

# The Power of Culture to Transform Communities: assessing the impact of cultural organizations

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*June 12, 2008  
Easton, Pennsylvania*



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[www.c-3-d.org](http://www.c-3-d.org)

# Transforming communities and economies

- Small and medium cities face special challenges
  - Industrial change or economic decline
  - Less diverse local economies, more difficult to “hedge”
  - Specialized infrastructure not easily transformed
- How to forge a new identity?
  - Move community in new directions – new economic sectors
  - Transforming community will always be a difficult process
  - Change = uncertainty
  - What role will I have, or will my business have?
- Two strategies
  - Wait for desperation to set in
  - Build support through discussion and an inclusive vision



# Research

- Many communities looking to cultural organizations
  - Transform economy
  - Provide community identity
- Can this strategy possibly work?
  - Enhances quality of life
  - Attracts visitors
  - Provides employment directly and indirectly
- Is this strategy economically viable?
  - Organizations are typically not-for-profit
  - Rarely have direct revenues that cover all costs
- Set out to examine a wide variety of communities
  - When does this approach work?



# C<sup>3</sup>D web site for reports, and ...

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## Case Studies

The organizations we study and the information we have gathered about them.



## The C<sup>3</sup>D Toolkit

[Click here for evaluation tools, designed by C<sup>3</sup>D.](#)

## C<sup>3</sup>D Publications

### [Culture and Revitalization](#)

Culture and Revitalization: The Economic Effects of MASS MoCA on its Community, 2006, Stephen C. Sheppard, Kay Oehler, Blair Benjamin, and Ari Kessler. [PDF Here.](#)

### [Mill Town, Factory Town, Cultural Economic Engine](#)

Mill Town, Factory Town, Cultural Economic Engine: North Adams in Context, 2006, Kay Oehler, Stephen C. Sheppard, and Blair Benjamin. [PDF Here.](#)

### [Shifting Sands in Changing Communities](#)

Shifting Sands in Changing Communities: The Neighborhoods of North Adams, Massachusetts, 2006, Kay Oehler, Stephen C. Sheppard, Blair Benjamin, and Lily Li. [PDF Here.](#)

### [Network Analysis and the Social Impact of Cultural Arts Organizations](#)

Network Analysis and the Social Impact of Cultural Arts Organizations, 2007, Kay Oehler, Stephen C. Sheppard, Blair Benjamin, and Laurence K. Dworkin. [PDF Here.](#)

## C<sup>3</sup>D News

### [Center Awarded IMLS Grant](#)

The Center has been awarded a generous grant from the Institute for Museum and Library Services to fund its research proposal on Museums and Community: Evaluating the Economic and Social Impacts of Museums. For this study C3D researchers will analyze 16 museums and communities around the US. More information [here.](#)

### [NYT Reports on Colonial Theatre](#)

The Colonial Theatre in Pittsfield, MA was one of our first efforts to evaluate the potential for economic revitalization through culture. The theatre opens August 29, 2006. Read the New York Times article about the opening [here.](#) Read local coverage of opening night [here.](#) Visit the Colonial Theatre web site [here.](#)

[Read More](#)

# Case studies from around the country

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## Case Studies

### Culture and Community:



MACLA



NUESTRAS RAÍCES



QUEENS MUSEUM OF ART



ARTS AT MARK'S GARAGE



BINDLESTIFF STUDIOS

### Museums and Community:



MASS MOCA



KENOSHA PUBLIC MUSEUM

Site designed by Zack Sheppard. ©2008 by C3D.

The Center for Creative Community Development  
111 MassMOCA Way  
North Adams, MA 01247  
Phone: 413.884.0093  
Fax: 413.884.0098



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# C<sup>3</sup>D Toolkit: more suggestions for evaluation

Center for Creative Community Development - Windows Internet Explorer

http://www.c-3-d.org/Toolkit

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Google Go Bookmarks PageRank 803 blocked Check AutoLink AutoFill Send to Settings

Center for Creative Community Develop...

## C<sup>3</sup>D Empowering Cultural Organizations

Tools for Evaluating and Articulating Impact

Jump To Section

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overview

documenting

partnering

determining

evaluating economic

evaluating social

evaluating identity

advocacy

The goal of this online resource is to empower you to make the case for your organization as an economic and social catalyst in your community. You have opportunities to make that case on a daily basis, whether it's to your organization's staff or board of directors, or the city councilmembers, state arts agency representatives, private foundation officers, and individual and corporate donors. These tools will help you communicate to others the economic and social benefits your organization brings to the community.

**1. Overview**

Why should you measure and evaluate the economic and social impact of your organization? How will this toolkit assist you in that effort?

**2. Documenting Your Work**


What information should you collect if you want to undertake economic and social impact analysis? Visual Documentation. Publicity Documentation. Financial Documentation. Personnel Documentation. Audience Documentation.

**3. Developing Good Partnerships for Data Collection and Evaluation**

How can collaboration improve your measurement and evaluation programs? Who are good potential partners and how should you approach them? Colleges and universities. Other cultural or non-cultural organizations. United Ways.

**4. Determining What to Evaluate and What Not to Evaluate**

How can you get the most bang for the buck with an economic and social impact evaluation plan? What questions should you ask, and to whom should you pose them?



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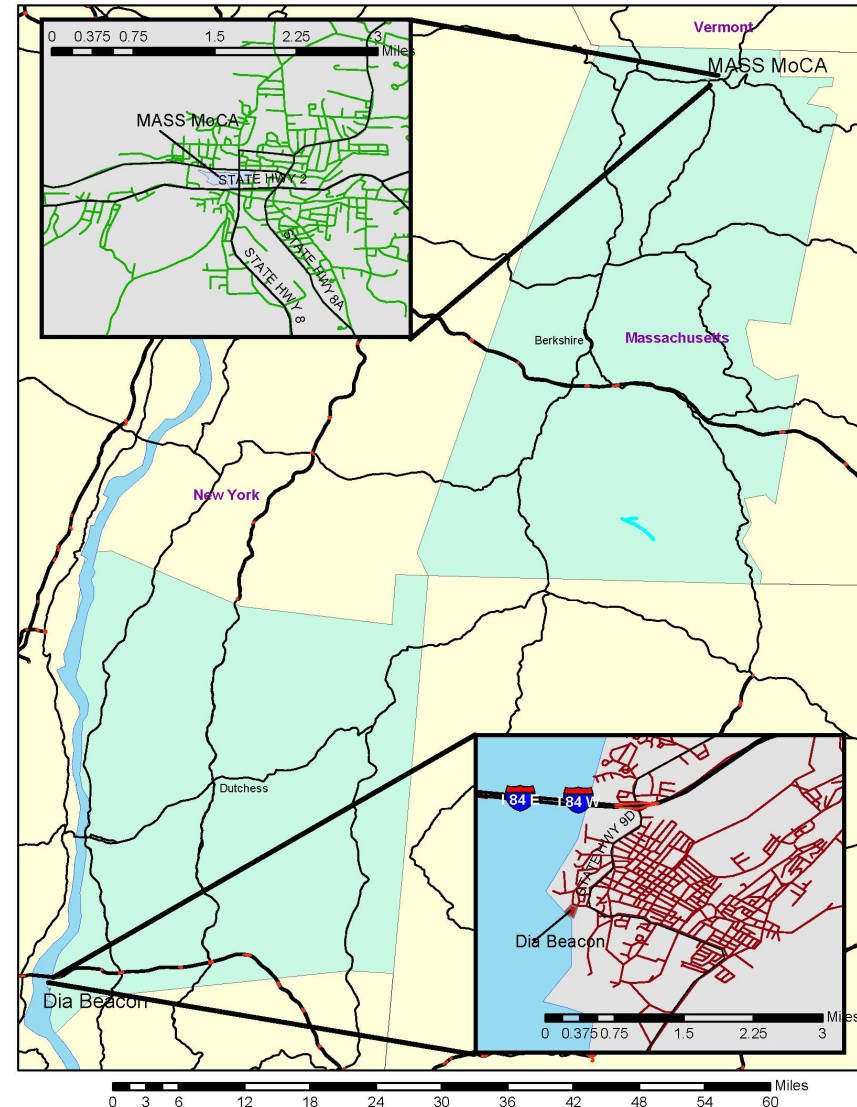


