

**REQUEST FOR PROPOSALS
CONSULTANT OR TEAM TO DEVELOP A CULTURAL PLAN FOR THE CITY OF BOSTON**

DEADLINE: Monday, October 27, 2014, 5:00 pm ET

I. GENERAL INFORMATION

A. The Purpose of this Request for Proposals (RFP)

City of Boston Mayor Martin J. Walsh hereby requests proposals from a qualified consultant or team of consultants with experience in creating innovative community cultural plans to conduct a city-wide, comprehensive cultural planning process that will culminate in a ten-year plan for Boston. These services will be funded and contracted through Technical Development Corporation (TDC). As such, this request is not being issued under Massachusetts General Laws Chapter 30B. However, to ensure that we obtain the most qualified firm that can most effectively deliver the required services, we request proposals as set forth below.

Capitalizing on the sense of excitement engendered by a new Mayor committed to sparking an arts renaissance in Boston, we seek consultants to lead a cultural planning process that will engage local arts and cultural organizations, their leaders, and supporters, as well as residents across all neighborhoods, to explore ways to strengthen and improve access to the city's tremendous cultural assets.

The resulting cultural plan should provide the vision, policy framework, implementation strategies, organizational structures, and funding requirements needed to further develop Boston's cultural community, and to better integrate arts and culture into other policy and practice areas.

The anticipated start date for cultural planning is January 2015 and the target completion date is July 2016. The budget range for the 18-month project is anticipated to be \$200,000 to \$400,000. This amount does not include materials or services related to branding, graphic design, website development, printing, or communication tools. Cost will be an evaluation factor.

With support from the Barr Foundation and the Klarman Family Foundation, TDC, a Boston-based nonprofit research and consulting firm, will manage the planning consultant's contract and support the process of cultural planning. TDC can answer questions related to the RFP in advance of the proposal submission. All inquiries regarding this proposal should be directed to:

Ashley Berendt, Senior Associate
TDC (Technical Development Corporation)
aberendt@tdcorp.org
617-728-9151

B. Background

About Boston

Boston, first incorporated as a town in 1630 and as a city in 1822, is one of America's oldest cities, with a rich economic, social, and cultural history. What began as a homesteading community eventually evolved into a center for social and political change. Boston has since become the

economic and cultural hub of New England, with over 4,500,000 people living in the Greater Boston area. The city proper has over 617,000 residents, many institutions of higher education, some of the world's finest teaching hospitals, and numerous cultural organizations and professional sports teams. In 2002, close to 660,000 people worked in Boston every day, with the majority employed in finance, health care, education, and service industries. Every year, millions of people visit Boston to take in its historic neighborhoods, attend cultural or sporting events, and conduct business.

Boston's strength, diversity, and vitality are rooted in its neighborhoods, where neighborhood pride and cultures from all over the world are cherished and celebrated. This historic capital has become a magnet for all of the world's citizens as new immigrants have joined native Bostonians and transplants from across the country to make Boston the world-class city it is today.

Over the last four decades, Boston has become much more racially and ethnically diverse. Boston's status as a "majority-minority" city was confirmed in the 2000 Census. Today, 53% of the city's population is non-white. During the last decade the population of Boston has continued to grow, to become younger, more college-educated, and more racially and ethnically diverse. According to the 2010 Census, among the 25 largest cities in the country, Boston has the highest proportion (35%) of 20- to 34-year-olds.

New Energy with a New Mayor

Through his campaign, transition, and first eight months in office, Mayor Walsh heard repeatedly from Bostonians about the need for arts and culture to become more integrated into the lives of residents and visitors, and across many other sectors. Recommendations included increasing arts education in schools, improving access to the arts for all, and making Boston a more affordable place for artists to live and work.

In January 2014, Mayor Walsh announced a reorganization of the City of Boston's Cabinet structure.¹ Among the most noteworthy changes was the separation of Arts and Culture from the former Office of Arts, Tourism, and Special Events. The Office of Tourism, Sports, and Entertainment was moved into the Economic Development Cabinet, while the Mayor's Office of Arts + Culture was elevated to the Cabinet level, creating an office that would focus solely on fostering Boston's cultural life. After a nation-wide search, the City recently appointed Julie Burros, currently Chicago's Director of Cultural Planning, to serve as Commissioner overseeing this new office. For the first time in 20 years, the Commissioner for the Mayor's Office of Arts + Culture will join other Cabinet chiefs as a direct advisor to the Mayor. By the time cultural planning begins in January 2015, Commissioner Burros will be in place and ready to assume a leadership role in the process.

