or a train stop (even if outdoors) would be a low cost solution.
- Broadway store fronts / street renovated or cleaned up
- Indoor pool for adults
- Recreational centers for young people and promote more sport
- Better basketball courts
- I would love to see affordable spaces that are open to Chelsea residents for classes and practice (rehearsals). This does not exist at the moment for the residents who have few resources.
- Music place for kids to learn music
- Art, museums. artist space to create collaborations
- Remove Columbus statue
- Historical center
- Ladies hall
- more theaters, more restaurants post pandemic
- A movie theater
- More public art (less cookie cutter)
- Large Scale Public Art
- More historical murals, shipbuilding, commerce, brick buildings
- Light art work
- Sculptures
- Mural for all lives matter
- Statues and artwork from Latinx and other countries around the world.
- A maker space
- An art gallery
- A 'Chelsea Cultural Path' highlighting food, murals, and other arts and cultural assets in the City
- Chelsea stadium activated as programming space
- Recreation center
- A place to keep kids off the streets and use the power of music to enhance academic performance
- More murals, banners, and unified efforts over time and place
- Venues for live music
- Farmers market / community swap
- There is no lack of innovative ideas. Need to focus more on how to use space(s) in an innovative way.
- Ways for young people to get creative.
- More opportunities to engage young children with Chelsea's architecture, with the city as a museum. Envision something permanent
- Need of a scene, which can be Broadway to unlock creativity with street musicians, open mics
- Outdoor places reserved for musicians to come and practice. Murals create good anchors for this.
- Optimize the use of scenic equipment of Clarke school
- A cultural center with a specific business and programmatic model which will allow self-expression and engage the Chelsea community with arts and culture and local artists (studios, marketplace, classes, ...)
- Mosaics

- Sculptures, more 3D installations all around the city
- More murals. Opportunities to have the community get together through the arts

- Culture Center
- Public performance spaces
- General performing spaces
- Public space is the people's space
- Bellingham Square could be a green space for farmers market, performing arts
- Pilot something in the stairs between Broadway and Green Street: band, impromptu parade, fairy houses in association with teens, and Spencer loft gallery
- Occupy the space under the highway
- Identify pockets of greenery as performing outdoor spaces

- Nicer parks
- More green space
- More places to express yourself
- Community events for teens and young adults - get to know each other
- Programs for teens to help Chelsea look better
- More art around the city

- Recognition that Chelsea is full of ideas from both young people and seniors
- Understanding from City Hall that arts and culture is core not incidental to the revitalization of the City

- Chelsea overcoming negative past
- Chelsea residents recognized as talented and intelligent
- Chelsea residents as active participants not only "acted on" with services
- How do we get newcomers and developers to appreciate what happens?
- A space to come together, for performances. A hub for people to share creativity, incorporate more diversity.
- Multicultural art center: a place where we can go to know more about one another
- An Arts center which would be a place to go for kids after school, oriented towards the youth
- Center for global art: to enhance the history of Chelsea, to support all forms of dance and music
- Create inclusive places and opportunities to incorporate people of the community
- Space for people to practice and share folkloric traditions
- Social painting nights
- Expanded flower planting program
- Murals that represent a broader spectrum of Chelsea history including indigenous people

## Activities

- Chelsea is diverse and I'd like for activities and artwork to resemble the beauty of diversity.
- Consistency of activities that brings the city out to promote it's artists, musicians, culture
- More community oriented events, covid makes this difficult
- More stuff to do and places to go! I want to check out Chelsea theatre works but Covid exists so...
- I miss museum and concerts options
- Entertainment for the citizen
- Activities for Latino elderly center
- It would be fun to celebrate more cultural

festivals.

- An extension of HONK festival; porchfest; keep the outdoor theater coming!
- Outdoor markets and festivals. For instance, for Halloween or Day of the Dead, it would be great to close down Broadway, have vendors be outside, have a stage for performances, etc
- « Chelsea Night Market » 6-9pm
- kite festival
- food festivals, more gardens (community, rose or botanical gardens) or art in the parks, live music/performances outdoors
- holiday parades
- Open Mic night

- More Apollinaire; children's theater productions
- Plays, spoken word events! I'm a teacher, so would love to hear students and learners share but also share my POV as well!
- Community theater
- Theater in the Park, Live concerts
- More Theatre opportunities for Chelsea residents
- Love to get back to theatre after the pandemic
- More Spanish Theatre
- Cultural inspired theatre, music, and dance
- Different local band or DJ in summer months highlighting different types of music each week
- I'd like to see more community events though that's obviously not possible with covid right now. But things like food festivals or block parties.
- More activities outside as a community enjoy music and dance
- The Latin festivals like before except with better security.
- more nightlife
- Outdoor movie nights
- A drive-in theatre (like the one at Suffolk Downs)
- A film series
- Art
- Paintings, more artwork visible to the community
- Art in the Park as a long one day event, if the weather is good. This could include drawings, photography and sculptural displays. This should include a variety of participants. My daughter, [REDACTED], has held two successful art exhibits of mostly Chelsea friends in Brighton, and another of folks from Chelsea, Boston, and other cities and towns at BEST in Boston. I am mentioning these because they were held at minimum costs.
- Veterans group
- Quilting group, Knit / crochet group
- Painting
- Sewing school, or crafts
- Crafts
- chess in the park near the police station
- Art classes and piano lessons
- More interactive arts opportunities
- Family programs like outdoors rx
- Mural activities for children
- more sport activities for the kids
- education for our youth
- More events for children
- More games for kids
- Carousel 🎠 for the kids
- More activities for the youth.
- Groups for roller skating and
- Groups for board games, such as chess and monopoly, bingo
- At Mary O'Malley Park, a tennis competition, free yoga, or exercise lessons for large groups of adults and children would be nice. Park dance lessons, or lessons within a building, etc. would be exciting.
- Adult pickup sports
- Boating sailing and bocce ball
- Free water sports and activities.
- Kayak/canoe rental on the creek
- A yoga studio
- Outdoor Winter Activities
- Make the City colorful
- Showcase dance communities
- More outreach to residents for art/cultural opportunities
- Live music speaks to many
- Fashion Design
- More arts programs in parks and outdoor spaces
- More music in general and opportunities for kids to celebrate and learn about cultures through music
- Jazz festival
- Cultural events that bring people together. A sense of possibility where someone could see something cool elsewhere and there be a clear roadmap for how events/programs can be supported
- Media education
- Emphasize Chelsea programs and events on Instagram: good way to voice what is happening