# Identify “natural laboratories”

- Many factors may influence economic development
- History
  - Architecture
  - Reputation
  - Existing assets
- Location
  - Access to other urban markets
  - Attractiveness as visitor destination
- Analysis of success or failure
  - Controlling for other factors
  - Focus on smaller cities where culture was the central component of economic development

# A Tale of Two Cities (and two Museums)

- North Adams, Massachusetts and Beacon, New York
- Small cities, industrial decline, high unemployment, urban blight
- Differences
  - MASS MoCA opened in 1999, Dia opened in 2003
  - Beacon on commuter rail line – possible commute to NYC
  - North Adams over 30 miles to Interstate Highway
  - MASS MoCA created with specific economic development goals and significant public sector investment
  - Dia has little or no performing arts programming
  - MASS MoCA visual arts programming changes on regular basis







MASS MoCA





Burning Day, 1999. Artist: Susan and Mark  
 Photography: Rickman, Photo: Jack Whitman



The B-10 Theater is a flexible theater space used for concerts, works in progress, lectures, and feast events. Here, spoken word artist Everfin Sylvester and his folk combo, Branching for Bangs, perform. Photo: Kevin Aeneasick



MISS MCA's Building 5 Gallery with installation of Jay Heikkinen's  
 Observed, 2001, collection of the artist. Photo: Rick Whitman

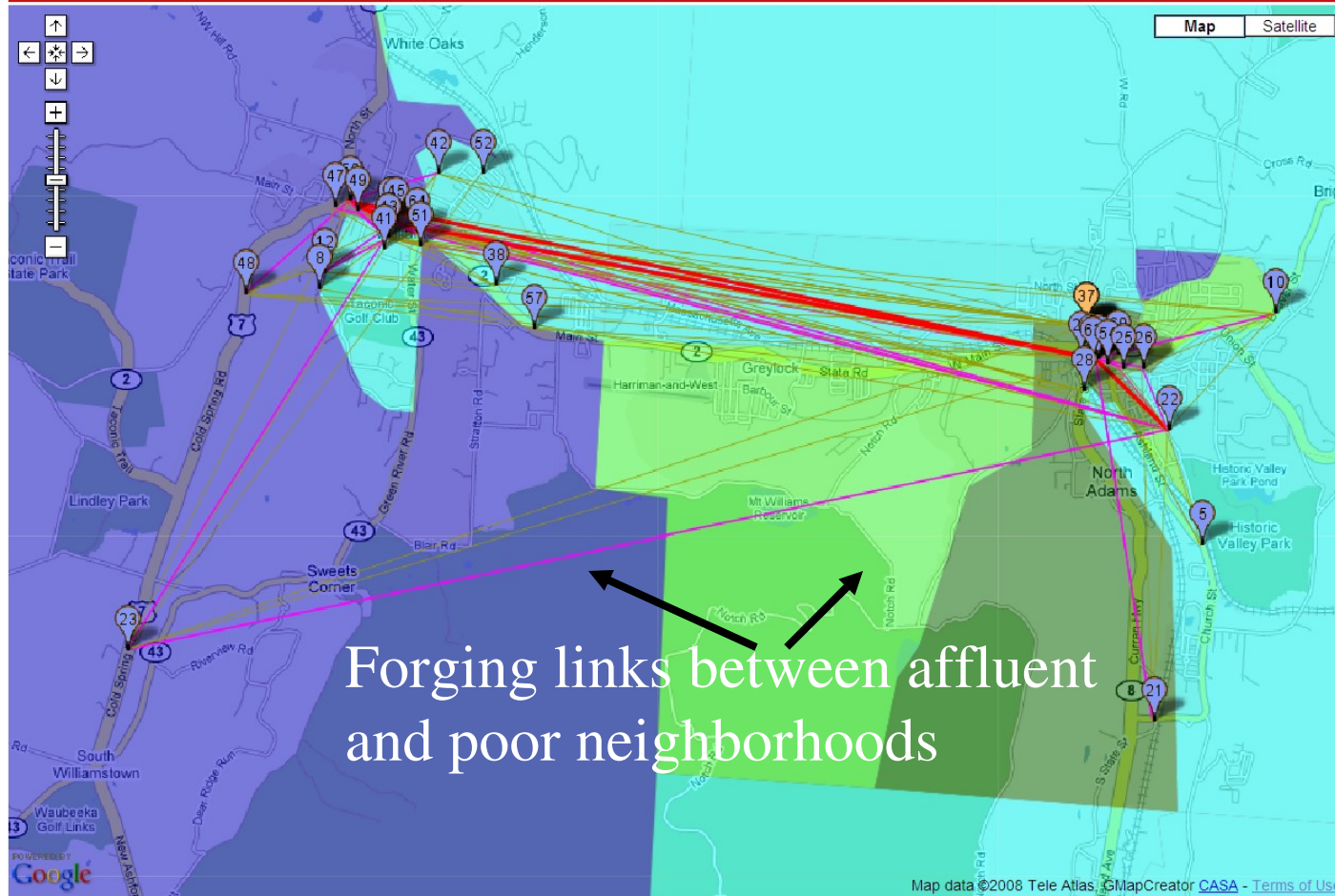


# Social impacts

- Cultural organizations provide a space where social capital is formed
- Communities meet together
  - To explore ideas
  - To learn new crafts
  - To develop common symbols and languages
  - To collaborate on education
- Cultural organizations can facilitate community partnership and cooperation
- Many of our case studies show this clearly – even if the organization and community struggles in other areas

# Seeing the network of community partners

## North Adams: Networks



Forging links between affluent and poor neighborhoods

**Key: % Poor**

- 5% or less
- Greater than 5%, 15% or less
- Greater than 15%, 25% or less
- Greater than 25%, 35% or less

**Key: Initiative Involvement (Primary Network)**

- Involved
- Very Involved
- Extremely Involved

**Select Census Data**  
% Poor

**Select Network**  
Primary Network

**MACLA Community Partners**  
5. Berkshire Family and Individual Resources

Show All Partners

**Transparency Adjustment: Census**  
Map 1/4 1/2 3/4 Data

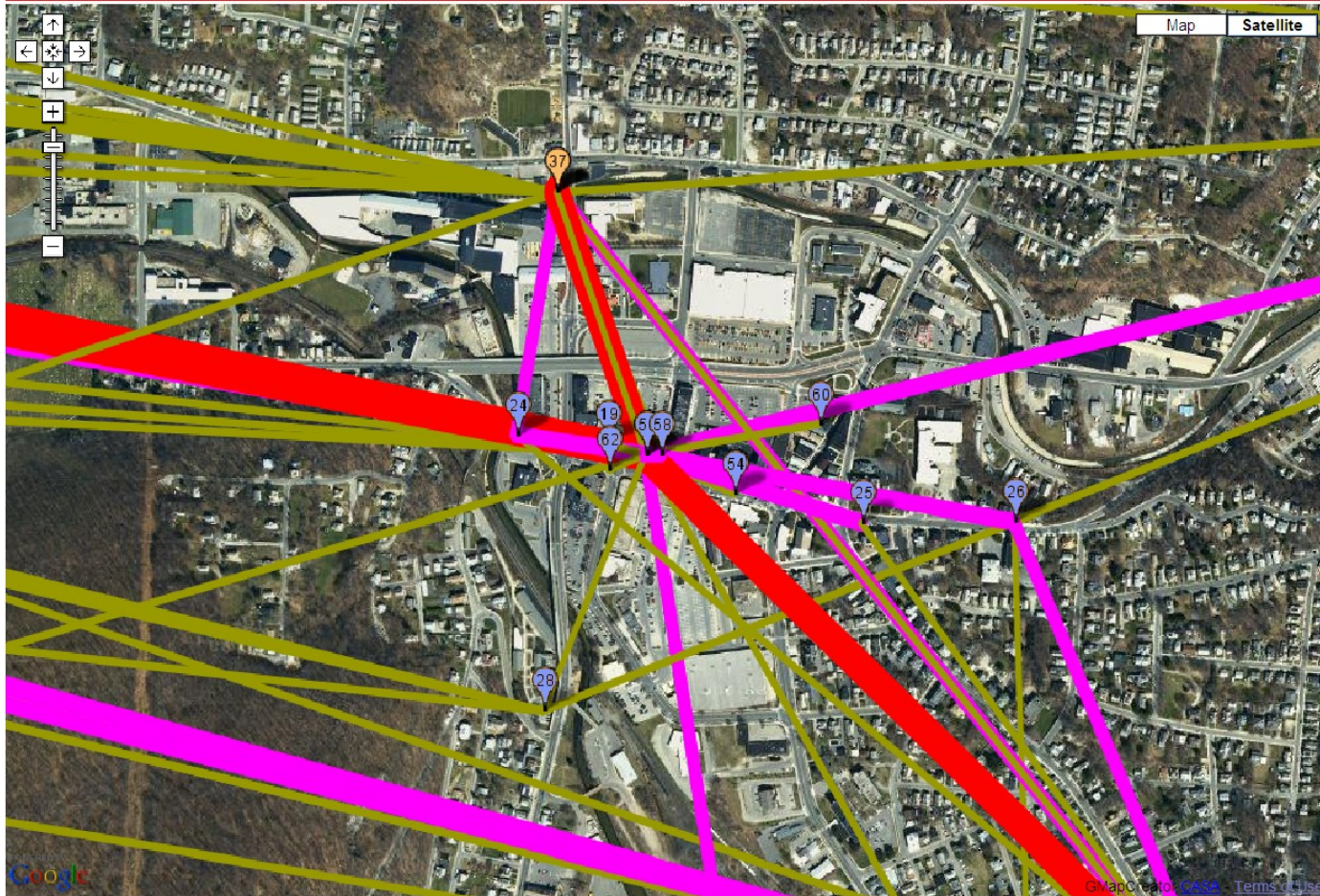
**Detailed Network Analysis**  
Network Analysis Learn More  
Visitors Econ Impact Return