The cultural planning process is also expected to build on the good work of the Mayor's Transition Team on Arts and Culture. The information gathered during the Mayor's transition took place over a period of four months (January through April 2014). One of the six recommendations from the Mayor's Transition Team was to undertake a cultural planning process.²

¹ Mayor Walsh's press release on his Cabinet reorganization may be accessed here:

<http://www.cityofboston.gov/news/default.aspx?id=6503>

² The Boston Transition Team report on Arts and Culture may be accessed here:

http://www.cityofboston.gov/images_documents/Arts%20and%20Culture%20reduced_tcm3-44441.pdf

About the Mayor's Office of Arts + Culture

While the City has engaged in arts planning in the past, it has not led a comprehensive public planning process on the scale the Mayor's Office is currently envisioning. Mayor Walsh looks to the cultural planning process to provide the blueprint for a revived and refocused Office of Arts + Culture, in sync with the values, vision, and interests of Boston's residents and visitors.

In its current form, the Mayor's Office of Arts + Culture stimulates and supports efforts to preserve and develop cultural facilities in the City of Boston, as well as sponsors and promotes numerous cultural events, public art exhibits, concerts, and festivals. The Office encompasses the Boston Cultural Council and the Boston Art Commission.

The Office includes a staff of ten full-time employees, as well as part-time contract support. The current budget for the Office is \$1,063,837. In 2014, the Office committed \$100,000 to its Public Art Fund and \$152,020 to grants distributed by the Boston Cultural Council, matching the grant amount from the Massachusetts Cultural Council.

With Mayor Walsh's Cabinet reorganization, the Boston Public Library is now under the purview of the Mayor's Office of Arts + Culture. Established in 1848, the Boston Public Library was the first large free municipal library in the United States. It encompasses 25 branches citywide and operates with an annual budget of \$33,416,126.

With a new Commissioner in place, infrastructure and resources for the Mayor's Office of Arts + Culture can begin to be developed for the long term. The cultural plan will ensure that the Office's mission and strategies align with the vision and goals put forth by Boston's cultural community, residents, and visitors.

About the Cultural Sector in Boston

The Greater Boston area boasts a robust and diverse cultural sector. In fact, according to *The Arts Factor*, a new report by the local arts service organization, ArtsBoston, "Greater Boston has more arts and cultural organizations per capita than any other U.S. metro area."³ The city is marked by its iconic institutions, such as the Boston Symphony Orchestra and the Museum of Fine Arts; a rich mid-sized arts and humanities community representing all disciplines; world-renowned arts colleges and universities; and vibrant grassroots organizations embedded in Boston neighborhoods. Many artists, craftsmen, and makers also call Boston home, along with scores of individuals in creative professions working in the Innovation District and elsewhere throughout the city.

Since 2009, Boston has also been a leader in expanding arts education in schools across the city. The Boston Public Schools (BPS) Arts Expansion Initiative brought together local foundations, the school district, arts organizations, higher education institutions, and the Mayor's Office to ensure that all BPS students have access to high quality arts education.⁴

Over the years, several research efforts have captured the breadth, strengths, and challenges of the local arts and cultural sector. Appendix B provides a reference list of pertinent research reports.

³ ArtsBoston. (2014, June). *The Arts Factor: Measurable Impact. Boundless Possibilities*. Retrieved from the ArtsBoston website: http://www.artsboston.org/sites/artsboston.org/TheArtsFactor_book_reprint_final_pages.pdf

⁴ EdVestors. Retrieved from EdVestors' website: <http://www.edvestors.org/strategic-initiatives-investments/bps-arts-expansion-initiative/overview-3/>.

About Home Rule

It is important for any consultant preparing to do policy work in Boston to be aware of Massachusetts' "home rule authority." While municipalities across the state hold a wide range of legal and policy authority, they have limited control over taxing, fees, and borrowing without the passage of a home rule petition in the state legislature.⁵

C. Current Context for Cultural Planning

Cultural Planning Governance

The City of Boston has formed a 15-member Steering Committee to steward the cultural planning process. The Steering Committee is made up of members of the arts and cultural sector, the Commissioner for the Mayor's Office of Arts + Culture, and representatives from other City departments (to encourage and facilitate cross-departmental collaboration). Committee members were invited by Joyce Linehan, the City of Boston's Chief of Policy, based on nominations from the City of Boston, the Barr Foundation, The Klarman Family Foundation, and TDC. Appendix A contains the full list of confirmed Steering Committee members and their anticipated roles and responsibilities.