- Find ways to make people aware of and engaged with the existing programs and initiatives
- More communication on social media about arts and culture activities
- Produce a street parade engaging artists with residents. Great outlet to deliver messages and be creative
- More bilingual, timely and accessible theater performances
- Programs related to dance.
- Create bilingual (Spanish/English) theater experience (TeatroChelsea)
- Improv program for adults
- Activate the community, no red tape
- Streamlined processes to make it more accessible for artists
- Avoid structure on how to express oneself
- Educational material on how to create/produce an event
- Summer Music/Film Festival
- Pop-up Events
- Unique and large scale event that involves broad community participation
- Growing organically so that it feels that is from the community
- Identifying Space for artists
- Finding out what artists are in the community
- Organizational support for local artists, culture producers
- More groups, sports groups
- More sports and activities for kids
- More activities for youth - arts, sports, dance, theater
- More groups for arts, painting, drawing
- Musicals engaging different communities
- Enhance diversity through electrical boxes art projects
- Stand-up comedy shows to tell home-grown stories
- Revive a marching band
- A step group
- A drumming circle
- Engage youth in communication of programs
- Make youth have a say on arts and culture programs
- Show the art of HS students around the city
- Need of a better coordination between businesses, city dep. and HS
- Have School administration and Chelsea administration build more bridges for programming and organization of arts and culture events
- Outdoor international day for all faiths and groups
- More activities for young children
- More activities for highschoolers and young adults
- Karaoke
- Participatory murals
- Community swap
- Floral design
- Cooking classes
- Opportunities to teach cooking skills
- Opportunities to sing together
- Opportunities for elders to teach young kids
- Singing
- Free-style soccer context
- Yoga
- Tai Chi



## Appendix 3: Project chronology

2/15/2020	Consultant team notified of selection
3/7/2020	Contract signed and dropped-off at Chelsea City Hall
3/14/2020	MA Lockdown due to COVID-19
7/20/2020	Kick off meeting
7/22/2020	Meeting with Bea Cravatta
7/28/2020	Presentation to Chelsea Cultural Council
7/29/2020	Meeting with Recreation and Cultural Affairs staff
8/4/2020	Tour of Williams and Clark Ave school facilities
8/4/2020	Presentation to Community Schools Advisory Committee
8/12/2020	Interview with Anna Meyer
8/12/2020	Interview with Omar Miranda
8/12/2020	Interview with Alice Murillo
8/13/2020	Interview with Molly Bourque
8/13/2020	Interview with Mimi Graney
8/13/2020	Interview with Sharlene McLean
8/14/2020	Interview with Luis Prado
8/17/2020	Interview with Shaun Clarke
8/19/2020	Interview with Demetrius Fuller
8/19/2020	Interview with Dakeya Christmas
8/20/2020	Interview with Nathalie Pardo
8/20/2020	Interview with Kevin Sandoval
8/24/2020	Interview with Leo Robinson
8/24/2020	Interview with Roseann Bongiovanni
8/24/2020	Interview with Angela McCoy
8/24/2020	Interview with Danielle Kim
8/24/2020	Interview with Bea Cravatta
8/26/2020	Information about the project on city of Chelsea website / survey launched
8/26/2020	Flyering at food distribution site
8/26/2020	Interview with Carolina Anzola
8/27/2020	Flyering at food distribution site
8/27/2020	Interview with Roy Avellaneda
8/27/2020	Interview with Danielle Jacques
8/31/2020	Flyering at food distribution site
8/31/2020	Meeting of Oversight Committee - Recommendation to create Youth focus group
9/1/2020	Presentation to Historical Commission
9/2/2020	Interview with Gina Centrella
9/2/2020	Interview with Dinanyili Paulino
9/3/2020	Interview with Darlene DaVita
9/3/2020	Interview with Damali Vidot
9/3/2020	Interview with Sarah Jackson
9/8/2020	Interview with Joan Cromwell
9/8/2020	Introductory call with Reverend Whitley
9/9/2020	Interview with Juliana Borgiani
9/9/2020	Outreach and awareness installation at Gallery 456: "How do you enjoy Chelsea?"
9/15/2020	Interview with Roy Avellaneda
9/15/2020	Religious leaders focus group

9/17/2020	Postering in several Chelsea places of the campaign "How do you enjoy Chelsea?"
9/17/2020	Set-up of communication awareness installation is refined following client's feedback
9/17/2020	Artists focus group #1
9/17/2020	Flyering at food distribution site
9/17/2020	Artists focus group #2
9/21/2020	Interview with Lourdes Alvarez
9/23/2020	First Visioning Team Meeting: team's reactions on first insights from community survey
9/24/2020	Chelsea prayer
9/28/2020	Oversight Committee Meeting
9/30/2020	Meeting with members of the Walnut Street Synagogue (cultural center project)
Sept-Oct	Communication push to increase community survey response
Sept-Oct	Targeted communication to form youth team
10/7/2020	Flyering at food distribution site
10/7/2020	Social Service focus group
10/7/2020	Community groups focus group
10/8/2020	Senior Citizens focus group
10/14/2020	Walking tour with Ellen Rovner, Chelsea Jewish Tours
10/16/2020	Design Criteria shared with Visioning Team / Oversight Committee for feedback
10/19/2020	Focus group with youth sports
10/20/2020	Focus group with teachers
10/21/2020	Visioning Team meeting: brainstorm about the culture of health and well-being
10/26/2020	Follow-up with Shawn Mahoney
10/27/2020	Youth Team meeting: What is your favorite place in Chelsea? What would you like to see or create in Chelsea?
10/28/2020	Oversight Committee meeting
10/31/2020	Chelsea Halloween event - Flyer distributed. Community survey closes.
Nov	Social media / e-mails to increase awareness about community meeting
11/04/20	Meeting with Allan Alpert
11/10/20	Visit of the exhibition <i>Chelsea People</i> by Darlene Da Vita at Chelsea City Hall
11/18/2020	Community meeting: "What would you like to see or create in Chelsea?"
11/20/2020	Meeting with Alex Train and Karl Allen, Housing and planning Development
11/23/20	Visioning Team meeting: brainstorm about arts and economic development
11/24/2020	Youth Team Meeting: design of ideas for 2021 months still under COVID-19 restrictions
11/30/2020	Arts and Culture Plan Draft Outline Review
12/2/2020	Heritage Grant Recommendation Review
12/09/2020	Oversight Committee meeting
12/15/20	Meeting with Ben Cares
12/15/20	Youth team meeting: pilots of ideas testing
12/16/20	Visioning team meeting: brainstorm about physical space in Chelsea
01/06/21	Oversight Committee meeting: discussion about recommended objectives
01/13/21	Community meeting: Testing of ideas generated during 11/18/20 community meeting
01/14/21	Presentation of the plan to the City Manager, Deputy City Manager and Chair of the Chelsea Cultural Council
01/27/20	Presentation of the plan to the Oversight Committee, Visioning Team open to the public
01/29/21	Five-year arts and culture plan delivered to Chelsea Cultural Council and Recreation and Cultural Affairs Division

## Appendix 4: Grantmaking

On August 31, 2020, we delivered initial recommendations to the Oversight Committee to reduce language-based barriers to funding. Some of these recommendations were implemented for the 2020 grant cycle, including Spanish language guidelines for the Heritage Grant and LCC grants as well as information about how to access language-based supports through the city.