Map data ©2008 Tele Atlas, MapCreator, CASA - Terms of Use



# Zoom in to see links between neighborhood groups

## North Adams: Networks



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Visitors Econ Impact Return

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# Economic impacts

- This is often the central concern
- How can it work?
  - Cultural organizations are also economic organizations
  - Purchase inputs from other economic sectors
  - Local employment in a variety of occupations
  - Attract visitors and other “customers” to area
  - Enhance quality of life in the community
- Doubts persist and must be addressed
  - How can a not-for-profit organization be a net economic benefit?
  - Would investment in another (profitable) sector be better?
  - Should culture be used as an instrument for economic development?



# Income and employment generation

**Dia:Beacon**  
Riggio Galleries



Museum Budget

**\$4,500,000**

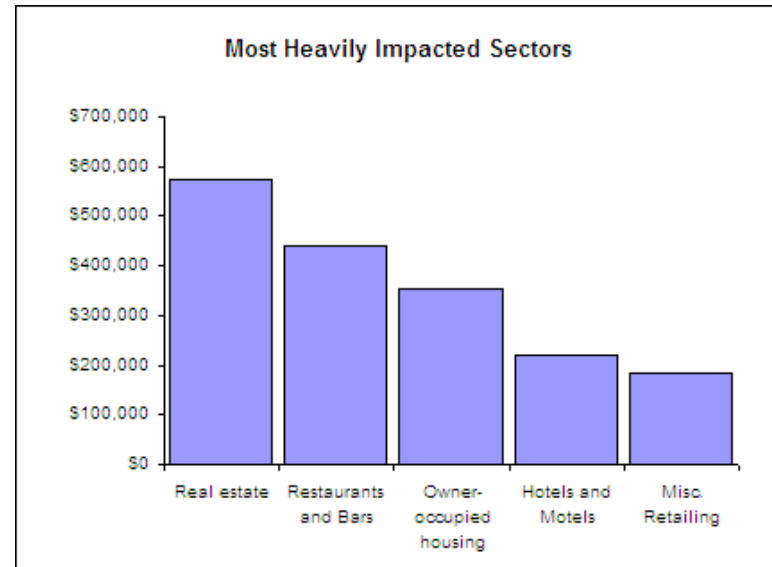
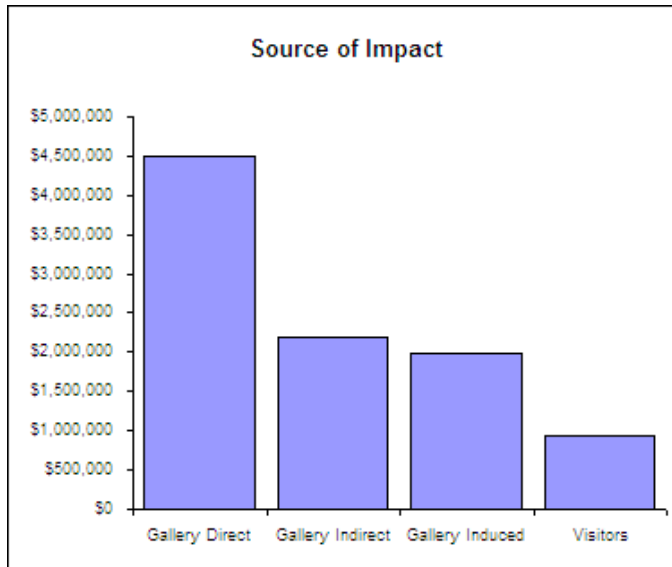
Non-Local Visitors

**65,000**

Price Level

**2007**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
<b>Gallery and Other Programming</b>	\$4,500,000	\$2,202,567	\$1,991,781	<b>\$8,694,348</b>
<b>Non-local Visitors</b>	\$643,820	\$116,967	\$169,354	<b>\$930,141</b>
<b>Total</b>	<b>\$5,143,820</b>	<b>\$2,319,534</b>	<b>\$2,161,135</b>	<b>\$9,624,489</b>



# Impact in a wide variety of sectors

## Impact of Dia Beacon Gallery and Visitors by Economic Sector

Description	Direct	Indirect	Induced	Total
Museums and historical sites	\$4,500,000	\$0	\$2,779	\$4,502,779
Real estate	\$0	\$488,907	\$85,404	\$574,311
Food services and drinking places	\$268,450	\$40,281	\$130,629	\$439,360
Owner-occupied dwellings	\$0	\$0	\$353,143	\$353,143
Hotels and motels including casino	\$207,090	\$5,704	\$8,069	\$220,863
Miscellaneous store retailers	\$168,126	\$2,123	\$14,303	\$184,553
Other educational services	\$0	\$241,998	\$12,260	\$254,258
Power generation and supply	\$0	\$136,223	\$55,250	\$191,473
Offices of physicians dentists	\$0	\$0	\$151,807	\$151,807
Maintenance and repair of nonres property	\$0	\$126,816	\$10,322	\$137,138
Hospitals	\$0	\$0	\$127,253	\$127,253
Business support services	\$0	\$124,034	\$3,023	\$127,057
Telecommunications	\$0	\$55,960	\$46,916	\$102,875
Monetary authorities and depository	\$0	\$32,347	\$60,664	\$93,012
Wholesale trade	\$0	\$32,129	\$53,442	\$85,571
Services to buildings and dwellings	\$0	\$74,687	\$13,648	\$88,335
Employment services	\$0	\$76,852	\$9,422	\$86,275



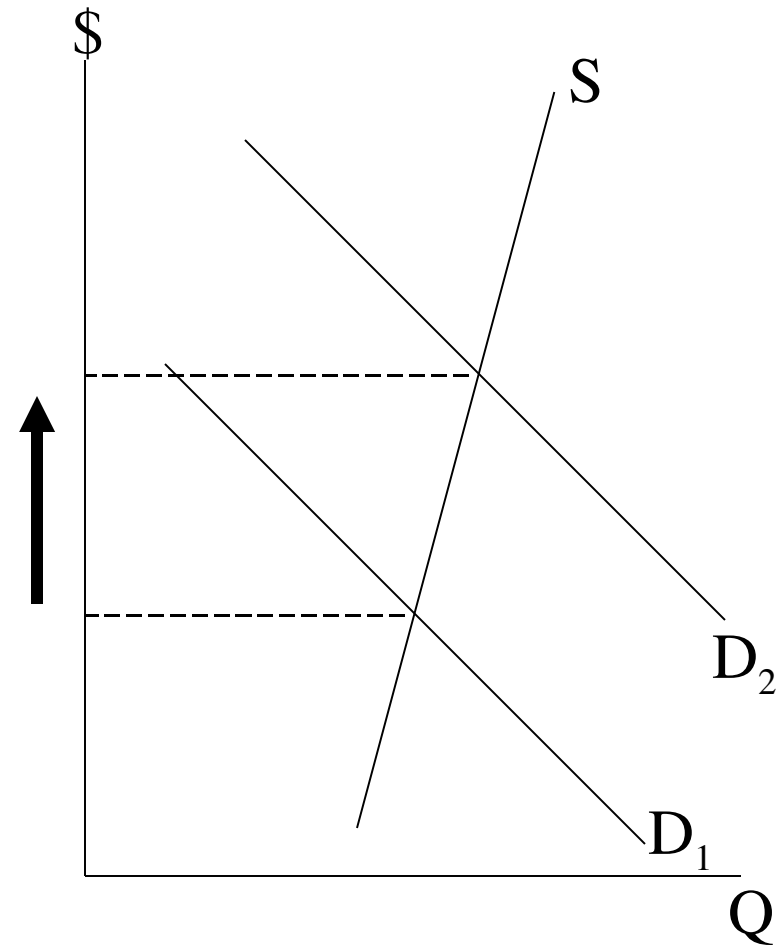
# Top Impact Sectors in Western Massachusetts

