

# Leveraging Cultural Assets for Economic Development

A Practical Guide for Municipal Investment  
in Arts & Culture on Cape Cod





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in Arts & Culture on Cape Cod

December 2009

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Sincere thanks are extended to the Commission staff who assisted in the preparation of these guidelines: **Nancy Hossfeld**, Communications Coordinator; **Leslie Richardson**, Economic Development Officer; **Sarah Korjeff**, Historic Preservation Specialist; **Anne Reynolds**, Geographic Information System Manager; and **Philip “Jay” Detjens**, Geographic Information System Analyst; and to those who volunteered to peer review early drafts of this publication, providing constructive guidance and feedback.

Additional assistance was provided by the **Massachusetts Cultural Council**, **Arts Foundation of Cape Cod**, the **Cape Cod Chamber of Commerce**, and **Coastal Community Capital**.

We gratefully acknowledge the **Cape Cod Economic Development Council** for supporting this project with a grant from the **Cape & Islands License Plate Grant Program**.



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## Message from the Executive Director

I think we can all agree that we are fortunate to live on one of the earth's most special places—Cape Cod. Unfortunately, the changing economy and our reliance upon tourism have made it challenging for our communities' families to find the housing, education, and living-wage employment they need to stay here.

In conjunction with our partners such as the Cape Cod Economic Development Council and the Cape Cod Chamber of Commerce, along with representatives from all sectors of our community, we have produced a new roadmap for economic success in Barnstable County. The regional Comprehensive Economic Development Strategy (CEDS) identifies sixteen priority projects that, once implemented, will bring the infrastructure and jobs we need to create a balanced year-round economy on the Cape—and bring back our young families.

With an economic contribution of over \$55 million dollars in the last fiscal year, we can hardly ignore the importance of arts and culture on the Cape Cod economy. Their influence is also necessary for attracting the larger 'Creative Class'—those working in high-wage fields such as science and technology, higher education, health care, architecture and design, business, finance, and law.

I encourage you to support the regional economy by acting locally to develop the role of arts and culture in your community. Inside this guide we provide you with some very basic steps that municipalities can take toward leveraging their cultural assets for attracting economic investment. All we need to get started is a little creative thinking.

Sincerely,

**PAUL NIEDZWIECKI**

Executive Director, Cape Cod Commission







Cape Cod is rich with natural resources, cultural assets, and talented artists. It is a region world-renowned for its breathtaking coastal landscapes and recreational attractions. However, many Cape communities are currently facing the challenge of trying to revitalize struggling downtowns into thriving, year-round economic centers.

When devising an economic revitalization strategy for a target area, municipalities commonly focus on infrastructure improvements, zoning changes, and capital needs. What is sometimes more challenging is identifying tangible ways to generate the energy and vitality needed to transform a community into a vibrant, enticing, and engaging place to live, work, and visit. Successful creative initiatives have been shown to change the character of neighborhoods, attract new residents and visitors to a community, and serve as a catalyst for positive economic development. Communities can incorporate a broad range of arts initiatives into a strategic plan, depending largely on the existing cultural assets, the level of commitment and interest of the administration and the community, and funding availability. The ultimate goal should be to implement projects that revitalize economic and village centers by creating jobs and income, draw visitors, and attract private capital investment.

In 2009 the Cape Cod Commission led Barnstable County through a revision of its Comprehensive Economic Development Strategy (CEDS) document, a plan that is submitted to the US Economic Development Administration in order to qualify for Economic Stimulus funding. That same year, the Commission published a revised Regional Policy Plan (RPP). Both documents outline strategies, concepts, and real projects designed to move Cape Cod toward a more balanced economy year-round. This guide supplements both the RPP and the CEDS by providing a more detailed approach to leveraging the rich cultural assets of Cape Cod as part of the overall strategy for balanced economic development.

Inside you will find guidance on how to design initiatives that maximize your community's cultural assets for economic development. By understanding the potential economic and social benefits arts and culture can bring to your area, you will be well on your way to creating a vibrant and attractive destination for visitors and business investment. Our goal is to stimulate creative thinking in your community, and provide guidance on how to incorporate arts and culture into your overall development efforts.

## Introduction



**Why Do the  
Arts Matter?**

**A**rts and culture are a critical component of thriving economies today. This is due to a shift in the global industry base. Technological innovation fuels the global economy the way manufacturing once did. The paradigm of private business development has shifted as a result. Entrepreneurs are seeking to invest in communities that offer a strong quality of life with an abundance of skilled workers, cultural activities, and environmental assets for outdoor recreation.

The future of the region’s economy is contingent upon the synergy between our cultural assets, protection of natural resources, education and workforce training programs, and the development of technological and wastewater infrastructure. Municipalities play a key role in the development of an atmosphere that attracts businesses and allows them to thrive. Arts and culture have repeatedly been proven to add tremendous value to communities by fostering an environment that energizes and attracts investment, especially from those in the ‘Creative Class.’

### An Historical View on the Role of the Arts

The arts have transformed from a discretionary engagement for the elite prior to 1960 to a leading commodity of thriving economies today. The shifts came largely from recognition by government leaders.

Government played a big role in the boost of the nation’s cultural assets most noticeably in the 1930s. As part of the New Deal, President Franklin Delano Roosevelt employed thousands of artists, musicians, actors, and actresses through the cultural programs of the Works Progress Administration. He recognized artists as a valuable part of the nation’s workforce. Their skills were put to use on many public projects; their creativity offered hope and encouragement during a desperate and seemingly hopeless chapter in our nation’s history.

The next infusion of public policy and funding for arts and culture came in the 1960s with the formation of the National Endowment for the Arts (NEA). Through the NEA’s efforts, schools incorporated the arts into the curriculum, communities invested in cultural facilities, and public attendance at arts events soared. During the 1980s and 90s planners sought cultural facilities for their benefits of transforming downtowns and generating private investment. Today, arts and culture play an ever-increasing role as a driver of economic activity.

### The Creative Economy

When Richard Florida published “The Rise of the Creative Class” in 2002 he created a firestorm of interest in arts and culture in community development. He coined the term ‘Creative Economy’ and ‘Creative Class’ as a way to emphasize the importance of the creative influence across all employment sectors today. Innovation has become not just a characteristic of success, but a well sought-after commodity.

“The good city of the 21st century will be sustained on three policy pillars – economic, social, and environmental. Cultural policy is the intel, which connects the pillars. The challenge is to inspire and design processes and projects which change a city’s culture to one which values curiosity, learning, creativity, diversity, and distributed leadership.”

– Colin Jackson, President and Chief Executive Officer of the Epcor Centre for the Performing Arts in Calgary



The Creative Class is estimated to account for 35 to 40 percent of the work force and produce more than half of all wages and salaries. They work in the fields of **T**echnology and science, **A**rts and culture, **P**rofessions such as design, architecture, finance, business, law, health care and related fields, and higher **E**ducation; referenced by the acronym **TAPE**. What differentiates the Creative Class from the Working and Service classes is that its primary function is to create, while the others execute.<sup>1</sup>

Florida also points out that these ‘Creative’ workers seem to be attracted to communities that offer access to **T**echnological infrastructure, a pool of skilled and **T**alented workers, **T**olerance of diverse ideas and populations, and rich natural/**T**erritory assets; the **4Ts**.<sup>2</sup>

The importance of arts and culture in successful economies has been discussed by several other experts. In a 2006 report by the Northeastern University Center for Urban and Regional Policy entitled, “Revenue Sharing and the Future of the Massachusetts Economy,” the authors call on local municipalities to address the need for cultural amenities in attracting private investment and jobs.

The 2008 Survey of Cape Cod Second-home Owners produced by the UMass Donahue Institute for the Cape Cod Commission found that 94 percent of those surveyed expect to attend music and theatre venues occasionally or frequently after moving to the Cape permanently. And in 2005, the Cape Cod Commission conducted a survey of residents through the University of Massachusetts Center for Survey Research. The most supported type of development recorded was a cultural facility, which was ‘strongly supported’ or ‘supported’ by eight out of ten respondents.

Research conducted in 2003/2004 by Dr. Michael Porter, Harvard Institute for Strategy and Competitiveness, identified arts and culture as one of four emerging industries on the Cape with the potential to diversify and expand the region’s economy. The other three include marine research and technology, information and related technology, and education and knowledge creation.

The arts and culture sector has taken a critical step in its evolution. Creative Economy research has identified the new role that arts and cultural organizations and institutions play within the larger economic context. As a result, the old paradigm of ‘advocacy’ for these groups seeking to maximize (mostly governmental) funding has shifted to one of ‘agency’ focused on the management of infrastructure and resources necessary for the arts and culture to flourish. While groups may continue to seek supplemental funding, they have earned their seat at the business table—they offer a commodity to be leveraged in the larger ecosystem of private enterprise.

### Economic and Social Impact

On the state level, business and government leaders agree that the future prosperity of Massachusetts is closely tied to the creative economy. Industries such as the arts,

architecture, publishing, advertising, and design employ 109,000 workers and generate \$4.2 billion in annual economic impact in the Commonwealth.<sup>3</sup>

As a region, the Cape's arts and cultural community has enormous potential to positively impact the regional economy. A 2008 study ranked Cape Cod 18th in the nation for artists as a percentage of the labor force.<sup>4</sup> Approximately 2,277 residents of Cape Cod and the Islands are employed as artists (including visual artists, craftspeople, photographers, writers, authors, and actors). This represents a significantly higher rate of artists per capita than the national average.<sup>5</sup>

According to the New England Foundation for the Arts' Culture Count, there are currently 139 cultural businesses and 379 cultural nonprofit entities distributed among Cape communities. For the most recent fiscal year available, these organizations spent a total of \$32,634,222. As a result of this spending, there was a total local economic impact of \$55,478,518. In addition to countless volunteer hours, these organizations supported an estimated 782.68 paid jobs, based on the average weekly wage in Barnstable County.<sup>6</sup>

By tapping into these existing resources and incentivizing local arts initiatives, Cape communities can reap numerous additional economic and social benefits, including:

**Increase private investment in an economic target area:** Completed artist space projects have seen homeownership stabilize and new businesses enter.

**Increase tax revenues:** As underutilized buildings, storefronts, and vacant lots are occupied, property taxes increase.

**New job opportunities:** Local artists benefit from employment opportunities, and increased private investment often results in small-scale job increases.

**Increase revenue to area businesses:** Arts and culture activities attract residents and visitors to spend more time and money at local shops and restaurants.

**Attract the creative class:** Communities with rich cultural, social, and recreational opportunities have been shown to attract young professionals with disposable income to live and work in an area.

**Generate support for community revitalization:** Arts initiatives often prove to be an effective organizing tool, generating enthusiasm and support for community revitalization efforts.

**Leverage funds:** Successful arts initiatives allow communities to leverage grant funding and attract new private investment.

**Enrich neighborhood culture:** Arts initiatives engage the local community through classes, performances, and events.

“Cultural diversity is associated with cognitive diversity—different ways and approaches to solving problems—which is critical to innovation and economic growth and development.”

— Scott E. Page,  
U.S. Economist

## Cultural Tourism

In addition to the immediate benefits arts and culture bring to an economic target area or neighborhood, the promotion of successful arts initiatives will allow Cape communities to maximize the economic benefits of cultural tourism.

Cultural tourism refers to travel designed around an area's cultural offerings, including performance, artistic, architecture, historical, recreational, and natural resources. Recent tourism research indicates that cultural tourism is the fastest growing sector of the travel industry. According to the Massachusetts Cultural Council, cultural tourists have higher levels of income, and spend \$62 more per day and \$200 more per trip than other travelers. Cultural tourists also include multiple destinations during a visit, and stay one half-day longer at each destination.<sup>7</sup>

Research from the National Endowment for the Arts indicates that there are more than 199 million adult travelers in the US. About 46 percent of them included cultural, arts, heritage, or historic activities while on a one-way trip of 50 miles or more during the past year. That's more than 92 million tourists who travel for cultural reasons each year. Among these cultural tourists, the most popular cultural activities were visiting historic sites (31 percent), museums (24 percent), and art galleries (15 percent), and seeing live performances (14 percent).

Massachusetts ranked 15th among the 50 states in 2003, attracting 2.2 percent of America's travel market, or 27.1 million people. The typical domestic traveler visits during the summer, travels by car, and stays an average of 3.6 nights here. Cape Cod and the Islands have 4.7 million trips per year, or 19 percent of domestic travelers to Massachusetts.

Cape communities can take advantage of this market by promoting the region as a cultural destination. Themed itineraries, "way-finding" tools, and new marketing strategies can reposition an area's cultural institutions to residents and visitors. A marketing/branding consultant may be useful in this endeavor.

For example, the city of Bradenton, Florida wisely brands itself as a destination for "arts, culture, and heritage" to promote its offerings, which include museums, galleries, eco walking tours, and even the local ballpark. In New Bedford, Massachusetts, a free monthly celebration of the arts known as AHA!—an acronym for Art, History, and Architecture—has made the city a southern New England destination for art, music, and entertainment. A report by the UMass Dartmouth Center for Policy Analysis found that AHA! pumps \$500,000 annually into the New Bedford economy.<sup>8</sup>

Communities should inventory what cultural attractions they can offer to Massachusetts tourists, and consider collaborating with neighboring towns to create a package travel promotion. This is particularly relevant during challenging economic times, when people are seeking affordable "local" vacations and entertainment opportunities. Routinely supply the Cape Cod Chamber of Commerce an updated inventory of local cultural offerings, as the chamber can provide assistance with the marketing and promotion of a cultural destination via the media, Internet, and printed materials.