### **Broaden the reach to potential grantees/artists:**

- Increase access for Spanish speakers to grant funding and paid opportunities
  - Spanish language application for Paint a Utility Box program
  - Spanish language Heritage Grant application
  - Spanish language guidelines for LCC grants
- Increased language-based technical support for LCC and Heritage grant applicants

### **Streamline existing grantmaking:**

On December 2, 2020, the consulting team met with project leadership to deliver a series of recommendations to strengthen the Heritage Grant process. The following short-term recommendations were adopted by Chelsea Recreation and Cultural Affairs and Chelsea Cultural Council (CCC) for the 2021 funding cycle and implemented in the following weeks:

1. Postpone CCC response until January 30, 2021.
2. Develop a rubric for grant reviews to be made available to applicants. This will increase transparency about the funding process and ensure that applications are evaluated with common standards.
3. Letter to all applicants to inform them of CCC response postponement and possible requests for further information.
4. Request letters of support from City department heads as needed
  - a. for each project committing City of Chelsea staff, equipment, and spaces and facilities owned or operated by local government
  - b. confirming the in-kind or financial commitment in detail
5. Request letters of intention from institutional, non-profit, and other organizations indicated as official project partners.

### **Further recommendations focused on short-term steps to strengthen the process:**

Once grantees are announced:

1. Organize a kick-off, mid-FY, and end of the year meeting with all grantees
  - a. Encourage collaboration among projects
  - b. Share information, calendars, experience, production tips
2. One-on-one check-in with grantees for facilitation, follow-up
  - a. Encourage a culture of collaboration and partnership
  - b. Foster possible connection between grantees, with other groups, initiatives, ...

### **Recommended changes to the grantmaking process, 2021 grant cycle, and beyond:**

1. Gather a panel of reviewers including art professionals from the Greater Boston area, community members, CCC members
  - a. Names of reviewers are public (stipend recommended: \$150/\$200)
  - b. Six to eight people who will be provided with assessment guideline and rubric

2. Refine funding purpose
  - a. Align funding purpose with the goals of Chelsea arts and culture plan: community wellbeing, economic development, enhance community assets
  - b. Consider CCC specific projects and commissions via RFP
  - c. Prioritize robust partnerships between arts and culture stakeholders
  - d. Seed funding and multi-annual funding
  - e. Micro funding to support emerging projects from residents
3. Refine funding tiers, eligibility, the and process
  - a. <\$2,000: simplified application process
  - b. \$2,000-\$10,000: grant application
  - c. >10,000: LOI to initiate discussion before requesting/declining grant application
4. Refine grant cycle
  - a. 2 grant proposal cycles per year disconnected from LCC calendar: for instance early Spring and late Summer
  - b. Rolling basis evaluation of grants <\$2,000

**Mid-term recommendations for sustaining and growing Heritage Fund:**

1. Build an endowment
  - a. to finance recurring programs led by the City of Chelsea and/or CCC that directly employ local artists / cultural producers
2. Partner with established foundation (i.e. Boston Foundation) to administer the fund

# Appendix 5: Resources for plan implementation

## 5a. Resources for grantmaking

### Regional resources

- The Boston Foundation  
Donor-Advised Funds  
<https://www.tbf.org/donors/donor-advised-funds>

The Philanthropic Initiative  
<https://www.tbf.org/donors/tpi>

- Philanthropy Massachusetts  
<https://www.philanthropyma.org/>

### Micro-grants

- Cities of Service - Mini Grants Toolkit  
<https://citiesofservice.jhu.edu/resource/mini-grants/>
- The Denver Foundation - Strengthening Neighborhoods Initiative (grant guidelines)  
<https://www.denverfoundation.org/Community/Strengthening-Neighborhoods/Home>
- Greater Tacoma Community Foundation - Spark Grants  
<https://www.gtcf.org/initiatives/spark-grants/>
- Spark Grant project example: Kain Tayo! Filipino Fiesta  
<https://www.gtcf.org/blog/laughter-and-food-build-community-at-kain-tayo-filipino-fiesta/>
- *When Less Is More: Cities Unlock the Potential of Micro-Philanthropy*, Philanthropy News Digest  
<https://philanthropynewsdigest.org/commentary-and-opinion/when-less-is-more-cities-unlock-the-potential-of-micro-philanthropy>

### Seed funding & multi-annual funding

- The Power of Seed Funding, MRG Foundation  
<https://www.mrgfoundation.org/the-power-of-seed-funding/>
- *Philanthropic Investors Tap “Catalytic Capital” to Seed Innovation & Scale Progress*, MacArthur Foundation  
<https://www.macfound.org/press/perspectives/philanthropic-investors-tap-catalytic-capital-seed-innovation-scale-progress/>
- *Multi-Year, Unrestricted Funding*, Trust-Based Philanthropy Project  
<https://trustbasedphilanthropy.org/multi-year-unrestricted-funding>
- *Benefits of Multiyear Grantmaking*, Philanthropy News Digest  
<https://philanthropynewsdigest.org/commentary-and-opinion/benefits-of-multiyear-grantmaking>

## 5b. Resources for grant funding

We recommend that the Chelsea Cultural Council maintain listings of other grants funding or technical support resources for Chelsea artists. Below is a list of selected funding sources. We suggest that this list be expanded and regularly updated as a service to Chelsea artists.

- National Association of Latino Arts and Cultures  
<https://www.nalac.org/grants/>  
“The NALAC Fund for the Arts (NFA) grant program offers various funding opportunities to Latinx artists, arts administrators, ensembles and organizations in the United States and Puerto Rico.”
- New England Foundation for the Arts (NEFA)  
<https://www.nefa.org/grants-programs>  
“NEFA offers 15+ grants to artists and organizations to support the creation and presentation of work.”
- Creative Capital  
<https://creative-capital.org/>  
“We support forward-thinking and adventurous artists across the country through funding, counsel, gatherings, & career development services.”
- Massachusetts Cultural Council Artist Fellowships  
<https://massculturalcouncil.org/artists-art/artist-fellowships/>  
“Mass Cultural Council’s Artist Fellowships recognize exceptional work by Massachusetts artists across a range of disciplines.”
- Arts and Business Council of Greater Boston  
<https://artsandbusinesscouncil.org/the-creative-entrepreneur-fellowship/>  
“The Creative Entrepreneur Fellowship (CEF) is designed to accelerate the careers and practice of a diverse group of artists and creative solopreneurs. CEF is a customized professional development experience for 8-10 individuals selected through a competitive application process.”  
  
<http://artsandbusinesscouncil.org/the-walter-feldman-fellowship/>  
“The Walter Feldman Fellowship for Emerging Artists supports the professional careers of visual artists through a solo exhibition or alternative presentation of work and curatorial and professional development support, including expert guidance on improving business skills for the effective presentation and promotion of your work.”