Industry Definition	Direct	Indirect	Induced	Total
State and Local government passenger transit	\$4,953,288	\$918,634	\$4,147,665	<b>\$10,019,587</b>
Museums, historical sites, zoos, and parks	\$4,953,288	\$2,340,160	\$2,137,708	<b>\$9,431,157</b>
Funds, trusts, and other financial vehicles	\$4,953,288	\$2,496,266	\$1,819,049	<b>\$9,268,602</b>
Computer Systems design services	\$4,953,288	\$660,312	\$3,122,889	<b>\$8,736,489</b>
Elementary and Secondary Schools	\$4,953,288	\$1,154,313	\$2,615,037	<b>\$8,722,638</b>
Travel arrangement and reservation services	\$4,953,288	\$2,349,773	\$1,396,866	<b>\$8,699,927</b>
Motion Picture and video industries	\$4,953,288	\$2,617,634	\$1,112,360	<b>\$8,683,282</b>
Performing arts companies	\$4,953,288	\$1,527,023	\$2,145,306	<b>\$8,625,617</b>
Agriculture and forestry support activities	\$4,953,288	\$295,422	\$3,366,720	<b>\$8,615,430</b>
Grantmaking and social advocacy organizations	\$4,953,288	\$2,009,712	\$1,635,818	<b>\$8,598,818</b>
Civic, social, professional and similar organizations	\$4,953,288	\$1,816,095	\$1,823,769	<b>\$8,593,151</b>
Insurance carriers	\$4,953,288	\$1,981,677	\$1,616,970	<b>\$8,551,935</b>
Custom computer programming services	\$4,953,288	\$545,368	\$3,025,560	<b>\$8,524,216</b>



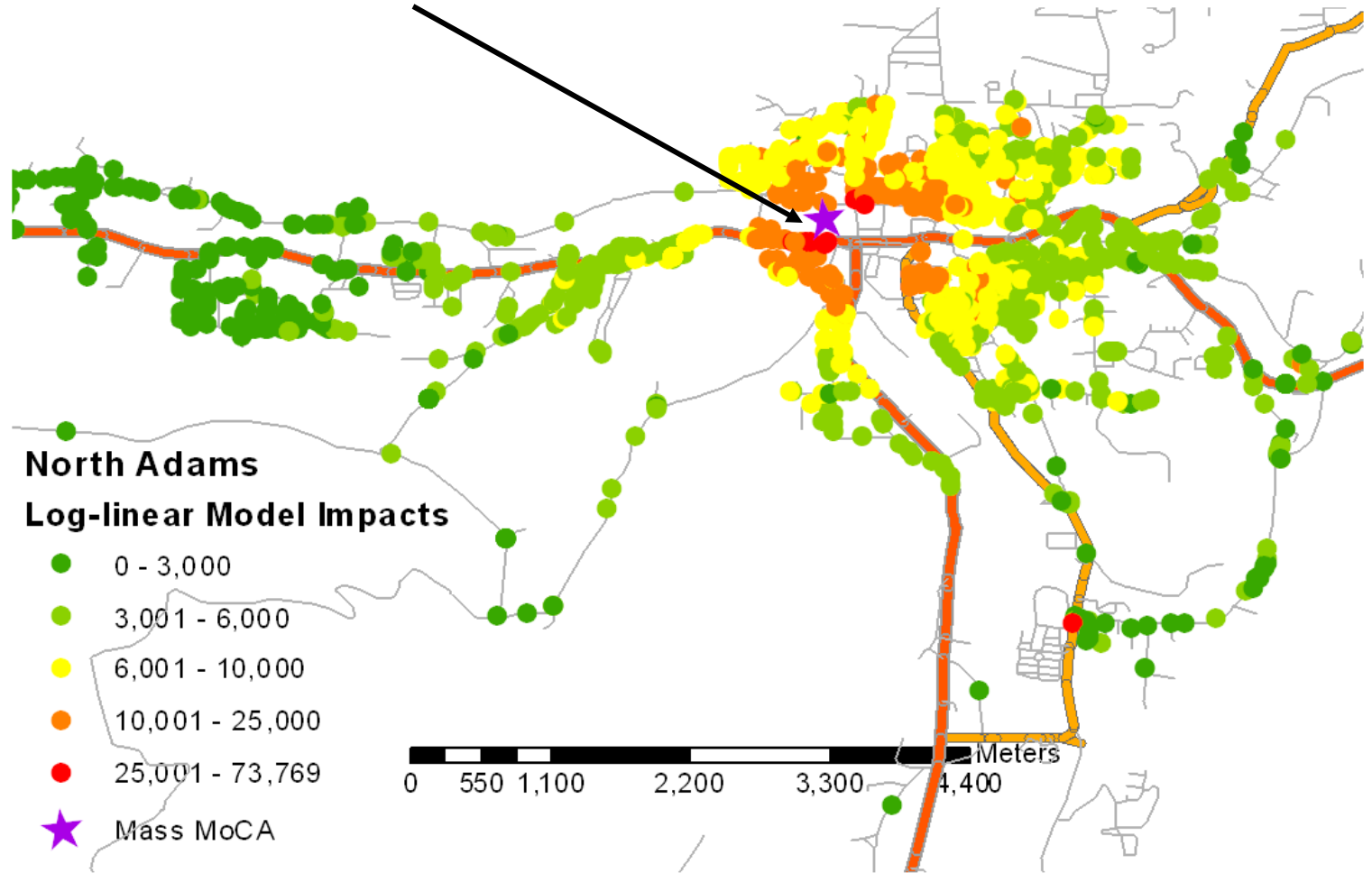
# Culture's Impact on Quality of Life

- Difficult to measure all aspects of quality of life
- Basic observation: improving the quality of life increases the desire of people to live in the community
- This generates an increase in the demand for housing
- Measured by an increase in property values