## Land Use and Zoning

The greatest attraction to Cape Cod stems from its natural beauty—beaches, bike trails, and scenic landscapes. The environment IS our economy. Yet, without the ability to grow, the Cape is left with a dwindling supply of living-wage jobs and an aging population due to the exodus of young families who can't find work. So how do you balance growth and development with environmental protection?

The Cape Cod Commission recently published its revised Regional Policy Plan (RPP), which includes a new Growth Policy:

**“...guide growth toward areas that are adequately supported by infrastructure and away from areas that must be protected for ecological, historical, or other reasons.”**

This policy has been translated visually into the new Land Use Vision Map (LUVV). The Commission works collaboratively with each town on Cape Cod to articulate its vision for balancing environmental quality and economic development. The maps serve as the basis for all regional planning and regulation.

The Commission also promotes four guiding principles for economic development:

- **Protect and build upon the Cape's competitive advantage.**
- **Use resources efficiently.**
- **Foster balance and diversity.**
- **Expand opportunity and wealth.**

As discussed previously, there is a strong relationship between economic activity and the presence of culture. Implementing a cultural initiative within an existing economic/village center or historic district aligns with these four principles and will achieve measurable results.

The maps presented on the following pages reflect relationships between existing patterns of land use and cultural activity. The sites selected include theaters, museums, historic buildings, public parks and visitor centers, galleries, and institutions that offer cultural programming. This information is meant to support decision making for future cultural initiatives. A complete listing of these sites is included at the end of this guide.

In Figure 1 (next page) each circle represents a cluster of arts and culture venues within a two-mile radius of an economic or village center as indicated by a town's zoning map or approved LUVV. The size of each circle indicates the total number of venues in each center.

FIGURE 1

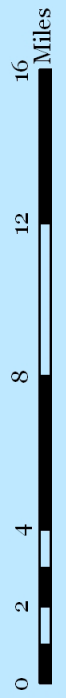
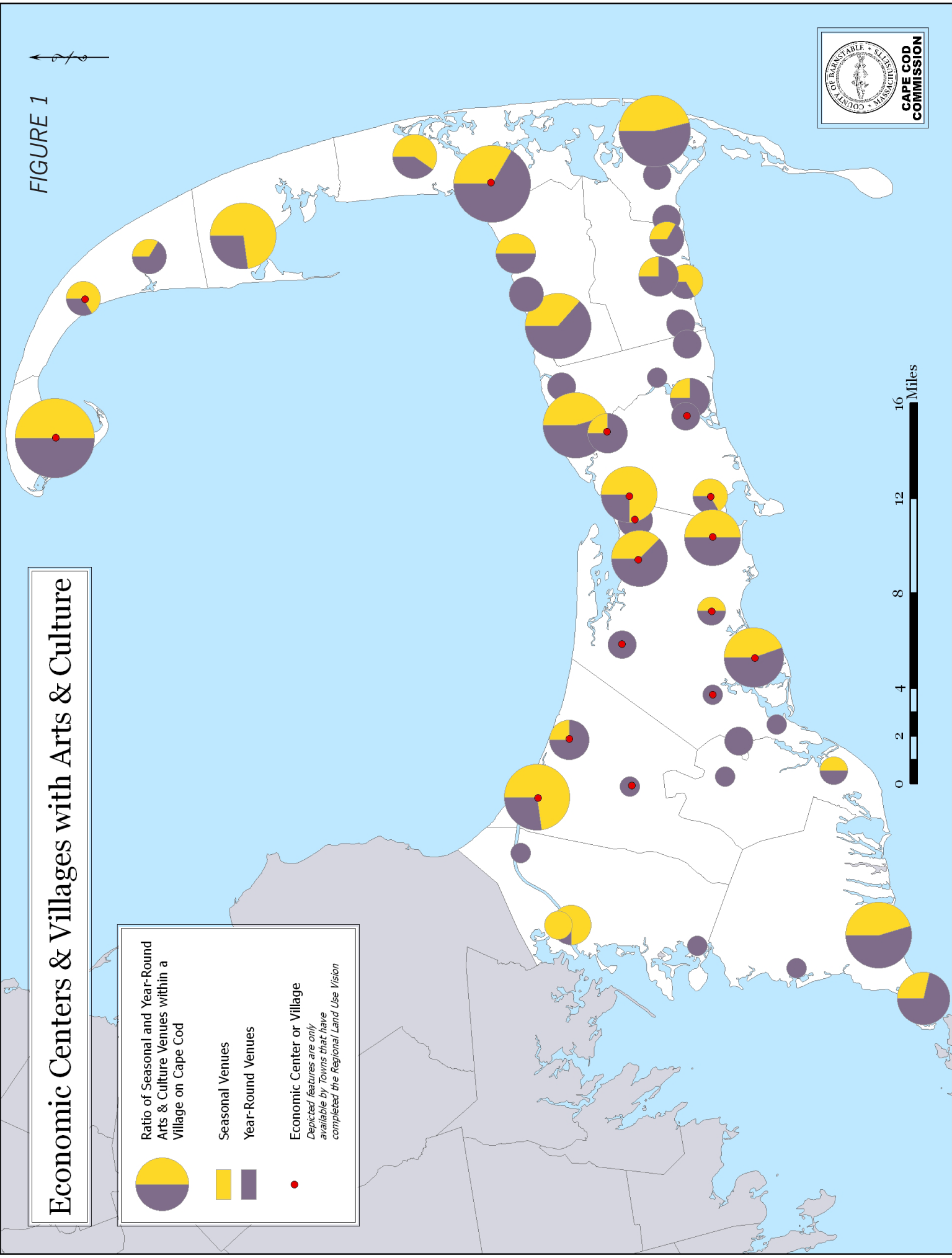


# Economic Centers & Villages with Arts & Culture

**Ratio of Seasonal and Year-Round Arts & Culture Venues within a Village on Cape Cod**

**Seasonal Venues**  
**Year-Round Venues**

**Economic Center or Village**  
*Depicted features are only available by Towns that have completed the Regional Land Use Vision*



**TABLE 1: Home Values and Room Occupancy Tax – Examples of the Impact of Arts and Culture on a Local Economy**

	A		B	C
Town	Total Impact on Average House Value	Percentage of Impact on Average House Value	FY2008 Local Rooms Tax (4%)	Estimated Total Number of Arts and Culture Venues
Barnstable	\$ 30,949	9.99%	\$ 1,659,868	42
Yarmouth	15,134	8.44%	1,535,040	14
Chatham	40,849	8.96%	1,114,184	19
Provincetown	47,504	8.05%	1,039,276	19
Falmouth	58,771	17.30%	932,452	24
Brewster	32,489	9.87%	581,528	25
Harwich	26,055	7.29%	422,816	11
Dennis	23,209	7.82%	385,500	23
Truro	56,725	10.23%	338,500	10
Eastham	9,512	4.25%	262,440	9
Sandwich	32,712	11.19%	208,244	17
Orleans	66,589	11.81%	208,084	21
Wellfleet	55,153	14.48%	117,304	13
Bourne	20,313	6.22%	85,832	9
Mashpee	19,214	6.18%	80,576	7

- A **SOURCE:** Culture Count, New England Foundation for the Arts; analysis run November 2009. Submissions to Culture Count are voluntary.  
**NOTE:** The data represent only those cultural institutions that have registered and provided organizational information.
- B **SOURCE:** Massachusetts Department of Revenue; Room Occupancy Revenue Report FY2008.
- C **SOURCE:** Culture Count, New England Foundation for the Arts, November 2009; Arts & Artisans Trails of Cape Cod, Martha's Vineyard & Nantucket, Second Edition; Cape Cod Arts Foundation; Sarah Korjeff, Historic Preservation Specialist, Cape Cod Commission.  
**NOTE:** The list represents cultural institutions and galleries and may not include all individual artists or institutions whose primary designation is not related to arts and culture or is not listed as a public facility.

Table 1 (above) demonstrates the correlation between arts and culture, home values, and the Room Occupancy Tax (ROT). While there are other factors to be considered, in the majority of instances towns with a higher number of arts and culture venues see stronger impacts on home values and ROT.

Figures 2 through 5 overlay the boundaries of economic/village centers and historic districts. If you are considering the development of a special district for arts and culture, we strongly suggest locating those uses within an existing economic/village center or historic district. By enhancing the underlying zoning for economic and village centers, a town can maximize existing infrastructure and assemble a critical mass of cultural assets around other complimentary uses such as restaurants and retail. It is this clustering that makes an area more attractive for investment and tourism.

FIGURE 2



# Economic Centers & Villages with Arts & Culture

**Ratio of Seasonal and Year-Round Arts & Culture Venues within a Village on Cape Cod**

**Historical Districts**

**Seasonal Venues**

**Year-Round Venues**

**Economic Center Village**

**Economic Center or Village**

*Depicted features are only available by Towns that have completed the Regional Land Use Vision*

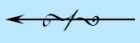
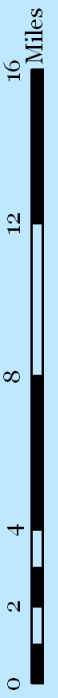
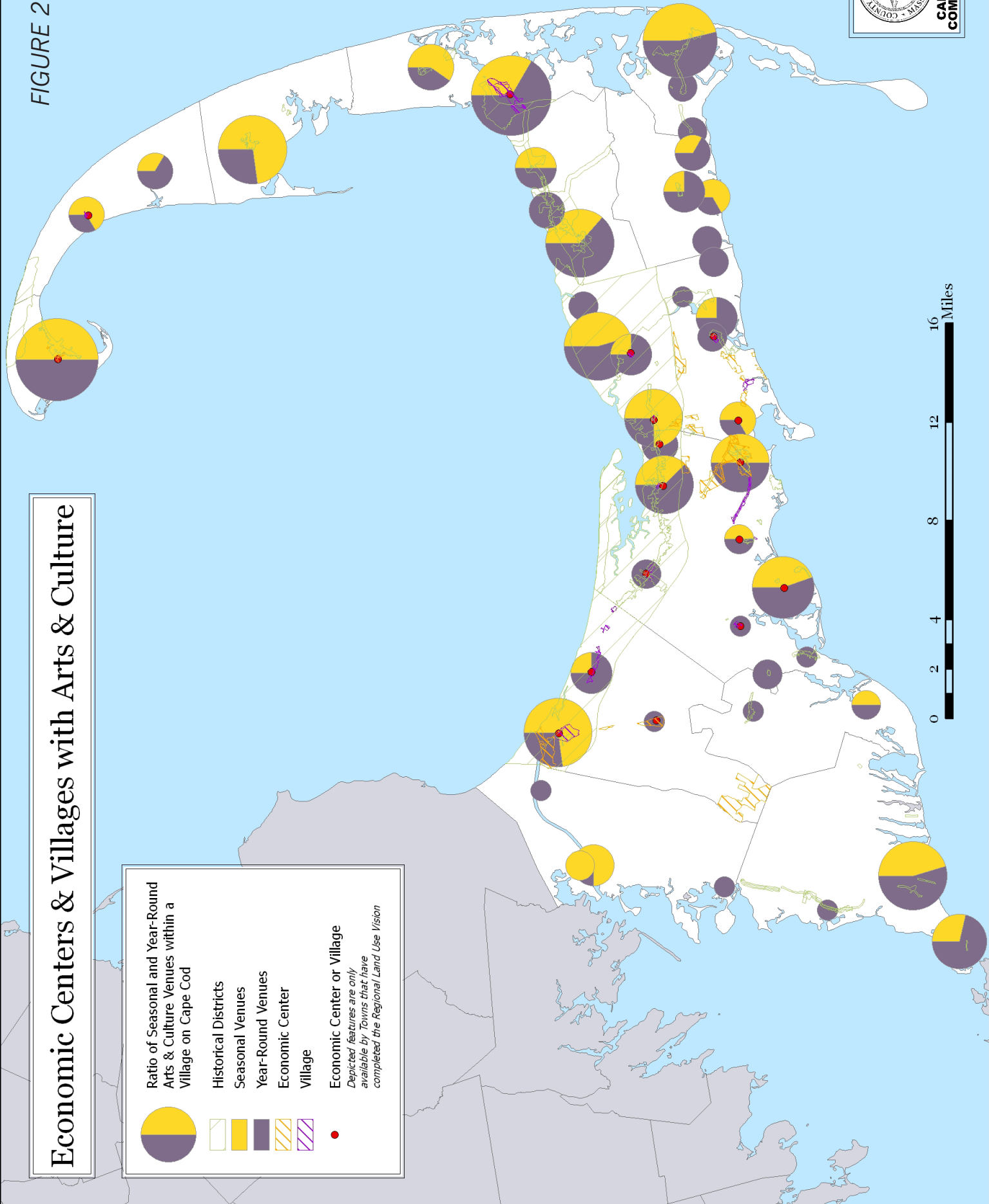
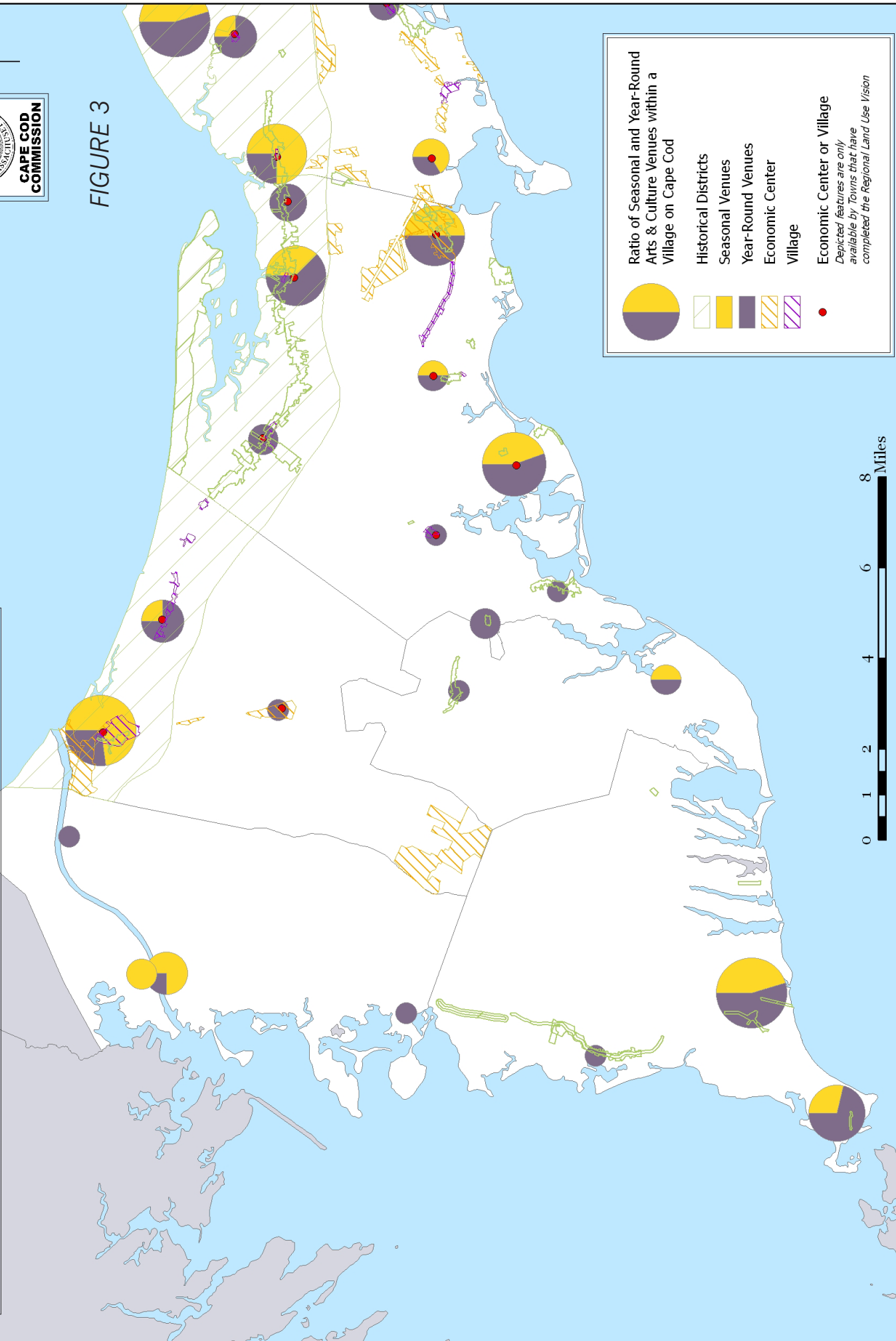