## 5c. Resources to recruit arts administration staff

- The Network for Arts Administrators of Color (NAAC Boston)  
<https://artsboston.org/naacboston/>
- Arts Administration Association of New England  
<https://www.facebook.com/artsadminne/>
- Northeastern University, Arts Administration and Cultural Entrepreneurship Graduate Program

<https://www.northeastern.edu/graduate/program/master-of-science-in-arts-administration-and-cultural-entrepreneurship-17142/>

- Boston University, Arts Administration Graduate Program  
<http://www.bu.edu/artsadmin/>
- Hire Culture - job posting board  
<https://www.hireculture.org/>

## 5.d Resources for public arts and culture event permitting and insurance

### Insurance recommendations

- Tailor insurance requirements for the needs and resources of artists and events producers
- Create a checklist for staff to assess which projects may need insurance or could be covered with a statement of waived liability
- Consider naming artists contracted by the city as “additionally insured” on city master insurance plan
- Maintain a listing of insurance resources for artists / cultural workers/event producers working in Chelsea, describing the cost/benefit of special event insurance versus annual
- Provide technical support for artists / cultural workers/event producers related to business formation and insurance
- Provide information to grant applicants about when insurance is required
- Encourage applicants to include the cost of insurance in their budgets for grants funded projects

### Insurance requirement examples

- Cambridge, MA Street Performer Ordinance (no insurance required)  
<https://www.cambridgema.gov/-/media/Files/artscommission/programfiles/streetperformerprogram/2019streetperformerordinance.pdf>
- San Francisco Arts Commission - Grant Program  
<https://www.sfacommission.org/sites/default/files/2018%20SFAC%20Grant%20Insurance%20Instructions%20Final.pdf>
- New York City - Events (insurance required for only specific types of events)  
<https://www1.nyc.gov/site/cecm/permitting/permit-types/street-festivals.page>
- Insurance Requirements for Austin, TX Art in Public Places Program  
[http://www.austintexas.gov/sites/default/files/files/EGRSO/aipp\\_insurance\\_req\\_v03.pdf](http://www.austintexas.gov/sites/default/files/files/EGRSO/aipp_insurance_req_v03.pdf)
- Americans for the Arts - Public Art Insurance Conventions  
<https://www.americansforthearts.org/by-program/networks-and-councils/public-art-network/faq/who-is-responsible-for-insuring-public-artworks-before-they-are-completed>

### Insurance information for artists

- Springboard for the Arts - Insurance Guide  
<https://springboardforthearts.org/additional-resources/insurance-guide/>
- New England Foundation for the Arts - Public Art Discussion Series



<https://www.nefa.org/events/public-art-discussion-series-business-being-artist>

#### **Insurance providers**

- The Event Helper - one time event insurance  
<https://www.theeventhelper.com/>
- Annual Policies - Insurance for Artists  
<https://insuranceforartists.com/>

## **5e. Resources for UNESCO Creative Cities and for MCC Cultural District designations**

#### **UNESCO Creative Cities**

Excerpt of UNESCO Creative Cities Network mission statement: “Launched in 2004, the UNESCO Creative Cities Network (UCCN) aims to strengthen cooperation with and among cities that have recognized creativity as a strategic factor of sustainable development as regards economic, social, cultural and environmental aspects. By joining the Network, cities acknowledge their commitment to sharing best practices, developing partnerships that promote creativity and the cultural industries, strengthening participation in cultural life and integrating culture in urban development plans. The Network further commits to supporting the United Nations frameworks, particularly the 2030 Agenda for Sustainable Development. The UNESCO Creative Cities Network covers seven creative fields: Crafts and Folk Art, Design, Film, Gastronomy, Literature, Media Arts, and Music.”

<https://en.unesco.org/creative-cities/>

[Template of application form](#)

#### **MCC Cultural Districts**

Excerpt of MCC Cultural District application process:

1. “Confirm if your city or town is eligible...
2. Contact Cultural Districts program staff to discuss any questions.
3. Create an organizational profile for your city or town to access the online application. The online application includes a narrative section and an asset inventory form. Use the narrative questions to help with the planning. Use the inventory in the application to map cultural assets.
4. Once your application is complete, a site visit will be scheduled.”

<https://massculturalcouncil.org/communities/cultural-districts/application-process/>

#### **Americans for the Arts**

National Cultural Exchange Toolkit

<https://www.americansforthearts.org/by-program/reports-and-data/toolkits/national-cultural-districts-exchange-toolkit>

## Appendix 6: Best Practices

Part of our mandate from the RFP was to collect local, national, and international best practices to help fast-track efforts in Chelsea. We selected best practices and project examples based on the community's needs and resources, **community wellbeing, economic development**, and creative use of **space and community assets**. The best practices below and the associated research were shared with members of the Visioning Team and were used as inspiration to envision new programming and identify resources in Chelsea. See [Appendix 1](#) for working group outcomes

### 1. Community well-being through arts and culture programming

Through a growing body of research, arts and culture have been shown to foster a 'culture of health' within communities. A 'culture of health'<sup>5</sup> refers to positive wellbeing and equity for all community members across geographic, demographic, and social differences. A 'culture of health' requires collaboration across different fields, including Arts and Culture, Public Health, Social Services, Planning and Development. Research has shown that arts and culture embedded in cross-sector collaborations can address five critical public health issues: collective trauma, racism, social isolation and exclusion, mental health, and chronic disease<sup>6</sup>. COVID-19 has exacerbated these public health issues. Chelsea has been identified as one of the most at-risk communities in Massachusetts. This arts and culture plan offers a unique opportunity to examine the ways that the arts can contribute to a healthy community.

#### What we heard from the community:

During our fieldwork members of the community raised the following issues related to well-being:

- Mental and physical health related to Covid-19
- Limited access to outdoor
- Anxiety-related to the digital divide
- Loneliness and isolation, especially among seniors
- Access to healthful foods and cooking skills
- Racism as a public health emergency
- Individual trauma among newly arrived residents

#### What do arts and culture have to do with health?

Research has shown that arts and culture embedded in cross-sector collaborations can address five critical public health issues: collective trauma, racism, social isolation and exclusion, mental health, and chronic disease. Artists as "story-workers" are uniquely suited to help communities reach across barriers to achieving a culture of health.

#### How are arts and culture beneficial to health?

- By giving us tools to explore meaning as individuals and as a community
- By engaging us in ways that lead to good health: increased movement, stress reduction, social connection
- By providing safe and fun ways to learn from each other across differences
- By acknowledging the human arts and cultural assets that exist in every community
- By providing a way to process trauma, both individual and collective

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<sup>5</sup> Golbard, A. (2018). *Art & Wellbeing, Towards a Culture of Health*, US Department of Arts and Culture.

