

TOWN OF FRANKLIN
TOWN CLERK

2018 MAR -5 A 9:44

Cultural District Committee
Minutes of Meeting
January 17, 2018

Members Present: Christopher Brady, Stacey David, Robert DeRobertis, John LoPresti, Philip Regan, Nancy Schoen and Tyler Warren.

Also in attendance: Planning & Community Development Director Bryan Taberner

Please note that the meeting was the first meeting of the newly formed Cultural District Committee. All seven members were sworn in by Town Clerk Teresa Burr before the meeting began. Burr asked the new Committee members to send her their email addresses; Bryan Taberner stated he would send her the list of emails.

7:00 PM Commencement.

Bryan Taberner welcomed the Committee and suggested that the seven members allow him to run the meeting given this was the new Committee's first meeting and that officers had not yet been elected. Committee members were in agreement.

Committee members were provided with a "Summary Document" with attachments to aid the Committee through their first meeting. The document has been appended to these meeting minutes.

Election of Officers. Taberner recommended the Committee elect a Chair, Vice Chair and Clerk at their next meeting. Committee members agreed.

Staff Assistance. Taberner provided a quick summary of the level and type of Town staff assistance the Committee could expect; this is outlined in Attachment A of the Summary Document.

Future Meetings. The Committee discussed when the next meeting would be held. Taberner stated it appeared that Wednesday night work best for most members, and that Thursday worked for all but one member. The Committee agreed the next meeting would be held on February 7, 2018. Taberner stated he would send a list of potential meeting dates to Committee members by email for consideration, and the dates would be discussed at the February 7, 2018 meeting. There was discussion about the importance of holding at least some meetings at locations within the Franklin Cultural District in order to better assure involvement of Cultural District partnering organizations.

Committee Purpose & Responsibilities. Taberner and Committee members discussed the purpose and responsibilities of the new Committee; in general the Cultural District Committee was formed in order to manage the Franklin Cultural District and the related Cultural District Partnership. The Committee is the heart of the Town's Cultural District Partnership. Attachment B of the Summary Document provides some specifics on the Committee's primary responsibilities, divided into long-term responsibilities, short-term responsibilities, and the Annual Progress Report.

Management Structure, Officers, Sub-committees. Taberner presented the Committee with a suggested management structure concept, which is included in Attachment C of the Summary Document. There was general agreement on the management concept; Taberner mentioned the Committee can decide to go with a different management structure, but either way decisions need to be made soon and it needs to be included as part of the Cultural District Management Plan portion of the application.

Previous Work by Steering Committee. The Committee discussed the work of the former Cultural District Steering Committee, which was a volunteer group working towards creation of the Franklin Cultural District. The Steering Committee dissolved when the new Cultural District Committee was created by the Town. There was some concern expressed that there were no former Steering Committee members on the new Cultural District Committee. Taberner mentioned some of the work completed by the former Steering Committee and suggested reaching out to the former Steering Committee's members as the new Committee builds the Cultural District Partnership to ask for their input, and to thank them for their hard work. Committee members agreed in general, and discussed inviting them to future meetings. Taberner stated he would email the former Steering Committee's members and invite them to the next meeting.

Quick Update on Application Process & Requirements. Taberner quickly provided the Committee with a summary of the State's application process that includes several steps including the following:

- Creating and submitting a map of the proposed district for MCC review;
- Completing an online application;
- Submitting supplemental documents by mail;
- Coordinating and conducting a site visit.

A more detailed description is included in the Summary Document.

Cultural District Map Status. Taberner provided a quick summary of the Town's Draft Cultural District map, which was submitted to the Massachusetts Cultural Council (MCC) for review on May 8, 2017. MCC staff reviewed and provided the Town with comments, including concerns about the size of the District on June 6, 2017. The Steering Committee and DPCD provided additional submittals multiple times in support of the proposed District map boundaries. The Town was informed on January 10, 2018 that the map was fine and we should proceed with the application process. The map was included as Attachment D of the Summary Document. Taberner stated he would make a few minor edits to the map and prepare it for signature.

Cultural District Goals. Taberner provided the Committee with a summary of Cultural District goals, which includes goals defined by legislative statute and additional goals specific to Franklin. A list of specific goals was included in the Summary Document. DPCD suggested discussing and finalizing the Franklin Cultural District's goals at the next meeting. Approved goals are needed to complete the Management Plan. Stacey David suggested a goal should be included related to events and activities.