This fall the Steering Committee will begin identifying candidates, with nominations from the community, to serve on a larger Leadership Council that is representative of Boston's diverse sectors, populations, and neighborhoods. The cultural planning consultant will meet with the Steering Committee, City representatives, foundation representatives, and other key stakeholders to define the governance structure for cultural planning and populate a Leadership Council that reflects the networks and functionality needed in the planning process.

Partners in Cultural Planning

The cultural planning process is an initiative of the City of Boston supported by two private partners, the Barr Foundation and The Klarman Family Foundation. Staff of both foundations are serving on the Steering Committee as representatives of the cultural funding community, not as fiscal supporters of cultural planning.

TDC has received funding to support the City of Boston in preparing for and managing the cultural planning process. The firm has completed benchmarking research, shared with the partners and the Steering Committee, to understand how other cities have conducted cultural planning. This research informed the initial structure for Boston's planning process. Among other responsibilities, TDC will facilitate the Steering Committee meetings prior to the consultant appointment; oversee the dissemination of the RFP and selection of a cultural planning consultant; issue and monitor the planning consultant's contract; and track progress against agreed-upon goals throughout the planning period.

Minelli, Inc., a Boston-based firm specializing in brand strategy and engagement, will lead the development of a brand identity, design framework, and website for cultural planning in Boston.

⁵ This paragraph is meant to make applicants aware of the unique legal structure of the City vis-à-vis the Commonwealth. It is not to be relied upon for any legal conclusion but rather a basis by which to seek legal counsel.

Branding and design conversations will begin with the Steering Committee this fall. Minelli has been subcontracted by TDC.

II. SCOPE OF SERVICES

A. Overview

Mayor Walsh desires a cultural plan that will define a new vision for arts and culture in Boston to ensure that all residents can fully experience and benefit from Boston's vibrant arts and cultural life. The Mayor has named the following core values for cultural planning in Boston:

Diversity, equity, respect, imagination, innovation, fun, creativity, access, accountability, transparency, and collaboration.

Consultant proposals should outline an inclusive, citywide research process to gather ideas from Boston's residents and visitors, and the cultural organizations that serve them. Arts and cultural activities, neighborhood town halls, and social media are just some of the methods that should be considered. The City is looking for ways to make this process as dynamic, creative, and engaging as possible, so that the planning process itself embodies and enlivens the creative spirit of Boston.

In addition to fostering a citywide civic dialogue, the City also envisions the cultural planning process to involve research (conducted by subcommittees or task forces) into specific issues or challenges raised by the public engagement process to identify solutions and make policy recommendations for inclusion in the cultural plan. These strategic recommendations should be synthesized to form the cultural direction for Boston.

The cultural plan should provide the vision, priorities, policy framework, strategies, structures, timeline, feasibility, and funding requirements essential to enhancing Boston's arts and cultural sector, with benchmarks to measure success.

B. Responsibilities of the Consultant

The following responsibilities represent the baseline expectations the City has for a consultant; however, suggestions of alternate processes or structures particular and appropriate to Boston are welcomed. The precise scope of services will be negotiated with the selected consultant.

1) Project management

- a. Develop a comprehensive project plan that includes goals and a clear methodology, accompanied by a timeline indicating delivery of progress reports, presentations to key stakeholders, and release of final product.
- b. Design a governance structure for all cultural planning committees and subcommittees.
- c. Facilitate and manage activities and communications related to the Steering Committee and Leadership Council, including meeting schedules, agendas, and material preparation, for planning purposes as well as progress reports.
- d. Develop and implement a communications strategy to reach and engage relevant stakeholders.