<sup>6</sup> Sonke, J., Golden, T., Francois, S., Hand, J., Chandra, A., Clemmons, L., Fakunle, D., Jackson, M.R., Magsamen, S., Rubin, V., Sams, K., Springs, S. (2019). *Creating Healthy Communities through Cross-Sector Collaboration [White paper]*. University of Florida Center for Arts in Medicine / ArtPlace America.

## Programming Examples that Connect Arts and Culture and Community Well-being

### CultureRx: Local Initiative with International Roots

Massachusetts Cultural Council's (MCC) CultureRx initiative is an example of cross-sector collaboration. The program includes the Connector Card to Culture / EBT Card to Culture. Those subscribed to a Health Connector insurance plan or that receive an Electronic Benefits Card can visit museums and cultural sites across the state for free or at a discount. These programs are already available to Chelsea residents at sites throughout the state. Of the 200 sites in the state there is one local performing arts organization, Apollinaire Theater, that provides discounted class rates and tickets as part of the program. These discounts are helpful but do not seem sufficient to address all barriers to access (*See Part 1, Core Insights from the outreach campaign*).

As an expansion of this initiative, the MCC is running a pilot program in Springfield and the Berkshires working with doctors, social workers, community health workers, and teachers to connect clients with cultural experiences through "prescriptions" that come along with free admission and tailored experiences. This innovative program is informed by social prescribing in the UK, which was often cited in our research into the protective factor of arts and culture.

### Poetic Consultations

Fabrice Melquiot, author and director and Emmanuel Demarcy-Mota, director and head of [Paris Theatre de la Ville](#) created poetic consultations in 2007. They adapted this innovative program for individual meetings between artists and the people to the COVID-19 pandemic. The consultation begins with an initial question: "Where are you? " then "How are you? " A discussion ensues to suggest a poetic remedy. A poem is read and a poetic prescription can be issued at the end of the consultation.

### Foundation for Art and Healing

The Boston-based Foundation for Art and Healing was founded by Jeremy Nobel, MD and MPH with the goal to "position (the foundation) as a "bridge" to create and expand general awareness about art and healing, to bring forward through research and related explorations of critical knowledge about art and healing and the relationship between them, and to help make this knowledge available at the individual and community level." Currently the Foundation focuses on tackling the issue of loneliness with its signature program [The Unlonely Film Festival](#).

## 2. Economic development through arts and culture programming

Arts and culture initiatives have been used in many cities to support economic development while supporting community wellbeing and developing cultural assets. When looking at the arts and economic development, there is always a question of scope and the lens we are using. For example, the New England Foundation for the Arts defined the creative economy by looking at jobs in New England. On the other hand, the United Nations Educational, Scientific and Cultural Organization (UNESCO), defined seven priority fields that connect 180 cities across the globe: Crafts and Folk Art, Design, Film, Gastronomy, Literature, Media Arts, and Music. No matter the definition, it is clear that Chelsea has many elements that could come into play as part of a creative economy.

### What we heard from the community:

In our fieldwork members of the community highlighted needs related to arts and culture and economic development including:

- Brand Chelsea as a cultural food city
- Opportunities for artists and artisans to sell their work
- Opportunities for local musicians to perform

- Programs to connect artists and local business
- Programs to retain young adults in Chelsea - creative job training and apprenticeships
- Easier access to City economic development supports
- More communication about the positive and creative things happening
- Farmers market
- Community swap market

### **Arts and culture and economic development**

A creative placemaking/placekeeping approach acknowledges existing and historical artistic and cultural assets and leverages the actions of different local economic actors to increase community well-being and economic development. Many scholars and practitioners acknowledge the limits of creative placemaking. In many cases, referring to creative placekeeping is more aligned with community-oriented values. A successful placekeeping approach is dependent on collaborative approaches involving public, private and nonprofit groups partnering with community members.

#### **3 Key Features:**

1. Involves partners from public, private, nonprofit, and community sectors
2. Reaches broad goals through arts and cultural activities
3. Animates public and private spaces

### **Cultural Districts: Creative Placekeeping as an Economic Driver**

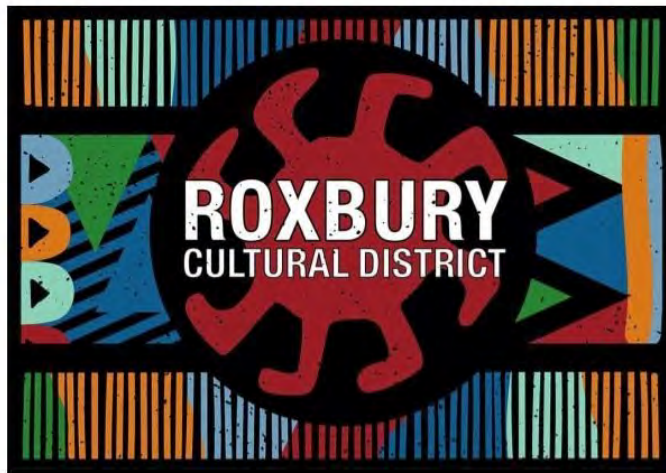
A national movement, Cultural Districts are defined as “well-recognized, labeled areas of a city where a high concentration of cultural facilities and programs serve as the main anchor of attraction. They help strengthen local economies, create an enhanced sense of place, and deepen local cultural capacity.” ([Americans for the Arts, Cultural Districts Toolkit](#)) Massachusetts launched a Cultural District designation program in 2011, administered by the Massachusetts Cultural Council. Districts have used the designation to pursue private and public funding, increase the economic vitality of downtown districts and broaden economic opportunity for artists, cultural workers, and small business owners.

### **Examples of Arts and Culture and Economic Development in Practice**

Below are four examples of creative placekeeping projects that have a couple of things in common. They all started with community activism, engaged multiple partners, 3 of the 4 secured designations that enabled leveraging of funds to support community priorities and economic development. Each of these projects embodies the three key features of creative placekeeping and all point to a fourth unnamed feature, time. None of these projects were overnight successes, they evolved from many years of community engagement.

#### **1. Roxbury Cultural District**

- Designated by Massachusetts Cultural Council in May 2017
- Includes Nubian Sq (formerly Dudley Sq) and John Eliot Sq
- Operated by one full-time staff member and a volunteer board, with a member/sponsor model to fund operations
- In the first year, leveraged designation to win a \$50K grant for a cultural history project
- The four main goals of the district are to:
  - activate assets and market community programming;
  - promote economic development;
  - activate and connect the built environment;
  - build an effective sustainability governance structure.



Logo of Roxbury Cultural District) / Rob "ProBlak" Gibbs "Breathe Life" mural at Madison Park Technical Vocational High School, Roxbury

## 2. Kansas City, City of Music

- Named a UNESCO City of Music in 2017
- Built upon Jazz heritage, Charlie Parker's legacy, and the current music scene
- Established a 'Jazz Corridor' and returned ownership of jazz heritage sites to Kansas City
- Includes private, city, community, and union partners
- Centers benefits for the local neighborhood and area musicians, while connecting to other Cities of Music worldwide for cultural exchange
- Part of larger city economic development initiative 'First Fridays', to activate cultural districts in the urban core.