FIGURE 3

Economic Centers & Villages with Arts & Culture



**Ratio of Seasonal and Year-Round Arts & Culture Venues within a Village on Cape Cod**

- Historical Districts
- Seasonal Venues
- Year-Round Venues
- Economic Center
- Village
- Economic Center or Village

*Depicted features are only available by Towns that have completed the Regional Land Use Vision*

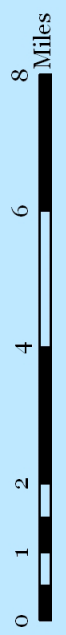
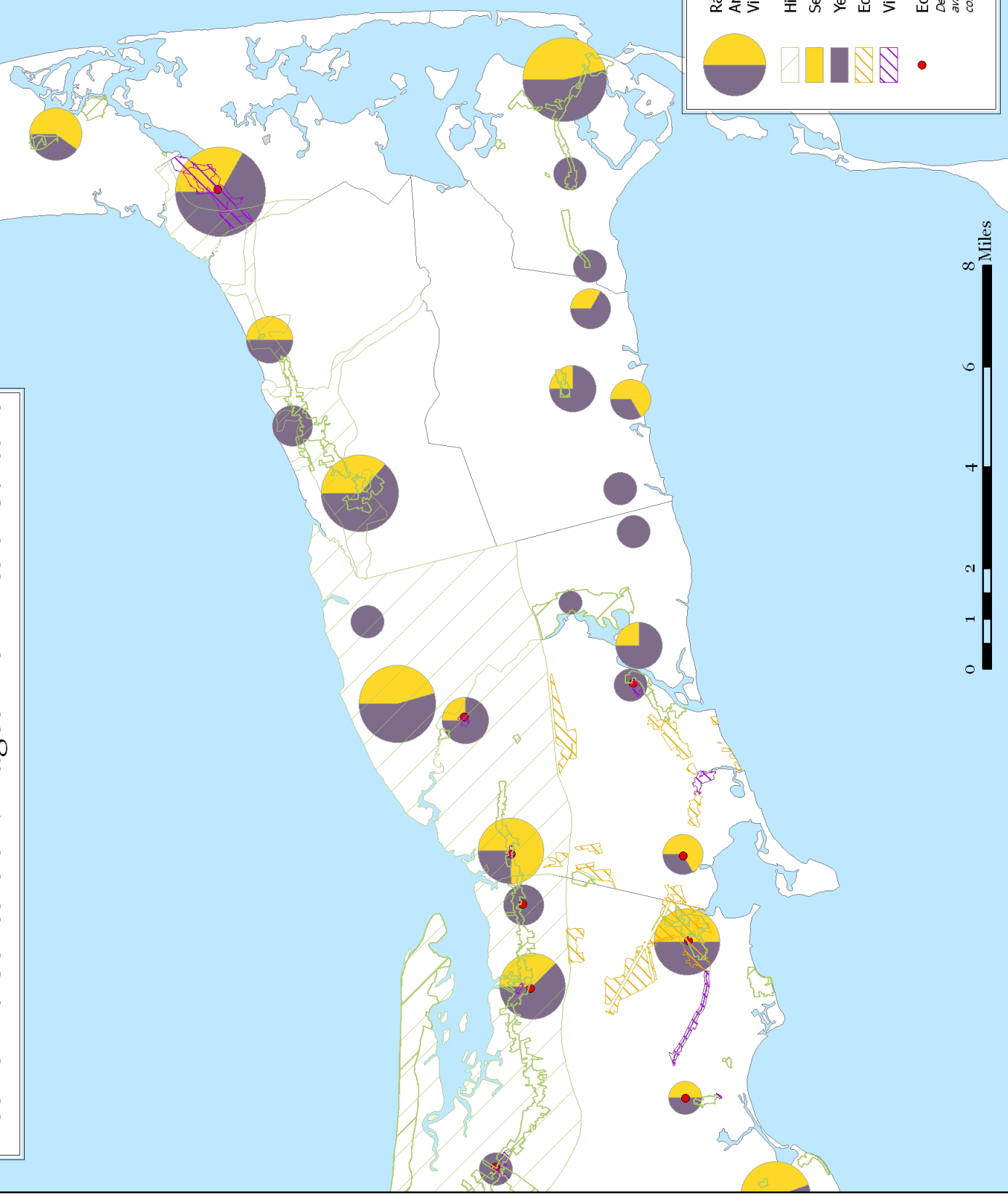






FIGURE 4

# Economic Centers & Villages with Arts & Culture



**Ratio of Seasonal and Year-Round Arts & Culture Venues within a Village on Cape Cod**

**Historical Districts**

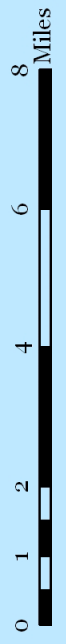
**Seasonal Venues**

**Year-Round Venues**

**Economic Center Village**

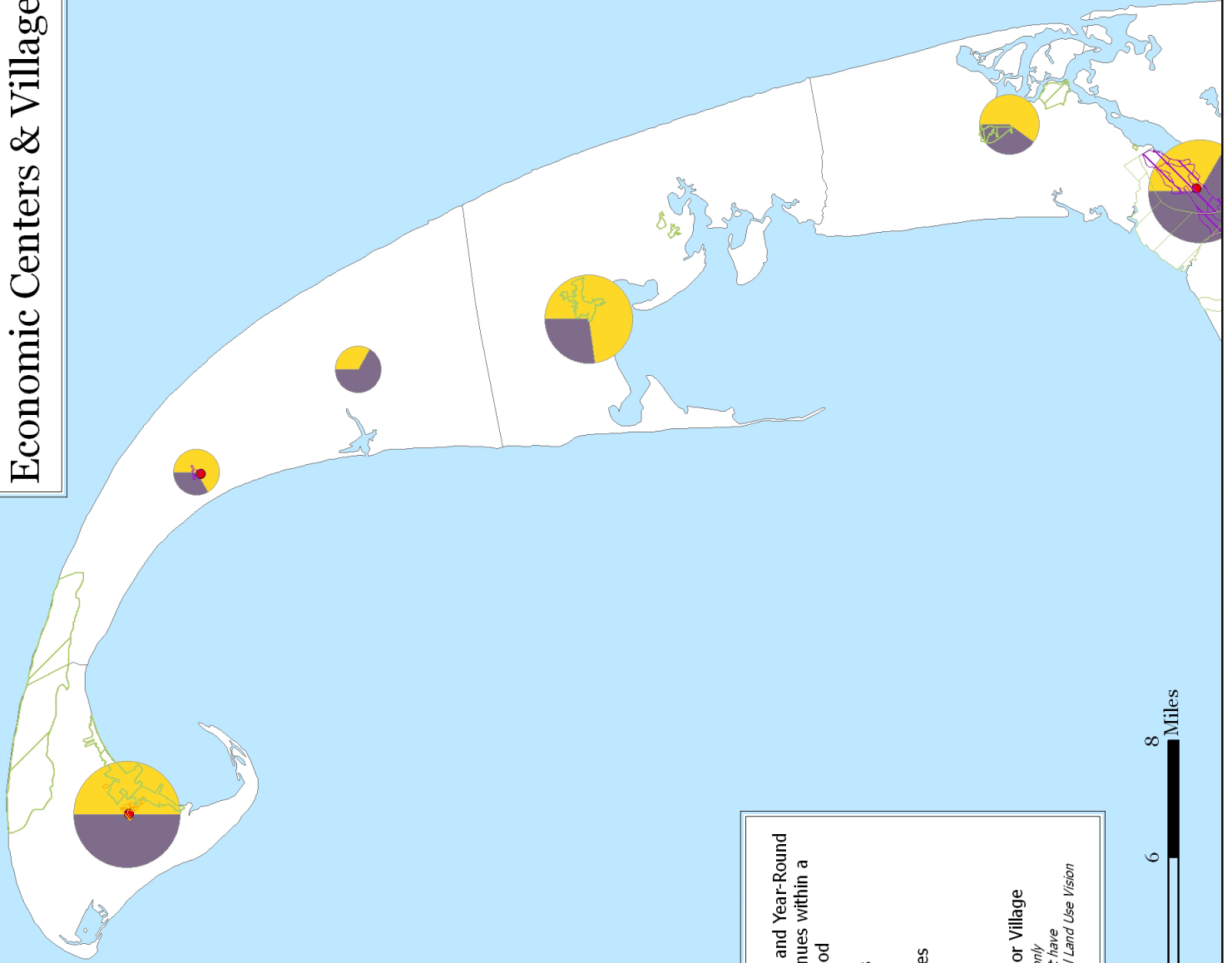
**Economic Center or Village**

*Depicted features are only available by Towns that have completed the Regional Land Use Vision*



# Economic Centers & Villages with Arts & Culture

FIGURE 5



**Ratio of Seasonal and Year-Round Arts & Culture Venues within a Village on Cape Cod**

**Historical Districts**

**Seasonal Venues**

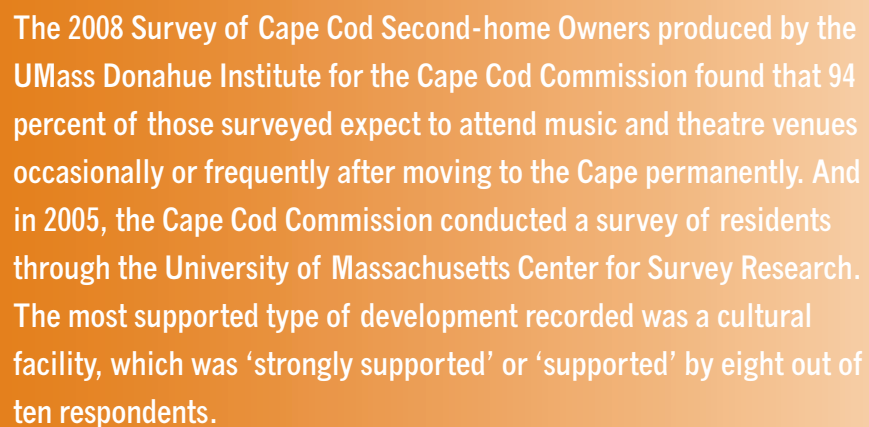

**Year-Round Venues**

**Economic Center**

**Village**

**Economic Center or Village**  
*Depicted features are only available by Towns that have completed the Regional Land Use Vision*





The 2008 Survey of Cape Cod Second-home Owners produced by the UMass Donahue Institute for the Cape Cod Commission found that 94 percent of those surveyed expect to attend music and theatre venues occasionally or frequently after moving to the Cape permanently. And in 2005, the Cape Cod Commission conducted a survey of residents through the University of Massachusetts Center for Survey Research. The most supported type of development recorded was a cultural facility, which was ‘strongly supported’ or ‘supported’ by eight out of ten respondents.