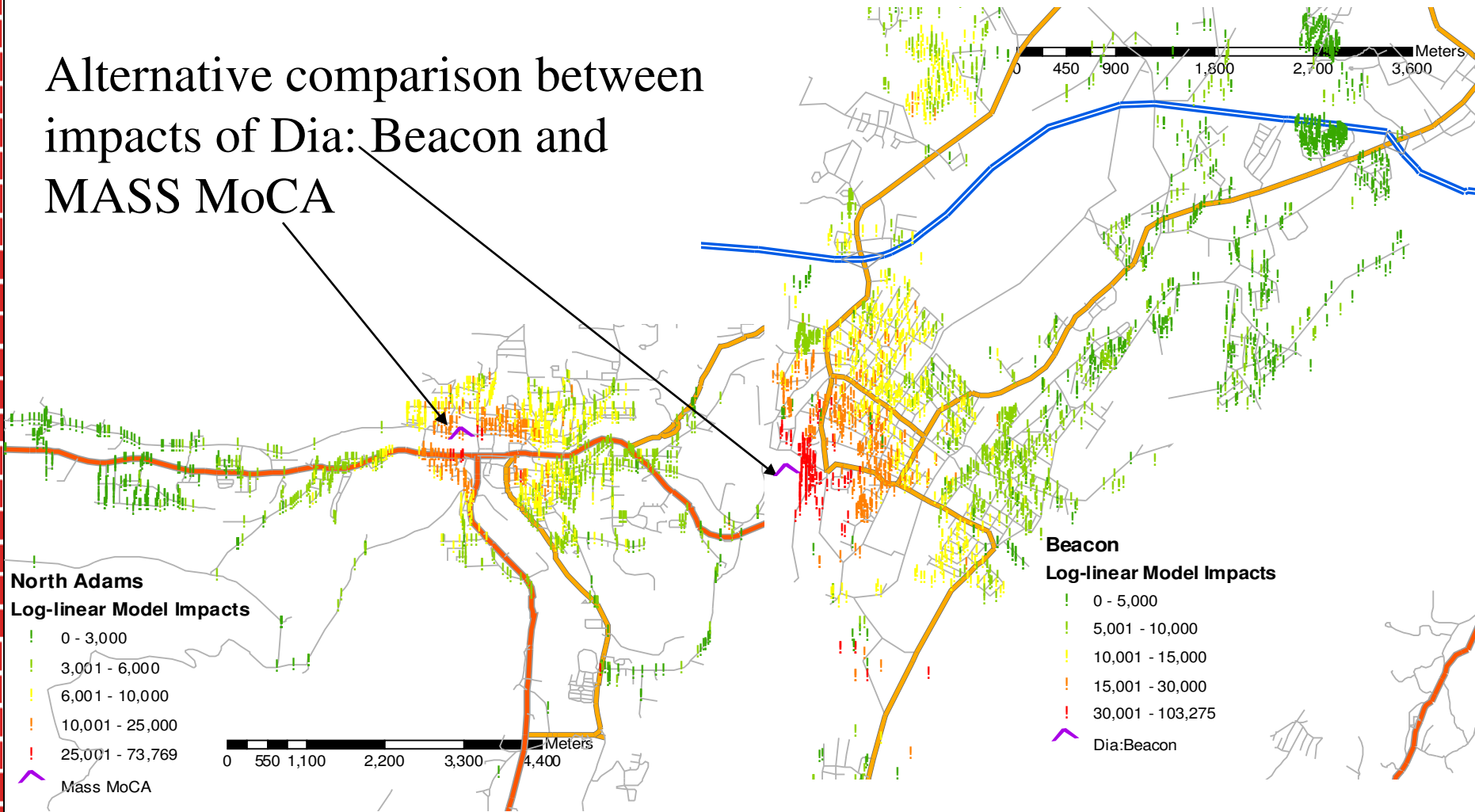
# Property Values Increase

## Impact of MASS MoCA



# Property Values Increase: Comparison

Alternative comparison between impacts of Dia: Beacon and MASS MoCA



# Total Impact

*Total Assessed Value of Residential Property:*



North Adams (1998)	\$292M
Beacon (2003)	\$281M

	Estimated impact
North Adams %	9.1%
<b>Total Impact</b>	<b>\$26.6M</b>
Beacon %	9.9%
<b>Total Impact</b>	<b>\$28.2M</b>

Commercial property improvements are not included!

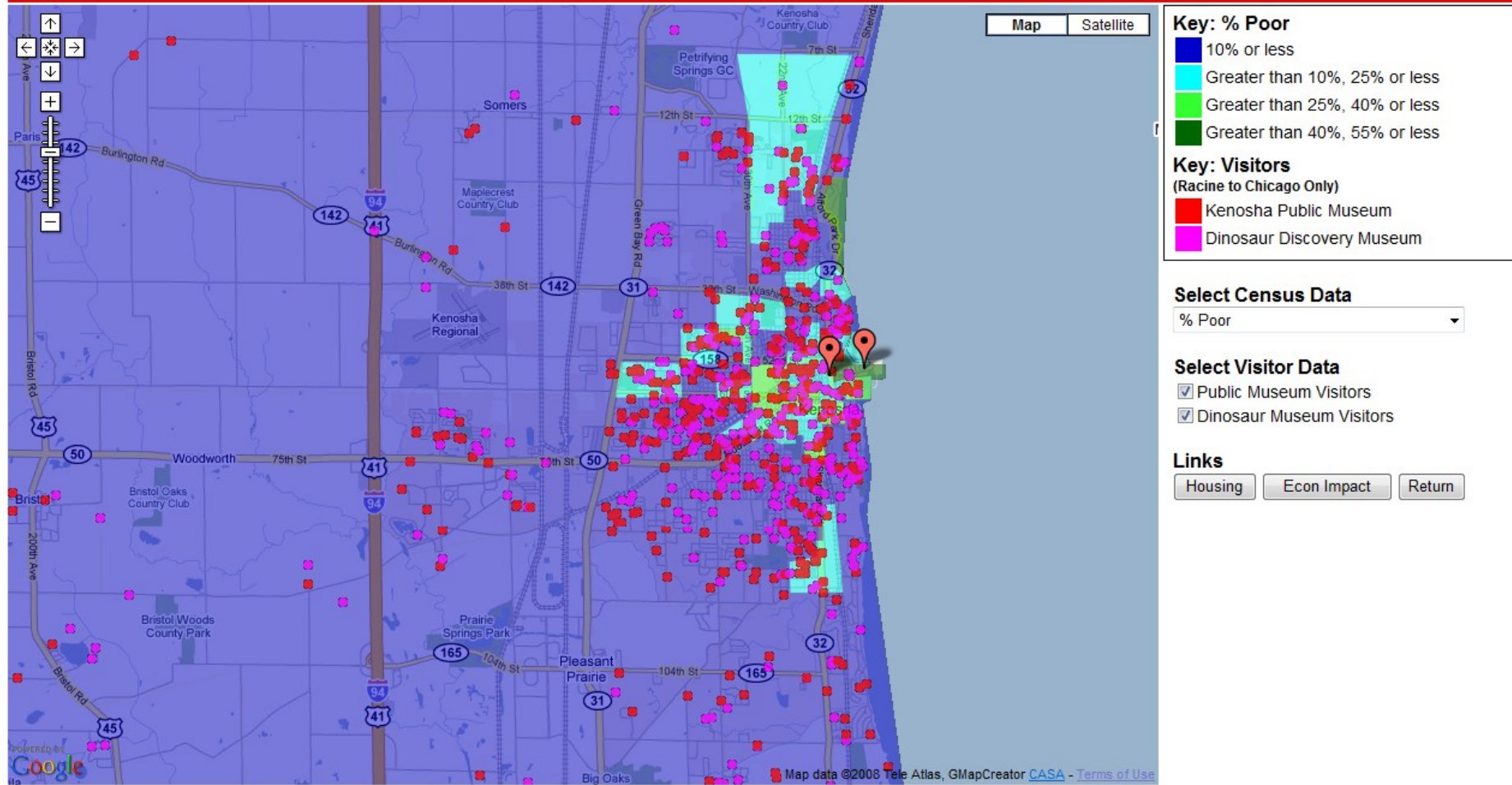
# Isolated examples?

- Clear impacts in these two cities
- Will this work everywhere?
  - Perhaps northeastern post-industrial cities are key?
  - Perhaps renovation of existing industrial spaces is important?
- Need to look at more examples
  - Smaller cities
  - Larger cities
  - Non-brownfield sites
  - Role of public investment
- Work in progress ...
  - Consider one more example



# Visitors drawn from around the region

## Kenosha: Visitors



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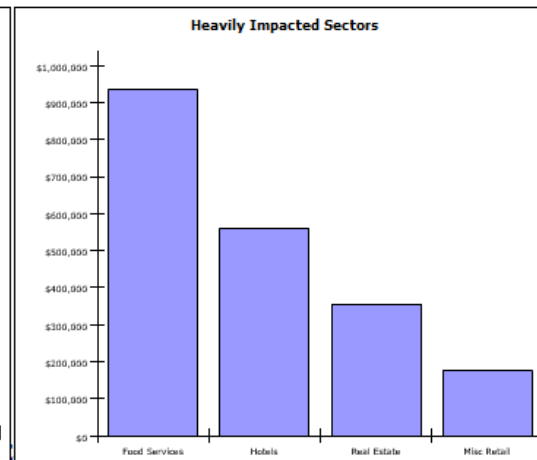
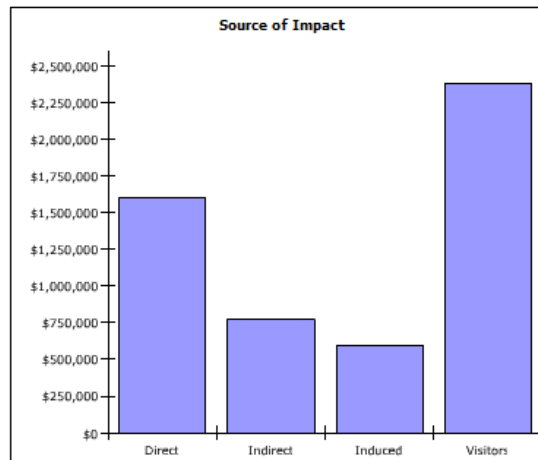
# Economic impacts in many sectors