## 3. Starlight Square, Cambridge, MA

- Part of Central Square Cultural District, designated by MCC in 2012
- Managed by Central Square Business Improvement District, a 501c3 nonprofit formed in 2019 with support from local and regional foundations, religious, community, and cultural groups
- Offers outdoor space for arts and cultural programming, youth programs, public art, farmers market, and pop-up shops featuring local artisans
- Offers a critical source of audience revenue for COVID-19 impacted organizations
- Funded by a mix of private and public money and \$239,058 in crowdfunding
- While COVID-19 accelerated the development, the project was underway for 10 years before it was realized in summer 2020





#### 4. Dorchester Arts Project, Boston, MA

- Storefront arts center in Fields Corner, Dorchester
- Expanded to ground floor space in October 2020 to offer workshops, maker space, and artist retail
- Offers 14 artist studios, support for resident artists, gallery and events space, and hosts markets for local artists and artisans
- 50% of studio space is designated for local artists and 75% for artists of color
- Volunteer-run with operational support from Brain Arts, a 501c3 nonprofit with a mission to “...realize creative independence in systematically undervalued communities”



### 3. Space and community assets

There are multiple areas where physical space and tangible/intangible community assets connect with arts and culture. Cities like Chelsea have developed or funded projects that celebrate and enhance community assets and create space for community gathering and cultural practice.

- Arts and culture embedded in the physical environment through public works or infrastructure projects, such as Percent for Art programs that set aside 1% of capital improvement projects for public art

- Temporary interventions, quick and low-cost projects to discover new ways to use or experience space, also referred to as Tactile Urbanism (aka pop-up spaces)
- Repurposing commercial space for public use

#### **What we heard from the community:**

- Increasing available community space was a clear interest for residents and stakeholders throughout our fieldwork.
- There was a strong interest in creating opportunities for all members of the community to enjoy parks and open space in Chelsea including increased access to waterfront resources.
- Spaces for arts and culture practice both outside and inside were indicated as a high priority.
- A significant number of stakeholders and survey respondents mentioned increased public art, beautification, and cleanliness as priorities.

#### **Project examples:**

Below are examples of projects that celebrate and enhance community assets and create space for community gathering and artistic/cultural practice.

#### **1. Arts and cultural embedded in the physical environment through public works or infrastructure projects**

- Murals commissioned by Brazilian street artists [Osgemeos](#) in an industrial neighborhood in Vancouver as part of a revitalization project.
- Usable bench commissioned as part of a percent for art program in Bellingham, WA. Bellingham, like many other cities, requires that one percent of public projects be used for public art ensuring that public art is embedded in infrastructure planning.



Concrete silos transformed by Brazilian artists OSGEMEOS - Granville Island, Vancouver CA



Public bench commissioned by the City of Bellingham, WA  
"1% for art" program

#### **2. Temporary interventions**

- Lakewood OH street murals as part of a public art placemaking project to increase pedestrian traffic and meet health goals.
- Knits for Life active around the Bay Area in California. The artists have been involved in many beautification and placemaking projects using their whimsical yarn-bomb techniques.
- Dance Spot, a project from local socially-engaged artist Elisa Hamilton, a series of temporary dance floors that bring social connection and dance to unexpected places.





Rosewood Avenue Mural Project  
Lakewood, OH



Knits for Life  
San Mateo, CA



Dance Spot, Elisa Hamilton  
Boston, MA

### 3. Repurposing commercial space for public use

- Boston Center for the Arts, the site was purchased by the city of Boston in 1960 to create an arts center. It is operated as a non-profit and houses three theaters, a black box, rehearsal halls, an art gallery, and studios at 551 Tremont. The BCA rents the complex from the city for \$1 under a 99-year lease.
- Temporary projects from a local group called Culture House in collaboration with municipal, community, and private partners. They program indoor and pop-ups that create community space in commercial sites.



Boston Center for the Arts, Boston, MA



Culture House - Temporary Community Space  
Bow Market, Union Square Somerville, MA

# Appendix 7: Community Arts Administrator

## Recommended job description

Under the responsibility of the Director of Health and Human Services, the Community Arts Administrator serves as a liaison and a facilitator between all arts and culture stakeholders operating in Chelsea and more specifically between City departments. Key duties include:

- Coordinate the grantmaking process in close collaboration with the Chelsea Cultural Council (CCC) and the Recreation and Cultural Affairs Division and facilitate a Chelsea grantees' network.
- Coordinate the agendas and organize the meetings of the City Arts and Culture Coordination group (CCC, Director of Health and Human Services, Recreation and Cultural Affairs Division, Chelsea Public Library, Department of Housing and Planning Development, Civic and Engagement Strategist) and act as secretary for the group.
- Collaborate closely with the other Health and Human Services entities to foster their clients' engagements in the design, production, and attendance of City arts and culture programs.
- Collaborate closely with all City Departments and arts and culture stakeholders citywide to facilitate a smooth completion of projects, learning activities, and community engagement.
- Serve as the first point of contact for residents seeking to design and produce arts and cultural events in Chelsea.
- Coordinate with local nonprofits and institutions regarding artistic and cultural productions.
- Contribute to the development and completion of partnerships between the City of Chelsea, local economic development stakeholders, art and culture groups, and institutions in the Greater Boston Area.
- Serve as the main point of contact for 400th-year celebration program development and act as the program manager of the event in charge of budget preparation and monitoring, communication coordination.
- Participate in City arts and culture strategic development such as the application to the UNESCO Creative Cities Network, and the designation of a cultural district in Chelsea.