Involvement of Partnering Organizations. Taberner mentioned that during the last several years a variety of organizations and individuals had worked towards creation of a Cultural District in Downtown Franklin. Several organizations made formal commitments to the creation of Franklin Cultural District and a strong Cultural District Partnership. Taberner mentioned in order for the proposed Cultural District to be successful the Town's partnering organizations need to be involved on an ongoing basis. Strengthening the Cultural District partnership is one of the new Cultural District Committee's most important priorities, which is the reason for creation of the proposed Partnership sub-committee. Nancy Schoen mentioned she believed Encore Music Academy should be included in the Cultural District Partnership. More information about the Cultural District Partnership is included in the Summary Document.

Marketing Plan. Taberner briefly discussed cultural district marketing with the Committee, stressing that marketing and promotion of the Cultural District is extremely important, and suggested that a marketing sub-committee be established. A Marketing Sub-committee should

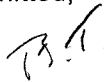
include individuals representing Cultural District Partners that have an interest in collaborative marketing efforts. Taberner mentioned several related Cultural District application requirements, including a Marketing & Promotional Plan, Collective Marketing Checklist, Cultural Events Calendar, and the Cultural District Signage Program. More details were included in the Summary Document. The Committee discussed the former Steering Committee members' work, including Steve Sherlock of Franklin Matters' work to create Franklin Cultural District's webpage (www.franklinculturaldistrict.org), social media (Facebook, Twitter, Instagram), and the Community Calendar that combines the town meetings (Franklin Matters) and community events (Franklin MA Happenings) with the cultural events of the proposed Franklin Cultural District. The Committee agreed it was important to have Steve Sherlock attend a meeting in the near future, preferably the next meeting.

Agenda Items for Next Meeting. Taberner suggested agenda items for the new Committee's second meeting on February 7, 2018. These items included election of officers, creation of sub-committees, establishing a committee meeting schedule, review and approval of Cultural District goals, involvement of Partnering Organizations, and hopefully a discussion with former Cultural District Steering Committee members.

The meeting adjourned at 9:06 PM.

Respectfully submitted,

Bryan Taberner



CULTURAL DISTRICT COMMITTEE
Update on Various Issues
For January 17, 2018 Meeting

1. Cultural District Committee - Welcome & Swearing in of Committee Members

Swearing in of Committee Members

Ethics Training Reminder

Election of Officers

- DPCD recommends the Committee elect a Chair, Vice-Chair and Clerk at your next meeting. More on that below (3. Management Structure, Officers, Sub-committees).

DPCD Administrative and Technical Assistance. See Attachment A.

Next Meeting

- Wednesday evenings are best for most. Thursday works for all but one member.
- A Schedule of meetings will be discussed at next meeting.

2. Committee Purpose & Responsibilities

See Attachment B. Much of the same information went to the Committee in an email on January 9th.

3. Management Structure, Officers, Sub-committees

Attachment C provides a suggested management structure. The Committee can decide it prefers to go with a different management structure, but either way decisions need to be made soon and it needs to be included as part of the Cultural District Management Plan.

Keep in mind the Cultural District Committee not only manages the Cultural District, but the District's Partnership. The Committee is the heart of the Town's Cultural District Partnership.

4. Previous Work by Steering Committee

A general description of the former Steering Committee's work was included in a previous email. DPCD suggest reaching out to the former Steering Committee's members as the Committee builds the Cultural District Partnership, to ask for their input, and to thank them for their hard work.

5. Quick Update on Application Process & Requirements

Rolling application process. Several stages to the designation process:

- Creating and submitting a map of the proposed district for MCC review;
- Completing an online application;
- Submitting supplemental documents by mail;
- Coordinating and conducting a site visit.

Creating and submitting a map of the proposed district with an asset key for MCC review

See below (6. Cultural District Map Status).

Completing an Online Application

- DPCD completed a draft application in 2014/2015, but there have been many changes since.
- An updated Draft of Franklin's application will be available in the near future for your review and input.
- Electronic Application Process. Application submitted by Town Council Chair.

Submitting Supplementary Application Documents

Required for complete application:

Letter of Endorsement from Chief Elected Official

- Easy to accomplish. Town Council already approved Town Council Chair's endorsement of the application through approval of Resolution 17-45.

Copy of Resolution from Town making a commitment to establish a state designated cultural district.

- The required resolution (Resolution 17-45) was passed by Town Council on June 28, 2017.

Master Map (Signed)

- Easy to accomplish. Now that MCC and the Town agree on the District boundaries the final map can be prepared for signature by the Town Council Chair

Evidence of Resources/Planning for the district using the Municipal Resource Sheet.