Update    Reset    Print    Visitors    House Values    Return



## Economic Impacts of the Kenosha Public Museum

	Museum Budget	Non-Local Visitors	Price Level	
	1,600,000	42,000	2008	
	Direct	Indirect	Induced	Total
Gallery and Other Programming	\$1,600,000	\$770,226	\$597,674	\$2,967,900
Non-local Visitors	\$1,603,031	\$390,867	\$386,862	\$2,380,759
<b>Total</b>	<b>\$3,203,031</b>	<b>\$1,161,093</b>	<b>\$984,536</b>	<b>\$5,348,660</b>



Description	Direct	Indirect	Induced	Total
Museums, historical sites, zoos, and parks	\$1,600,000	\$0	\$207	\$1,600,207
Food services and drinking places	\$830,907	\$30,673	\$72,842	\$934,422
Hotels and motels, including casino hotels	\$554,446	\$1,442	\$2,020	\$557,908
Real estate	\$0	\$296,622	\$59,152	\$355,774

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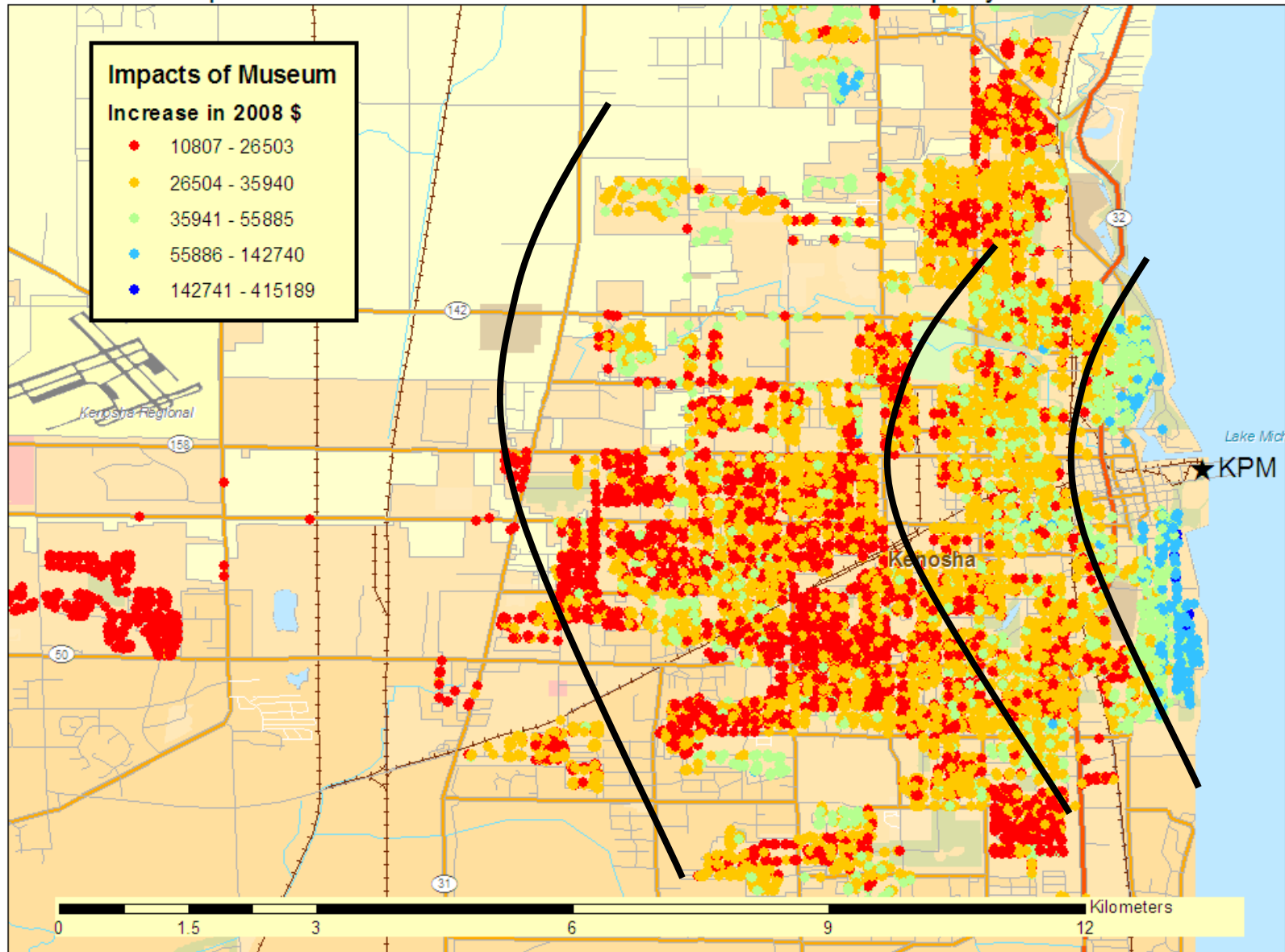
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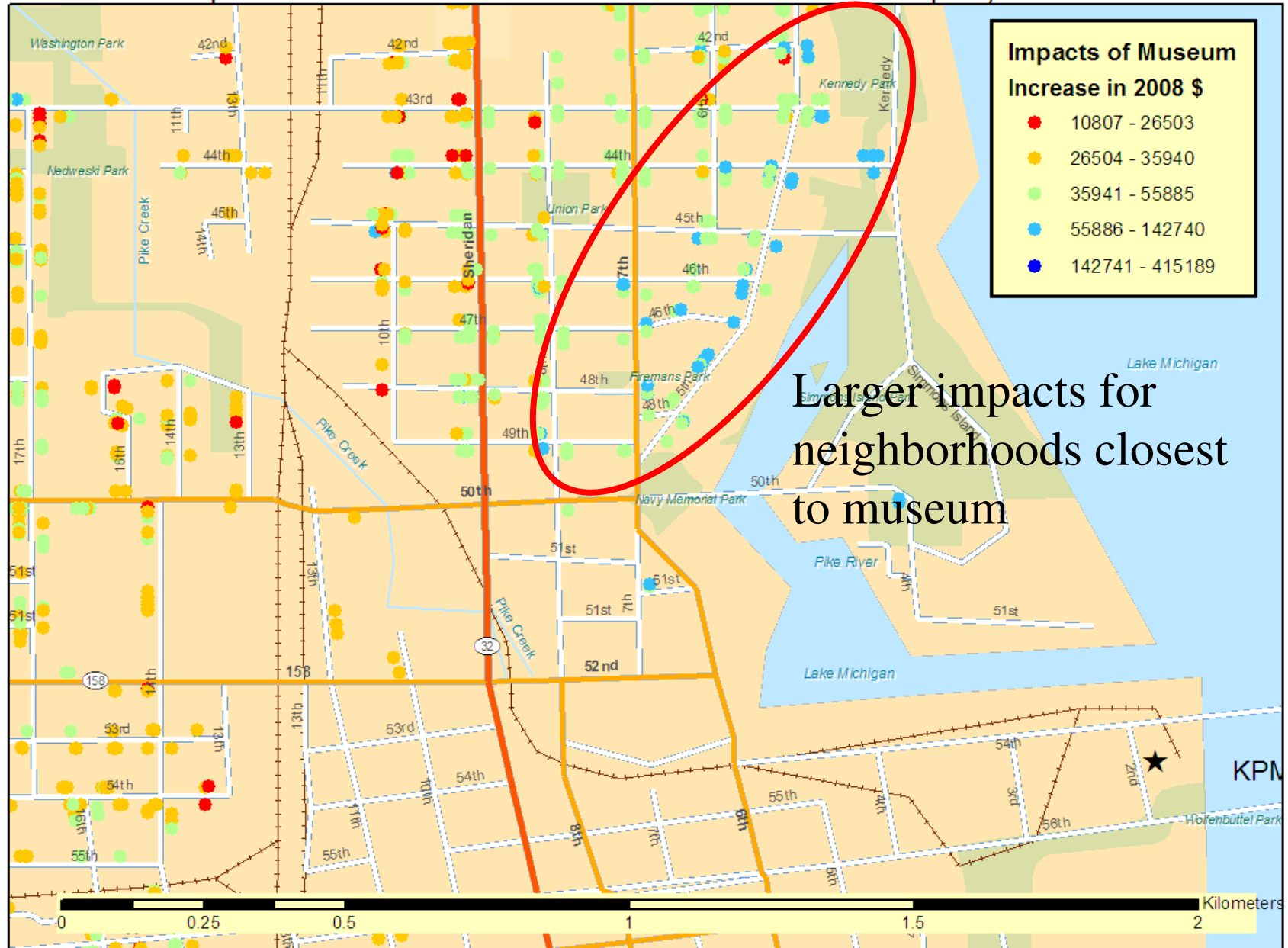
# Improving quality of life