**Step-by-  
Step Guide:**  
Creating a Strategic  
Plan for Your  
Cultural Initiative

**M**any towns have considered the value of arts and culture in their community, however, planning and implementing a program can seem quite onerous. The steps below will provide you with details and ideas for making your creative venture a reality. Hiring a consultant early on can provide tremendous benefit to the process. Resources for finding and funding such a consultant are listed at the end of this guide.

## 1. Form an Effective Partnership

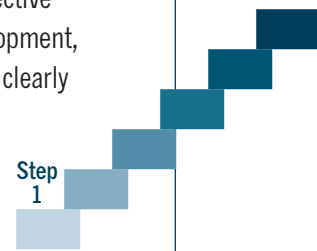
Before beginning the strategic planning process, it is essential to form an effective public/private partnership that includes representatives of community development, the arts, and business. The lead agency (decision-making authority) should be clearly established, whether that is town staff or a municipal board, a community development corporation, or other entity. The other members of the partnership will serve as advisory partners and may also be critical to providing the ‘before and after’ data you will need when evaluating your initiative.

Keep in mind that the various aspects of your initiative may require different skill sets and areas of expertise. For example, the creation of art and the management of a cultural operation are two different sides of the same coin. Be sure to include partners that can contribute at all stages of the initiative from planning, funding, and grant writing, to marketing, data collection, and project management.

Some communities utilize the expertise of an existing community development corporation to spearhead this partnership. Others choose to create a new structure dedicated to supporting the cultural sector such as a task force or arts council. In any case, the partnership should include municipal staff, area business owners, residents, regulatory entities, nonprofit cultural organizations, economic development and tourism agencies such as your local Chamber of Commerce, and artists.

Many municipalities would benefit from hiring a consultant to spearhead the strategic planning process. Of course, funding such an initiative does not fall within most municipal budgets, particularly in today’s economy. There are two excellent resources for planning grants that may provide the seed money to get a community started on the right cultural path. The Massachusetts Cultural Council’s **Adams Arts Program** offers Planning Grants of up to \$5,000 to strategically develop cultural economic development projects that will:

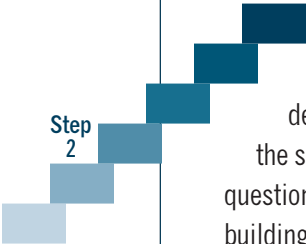
- Produce new revenue
- Create or enhance jobs
- Revitalize communities
- Stimulate increased participation and engagement in cultural activities by residents and visitors



The goal of the program is to maximize the economic impact of the cultural sector in Massachusetts by funding initiatives that connect artists and cultural organizations to local and state economic development efforts, nurture new arts and cultural enterprise development, raise awareness of the Commonwealth's cultural products, and increase arts and cultural visitors to the state.

In addition, the **Arts Foundation of Cape Cod Grant Program** provides cash awards in support of the artistic and cultural activities of local Cape Cod artists and organizations for Cape Cod-based projects. Grant projects must support a strong, stable, and diverse arts and culture industry on Cape Cod, and contribute to the quality of life and economic vitality of the region.

## 2. Establish Clear Goals: Evaluation/Measuring Impact



As the saying goes: “You get what you measure.” Defining your expectations of a cultural initiative is an important step to take early on. Are you seeking to bring more foot traffic to the area to support businesses, do you wish to develop arts and culture as an employment sector, or do you just wish to enhance the social value of your community through cultural programming? Answering these questions up front will help you decide if zoning for an arts district is what you need, building a special facility, or simply bringing programs to existing facilities will fulfill your goals. You will then want to determine how you will measure the impact of your investment.

Establishing a clear evaluation process before the program begins will help to manage the program better, effectively collect the information you will need, and provide valuable feedback to the program participants. And, of course, the program partners and funders will want to see your evaluation results to determine the efficacy of the program. You should plan to spend approximately 10 percent of your total budget on evaluation.

As part of the cultural planning process, it is important to note the starting point for the goals you are hoping to achieve. For example, if you plan to measure private investment in the target area, a comprehensive inventory of area vacancy rates will provide a starting point. Area business associations or an economic development commission can help assemble this information.

Other measurable impacts are the creation of new jobs, the effect on area businesses (have the number of shoppers/diners/hotel nights increased on the nights of events?), and artists' revenues. Less tangible but equally as important are changes in the perception or attitude about the area. This can be accomplished through intercept surveys of visitors to the area.

Much of the data collection can be performed by the lead organization and partners, but many organizations choose to hire an outside evaluator or area university faculty to measure the total economic impact of a program.

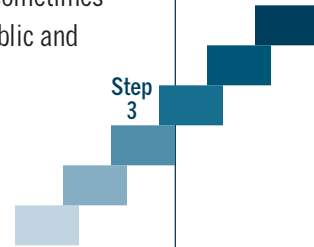
The New England Foundation for the Arts offers a tool known as CultureCount. CultureCount is a suite of technology-based tools designed to be a resource for cultural organizations, community leaders, and businesses. You can research existing organizations or enter hypothetical situations and analyze their economic impact in a specific geographic area. Visit [www.culturecount.org](http://www.culturecount.org).

### 3. Assess Your Assets

Begin identifying your community's unique or distinctive cultural resources, sometimes referred to as a "cultural inventory." The goal is to determine what unique public and private cultural opportunities already exist that could be incorporated into a larger strategic plan. Your proposed cultural initiative should be built on your community's assets and reflect the character of the community. Once a comprehensive inventory is completed, ideas for potential creative clusters often reveal themselves.

It is important to look beyond the obvious cultural facilities in the area and look to artist groups, natural assets, and the historic character of your community. For example, is there an active arts/artisan society in the community? Are there existing fairs, festivals, or farmers markets that could incorporate the arts? Is there an existing public art installation or a location and/or artist willing to support one? Identify any public indoor spaces with the potential to become cultural venues, as well as parks or other public open space that could be used for arts-related events.

Historic districts and historic architecture are very important cultural assets on Cape Cod. We mentioned previously that incorporating arts and culture with historic assets are an ideal combination. Local folklorists, historians, and historical societies can provide information on individuals or events with historic significance to the area that can serve as an attraction to visitors. Historic buildings and landscapes also serve as important cultural destinations for those interested in the Cape's history. Do you have an historic vista, building, or cluster of buildings to showcase? See Step 4 Zoning: Historic Districts for more on this topic.





## 4. Collect Community Input

Step  
4

Extensive community outreach is a crucial step in drafting a cultural economic development plan. Connecting with the surrounding community and with the targeted artist community early on in the project is critical to project success.

Use public meetings, focus groups, surveys, and planning charettes to gather information about the needs of the area residents and business owners. Make use of existing survey tools; many municipalities already issue general citizen surveys that can include questions on arts and culture. Take advantage of business/professional associations in the target area to gather information about current conditions (vacancy rates, etc.) and desired results.

Seek out and survey the local artist community to understand their specific needs. In order to draw creative people to an area, it is important to understand why they would want to live or work there. Area nonprofit arts organizations are an excellent resource for reaching out to local artists via web sites and email blasts. Hard copies of surveys can also be left at art galleries, artist studios, and other artist hang-outs (coffee shops, etc). The *Arts and Artisan Heritage Trails of Cape Cod, Martha's Vineyard and Nantucket*, compiled by Coastal Community Capital and the Cape Cod Chamber of Commerce, is another resource for locating artists and crafts people who live and work off the Cape's "beaten path."

In drafting a strategic plan, be mindful that the proposed initiatives are specific to the existing assets in the target area and showcase the distinctive cultural resources revealed in the cultural inventorying process. It is imperative to establish clear goals and objectives. Of course, the ultimate goal is to create a vibrant, enticing, and engaging place to live, work, and visit. But an effective strategic plan should identify specific and measurable milestones to be achieved over a span of as many as 10 years.

Once the draft for the cultural economic development agenda is completed, it should be shared with decision-making partners for feedback and then presented to all partners for approval.

### Potential Initiatives to Consider

An unlimited range of arts initiatives can be incorporated into a strategic plan to meet a community's specific economic development goals. Municipalities can focus on creating an environment supportive of artists and art initiatives through zoning and regulation changes, or they can play an active role in developing spaces for artists to live, work, and display their art.

### Cultural Programming: Events, Festivals, and More

The role that programming plays in supporting cultural activity deserves special attention. Developing opportunities for residents and visitors to participate in arts and cultural experiences can change the perception of a community with little or no capital investment.

More and more communities are making use of nontraditional venues such as open-air parks, streets, or places of worship for theater or music performances, art walks, festivals, and libraries. In fact, three out of four of the top locations where people attend arts and cultural events are community venues rather than conventional arts venues.<sup>9</sup> Cultural events can be designed to last a single day, a weekend, a month, or even a season.

### **Zoning: Art and Cultural Districts**

Establishing a cultural district is one way of using zoning and regulation to create a destination and activity for residents and visitors looking for a stimulating and welcoming environment. More than 90 cities in the United States have planned or implemented such districts, positioning the arts at the center of their urban revitalization efforts.<sup>10</sup>

Creating an overlay district should be a multi-tiered approach that includes zoning changes together with public incentives to suit artist-related needs. Zoning can be tailored to create or permit affordable artist live/work space, with incentives such as streamlined permitting processes or tax breaks for artists.

The components of the zoning overlay should encourage a diversity of uses but still reflect the character of the community and support the vision for the district. Based on your cultural assessment, you may find that your community is well suited for a museum district or arts and maritime district. Consider dimensional requirements, streetscape improvements, parking requirements, signage, and allowable activities. For example, will you allow street closures in the zone for festivals with street vendors and musicians? It is recommended that dining, entertainment, and retail are encouraged in the zone, to keep the spending in the target area.

There are also a range of initiatives aimed at actively providing locations for artists to live, create, or sell their work. Artist live/work spaces should be considered when zoning for an arts district. Again, the results of the cultural inventory and community input will guide this process.

Public buildings or property within a district can be used to display public art or serve as a venue for performance art at free or reduced rents. For example, the city of Pittsfield initiated the Storefront Artists Project (SAP) to address storefront vacancies in the downtown and to provide working and exhibition space for local artists. The Shakespeare Festival in Provincetown uses multiple venues for its performances including hotel rooms, movie theaters, restaurants, and outdoor spaces.

The city of Worcester is an excellent example of a well-planned and -supported arts district. Visit [www.worcestermass.org](http://www.worcestermass.org) for information on the city's extensive planning and implementation process.

### **Zoning: Historic Districts**

On Cape Cod, one of the most prominent forms of public art is the historic architecture that lines the scenic roadways such as Route 6A and village Main Streets. Historic

buildings and landscapes enhance an area’s attraction. They tell the story of Cape Cod and represent the historic roots of our country.

Historic landscapes and community parks are perfect stages for outdoor concerts, arts festivals, and farmers’ markets. Historic buildings that have been restored can serve as excellent venues for artist live/work space, galleries, small rehearsal, and/or performance studios. Coupled with cafés, specialty retail, and housing or seasonal rental units, assembling historic architecture and arts and cultural uses within an historic district can lead to a very strong center of economic activity.

“The task of urban planners is to recognize, manage, and exploit these <cultural> resources responsibly. Culture, therefore, should shape the technicalities of urban planning rather than be seen as marginal additions to be considered once the important planning questions like housing, transport, and land use have been dealt with.”

– Charles Landry,  
*The Creative City*

Barnstable County currently has 60 registered historic districts (national and/or local), with the number of historic buildings in each of those designated districts ranging from 20 to more than 2,000. There are also 144 individual registered buildings outside historic districts on Cape Cod.<sup>11</sup>

According to the National Register of Historic Places, Barnstable County has 181 locations listed as historic sites, and the Massachusetts Historical Commission’s registry lists 11,031 historic locations in Barnstable County.<sup>12</sup>

Consideration should be given to these existing historic resources when planning a cultural district, especially those within existing economic or village centers. Protection of buildings within historic districts is one way of preserving the arts on the Cape as they represent 300 years of artistic expression! The Cape Cod Commission can provide your town with guidance for creating districts, preserving buildings or landscapes and funding historic preservation projects.

### Artist Housing

When considering whether to develop artist live/work projects, it is important for municipalities to consider the complexity of the process. Artist housing development projects are complicated endeavors that require multiple types of funding from a variety of public and private sources to remain affordable for artists. In many cases, it may be more appropriate for municipalities to play a supportive role to an experienced housing or community development agency when developing artist live/work space.

ArtistLink ([www.artistlink.org](http://www.artistlink.org)) is a statewide organization that is an excellent resource for municipalities interested in developing artist housing. They offer pre-development assistance including:

- Feasibility assessments
- Information and access to the artist market
- Connection to potential funding sources
- Connection to services (legal, insurance, green building, code consulting)

- Building collaborations with key development officials
- Assistance with real estate search

Given the current real estate market conditions on Cape Cod, dedicating existing, vacant commercial properties (i.e., motels) for artists may be a more cost-effective strategy. Municipalities can offer incentives to developers willing to restrict a building for artist use. Additionally, communities can proactively establish design guidelines for artist live/work space to which anyone developing artist space must adhere. The City of Boston has established very clear criteria for artist/live work space that can be viewed at [www.bostonredevelopmentauthority.org](http://www.bostonredevelopmentauthority.org).