- DPCD can easily put together a summary of recent infrastructure improvements in the proposed Cultural District and various smaller Town.

Marketing materials, if relevant to the cultural district.

- Many marketing materials have been developed and are ready for submittal, however the new Committee needs to work with DPCD on a Marketing Plan that will be included in the application materials.

Reports, feasibility studies, visioning results, and/or news articles that have been generated regarding a proposed district (if relevant).

- DPCD can easily put together a few vision/planning documents from previous Downtown improvement projects. We have a few news articles, but will need to come up with a few more. The Committee's assistance will be appreciated.

Site Visit

Once the application is complete, MCC staff will contact the Town to set up a site visit/ tour the proposed Franklin Cultural District.

The site visit has three distinct parts:

- Meeting with the chief elected official and other municipal representatives.
- Walking tour of the proposed district.
- Meeting with the cultural district partners and stakeholders.

6. Cultural District Map Status

A map of Franklin's proposed Cultural District was submitted to MCC on May 8, 2017. See Attachment D. MCC staff reviewed and provided the Town with comments, including concerns about the size of the District on June 6th. The Steering Committee and DPCD provided additional submittals in support of the proposed District map boundaries (multiple times). The Town was informed on January 10th that the map was fine and we should proceed with the application process. The map will be updated and prepared for signature.

7. Cultural District Goals

The goals of cultural districts, as defined by legislative statute, are:

- Attract artists and cultural enterprises.
- Encourage business and job development.
- Establish the district as a tourist destination.
- Preserve and reuse historic buildings.
- Enhance property values.
- Foster local cultural development.

Additional goals specific to Franklin (Draft).

- Foster an introduction, appreciation and early engagement for Franklin's youth into the cultural aspects of the Town.
- Support the Town's creative community by advocating for creation and support of small business incubators, makerspaces, and other cultural economic development resources.

DPCD suggests discussing and finalizing the District's goals at your next meeting. Approved goals are needed to finish the Management Plan.

8. **Involvement of Partnering Organizations**

Over the last three years a variety of organizations and individuals have worked towards creation of a Cultural District in Downtown Franklin. Headed by Steering Committee much has been accomplished. As of June 2017 the following organizations had made a commitment to the creation of Franklin Cultural District:

- Franklin Historic Commission
- Franklin Public Library
- Franklin School Department
- Franklin Council on Aging
- Franklin Cultural Council
- Franklin TV - Franklin Radio
- Dean College
- Franklin Downtown Partnership
- Franklin Art Association
- Franklin Performing Arts Company
- Circle of Friends Coffeehouse
- Franklin School for the Performing Arts
- Franklin Cultural Festival Organizing Group (Steering Committee).

There have been other organizations and businesses interested in the District's formation, including churches, and arts related businesses and non-profit organizations.

In order for the proposed Cultural District to be successful, the Town's partnering organizations need to be involved on an ongoing basis. Going forward, the hope is that all Partnering organizations will commit to making the Cultural District a normal part of what they do. It does not need to be a large part of any individual organization's work, but the more involvement the better the Cultural District will be.

As mentioned above DPCD suggests the Committee establish a sub-committee related to partnership involvement, which is one of the new Cultural District Committee's most important priorities.

9. **Marketing Plan**

Marketing and promotion of the District is extremely important. As mentioned above I suggest a marketing sub-committee be established; this sub-committee should include individuals that represent Cultural District Partners that may have an interest in collaborative efforts. DPCD sent the Committee an email on marketing on December 29, 2017 that included much of what is listed below.

Application Requirements

- Marketing and Promotional Plan (Application Requirement)
- How will we develop a brand for the district?
- What is our promotion strategy?
- What is our social media plan?
- Cultural Events Calendar (Application Requirement)
- Collective Marketing Checklist (Application Requirement)

Cultural District Signage Program (State Requirement)

Marketing and Promotional Plan

- Cultural District Logo, Branding, and Signage
 - Combine with Downtown Franklin Branding Project?
- Related marketing and promotional materials
- Collaboration between Partners (and Others)
 - Franklin Radio/TV, Dean College, FDP, TBB, Businesses
 - MetroWest Visitor Bureau, MCC, MOTT
- Social Media
- Community Calendar
- Other:
 - Cultural District Story Map
 - Cultural Asset Catalog

Webpage, Community Calendar, Social Media

Steve Sherlock of Franklin Matters

- www.franklinculturaldistrict.org
- Facebook site
- Twitter and Instagram accounts
- Community Calendar
 - "This Community Calendar combines the town meetings (Franklin Matters), community events (Franklin MA Happenings) with the cultural events of the proposed Franklin Cultural District".