- e. Facilitate the integration of cultural planning with other planning processes taking place in the City of Boston, such as the Mobility Action Plan in the Department of Transportation, Boston Housing 2030 in the Department of Neighborhood Development, and the Climate Action Plan in the Cabinet of Environment, Energy, and Open Space.
 - f. Collaborate with Minelli, Inc. and City of Boston staff on design of collateral materials including but not limited to social media, newsletters, web content, and the final report document.
 - g. Partner with TDC to ensure a successful process, provide progress reports, and track contract compliance.
 - h. Attend any press or media events associated with the project.
- 2) Research and analysis
- a. Review the recent history of the City of Boston’s support for the arts and the Mayor’s Office of Arts + Culture’s current cultural programming and services.
 - b. Provide a situation analysis of Boston’s current cultural landscape including but not limited to trends, demographic shifts, policies, and assets.
 - c. Research the role of Boston as a regional arts, culture, and creative industries center in the context of the Greater Boston area. Based on research, recommend strategies to engage stakeholders beyond Boston as needed.
 - d. Develop and manage the tools necessary to collect community input and data.
 - e. Compile, organize, synthesize, and analyze all data and information collected from research, interviews, social media, etc.
- 3) Public engagement and civic dialogue
- a. Identify, describe, and implement a comprehensive strategy and methodology for resident and visitor involvement in the cultural planning process. Provide well-organized and directed activities, techniques, and formats to ensure a positive and inclusive public participation process is achieved. The strategy should also include a communications plan for keeping the public up-to-date on planning progress and learnings.
 - b. Ensure the process collects input from residents and visitors of diverse backgrounds, for whom English is a second language.
 - c. Act as professional facilitators or train local leaders to solicit input from as many people as possible, including those who already access cultural amenities and those who do not, utilizing a variety of information gathering techniques (e.g., public community meetings, focus groups, and individual stakeholder interviews, and including online planning platforms such as [Community PlanIt](#)).
 - d. Provide written reports with summaries of the results of all public research efforts.
- 4) Issue-specific subcommittees
- a. After synthesizing research findings and outcomes of public engagement efforts, propose to the Leadership Council priority topics to be explored in greater depth by subcommittees.
 - b. Organize and support subcommittees in their efforts to identify creative solutions and strategies to address sector needs and interests.
 - c. Connect subcommittees with issue area experts as needed.
 - d. Ensure subcommittee recommendations include a set of coordinated actions within a defined timeframe (short, mid, and long-term); an assessment of the resource

- requirements for implementation, including types of investments, possible cost ranges, and potential funding sources; and goals accompanied by measurable objectives and metrics for tracking progress.
- e. Organize and facilitate the presentation of the subcommittees' efforts to the Leadership Council; incorporate information and feedback into a written draft of the plan, accurately reflecting the planning process.

5) Development and dissemination of the cultural plan

- a. Draft a cultural plan for Boston that includes written goals, plans, objectives and policy statements that articulate a clear vision and implementation plan for the City of Boston's cultural development.
- b. Produce charts, graphs, maps and other data as needed to support the plan and its presentation to multiple stakeholder audiences.
- c. Upon completion of the draft plan, design and implement a review process to ensure community input.
- d. Determine measures of success by which progress on the plan can be assessed.
- e. Present drafts of the final plan to the Steering Committee and Leadership Council; incorporate feedback as appropriate.
- f. Present the final plan to various audiences as requested, including the Mayor's Office, City Council, residents, and committees.
- g. Develop a marketing campaign for public communication of the plan.
- h. Organize structures, committees, or other means to hold the City accountable to the cultural plan.

III. CULTURAL PLANNING PROCESS OVERSIGHT

Oversight for the cultural planning process is shared by the City of Boston and TDC. Process and policy oversight will rest with Joyce Linehan, Chief of Policy, or her designee. Financial oversight will rest with TDC.

IV. PROJECT SCHEDULE

The following project timeline is anticipated:

- October 3: RFP disseminated
- October 6-17: Open period for questions related to RFP
- October 27: Proposals due by 5:00 pm ET
- Week of October 27: Steering Committee reviews proposals
- Week of November 3: Candidate telephone interviews (if necessary)
- November 14: Finalists notified
- November 19 or 21: Finalist presentations to Steering Committee
- Week of December 8: Cultural planning consultant notified
- Week of December 15: Contract negotiations and processing between chosen consultant and TDC

- January 2015: Cultural planning starts under consultant leadership
- July 2016: Target completion date

V. PROPOSAL PREPARATION AND SUBMISSION

The City of Boston is open to working with a qualified consultant or team of consultants to ensure a successful planning process. The City is also open to subcontracting experts around specific issue areas.