### Public Art

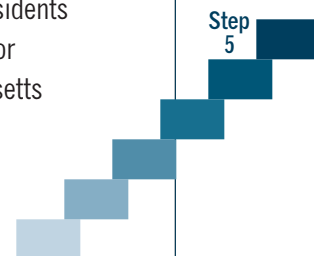
Public art is an intrinsic part of any arts initiative as it helps create a strong identity. Gateways to an arts district in particular provide unique public art and landscape art opportunities. Keep in mind that public art need not be limited to oversized murals on buildings, sculptures, and statues; artists can contribute to signage, landscaping, and street furniture. Utility boxes and trash cans can be transformed into public art! The City of Boston recently commissioned artists to paint electric boxes throughout the city as part of its PaintBox program.

Some communities have opted to enforce a Public Art contribution requirement for development. Broward County, Florida, requires two percent of the cost of all government spending projects be dedicated to public art. Santa Rosa, California, requires private development that meets certain thresholds to incorporate public art or pay into a fund for the purpose. The use of public art not only reinforces the branding of an arts district, but also can serve to create a unique identity in any area that a community wishes to enhance.

## 5. Marketing Your Art Initiative

Extensive marketing, branding, and way-finding efforts are crucial to draw residents and visitors to your art initiative. This aspect of the program should be a major component of any cultural strategic plan. According to a July 2007 Massachusetts Cultural Heritage Tourism Survey, 19.7% of respondents stated that the main weakness with cultural heritage product offerings is that people are unaware of what is available due to a lack of advertising and marketing.

Successful advertising campaigns are collaborative and comprehensive. They not only promote the arts and cultural activities but also include information on restaurants, shopping, and accommodations that will add value to the visitors' experience. The Broward Center for the Performing Arts in Fort Lauderdale, Florida, led a



consortium of arts and cultural partners in the creation of the ‘Riverwalk a&e District’ to promote the downtown as a great place to eat, shop, and find quality entertainment. Purely a destination marketing campaign, the consortium partners were able to measure that the one million ticketed visitors generated more than 70,000 hotel room nights, equating to \$378,958 in tax revenue. The initial investment in the campaign was a combination of funds from the marketing budgets of the partners matched with a Cultural Tourism Program (CTP) grant from Broward County Board of County Commissioners and the Greater Fort Lauderdale Convention and Visitor’s Bureau. Given the CTP grant amount of \$274,100, the first-year return on investment to Broward County from the initiative is \$104,858, or 137 percent, rendering the grant effectively self-funding.<sup>13</sup>

There are many other ways to promote your communities cultural initiatives. The Wellfleet Harbor Actors Theater (WHAT) is unique on the Cape in that it markets itself through the placement of a box office in the village center, while the actual performance facilities are located at the harbor and Route 6. The box office enhances the village by providing a visual connection between the pedestrian and the arts while simultaneously harnessing the increased advertising power that comes from locating in an area with significant pedestrian activity.

Cultural activities can also serve as marketing tools themselves. Harwich Port hosts a weekly Wednesday night Music Stroll during the summer. The streets are packed, waiting lists are an hour or more at area restaurants, and the energy of the bands along Main Street creates the kind of vibrant atmosphere that makes the area one of the best Cape destinations to visit during the summer season.

It is important that during special events and joint promotional efforts businesses within the designated area maintain consistent hours with one another, remain open during the entire event, and provide exceptional customer service. The more memorable the experience, the more likely people are to return for purchases later whether in person or online.

When considering advertising, take advantage of existing marketing efforts such as the *Arts and Artisan Heritage Trails of Cape Cod, Martha’s Vineyard and Nantucket*, compiled by Coastal Community Capital and the Cape Cod Chamber of Commerce, or *Fall for the Arts*, a Cape-wide arts festival sponsored by the Cape Cod Arts Foundation. The Cape Cod Chamber of Commerce is a natural marketing partner. Along with your local chamber, they promote the unique values of the area that attract visitors and should be consulted early on in your planning process.

## 6. Establish a Long-term Budget to Support the Plan

It is critical to identify potential diversified public and private funding sources to support the strategic plan. Since 1982, Barnstable County cultural organizations have received grants totaling just under \$4 million from the Massachusetts Cultural Council, local cultural councils, National Endowment for the Arts, and the New England Foundation for the Arts.<sup>14</sup> But a proposed budget should include both grant funding and local economic development sources.

Successful long-term projects need clearly identified sources of sustainable funding. An extensive list of potential grant funding sources is listed at the end of this guide. However, difficult economic times require creative financing solutions from a variety of sources. A potential funding mechanism that can benefit many communities is the use of **District Improvement and Tax Increment Financing**.

District Improvement Financing (DIF) and Tax Increment Financing (TIF) provide funding mechanisms for redevelopment in targeted districts. Both DIF and TIF provide municipalities with innovative tools to target districts or specific projects for redevelopment. The use of tax increments is the centerpiece of both tools. A tax increment is the difference between the beginning assessed value of the targeted property in its dilapidated state and the assessed value going forward in time, as the planned improvements take shape.

The tax increment, calculated by the local assessor, is the tax on the added value of new construction, rehabilitation, or new equipment or machinery. Determining the value of the tax increment is essentially the same for both DIF and TIF. How the tax increment is used as an incentive, however, is very different. Using DIF, municipalities can pledge all or a portion of tax increments to fund district improvements over time. With TIF, municipalities may grant property tax exemptions to landowners of up to 100 percent of the tax increment for a fixed period.

Application forms, with detailed requirements for submittal, are available from the Massachusetts Office of Business Development (MOBD): [mass.gov/mobd](http://mass.gov/mobd).

Step  
6











# Case Study:

Barnstable

## History

The geographic location and resources of downtown Hyannis make it ideally positioned to be the cultural, commercial, medical, and transportation hub of the region. However, decentralization, single-use zoning, and a seasonal economic focus had resulted in an unappealing downtown marked by vacant storefronts and deteriorating façades.

The town devised the Downtown Hyannis Economic Stimulus Plan in 2005 to complement many of the efforts already under way to revitalize the area, including encouraging mixed-use development downtown, implementing streetscape (capital) improvements, and streamlining and clarifying the permitting process.

The town administration also recognized that supporting the creative economy to stimulate economic growth would complement the overall growth strategy for downtown, and that further cultivation of arts and culture activities would draw visitors and area residents to spend more time and money on Main Street. As such, an integral part of the economic stimulus plan was a community cultural planning process intended to develop year-round cultural programming and economic development opportunities for individual artists. This case study will focus primarily on the cultural programming section of the stimulus plan.

## Process

Early in the process of developing an economic stimulus plan for downtown Hyannis, the town formed partnerships with numerous business and regulatory entities, including Hyannis Main Street Business Improvement District, Hyannis Area Chamber of Commerce, Cape Cod Chamber of Commerce, Cape Cod Economic Development Council, Hyannis Civic Association, Hyannis Main Street Waterfront Historic District, and the Barnstable Historic Commission.

The town also partnered with many local and regional arts organizations in its efforts to establish Hyannis as a regional center for the arts, including the Massachusetts Cultural Council, the Arts Foundation of Cape Cod, and the Cape Cod Art Association.

## Community Input

Invitations were sent to 5,000 area residents and business owners to two community charettes held in 2006. At the meetings, town staff and partners gathered ideas for physical improvements and the role of arts and culture in downtown Hyannis.

These meetings revealed a strong desire for more arts and culture activities to attract residents and visitors to patronize area businesses, and to help change the perception of downtown Hyannis. Participants also felt strongly that the underutilized public land on the harbor front would be an ideal location for public art installations and cultural events. Other concerns were for increased safety/streetscape improvements in the

area, and ways to incentivize the thousands of ferry goers from the harbor front to make the short trip to shop and dine on Main Street.

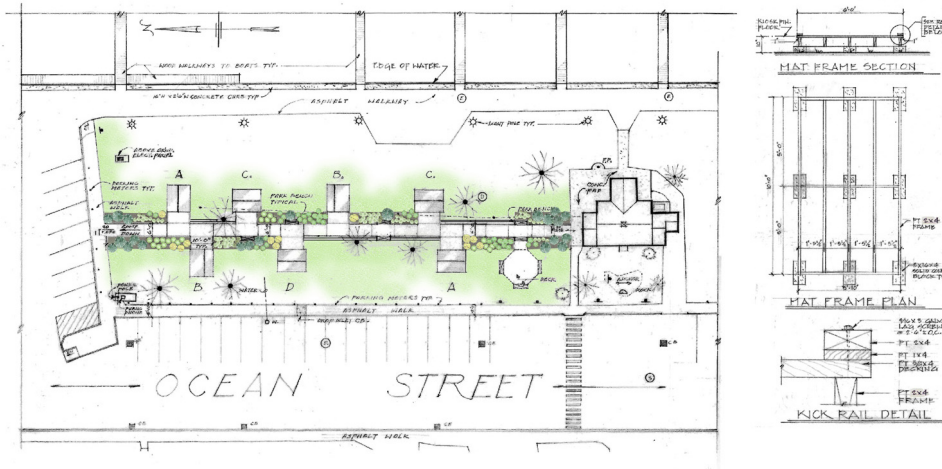
Area artists were also surveyed about their “wish-list” for downtown Hyannis via an online and hard-copy survey distributed through the various area arts organizations. Artists were asked to express their needs for living and/or working in the area, which provided enlightening information as the program was developed. For example, the partners were surprised to learn that the majority of artists surveyed were more in need of studio/work space and gallery opportunities than affordable living space. The survey revealed that many Cape Cod artists are older, established homeowners who lacked space designated solely for creating, selling, and interacting with other artists.

The partners assembled this information and presented a cultural economic development agenda program proposal for feedback. The proposal recommended a multi-tiered, long-term approach to incorporating the arts into the downtown revitalization, including:

- public art installation(s) and landscape art in selected locations;
- year-round cultural programming and events;
- a commitment to working with partners such as the Hyannis Main Street Business Improvement District to address public safety and streetscape (lighting) improvements;
- a long-term plan to establish a “creative connection” from the harbor front to Main Street via an extension of the Walkway to the Sea, sidewalk improvements, and the creation of artist live/work/display space and a cooperative art gallery on Pearl Street (which links the Main Street and the harbor front);
- the adoption of an art district with extensive marketing, branding, and promotion, as well as improved signage and wayfinding;
- investigating the feasibility of a cultural arts center in the district; and
- eventual turnover to a nonprofit entity to oversee existing programming and continued dedication to cultural agenda.



The town made a small initial capital investment to install a boardwalk and seven artist shanties on the open space at Bismore Park on Hyannis Harbor and introduced the Harbor Your Arts (HyA) Artist Shanty Program. The seven shanties offered a unique, affordable harbor-front location for local artists to create and sell their work. The program



was widely acclaimed as a welcome addition to Hyannis Harbor, and was very well received by Cape residents, visitors, and the arts and culture community.

The town also initiated the installation of various public art pieces in the downtown and waterfront areas of Hyannis. The most visible public art installation, “Buoyed Coasts,” consists of 50 lobster buoys mounted on 12-foot to 19-foot poles in ornamental grass beds on the harbor front. The buoys frame the harbor and create a display of color, light, and kinetic motion, drawing activity and attention to Aselton Park. Buoyed Coasts was awarded the Honor Award by the Boston Society of Landscape Architects. Landscape art was utilized to beautify the open spaces at the gateways to downtown, including a nursery/display garden at a formerly vacant property at 725 Main Street.







Building on the success of the artist shanty program, the town was able to secure additional public grant funding and corporate sponsorship from area businesses to expand the HyA Program to include the performing arts. The HyA Performing Arts Series offers free weekly concerts and Shakespeare performances on the harbor front every summer. The Arts Foundation of Cape Cod, together with the Citizens Bank Foundation, also sponsors a free weekly concert. The events have been a huge draw to the area, with audiences and the number of performing artists growing each season. Area restaurants and shops have reported a marked increase in business on performance nights.



An Arts and Culture Coordinator position was created within the town's Growth Management Department to oversee the implementation of the cultural economic development agenda and to secure the public and private funding to sustain it. Grant funds supported this position, with the understanding that the municipality would ultimately be transferring the management and oversight of the program to a nonprofit arts and culture entity.

The town purchased and renovated two vacant, historic properties on Pearl Street to establish the Shirley Blair Flynn Center for the Creative Arts. This vibrant, attractive campus now provides artist living, work, and gallery space. There are four year-round studio spaces and a seasonal potting studio, as well as an affordable artist's residence. This project was funded entirely through the US Department of Housing and Urban Development's Community Development Block Grant Program, Community Preservation Act funds, and private donations.



## Results/Impact

The Harbor Your Arts programs continue to have a measurable beneficial impact on both local artists and the local economy. In 2009 alone, the artists renting the harbor-front shanties collectively earned \$129,483.59, and attracted 61,764 visitors. The performing arts series employed 144 local actors and musicians and attracted audiences totaling almost 6,000. Local corporate sponsorship of the program has nearly tripled since its inception as area businesses recognize its impact.



Following the success of the town's art initiatives on Pearl Street, there has been an impressive amount of private investment on the street. Three private galleries and a photography studio have opened for business on the street, creating new jobs and improving vacant, dilapidated buildings. The artists in the area are enjoying increased visibility and revenues, and have involved the local community in art classes, open studio events, and art walks.

New artists are attracted to the area; a nationally known artist sought out town staff to locate a temporary art installation on Main Street based solely on the "buzz" around downtown Hyannis. While a formal zoning overlay has yet to be adopted by the town, a bustling creative cluster known as the Pearl Street Art District has clearly already been informally established.