10. Items for Next Meeting

Election of Officers

Creation of Sub-committees

Committee Meeting Schedule

Application Status

Planning for Community Meeting & Partnership Outreach

Other:

Marketing

Cultural District Goals

Administrative and Technical Support

Department of Planning and Community Development

DPCD will provide limited administrative and technical assistance as needed, including:

- Coordinate communication between Town Administration, other Town Staff, and Cultural District Committee members.
- Assist Committee Chair in developing meeting agendas and posting Cultural District Committee meetings.
- Provide a recording secretary (or other personnel) to take meeting notes and develop draft meeting minutes.
- Maintain Franklin Cultural District and Cultural District Committee records.

DPCD Director (or Planner) to work regularly on related issues, including:

Short Term (until Cultural District application is approved by MCC):

- Work with Committee members to complete the application, including finalizing District boundaries and Goals, management plan, marketing plan and other supplemental submittals.
- Work with Committee and others on website and community calendar.

Long Term (after Cultural District application is approved by MCC):

- Work with Committee on annual reporting and other requirements for continued cultural district status.
- Work on Cultural District marketing as time and funding allows.

Cultural District Committee Purpose

Franklin's new Cultural District Committee was created in part to meet MCC requirements for creation and ongoing management of a State-sponsored Cultural District. As mentioned a number of times in previous emails, prior to submitting an application the Town is required to establish a cultural district Partnership comprised of a diverse mix of organizations and businesses that represent the shared interests of the district.

Town Council approval of Resolution 17-44 created a formal Town committee; the Committee "shall hold regular meetings, provide oversight and management of the district, work to implement the Franklin Cultural District goals, and assure the Town meets requirements for continued cultural district status".

Responsibilities

In general terms, the new Cultural District Committee's most important responsibilities are management of the Franklin Cultural District and the Cultural District Partnership. The Committee forms the heart of the State-required Cultural District Partnership. The Cultural District Committee will focus its efforts on the following primary responsibilities:

Short Term:

- Work with DPCD to complete the application, including finalizing Cultural District boundaries and goals, management plan, marketing plan and other supplemental submittals. The Management Plan will include descriptions on management structure, responsibilities, agreed upon objectives, timelines and milestones; prioritized tasks, and evaluation measures.
- Strengthen and build the Cultural District Partnership, by reaching out to current Partners and others interested in the creation of a Cultural District.
- Complete the District marketing plan (including branding), and begin implementing marketing projects and tasks.
- Assist Town Administration in conducting a MCC Site Visit (hopefully in spring 2018)

Long Term:

- Assure the Cultural District is launched successfully.
- Assure the Town works towards meeting the Goals of the Cultural District.
- Implement the Marketing Plan, and update/modify Plan as needed.
- Be the heart of the Franklin Cultural District Partnership, and assure the Partnership gets stronger each year.
- Assure the Town meets requirements for continued cultural district status.

Annual Progress Report

- The Cultural District Committee and its Partners need to gather baseline data in the first year of designation, and yearly thereafter. At a minimum the data must include: 1.) Number of visitors to the Cultural District, and 2.) Changes in occupancy rates.
- In addition, the Committee needs to track data that reflects the district's specific goals and their impact on the District; examples include aggregate sales tax in the district, number of full time jobs, number of artists, number of art and cultural related businesses within or adjacent to the District, box office sales, number of art schools, classes and students, and number of related events.

Franklin Cultural District Management

The new Cultural District Committee needs to develop a formal Management Plan and submit as part of the application process. One component of the Management Plan will be a description on management structure. Below is a management concept that DPCD recommends the new Committee utilize at least initially to provide a management structure.

Management Concept

- The Town has created a "Town" committee, called the Cultural District Committee, to manage the Franklin Cultural District.
- Cultural District Committee members are appointed by the Town Administrator (Town Council votes to ratify appointments).
- The Committee will abide by all State and local laws including the Open Meeting Law (M.G.L. c. 30A, §§ 18-25).
- Committee meetings will be run by standard parliamentary procedure (such as Robert's Rules of Order)
- Cultural District Committee consists of no more than 7 members.
- Cultural District Committee will elect Officers (Chair, Vice-Chair, Clerk).
- Cultural District Committee will hold regular meetings.
- In addition to regular Committee meetings, the Cultural District Committee will hold "Partnership Meetings" on a quarterly basis when a major effort will be made to include representatives from all partnering organizations and others interested in the success and management of the Cultural District.