Please provide the following materials with your proposal:

1. A description of your current and past experience as it relates to developing a comprehensive cultural plan.
2. A detailed work plan describing your approach to designing, managing, and coordinating this project, including pricing (10-15 pages maximum).
 - a. The description should include the tasks listed in Section II, "Scope of Services." In addition, include any steps/tasks not included in the "Scope of Services" that the consultant feels would materially affect the quality of the project.
 - b. Please include a brief narrative explanation of how your work plan will ensure Boston's cultural planning process is appropriately inclusive, diverse, and representative.
 - c. Please provide a written summary identifying the types of information, data, and administrative assistance expected from the City to complete this project.
3. Supplemental information:
 - a. Reports and/or descriptions of similar projects you have completed.
 - b. Promotional material describing the consultant's services.
 - c. Biographies.
 - d. Three references.

Proposals should be submitted as PDF files via email, with "Proposal for Boston's Cultural Plan" in the subject line, to Ashley Berendt, aberendt@tdcorp.org. **The RFP deadline is 5:00 pm ET on Monday, October 27, 2014.**

VI. PROPOSAL EVALUATION CRITERIA

Proposals will be evaluated by the Steering Committee based on, but not limited to, the following considerations and criteria:

- Demonstrated knowledge of Boston or a process to reach an understanding of it.
- An innovative and effective approach to cultural planning and the development of cultural policy strategies.
- An ability to reach and engage a range of constituents from within the arts, as well as other sectors.
- A willingness to involve local arts organizations and artists in fostering a process that is fun and imaginative for Boston's residents and visitors.
- Proposal of a planning process that fits the project budget guidelines.
- Demonstrated and applicable experience in:

- creating strategy and implementation plans for municipalities or other public agencies;
- engaging diverse communities thoughtfully in a public process;
- leading, coordinating, and facilitating complex public engagement processes, including management of multiple stakeholder committees;
- devising and executing a communications strategy for cultural planning; and
- building an accountable implementation and funding plan.

As part of the evaluation process, the consultant may be asked to participate in a phone interview or present his or her proposal to the Committee in person.

VII. INQUIRIES

All inquiries regarding this proposal should be directed to:

Ashley Berendt, Senior Associate
TDC (Technical Development Corporation)
aberendt@tdcorp.org
617-728-9151

Appendix A: Steering Committee Members

Steering Committee for Cultural Planning in Boston

- **Julie Burros**, Commissioner, Mayor's Office of Arts + Culture
- **Carole Charnow**, President and CEO, Boston Children's Museum
- **Christopher Cook**, Commissioner, City of Boston Parks and Recreation; and former Director, Mayor's Office of Arts, Tourism, and Special Events
- **Michael Evans**, Developer & Designer, Mayor's Office of New Urban Mechanics
- **Eve Ewing**, writer and poet; Development Manager, Urbano Project; doctoral candidate, Harvard Graduate School of Education; Outreach Coordinator, Massachusetts Literary Education and Performance Collective
- **Evan Garza**, Independent Curator, Co-Founder & Assistant Director of Fire Island Artist Residency (FIAR), and member of Boston Public Art Commission
- **Vineet Gupta**, Director of Planning, Boston Transportation Department
- **Ted Landsmark**, President Emeritus, Boston Architectural College; Board Member, Boston Redevelopment Authority
- **Anne-Marie Lubenau**, Director, Rudy Bruner Award for Urban Excellence at The Bruner Foundation
- **Michael Maso**, Managing Director, Huntington Theatre Company
- **Myran Parker-Brass**, Executive Director for the Arts, Boston Public Schools
- **Miguel Rodriguez**, Executive Director, Boston Baroque
- **Laura Sherman**, Senior Program Officer, The Klarman Family Foundation
- **Abi Vladeck**, Special Assistant, City of Boston Capital Planning
- **San San Wong**, Senior Program Officer, Barr Foundation

Steering Committee Staff

- **Daniel Green**, Policy Analyst, Mayor's Office of the City of Boston
- **Charlie McEnerney**, Project Manager for Cultural Planning with the City of Boston
- **Ashley Berendt**, Senior Associate, TDC
- **Liz Curtis**, President, TDC

Steering Committee Roles and Responsibilities

- Stewarding the entire process, from research to community engagement to policy development.
- Reviewing planning process proposals in response to an RFP and recommending a cultural planning consultant.
- Serving as the point of contact for the consultant, other committees, and the general public.
- Identifying and engaging key leaders to serve on committees, and providing counsel to committee members.
- Advising on the development of the communications strategy and community engagement process.
- Connecting cultural planning with the planning activities of City departments, and with other civic leaders.
- Reviewing and commenting on drafts of the cultural plan and strategies for implementation.
- Meeting twice a month throughout the entire process, beginning in September 2014.