The impact of the town's economic stimulus plan and cultural programming is also evident by the amount of private investment and development on the harbor front and Main Street in recent years. Since the implementation of the plan, occupancy permits for 39 new residential units have been issued (including two affordable housing units) and 31,750 gross square feet of commercial space has been developed. This includes a new 7,465 square foot retail store on Main Street and two new restaurants on the now bustling harbor front. This is a measurable impact in an area that had been seeing increased commercial vacancy rates and a marked decrease in residential development for many years.











**Additional  
Planning  
Resources**

## Other Arts Initiatives

**AHA!: New Bedford, MA** – One Thursday a month for the past 10 years, AHA!—an acronym for Art, History and Architecture—has generated energy and vitality in the city center and made New Bedford a southern New England destination. The free Arts and Culture Night is a collaborative downtown initiative that was started by the city in July 1999. Since then, the cultural organization has brought thousands of people to the cobblestone streets of historic downtown New Bedford to enjoy art, live music, lectures, films, walking tours, kids’ activities, and entertainment on the waterfront. AHA! has made New Bedford a regional destination for art, music, and entertainment. Visit [www.ahanewbedford.org](http://www.ahanewbedford.org) for more information.

**Arts & Artisans Trail Guide to Cape Cod, Martha’s Vineyard & Nantucket** – The Cape Cod Chamber of Commerce and the Cape and Islands Community Development, Inc., initiated an economic development strategy focused on enhancing Cape Cod’s and the Islands’ regional reputation as a cultural destination as well as a vibrant tourist and retirement destination. The trail guide gives seven itineraries to visits with artists and artisans, many off the “beaten path.” The second edition was published in spring 2009. The project included workshops for artisans, public relations events in Boston, and ongoing marketing via paid ads and public relations. Collaborators on the project included the Islands’ chambers of commerce, the Arts Foundation of Cape Cod, and the Cape Cod Economic Development Council.

**ArtsUnion: Somerville, MA** – The Somerville Arts Council implemented ArtsUnion in 2004 to focus on the physical and economic revitalization of Somerville’s Union Square through cultural activity. Now in its fifth year, ArtsUnion has been instrumental in reinvigorating the artistic and business landscape of the area. ArtsUnion commissioned local artisans to design streetscape furniture and recently began to implement the work surrounding a zoning/regulation review to further support the arts and the distinct character of the square. Visit [www.somervilleartscouncil.org](http://www.somervilleartscouncil.org) for more information.

**Berkshire Creative Economy Project: The Berkshires, MA** – The Berkshire Economic Development Corporation initiated the Berkshire Creative Economy Project to research and develop a strategic plan to strengthen the creative economy in the Berkshires. A consultant worked with leaders from the region’s cultural and artistic institutions and the region’s business community to make recommendations on programs and projects designed to lead to new markets for artists and arts businesses, create new products, create new jobs and careers, and generate new revenue-enhancing opportunities. Visit [www.berkshiredc.com](http://www.berkshiredc.com) for more information.

**Riverwalk Arts & Entertainment District: Fort Lauderdale, FL** – The Riverwalk a&e District was created as a destination marketing campaign to promote downtown Fort Lauderdale. Led by the Broward Center for the Performing Arts, a consortium of arts and cultural partners work in conjunction with the area’s hospitality industry,

business owners, and the Convention and Visitors Bureau to leverage arts and culture in making downtown Fort Lauderdale a premier urban community. Visit [www.riverwalkartsandentertainment.com](http://www.riverwalkartsandentertainment.com) for more information.

**The Sourcebook of Architectural and Design Elements Handcrafted on Cape Cod, Martha's Vineyard, and Nantucket** – In 2008, the Cape Cod Chamber, Cape and Islands Community Development, and new collaborators including the Homebuilders Association of Cape Cod embarked on a new project to create an economic shift in the region toward using unique, locally created, handcrafted architectural and design elements in new or renovated homes and establishments, through creating a sourcebook for architects, builders, and designers. This grew from their work over the last five years to increase markets and income for Cape Cod artists, by creating the arts trail publication. The trails ultimately brought over 500 artists in studios and galleries into a cohesive cultural tourism marketing effort. In the course of the trails project, they learned about the needs of our artistic community from a business growth perspective, their ideas about potential new markets and their reactions on how an established project in North Carolina might apply to our region. They provided technical business assistance and structured connections to our tourism sector. By listening to and involving the artists, technical assistance is provided where needed, studying existing and potential markets through research, data collection, and focus groups, producing high quality publications, and are now poised to marketing the sourcebook in similar strategies to the trails: events, articles, online sales, and outreach to specific markets. The Sourcebook of Architectural and Design Elements Handcrafted on Cape Cod, Martha's Vineyard, and Nantucket will be published in winter/spring 2010.

**Storefront Artists Project: Pittsfield, MA** – The Storefront Artists Project (SAP) was initiated in late 2003 to address the problem of storefront vacancies in downtown Pittsfield, and to provide working and exhibition space for local artists. The project works with more than 30 artists to help with exhibitions, gaining access to new markets, and connecting artists with the arts education programs in the region's public schools. The project, according to most observers, was a key catalyst in jump-starting the revitalization of downtown Pittsfield. Visit [www.pittsfield-ma.org](http://www.pittsfield-ma.org) for more information.

**Third Thursdays: Lynn, MA** – Third Thursdays in Lynn's Central Square is a program aimed at highlighting the rich cultural and business resources of downtown Lynn. The project encourages community revitalization through music, children's activities, and gallery exhibitions, as well as extended hours at local stores and restaurants on the third week of each month to increase pedestrian traffic and commerce in Lynn's business and arts district. Visit [www.thirdthursdayslynn.com](http://www.thirdthursdayslynn.com) for more information.

**Village of the Arts: Bradenton, FL** – A rough section of town formerly known for crack houses and prostitutes was transformed into the "Village of the Arts," a funky collection of more than 35 galleries, studios, cafés, and shops. The process began as a grassroots attempt by local artists to reclaim the neighborhood, and later expanded to include area schools, businesses, and social groups. A decade later, Bradenton has

established itself as a cultural destination with art walks, festivals, and an annual public art event featuring six-foot fiberglass geckos decorated by local artists. Visit [www.realizebradenton.com](http://www.realizebradenton.com) for more information.

## Funding/Technical Assistance Resources

### Arts Foundation of Cape Cod (AFCC)

The Arts Foundation of Cape Cod is the regional arts agency for Barnstable County, committed to strengthening and promoting Cape Cod's arts and cultural industry throughout the year. The AFCC serves individual artists, cultural organizations, fine and performing arts groups and businesses, and cultural and historical establishments such as museums and archives. The AFCC Grant Program provides cash awards in support of the artistic and cultural activities of local Cape Cod artists and organizations for Cape Cod-based projects. Grant projects must support a strong, stable, and diverse arts and culture industry on Cape Cod, and contribute to the quality of life and economic vitality of the region.

Preference is given to proposals that would enhance the arts education of learners of all ages on Cape Cod, and to collaborative efforts within the arts community. The AFCC does not award grants for general operating expenses. The Board of Directors will consider a limited number of awards up to \$5,000, but because the AFCC is interested in supporting as many worthwhile endeavors as possible, grant size is generally limited to within a range of \$500 to \$2,500. There are two grant cycles each year, one in the fall and one in the spring. Visit [www.artsfoundation.org](http://www.artsfoundation.org) for additional information.

### ArtistLink

ArtistLink works collaboratively to create a stable yet dynamic environment for Massachusetts artists and to support their increased contributions to our society and local communities. They achieve this mission by taking a leadership role on the artist space issue by providing individual artists, developers, and municipalities with targeted information and technical assistance and by advocating for relevant policy changes at the state level.

### Cape Cod Chamber of Commerce – Regional Tourism Council

The Cape Cod Chamber of Commerce is a nonprofit, destination marketing organization that leverages local and state resources to promote Cape Cod to visitors around the world. The chamber has several marketing opportunities for local artisans, including the *Arts & Artisans Trail Guide to Cape Cod, Martha's Vineyard, and Nantucket* and a newly developed *Architecture Sourcebook* for home designers, home builders, and decorators. The chamber partners with other regional organizations to market the arts sector including the monthly Cultural Bulletin e-newsletter that is sent to a wide

audience promoting arts and culture in the Commonwealth. Several important reports, recent statistics, and studies are on file at the chamber to help with marketing plans and development concepts (2007 Massachusetts Cultural Heritage Tourism Survey, 2005 Survey of Cape and Islands Artisans, predevelopment studies for the arts trail guide, and predevelopment studies for the architectural sourcebook). The Chamber's CEO has been appointed by Governor Patrick to the Massachusetts Creative Economy Council.

### **Cape & Islands Community Development Inc. (Coastal Community Capital)**

This organization is certified by the U.S. Department of the Treasury as a Community Development Financial Institution and by the U.S. Small Business Administration (SBA) as a Certified Development Corporation.

CDI promotes economic development through small business growth and management of the region's small business loan fund, and provides entrepreneurial support through the EntreCenter. Coastal Community Capital has unlimited access to an array of funding sources, including SBA 504 loans, loan guarantees, and direct lending, which are constantly evolving to provide the best solutions for borrowers.

### **Cape Cod Commission – Historic Preservation**

The Cape Cod Commission works to preserve the important historic and cultural features of the Cape landscape and built environment through a variety of means, including technical assistance, regulatory review of projects impacting historic resources, and educational programs. Visit [www.capecodcommission.org/historic](http://www.capecodcommission.org/historic) to learn more about the programs offered and access information on additional planning and funding resources.

### **Local Cultural Councils**

The Local Cultural Council (LCC) Program provides funds for community cultural activities in every city and town in Massachusetts. The Massachusetts Cultural Council (MCC) funds 329 LCCs across the Commonwealth. Locally, each community has its own local council, with the exception of Barnstable and Yarmouth, which have merged together to form the Mid Cape Regional Cultural Council.

### **Massachusetts Cultural Council (MCC)**

The Massachusetts Cultural Council is a state agency that promotes excellence, access, education, and diversity in the arts, humanities, and interpretive sciences to improve the quality of life for all Massachusetts residents and contribute to the economic vitality of our communities. The council pursues this mission through a combination of grant programs, partnerships, and services for nonprofit cultural organizations, schools, communities, and individual artists.

MCC receives an annual appropriation from the state legislature and funds from the National Endowment for the Arts, the Wallace Foundation, and others. In turn, MCC

makes thousands of grants directly to nonprofit cultural organizations, schools, communities, and individuals artists, through that use arts, science, and the humanities to build strong, diverse, livable communities. The beneficiaries of these programs comprise a cross-section of the population and citizens in each Massachusetts city and town.

The MCC's Adams Arts Program fosters and promotes the use of cultural assets as an economic development tool. The goal of the program is to maximize the economic impact of the cultural sector in Massachusetts by funding initiatives that connect artists and cultural organizations to local and state economic development efforts, nurture new arts and cultural enterprise development, raise awareness of the Commonwealth's cultural products, and increase arts and cultural visitors to the state.

The two grant categories are Planning Grants (up to \$5,000) and Implementation Grants (up to \$75,000 a year). In both categories, the MCC is interested in cultural economic development projects that require seed funding to:

- produce new revenue;
- create or enhance jobs;
- revitalize communities; and
- stimulate increased participation and engagement in cultural activities by residents and visitors.

Not-for-profit or public sector entities may apply. One of the partners must be a cultural organization incorporated in Massachusetts. Partners may include private, for-profit businesses and organizations, and state and federal agencies.

### **Massachusetts Office of Business Development (MOBD)**

MOBD together with MassEcon, MassDevelopment, and the Massachusetts International Trade Council, is committed to promoting Massachusetts as a globally competitive, innovative, dynamic, and diverse state. Their "It's All Here" campaign is a critical piece of establishing the identity of Massachusetts, supporting common goals and maximizing awareness of the state's global strengths—including its creative economy. MOBD is also an excellent resource for information on tax increment and district improvement financing.

### **MassDevelopment**

MassDevelopment is the state's finance and development authority, and works with businesses and local officials to provide the financial tools and real estate expertise needed to stimulate economic growth across the state of Massachusetts. Together with the MCC, MassDevelopment administers the Massachusetts Cultural Facilities Fund (CFF).

In two years, the state invested more than \$24 million through CFF into 120 cultural organizations, schools, and communities to build, repair, and expand their facilities.

It has supported projects across the state, in communities as diverse as Pittsfield and Provincetown. It has helped major tourist attractions such as Plimoth Plantation and MASS MoCA (Massachusetts Museum of Contemporary Art) leverage millions of private dollars to draw more visitors to Massachusetts. And it has helped smaller non-profits such as the Old North Church Foundation restore its National Historic Landmark building that is such a vital part of our national history.

The CFF is not currently accepting new grant applications. The state budget for the current fiscal year did not include an appropriation for the CFF. A 2008 Act of the Legislature, however, authorized the Governor to invest up to \$50 million in CFF through the issuance of state capital bonds over five years. Earlier this year the Governor elected to issue \$7 million to support the most recent round of CFF grants. This leaves up to \$43 million to be issued for the program in future years if the Governor so chooses.

### **National Endowment for the Arts (NEA)**

The National Endowment for the Arts (NEA) is a public agency dedicated to supporting excellence in the arts, bringing the arts to all Americans, and providing leadership in arts education. Established by Congress in 1965 as an independent agency of the federal government, the endowment is the nation's largest annual funder of the arts and supports MCC with an annual appropriation.