Note: Cultural District Committee will not manage art and culture related events and other activities. The only exceptions may be activities related to marketing of the Cultural District or building the Cultural District Partnership.

Officers

- Chair: Sets agendas and runs meetings.
- Vice Chair: Performs duties of Chair in her/his absence, and chairs at least one sub-committee.
- Clerk: Documents the Committee's formal actions, and assures State requirements are met.

Sub-committees

The Committee should establish sub-committees to work on its most important responsibilities. Ideally the Cultural District Committee chair will appoint sub-committee members, including a chair for each sub-committee. DPCD recommends the following (or similar):

Partnership Subcommittee: This Subcommittee will work to strengthen and build the Cultural District Partnership by reaching out to existing and potential Partners, and others interested in the Franklin Cultural District. This Subcommittee will also help to organize quarterly "Partnership Meetings".

Marketing Subcommittee: This Subcommittee will create and implement the Cultural District Marketing Plan. Branding will need to be addressed in the near future.

Goals Implementation Subcommittee: This Subcommittee will assure the Town works towards meeting the goals of the Cultural District, based on the Cultural District Management Plan's objectives, prioritized tasks, timelines, milestones, and evaluation criteria.

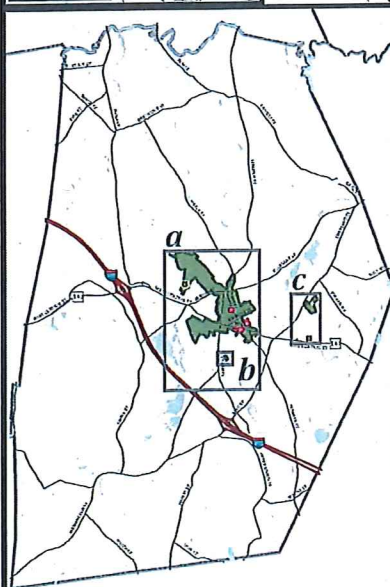
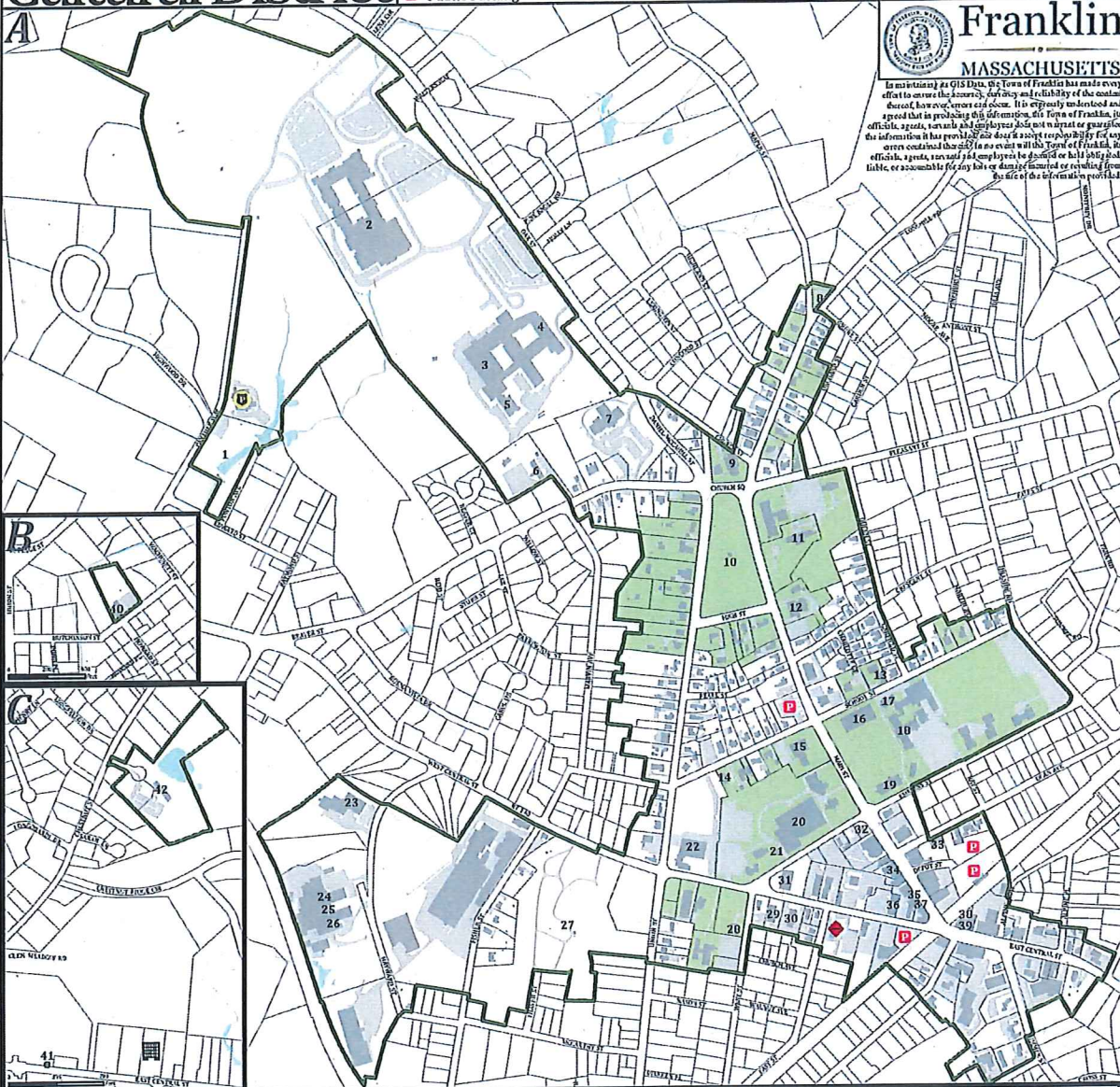
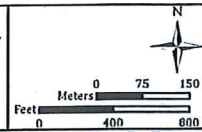
Please note that in addition to Cultural District Committee members, sub-committees can (and should) include individuals representing our Partnering Organizations.