Appendix B: Pertinent Cultural Studies

Reference List: Recent Research Reports on the Arts & Culture Sector in Boston

Title	Year	Focus Area	Topic	Reference
Funding for Cultural Organizations in Boston and Nine Other Metropolitan Areas	2003	Boston	Cultural Funding	The Boston Foundation. (2003). <i>Funding for Cultural Organizations in Boston and Nine Other Metropolitan Areas</i> . Retrieved from The Boston Foundation Web site: https://www.tbf.org/~media/TBFOrg/Files/Reports/Funding%20for%20Cultural%20Organizations%20summary.pdf
Culture is Our Common Wealth: An Action Agenda to Enhance Revenue and Resources for Massachusetts Cultural Organizations	2004	Massachusetts	Sector Overview	The Boston Foundation. (2004). <i>Culture is Our Common Wealth: An Action Agenda to Enhance Revenue and Resources for Massachusetts Cultural Organizations</i> . Retrieved from The Boston Foundation Web site: http://www.tbf.org/~media/TBFOrg/Files/Reports/Culture%20is%20Our%20Common%20Wealth%20report.pdf
Arts Service Organizations: A Study of Impact Capacity	2005	Boston	Arts Service Organizations	The Boston Foundation. (2005). <i>Arts Service Organizations: A Study of Impact Capacity</i> . Retrieved from The Boston Foundation Web site: http://www.tbf.org/~media/TBFOrg/Files/Reports/Arts%20Service%20Organizations%20summary.pdf
Vital Signs: Metro Boston's Arts and Cultural Nonprofits, 1999 and 2004	2007	Boston	Sector Overview	The Boston Foundation. (2007). <i>Vital Signs: Metro Boston's Arts and Cultural Nonprofits, 1999 and 2004</i> . Retrieved from The Boston Foundation Web site: http://www.tbf.org/~media/TBFOrg/Files/Reports/2007_ArtsReport_final.pdf
The Risk of Debt in Financing Nonprofit Facilities: Why Your Business Model Matters	2007	Massachusetts	Cultural Funding	TDC. (2007). <i>The Risk of Debt in Financing Nonprofit Facilities: Why Your Business Model Matters</i> . Retrieved from the TDC Web site: http://tdcorp.org/pubs/TDC_debt_study_2007.pdf

Title	Year	Focus Area	Topic	Reference
New England's Creative Economy: Nonprofit Sector Impact	2011	New England	Sector Overview	New England Foundation for the Arts (NEFA). (2011). <i>New England's Creative Economy: Nonprofit Sector Impact</i> . Retrieved from the New England Foundation for the Arts Web site: http://www.nefa.org/sites/default/files/nefanonprofitreport2011_web.pdf
Passion & Purpose Revisited: Massachusetts Nonprofits and the Last Decade's Financial Roller Coaster	2012	Massachusetts	Sector Overview	The Boston Foundation. (2012). <i>Passion & Purpose Revisited: Massachusetts Nonprofits and the Last Decade's Financial Roller Coaster</i> . Retrieved from The Boston Foundation Web site: http://www.tbf.org/~media/TBFOrg/Files/Reports/PP2012Final.pdf
The Arts Advantage: The Impact of Education in Boston Public Schools	2013	Boston	Arts Education	EdVestors. (2013). <i>The Arts Advantage: The Impact of Education in Boston Public Schools</i> . Retrieved from The Boston Public Schools Arts Web site: http://www.bpsarts.org/images/downloads/arts_initiative/BPS_Arts_Expansion_Case_Study_EdVestors_June_2013.pdf
Students Speak: The Arts Advantage from the Youth Perspective	2013	Boston	Arts Education	EdVestors. (2013). <i>Students Speak: The Arts Advantage from the Youth Perspective</i> . Retrieved from the EdVestors Web site: http://www.edvestors.org/wp-content/uploads/2014/06/Students-Speak-The-Arts-Advantage-from-the-Youth-Perspective.pdf
The Arts Factor: Measurable Impact. Boundless Possibilities	2014	Boston	Sector Overview	Arts Boston. (2014). <i>The Arts Factor: Measurable Impact. Boundless Possibilities</i> . Retrieved from the ArtsBoston Web site: http://www.artsboston.org/sites/artsboston.org/TheArtsFactor_book_reprint_final_pages.pdf