### **Required Background:**

- Master Degree in arts administration
- A minimum 5 to 7 years of experience in art administration, grants management, partnership development, artistic and cultural project management either in nonprofit environments or for local government

### **Desired Skills and Knowledge:**

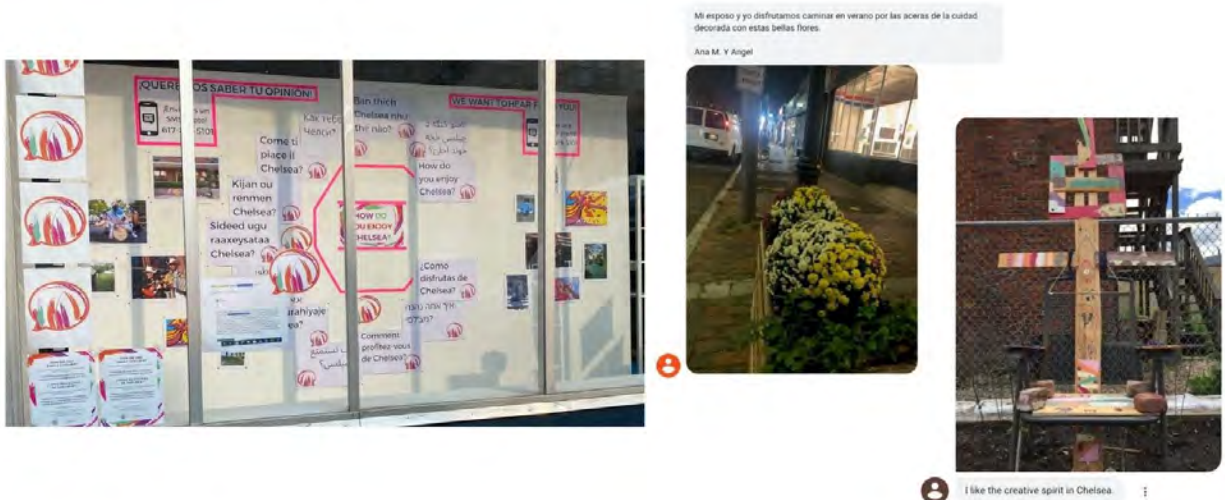
- Excellent written and spoken communication skills
- Excellent social skills
- Project and budget management experience
- Familiarity with arts marketing strategies
- Ability to think holistically while being organized enough to pay attention to details
- Ability to adapt to an evolving and fast-paced work environment
- Ability to work collaboratively in a solution-oriented way
- Proficiency in Spanish a plus or must commit to learning Spanish
- Commitment to principles of Diversity, Equity, and Inclusion

## Appendix 8: Communication materials

We developed a graphic motif for all project communications including flyers, social media posts, and web banners. This graphic motif carried over to the awareness installation at Gallery 456 (September-November, 2020). All communications materials were available in English and Spanish.



A representative selection of project flyers, the Spanish version of the Youth Team recruitment flyer (left), text campaign flyers distribution at food distribution sites (right)



Project awareness installation at Gallery 456 (September-November, 2020) and a representative sampling of text responses.

## Appendix 9: Interview questionnaire

The City of Chelsea is starting a process to develop a five-year plan in support of arts and cultural expressions. Our consulting team was hired to guide the process, which will wrap up in early 2021. As part of our initial work, we are speaking with key stakeholders such as yourself. Thank you for agreeing to speak with us!

To start on with a shared understanding, I'd like to share the definition of arts and culture that we are using for this project:

"Sociology understands **culture** as the languages, customs, beliefs, rules, arts, knowledge, and collective identities and memories developed by members of all social groups that make their social environments meaningful." - American Sociological Association

By the **arts**, we mean, creative expression in any media that the creator defines as art.

Questions:

1. How long have you been a Chelsea resident / involved with Chelsea?
2. What are your favorite ways to experience arts and culture in general and in Chelsea?
3. How much do you think arts and culture matter to Chelsea residents?
4. How would you describe the culture of Chelsea as a city?
5. What opportunities currently exist in Chelsea for arts and culture?
6. How would you describe the access to arts for Chelsea residents?
7. How would you describe the access to culture for Chelsea residents?
8. What opportunities would you like to see develop as part of the arts and culture planning process?
9. Is there anything else you think we should know?

## Appendix 10: Focus group guidelines

Hello, Welcome! Thank you for joining us this evening. We value this opportunity to hear your perspective. As you may be aware, the City of Chelsea started a process to develop a five-year arts and culture plan this summer. My colleague Magali / Molly and I are very happy to be guiding this process with the support of the Chelsea Cultural Council, Chelsea Recreation & Cultural Affairs Division, and the Chelsea Department of Health and Human Services.

This meeting will be recorded for our research purposes but will not be shared publicly. Does anyone have an objection to the meeting being recorded?

This one-hour workshop is an opportunity for the consulting team to hear your perspective and ideas for arts and culture in Chelsea in a non-judgmental and open forum.

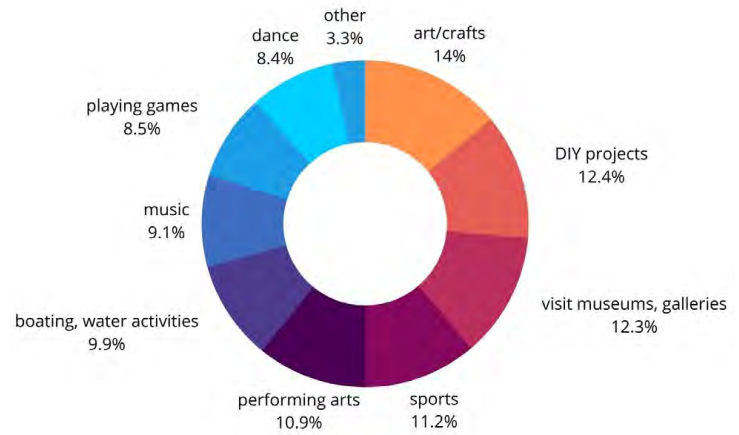
We invite you to share your thinking about Chelsea's arts and cultural opportunities by answering the following questions.

1. Arts and culture opportunities: *What do you want to see or create in Chelsea?*
2. Reasons: For each opportunity, answer the question: *Why does this matter?*
3. Strengths: For each opportunity, answer the questions  
*What strengths of the Chelsea community will support exploring the opportunity?*  
*What new strengths could develop as part of the opportunity?*
4. Barriers/Weaknesses: For each opportunity, answer the questions  
*What barriers stand in the way of these opportunities?*  
*What are others likely to see as barriers or weaknesses?*

## Appendix 11: Community survey

### What activity do you enjoy?

Art/crafts	146	14%
Dance	88	8%
Performing arts	114	11%
DIY projects	130	12%
Playing games	89	9%
Music	95	9%
Sports	117	11%
Boating, water act.	103	10%
Visit museums, galleries	129	12%
Other	34	3%
<i>Total responses</i>	<i>1045</i>	<i>100%</i>



### Breakdown of responses in the section “Other”

Eating	4	12%
Me gusta todo en Chelsea	3	9%
Bingo	1	3%
Lectures	1	3%
Religious events	1	3%
Volunteering, community service	2	6%
Reading	2	6%
Watching movies	1	3%
Watching TV	1	3%
History telling	2	6%
Mediation	1	3%
Collecting	1	3%
Being outdoors (walking, ...)	10	29%
Sleeping	1	3%
Working	1	3%
Social events	2	6%
<i>Total responses</i>	<i>34</i>	<i>100%</i>