### **New England Foundation for the Arts**

New England Foundation for the Arts (NEFA) supports artists with the resources they need to create and present their work to the public, connects key stakeholders across the artistic enterprise in creative, meaningful, and thought-provoking ways, and strengthens the creative economy by conducting data-driven research that measures the economic value of the arts, provides advocacy tools for artists and organizations, and helps inform policy and shape laws relating to the arts.

NEFA's Culture Count New England database analyzes the economic impact of cultural organizations in an area. CultureCount is a suite of technology-based tools designed to be a resource for cultural organizations, community leaders, and businesses throughout Massachusetts so that they can understand the economic context and the impact the sector has on the Massachusetts economy.



## List of Cultural Venues Used in Figures 2–5

KEY:	
A	S Seasonal
	Y Year-round
	F Festival - Arts, Food (w/Arts), Film, Farmers' Market
	G Gallery
	H Historic Site/Museum
B	L Library
	M Museum - Fine Arts, Nature, Science
	PA Performing Arts
	MA Multi-use: Arts related (arts education, art festivals, concerts, etc.)

A	B	FACILITY	STREET	TOWN
S	F	ART IN THE VILLAGE - VARIOUS LOCATIONS ALONG 6A	3225 MAIN STREET	BARNSTABLE
S	F	ARTISANS GUILD OF CAPE COD	50 OSTERVILLE-WEST BARNSTABLE RD OSTERVILLE VILLAGE	BARNSTABLE
S	F	ARTS IN BLOOM	(WIANNO AVE/MAIN ST)	BARNSTABLE
S	MA	ASELTON PARK	OCEAN & SOUTH STREET	BARNSTABLE
Y	PA	BARNSTABLE COMEDY CLUB	3171 ROUTE 6A	BARNSTABLE
S	H	BARNSTABLE HISTORICAL SOCIETY MUSEUM	3074 MAIN ST/ROUTE 6A	BARNSTABLE
Y	PA	BARNSTABLE PERFORMING ARTS CENTER	744 WEST MAIN STREET	BARNSTABLE
Y	G	BARNSTABLE POTTERY ART GALLERY	3267 MAIN STREET	BARNSTABLE
S	G	BIRDSEY ON THE CAPE	12 WIANNO AVENUE 4676 FALMOUTH ROAD/	BARNSTABLE
Y	M	CAHOON MUSEUM OF AMERICAN ART	ROUTE 28	BARNSTABLE
Y	G	CAPE COD ART ASSOCIATION	3480 ROUTE 6A	BARNSTABLE
Y	MA	CAPE COD CONSERVATORY OF MUSIC AND ARTS	BARNSTABLE CAMPUS	BARNSTABLE
Y	H	CAPE COD MARITIME MUSEUM	135 SOUTH STREET	BARNSTABLE
S	PA	CAPE COD MELODY TENT	21 WEST MAIN STREET	BARNSTABLE
S	H	CENTERVILLE HISTORICAL MUSEUM	513 MAIN STREET	BARNSTABLE
Y	L	CENTERVILLE PUBLIC LIBRARY	585 MAIN STREET	BARNSTABLE
S	H	COAST GUARD HERITAGE MUSEUM	ROUTE 6A	BARNSTABLE
Y	MA	COTUIT CENTER FOR THE ARTS	4404 FALMOUTH ROAD/Rt 28	BARNSTABLE
Y	L	COTUIT LIBRARY	871 MAIN STREET	BARNSTABLE
Y	G	EAST BAY GALLERY OF OSTERVILLE	891 MAIN STREET	BARNSTABLE
Y	MA	GUYER BARN GALLERY AND ARTS CENTER	250 SOUTH STREET	BARNSTABLE
Y	G	HARDEN STUDIOS	3264 MAIN STREET	BARNSTABLE
Y	H	JFK MUSEUM	397 MAIN STREET	BARNSTABLE
Y	G	JOAN PETERS	885 MAIN STREET	BARNSTABLE
Y	L	MARSTONS MILLS PUBLIC LIBRARY, INCORPORATED	2160 MAIN STREET	BARNSTABLE
Y	G	MARY MCSWEENEY IRISH ARTIST	3885 ROUTE 6A	BARNSTABLE
S	F	MID-CAPE FARMERS' MARKET	232 MAIN STREET	BARNSTABLE
S	F	OSTERVILLE FARMERS' MARKET	155 WEST BAY ROAD	BARNSTABLE
Y	G	OSTERVILLE FINE ART & DESIGN	827 MAIN STREET	BARNSTABLE
Y	L	OSTERVILLE FREE LIBRARY	43 WIANNO AVENUE	BARNSTABLE
S	H	OSTERVILLE HISTORICAL MUSEUM	155 WEST BAY ROAD	BARNSTABLE
Y	G	PETER COES GALLERY	4405 ROUTE 6A 1000 OSTERVILLE W BARNSTABLE	BARNSTABLE
Y	G	RON DEAN POTTERY	ROAD	BARNSTABLE
Y	G	SAMUEL DAY GALLERY	4039 MAIN STREET	BARNSTABLE
Y	G	SCHULZ GALLERY	898 MAIN STREET UNIT A	BARNSTABLE
S	G	SHANTIES	180 OCEAN STREET	BARNSTABLE
Y	L	STURGIS LIBRARY	3090 MAIN STREET	BARNSTABLE
Y	G	TAO WATER ART GALLERY	1989 ROUTE 6A	BARNSTABLE
Y	MA	TILDEN ARTS CENTER - CAPE COD COMMUNITY COLLEGE	2240 IYANNOUGH ROAD 2454 MEETINGHOUSE WAY ROUTE	BARNSTABLE
Y	G	WEST BARNSTABLE TABLES	149	BARNSTABLE
Y	L	WHELDEN MEMORIAL LIBRARY	2401 MEETINGHOUSE WAY/Rte 149	BARNSTABLE
Y	M	ZION UNION HERITAGE MUSEUM	276 NORTH STREET	BARNSTABLE
S	H	APTUCXET TRADING POST	24 APTUCXET ROAD	BOURNE
S	F	BOURNE SCALLOP FEST	70 MAIN STREET	BOURNE
S	H	BRIGGS McDERMOTT HOUSE AND BLACKSMITH SHOP/BOURNE SOCIETY FOR HISTORIC PRESERVATION	SANDWICH ROAD	BOURNE
S	F	BUZZARDS BAY FARMERS' MARKET	70 MAIN STREET	BOURNE
S	H	CAPE COD CANAL VISITOR CENTER	60 ED MOFFIT DRIVE	BOURNE

Y	MA	CATAUMET ARTS CENTER	76 SCRAGGY NECK ROAD	BOURNE
		JONATHAN BOURNE HISTORICAL BUILDING/BOURNE HISTORICAL SOCIETY	30 KEENE STREET	BOURNE
S	H		19 SANDWICH ROAD	BOURNE
Y	L	JONATHAN BOURNE PUBLIC LIBRARY	851 SANDWICH ROAD	BOURNE
Y	G	PAIRPOINT GLASS COMPANY	2805 MAIN STREET	BREWSTER
S	G	ARIES EAST GALLERY	80 BLUE JACKET WAY	BREWSTER
S	G	BLUE JACKET STUDIO AND GALLERY	451 STONY BROOK ROAD	BREWSTER
S	G	BRENNAN MARQUETRY AND STAR POTTERY	3171 MAIN St/ROUTE 6A	BREWSTER
S	H	BREWSTER HISTORICAL SOCIETY MUSEUM	1822 MAIN STREET/6A	BREWSTER
Y	L	BREWSTER LADIES LIBRARY ASSOCIATION	869 MAIN STREET/ROUTE 6A	BREWSTER
Y	H	CAPE COD MUSEUM OF NATURAL HISTORY	3299 ROUTE 6A	BREWSTER
S	PA	CAPE REP THEATRE	3820 MAIN STREET	BREWSTER
Y	G	CLAYWORKS	1673 MAIN STREET	BREWSTER
Y	MA	COUNCIL ON AGING BUILDING	785 ROUTE 6A	BREWSTER
S	MA	DRUMMER BOY PARK-BANDSTAND	3852 MAIN STREET	BREWSTER
Y	G	EARTH N FIRE POTTERY	3966 ROUTE 6A	BREWSTER
S	G	HANDCRAFT HOUSE GALLERY	1145 MAIN STREET	BREWSTER
Y	G	HEART POTTERY PREU PHOTOGRAPHY	785 ROUTE 6A	BREWSTER
Y	H	HIGGINS FARM WINDMILL/DRUMMER BOY PARK	1283 MAIN STREET	BREWSTER
Y	G	MADDOCKS GALLERY	3090 MAIN STREET	BREWSTER
Y	G	MILLSTONE SCULPTURE GALLERY	2109 MAIN STREET	BREWSTER
Y	G	PARSONS ART GALLERY	3753 MAIN STREET	BREWSTER
Y	G	RUDDEFORTH GALLERY	STONY BROOK ROAD	BREWSTER
Y	H	STONY BROOK GRIST MILL AND MUSEUM	2896 MAIN STREET	BREWSTER
Y	G	STRINGE GALLERY	3873 MAIN STREET	BREWSTER
Y	G	STRUNA GALLERIES	75 SLOUGH ROAD	BREWSTER
S	G	STUDIO ON SLOUGH ROAD	490 MAIN STREET	BREWSTER
Y	G	SYDENSTRICKER GALLERIES	673 SATUCKET ROAD	BREWSTER
Y	G	UNDERGROUND ART GALLERY	403 STONY BROOK ROAD	BREWSTER
S	G	WALKER TAPESTRY	347 STAGE HARBOR ROAD	CHATHAM
S	H	ATWOOD HOUSE MUSEUM/ CHATHAM HISTORICAL SOCIETY	46 BARNHILL	CHATHAM
Y	G	BARNHILL POTTERY	134 CROWELL ROAD	CHATHAM
Y	PA	CHATHAM DRAMA GUILD	752 MAIN STREET ROUTE 28	CHATHAM
Y	G	CHATHAM GLASS WORKS	ROUTE 28 & OLD COMERS ROAD	CHATHAM
Y	H	CHATHAM MARCONI MARITIME CENTER	2469 MAIN STREET	CHATHAM
Y	G	CHATHAM MEDIA CENTER	2058 MAIN STREET	CHATHAM
Y	G	CHATHAM POTTERY	153 DEPOT ROAD	CHATHAM
S	H	CHATHAM RAILROAD MUSEUM	37 KENT PLACE	CHATHAM
S	G	CHATHAM VILLAGE GALLERY	154 CROWELL RD	CHATHAM
Y	MA	CREATIVE ARTS CENTER IN CHATHAM, INC.	564 MAIN STREET	CHATHAM
Y	L	ELDREDGE PUBLIC LIBRARY	436 MAIN STREET	CHATHAM
Y	G	FOREST BEACH DESIGNS	1 PLEASANT BAY ROAD	CHATHAM
S	F	JAZZ FESTIVAL - WEQUASSETT RESORT AND GOLF CLUB	645 MAIN STREET	CHATHAM
Y	G	MAIN STREET POTTERY	776 MAIN STREET/Rt 28	CHATHAM
S	PA	MONOMOY THEATRE	423 MAIN STREET	CHATHAM
Y	G	ODELL GALLERY	2559 MAIN STREET	CHATHAM
Y	L	SOUTH CHATHAM PUBLIC LIBRARY	464 MAIN STREET	CHATHAM
S	G	THE CHATHAM ART GALLERY	888 MAIN STREET	CHATHAM
S	G	THE MUNSON GALLERY	711 MAIN STREET ROUTE 28	DENNIS
Y	G	A TOUCH OF GLASS	766 MAIN STREET ROUTE 6A	DENNIS
Y	G	BAKSA STUDIO	8 WINDSHORE STREET	DENNIS
Y	G	BONNIE BREWER ARTIST STUDIO	38 MADISON ROAD	DENNIS
Y	G	CAPE COD DECOY AND WILDLIFE GALLERY		