## Impact of Kenosha Public Museum on Residential Property Values



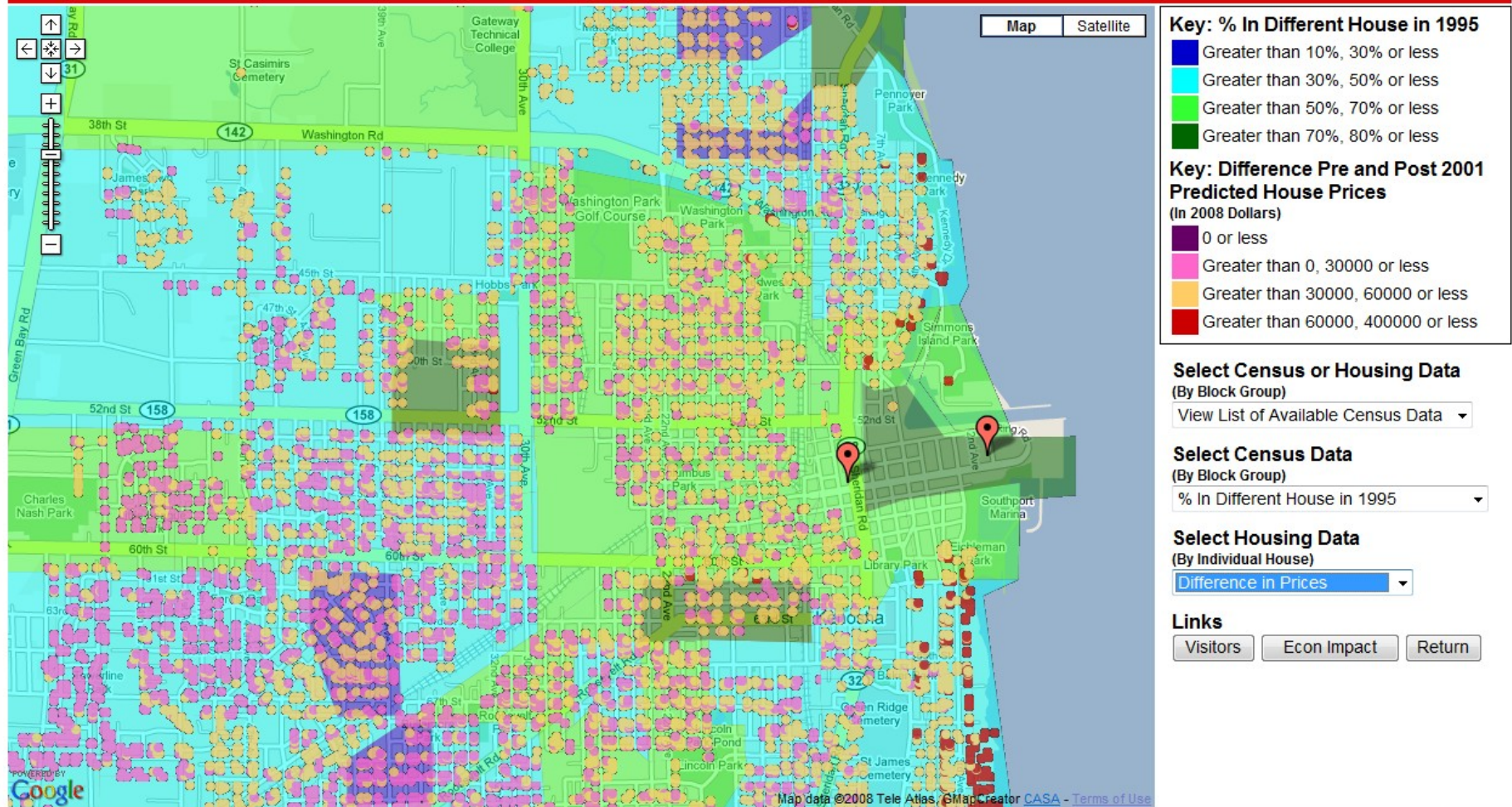
# Improved QOL increases demand for neighborhood

## Impact of Kenosha Public Museum on Residential Property Values



# Impacts of Kenosha Public Museum

## Kenosha: Housing



# Why Do These Impacts Arise?

- Cultural organizations are economic organizations producing a valuable service and attracting visitors to an area
- The intrinsic benefits of the artistic and cultural activities enhance the quality of life for those who live in the area
- Cultural organizations play an important role in formation of *social capital*
  - Economic evidence that increasing social capital increases economic vitality in an area and increases individual economic welfare

# Economic viability?

- Assessing economic viability for an organization?
- For a private firm, there is a standard answer:
  - Do the revenues generated by the organization cover all the associated costs?
- This standard is not applied to public goods like roadways, public squares, parks, etc.
  - Do the combined public benefits of the project exceed the tax revenues required plus the costs of tax distortions?
- Cultural organizations are between these two extremes
  - Can generate private revenues – ticket sales, memberships, etc.
  - Also generate public benefits – quality of life improves
  - Community asset values – property values – increase



# Can we apply this to Easton?

- Rich history
- Excellent architectural heritage
- Interesting neighborhoods
- Higher Education
- Good accessibility
- Identify similar communities for which we have model
- One possibility: Northampton, Massachusetts
- Similar size, presence of higher education, architecture



# Using the Culture Count analysis tools



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#### DISCOVER cultural organizations

##### Find cultural organizations and artists

Search by name, town, state, county, zip code, Creative Economy category, institution type, discipline, NAICS, NTEE, or SIC code.

##### Search by distance

Search within a set distance of the location entered.

#### EXPLORE your community

##### Geographic profiles

View local data on population, income, housing, cultural organizations, etc.

##### Cultural grants by geographic area

View funding amounts by funder and year.

##### Calendars

Locate organization or artist event calendars by state and/or discipline.

#### ANALYZE economic impact

##### Impact Calculator (Massachusetts only)

Forecast economic impact of cultural organizations on your community.

##### Financial Information

View summary financial information for nonprofit cultural organizations.

#### Who's using CultureCount?

**Cultural Organizations and Artists** searching for partners and financial trends

**Journalists** gathering information to help with the latest news story

**Policy Makers** analyzing the impact of a project they supported

**Business People** researching communities and potential investments



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culture

# Using the Culture Count impact calculator



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### Impact Calculator

Overview

#### What is the *Impact Calculator*?

The *Impact Calculator* provides estimates of the economic impacts of the nonprofit cultural sector of Massachusetts.

- Calculate the economic impact that cultural organizations have on your community
- See how a change in their budgets could alter that impact
- Assess how a new cultural organization will impact your community

To use the *Impact Calculator*:

1. Select a geographic area
2. Select an organization or group of organizations
3. Enter any hypothetical conditions
4. View the results

Ready to begin?

[Begin Analysis](#)

Massachusetts was the first New England state to invest in the *Impact Calculator*. Do you want the *Impact Calculator* for your community? Please [email us](#) and let us know.

### More Information

#### General information about this tool

The CultureCount *Impact Calculator* is a joint project of the New England Foundation for the Arts, the Center for Creative Community Development, and Community Logic, Inc.