FRANKLIN Cultural District

- Cultural District
- Town Common & Dean College Historic Districts
- Fire Station
- Police Station
- Town Hall
- Public Parking

- Structure
- Parking Lot or Driveway
- Parcel Line
- Water

May 2017



- 38. Franklin Downtown Partnership
- 35. Emma's Quilt Cupboard
- 39. Janes Frames
- 37. Norfolk/Franklin Music Together
- 23. Patti Eisenhower Dance Theater
- 33. Sara Montani Photography
- 32. Vallee's Jewelers
- 24. Vicario Studio
- 40. Franklin Community Cable Access: Franklin All Access TV; Franklin Pride TV; Franklin Town Hall TV; Franklin Public Radio 102.9 FM; Recording Studios
- 30. Franklin Historic Museum: Franklin Historic Commission; Sculpture
- Franklin Interfaith Council
- 25. Anglican Church - The Redeemer
- 42. First Universalist Society: Circle of Friends Coffeehouse; LiveArts; Universal Singers
- 12. Franklin Federated Church
- 29. Franklin United Methodist Church
- 6. Grace Baptist Church
- 9. Saint Mary's Church
- Franklin School Department
- 2. Franklin High School: Franklin Arts Academy; Lifelong Learning Institute; Main Auditorium; Black Box Studio; Media Center; Radio Station
- 3. Horace Mann Middle School
- 4. Oak Street Elementary School
- 5. O'Reagan Early Childhood
- 22. Davis Thayer School
- 8. Red Brick School House
- 11. Ben Franklin Charter School
- 26. Sunrise Montessori School
- 36. The Black Box: Franklin Performing Arts Company
- 15. Franklin Public Library: Ben Franklin Statue
- 34. Franklin School for the Performing Arts: Electric Youth; Little Music School
- 7. Franklin Senior Center: Council on Aging; Franklin Art Association; Silverstone Senior Chorus; Art and Dance Programs
- 31. Horace Mann Park; Horace Mann Statue
- 1. Sculpture Park
- 10. Town Common: Gazebo; War Memorial
- 27. Union Street Cemetery
- 41. Horace Mann Memorial
- Dean College
- 17. Alumni Memorial Hall
- 20. Campus Center: The Main Stage; Rehearsal Room; Set & Costume Shops; Campanella Board Room; Guidrey Center; Golder Room
- 14. Children's Center
- 18. Dean Hall: Marvin Chapel; Telecommunications Center; WGAO FM 88.3 "Power 88" Radio; Digital Media Arts Center
- 16. Green Family Library Learning Commons
- 21. Thayer House: Dean School of Arts; Palladino School of Dance
- 19. Pelree Center for Technology & Science: Alden Center
- 13. Performing Arts Studio
- 28. Thayer Barn: Dance Studio

Note: Cultural assets in bold are partners.