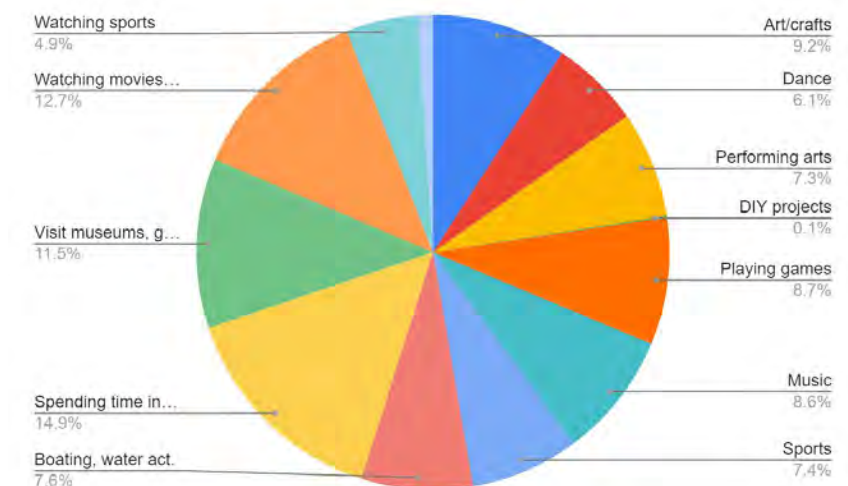


## What do you like to do with family and/or friends?

Art/crafts	105	9%
Dance	70	6%
Performing arts	83	7%
DIY projects	1	0%
Playing games	99	9%
Music	98	9%
Sports	85	7%
Boating, water act.	87	8%
Spending time in nature and parks	171	15%
Visit museums, galleries	132	12%
Watching movies+TV	145	13%
Watching sports	56	5%
Others	12	1%
<i>Total responses</i>	<i>1144</i>	<i>100%</i>

### Breakdown of responses in the section "Other"

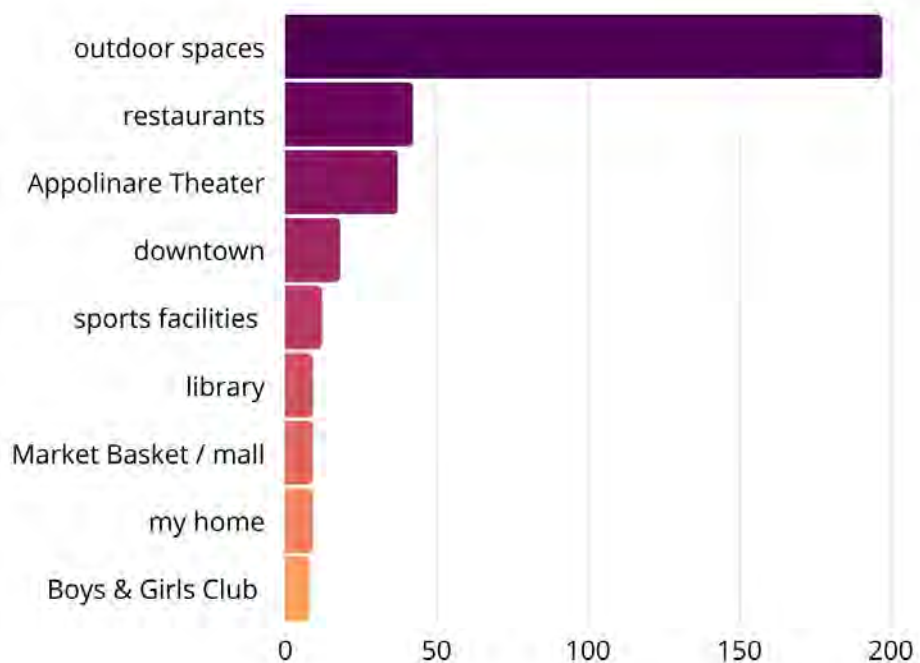
Eating, dining out	6	50%
Socializing w/family and friends	2	17%
Shopping	2	17%
Road trip	1	8%
Writing in community	1	8%
<i>Total responses</i>	<i>12</i>	<i>100%</i>





### What are your favorite places in Chelsea?.

Parks/playgrounds/walk and bike paths	200	53%
Sport places	12	3%
Senior center	4	1%
Restaurants+deli+cafes	42	11%
Library	9	2%
Downtown Chelsea	18	5%
Apollinaire theater, Theater Chelsea works, Theatre Chelsea, Theatro Chelsea	37	10%
Religious places	5	1%
Boys and Girls club	8	2%
CCS	7	2%
The Mall	2	1%
Market Basket, bakery, produce stores	7	2%
Religious places	5	1%
Historic places: Governor Bellingham House	3	1%
My home	9	2%
Nothing really	7	2%
Others	5	1%
<i>Total responses</i>	<b>380</b>	<b>100%</b>

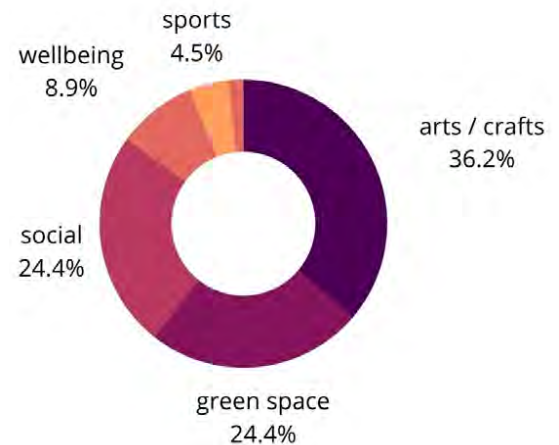


### Breakdown of responses referring to a specific outdoor location

Mary O'Malley	70	Admiral's Hill/ Marina, Wharf/Waterfront	35	PORT, Chelsea Creek, Waterfront	29
Chelsea Community Garden	8	Washington Park	4	Soldier's Home Park/Area	6
Chelsea Greenway	5	Chelsea Square	6	Voke Park	2
Walking and bike paths	7				

### What would you like to see or create in Chelsea?

art/crafts (practice, places dedicated to)	89	36%
sports (practice, facilities)	11	4%
green (parks, waterfront enhancement, bikeways, walkways, outdoor act.)	60	24%
social (fair, market, restaurants, shops, social events)	60	24%
well-being (cleanliness, safety)	22	9%
others (social justice, transportation,...)	4	2%
total responses	246	100%



### Age range

Under 18	30	15%
18-24	9	4%
25-44	79	38%
45-64	64	31%
65 and older	24	12%
<i>Total responses</i>	206	100%

### Which language do you primarily speak at home?

English	200	78%
Spanish	51	20%
Arabic	2	1%
Portuguese	1	0.4%
Filipino	1	0.4%
Hindi	1	0.4%
Bengali	1	0.4%
<i>Total responses</i>	257	100%

### Gender

Female	126	68%
Male	59	32%
<i>Total responses</i>	185	100%



# ABOUT THE TEAM

Molly Akin and Magali Maïza are independent consultants with expertise in arts management, community outreach, creative placekeeping, and collaboration with municipal arts organizations.

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