This tool is made possible by grants from the **Massachusetts Cultural Council John and Abigail Adams Arts Program**.



Massachusetts Cultural Council

Additional funding has been provided by **The Boston Foundation** and the **Cabot Family Charitable Trust**.





## Impact Calculator

[Overview](#) > [Geographic Area](#) > Analysis Categories

**Selected Town:** NORTHAMPTON

**Show the economic effects of:**

- All Cultural Organizations in the Area
- All Museums in the Area
- All Performing Arts Organizations in the Area
- All Other Cultural Organizations in the Area
  
- One or More Selected Organizations in the Area
  
- I want to examine the potential effect of a proposed organization
- I want to analyze the effect of a change to an existing organization

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## Impact Calculator

[Overview](#) > [Geographic Area](#) > [Analysis Categories](#) > Hypothetical

**Selected Town:** NORTHAMPTON

**Selected Organization:** Hypothetical

We will make a calculation of the resulting impact of your proposed organization based on the information you enter here.

**Enter the Name of the Organization:**

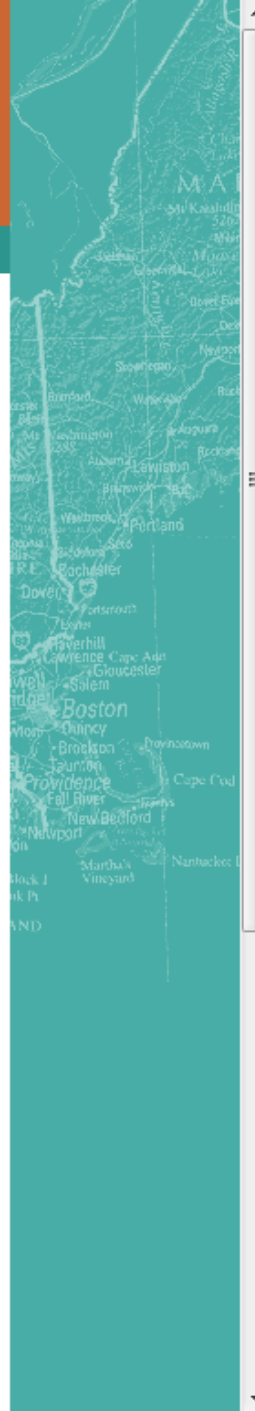
**Select Type of Organization:**

- Performing Arts
- Museum
- Other Cultural Organization

**Estimate the amount that the organization will spend on an annual basis:**

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[Next >](#)



## Impact Calculator

[Overview](#) > [Geographic Area](#) > [Analysis Categories](#) > [Hypothetical](#) > Impact Estimates

### View Calculated Results:

**Selected Town:** NORTHAMPTON

Income Estimate

**Hypothetical Organization:** Proposed Arts Center

Employment Estimate

Property Value Impacts

Print Summary

### How accurate are the estimated impacts?

The results that the **Impact Calculator** generates are **estimates**. The models from which they are derived are robust and carefully designed to provide accurate results, but certain cautions must always be kept in mind when dealing with statistical models:

- These economic models produce estimates of the impacts of an average cultural organization in a town that is average for its region, population and income level. The housing market results do receive localized adjustments for population and income levels.
- In order to create a baseline of comparable data across towns, the calculations depend on data in the CultureCount database that have been drawn from IRS Form 990 filings of nonprofit cultural organizations across the state. These data are always several years old at the time they become available for public research, so the **Impact Calculator** results will not reflect any extraordinary recent changes in a town's cultural sector.
- Extremely small or extremely large changes in cultural spending (such as the arrival of a \$10 million organization in a town that previously had very little cultural spending) are difficult to model with the available data.
- The aggregation of cultural spending across town lines can sometimes lead to misleading results. Among towns in the same county, aggregated cultural spending will yield reasonably sound income and employment estimates, but the quality of life (property value) impacts should be read with caution because the property value impacts are assumed to occur in the town where the cultural spending actually occurs.

We urge you to carefully read the background information and advice connected with all of the calculations offered by the **Impact Calculator**, to better understand how the results are obtained and can be correctly interpreted and utilized. Your economic impact claims will be persuasive if you can articulate why they make sense. The estimates provided by the **Impact Calculator** results can be an effective starting point for a case study and more detailed analysis.



## Impact Calculator

[Overview](#) > [Geographic Area](#) > [Analysis Categories](#) > [Hypothetical](#) > [Impact Estimates](#) > Summary

**Selected Town:** NORTHAMPTON

**Hypothetical Organization:** Proposed Arts Center

### Income Estimate

**As a result of this spending, the proposed organization would make the following estimated contribution to the value of home in the local community:**

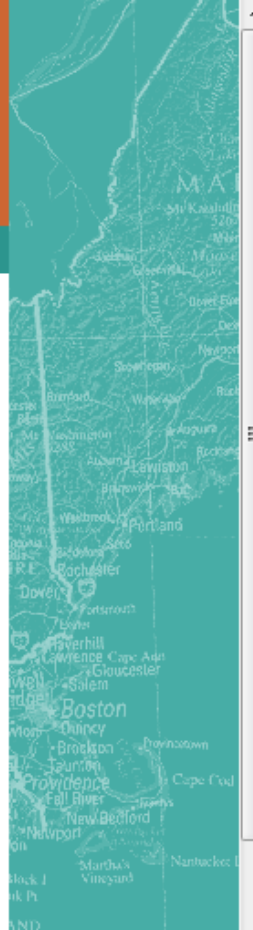
**Total Local Economic Impact: \$1,791,917**

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### Employment Estimate

Employment Impact among Cultural Non-Profits:	15.60
Indirect Employment Impact within Related Industries:	6.60
Induced Employment Impact in All Sectors:	4.40
<b>Total Local Employment Impact:</b>	<b>26.60</b>

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## Impact Calculator

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### Property Value Impacts

**Selected Town:** NORTHAMPTON

**Hypothetical Organization:** Proposed Arts Center

As a result of its organizational spending, the proposed organization would make the following estimated contribution to the value of home in the local community:

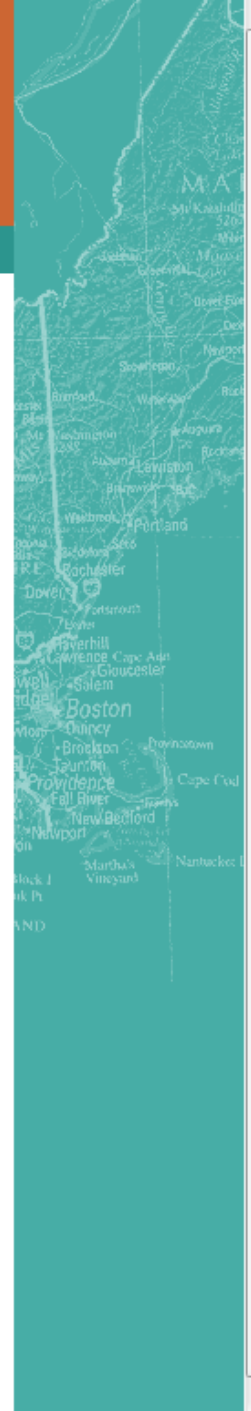
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#### NORTHAMPTON, MA

<b>Total Impact on Average House Value:</b>	<b>\$ 2,748</b>
Percentage of Impact on Average House Value:	1.48 %

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Due to the density of neighborhood residential property in some communities, such as Boston and Cambridge, property impact estimates are still under development, and may not be displayed here. Please contact the [Center for Creative Community Development](#) for more information.



# Local application – rough estimates

## ■ In Easton:

- About 10,500 housing units
- If average value increased by \$2,700
- Increased community wealth of \$28,350,000

## ■ Modest budget

- 25-30 jobs
- \$1.8 million to local economy

## ■ With visitors

- 35-40 jobs
- \$2.3 million to local economy



# Concluding remarks

- Experience in many communities suggests that culture can be part of a successful economic development strategy
  - Creates jobs and provides new income
  - Builds social networks and strengthens community
  - Increases quality of life and value of property
- Impacts appear to be strongest when
  - Strong community support
  - Good access to city center and nearby urban areas
  - Visual and performing arts combine
- Not a magic bullet
  - Should be part of a comprehensive strategy
  - Funding and support can be complex