Y	M	CAPE COD MUSEUM OF ART	60 HOPE LANE	DENNIS
S	PA	CAPE PLAYHOUSE & CAPE COD CENTER FOR THE ARTS	60 HOPE LANE	DENNIS
S	MA	DENNIS BANDSTAND	6A/OLD BASS RIVER ROAD	DENNIS
Y	L	DENNIS PUBLIC LIBRARY	5 HALL STREET	DENNIS
Y	PA	EVENTIDE ARTS	713 MAIN STREET/RT 6A	DENNIS
Y	G	FISHER GALLERY	5 WALDEN PLACE	DENNIS
Y	G	FRITZ GLASS	36 UPPER COUNTY ROAD	DENNIS
S	G	HARVEST GALLERY	766 MAIN STREET ROUTE 6A	DENNIS
Y	L	JACOB SEARS MEMORIAL LIBRARY	23 CENTER STREET	DENNIS
			TROTTING PARK ROAD AND	
S	H	JERICO HISTORICAL CENTER	OLD MAIN STREET	DENNIS
Y	G	JEWELRY BY ETTA	530 MAIN STREET ROUTE 28	DENNIS
S	H	JOSIAH DENNIS MANSE	NOBSCUSSET ROAD	DENNIS
Y	G	MILL STONE POTTERY	766 MAIN STREET ROUTE 6A	DENNIS
Y	G	ROSS COPPLEMAN GOLDSMITH INC	1439 ROUTE 6A	DENNIS
Y	G	SCARGO GALLERY	30 DR LORDS ROAD	DENNIS
Y	L	SOUTH DENNIS PUBLIC LIBRARY	389 MAIN STREET	DENNIS
Y	G	THE DECORATIVE PAINTER ART GALLERY	766 MAIN STREET ROUTE 6A	DENNIS
Y	MA	WEST DENNIS GRADED SCHOOL	67 SCHOOL STREET	DENNIS
S	G	WINSTANLEY ROARK FINE ARTS	601 MAIN STREET	DENNIS
S	H	CAPTAIN PENNIMAN HOUSE	FORT HILL ROAD	EASTHAM
Y	L	EASTHAM PUBLIC LIBRARY	190 SAMOSET ROAD	EASTHAM
S	MA	EASTHAM WINDMILL/GREEN	RT 6/SAMOSET ROAD	EASTHAM
S	H	NAUSET LIGHTHOUSE	CABLE ROAD	EASTHAM
Y	H	SALT POND VISITOR CENTER	ROUTE 6 & NAUSET RD	EASTHAM
S	H	SCHOOLHOUSE MUSEUM/EASTHAM HISTORICAL SOCIETY	NAUSET ROAD AND SCHOOLHOUSE ROAD	EASTHAM
Y	G	SWEET PEAS ARTISANS AND ANTIQUES	2390 ROUTE 6	EASTHAM
		SWIFT-DALEY HOUSE/RANLETT TOOL MUSEUM/DILL BEACH		
S	H	CAMP	ROUTE 6	EASTHAM
S	H	THREE SISTERS LIGHTHOUSES	CABLE ROAD	EASTHAM
S	F	BARNSTABLE COUNTY FAIR	1220 NATHAN ELLIS HWY/RT 151	FALMOUTH
S	PA	CAPE COD THEATRE PROJECT	7 HIGHFIELD DRIVE	FALMOUTH
Y	G	FALMOUTH ARTISTS GUILD	311 MAIN STREET REAR	FALMOUTH
Y	MA	FALMOUTH ARTS CENTER	137 GIFFORD STREET	FALMOUTH
S	F	FALMOUTH FARMERS' MARKET	PEG NOONAN PARK/MAIN STREET	FALMOUTH
S	H	FALMOUTH MUSEUMS ON THE GREEN	55 AND 65 PALMER AVENUE	FALMOUTH
Y	L	FALMOUTH PUBLIC LIBRARY	300 MAIN STREET	FALMOUTH
Y	G	FLYING PIG POTTERY	410 WOODS HOLE ROAD	FALMOUTH
Y	G	GLASS HUT STUDIO	14 OCCUM LANE	FALMOUTH
S	MA	HARBOR BAND SHELL/MARINA PARK	SCRANTON AVENUE	FALMOUTH
Y	G	HATCHVILLE POTTERY	494 BOXBERRYHILL ROAD	FALMOUTH
Y	MA	HIGHFIELD HALL	56 HIGHFIELD DRIVE	FALMOUTH
S	PA	HIGHFIELD THEATER - CAPE COD CONSERVATORY	58 HIGHFIELD DRIVE	FALMOUTH
Y	G	JAN COLLINS SELMAN FINE ART	317 MAIN STREET	FALMOUTH
		JULIA WOOD HOUSE AND CONANT HOUSE/FALMOUTH		
S	H	HISTORICAL SOCIETY	55 & 65 PALMER AVENUE	FALMOUTH
S	MA	PEG NOONAN PARK	MAIN STREET/LIBRARY LANE	FALMOUTH
Y	G	QUISSETT STUDIO POTTERY	319 WOODS HOLE ROAD	FALMOUTH
Y	G	R GEERING POTTERY	246 WOODS HOLE ROAD	FALMOUTH
Y	G	RED FIRE GALLERY	32 F R LILLIE ROAD	FALMOUTH
Y	L	WEST FALMOUTH LIBRARY, INCORPORATED	575 WEST FALMOUTH HIGHWAY/RTE 28A	FALMOUTH
S	F	WOODS HOLE FILM FESTIVAL, INCORPORATED	WATER STREET (SEVERAL LOCATIONS)	FALMOUTH
S	H	WOODS HOLE HISTORICAL MUSEUM	573 WOODS HOLE ROAD	FALMOUTH



Y	L	WOODS HOLE PUBLIC LIBRARY WOODS HOLE THEATER COMPANY AT WOODS HOLE	581 WOODS HOLE ROAD	FALMOUTH
Y	PA	COMMUNITY HALL	68 WATER STREET	FALMOUTH
Y	G	820 MAIN GALLERY	820 MAIN STREET ROUTE 28 DOANE PARK - RTE 28/LOWER COUNTY/PINE	HARWICH
S	F	ART IN THE PARK - GUILD OF HARWICH ARTISTS	RT 39/OAK STREET	HARWICH
S	MA	BANDSTAND - BROOKS PARK	80 PARALLEL STREET	HARWICH
Y	MA	BROOKS ACADEMY MUSUEM/HARWICH HISTORICAL SOCIETY	739 MAIN STREET	HARWICH
Y	L	BROOKS FREE LIBRARY	105 DIVISION STREET	HARWICH
Y	PA	HARWICH JUNIOR THEATRE	SISSON AND PARALLEL STREET	HARWICH
Y	MA	HARWICH JUNIOR THEATRE (OLD REC BUILDING)	RTE 28	HARWICH
S	F	HARWICH PORT - WEDNESDAY NIGHT MUSIC STROLL	19 OLD TAVERN LANE	HARWICH
Y	G	HEATHER BLUME STUDIO & GALLERY	791 ROUTE 28	HARWICH
Y	G	PEWTER CRAFTERS OF CAPE COD	270 CHATHAM ROAD	HARWICH
S	MA	SOUTH HARWICH MEETINGHOUSE	577 GREAT NECK ROAD SOUTH	MASHPEE
Y	M	CAPE COD CHILDREN'S MUSEUM	681 FALMOUTH ROAD	MASHPEE
Y	G	J MILLER PICTURE AND FRAMING GALLERY	RT 128/51	MASHPEE
S	MA	MASHPEE COMMONS-SUMMER CONCERTS	16 GREAT NECK ROAD NORTH	MASHPEE
Y	H	MASHPEE HISTORICAL COMMISSION MUSEUM	483 GREAT NECK ROAD	MASHPEE
S	F	MASHPEE POWWOW	5 JOY STREET	MASHPEE
Y	L	MASHPEE PUBLIC LIBRARY	ROUTE 28	MASHPEE
S	H	OLD INDIAN SCHOOLHOUSE MUSEUM	120 MAIN STREET	ORLEANS
Y	PA	ACADEMY PLAYHOUSE	43 SOUTH ORLEANS ROAD ROUTE 28	ORLEANS
Y	G	ADDISON ART GALLERY	70 ROUTE 28	ORLEANS
S	F	ARTISANS GUILD OF CAPE COD	57 ROUTE 6A	ORLEANS
Y	G	ARTWORKS AT THE FRAMING GALLERY	46 MAIN STREET	ORLEANS
Y	G	BOB KORN IMAGING	34 MAIN STREET	ORLEANS
Y	G	EASTWIND GALLERY	11 BAYVIEW DRIVE	ORLEANS
S	PA	ELEMENTS THEATRE COMPANY	ROUTE 28	ORLEANS
S	H	FRENCH CABLE STATION MUSEUM	31 MAIN STREET	ORLEANS
Y	G	GALLERY 31	37 MAIN STREET	ORLEANS
Y	G	HONEY CANDLE COMPANY	ROUTE 6A ON TOWN COVE	ORLEANS
S	H	JONATHON YOUNG WINDMILL	9 ROUTE 6A CRANBERRY HWY	ORLEANS
Y	G	KEMP POTTERY	ROCK HARBOR	ORLEANS
S	H	LIFEBOAT CG36500	3 RIVER ROAD	ORLEANS
S	H	MEETING HOUSE MUSEUM/ORLEANS HISTORICAL SOCIETY	OLD COLONY WAY	ORLEANS
S	F	NAUSET PAINTERS - DEPOT SQUARE PARK	OLD COLONY WAY	ORLEANS
S	F	ORLEANS FARMERS' MARKET	3 DORAN DRIVE	ORLEANS
Y	G	PALETTE WORKS	5 BAYVIEW DRIVE	ORLEANS
Y	G	PRIORY BOOKS & GIFTS CARITAS GALLERY	104 ROCK HARBOR ROAD	ORLEANS
Y	G	ROCK HARBOR GALLERY	95 WEST ROAD	ORLEANS
Y	G	SEA SHELL POTTERY	67 MAIN STREET	ORLEANS
Y	L	SNOW LIBRARY	69 COMMERCIAL STREET	PROVINCETOWN
Y	G	ALICE BROCK STUDIO	24 PEARL STREET	PROVINCETOWN
Y	MA	FINE ARTS WORK CENTER IN PROVINCETOWN, INC.	364 COMMERCIAL STREET	PROVINCETOWN
Y	G	GAIL BROWNE GALLERY	444 COMMERCIAL STREET	PROVINCETOWN
Y	G	GALLERY VOYEUR	RACE POINT ROAD	PROVINCETOWN
S	H	OLD HARBOR LIFE SAVING STATION	HIGH POLE HILL RD	PROVINCETOWN
Y	H	PILGRIM MONUMENT & PROVINCETOWN MUSEUM	389 COMMERCIAL STREET	PROVINCETOWN
S	G	POLI GALLERY	MAIN STREET/DOWNTOWN	PROVINCETOWN
S	F	PORTUGESE FESTIVAL	RACE POINT ROAD	PROVINCETOWN
S	H	PROVINCELANDS VISITOR CENTER	460 COMMERCIAL STREET	PROVINCETOWN
Y	MA	PROVINCETOWN ART ASSOCIATION AND MUSEUM		PROVINCETOWN

Y	G	PROVINCETOWN ARTISAN COOPERATIVE	237 COMMERCIAL STREET	PROVINCETOWN
S	F	PROVINCETOWN FARMERS' MARKET	RYDER STREET/TOWN HALL	PROVINCETOWN
S	F	PROVINCETOWN INTERNATIONAL FILM FESTIVAL	VARIOUS LOCATIONS IN DOWNTOWN	PROVINCETOWN
S	F	PROVINCETOWN JAZZ FESTIVAL	12 WINSLOW STREET	PROVINCETOWN
Y	L	PROVINCETOWN PUBLIC LIBRARY	365 COMMERCIAL STREET	PROVINCETOWN
S	F	PROVINCETOWN TENNESSEE WILLIAMS THEATER FESTIVAL	MAIN STREET (SEVERAL LOCATIONS)	PROVINCETOWN
S	PA	PROVINCETOWN THEATER	238 BRADFORD STREET	PROVINCETOWN
S	G	RICE POLAK GALLERY	430 COMMERCIAL STREET	PROVINCETOWN
S	G	SIMIE MARYLES GALLERY	435 COMMERCIAL STREET	PROVINCETOWN
S	G	AGIN FINE ART GALLERY	172 ROUTE 6A	SANDWICH
Y	G	COLLECTIONS UNLIMITED	365 ROUTE 6A	SANDWICH
Y	G	DAMSEFLY STUDIO & GALLERY	412 ROUTE 6A	SANDWICH
S	G	DE DAVIES GALLERY OF QUILTS & WATERCOLORS	194 MAIN STREET	SANDWICH
Y	MA	HERITAGE MUSEUM AND GARDENS	67 GROVE STREET	SANDWICH
Y	G	MCDERMOTT GLASS STUDIO & GALLERY	272 COTUIT ROAD	SANDWICH
S	F	SANDWICH FARMERS' MARKET	VILLAGE GREEN	SANDWICH
Y	L	SANDWICH FREE PUBLIC LIBRARY	142 MAIN STREET	SANDWICH
Y	H	SANDWICH GLASS MUSEUM/SANDWICH HISTORICAL SOCIETY	129 MAIN STREET (RT 130/TUPPER)	SANDWICH
S	MA	SHAWME POND	ROUTE 130	SANDWICH
S	G	SHAWME POND POTTERY	7 WATER STREET	SANDWICH
Y	G	SUMMER GALLERY	18 JARVIS ST	SANDWICH
Y	G	SUSAN DAVIES	23 NEWTOWN ROAD	SANDWICH
Y	G	THE GLASS STUDIO ON CAPE COD	470 ROUTE 6A	SANDWICH
S	H	THORNTON W. BURGESS MUSEUM	4 WATER STREET	SANDWICH
S	H	WING FORT HOUSE	69 SPRING HILL ROAD	SANDWICH
S	H	HOXIE HOUSE	WATER STREET	SANDWICH
S	H	HIGHLAND LIGHTHOUSE		TRURO
S	MA	HIGHLANDS CENTER AT CAPE COD NATIONAL SEASHORE (PAYOMET)	32 OLD DEWLINE ROAD	TRURO
Y	G	JOBİ POTTERY	3 DEPOT ROAD	TRURO
S	G	N CAMERON WATSON	6 SWALE WAY	TRURO
S	G	SUSAN BAKER MEMORIAL MUSEUM	46 SHORE ROAD	TRURO
S	G	TAQWA GLASS STUDIO AND GALLERY	352 ROUTE 6	TRURO
Y	MA	TRURO CENTER FOR THE ARTS AT CASTLE HILL	10 MEETINGHOUSE ROAD	TRURO
			5 LIBRARY LANE	
Y	L	TRURO PUBLIC LIBRARY	(OFF STANDISH WAY)	TRURO
S	H	COBB MEMORIAL ARCHIVE	13 TRURO CENTER ROAD	TRURO
S	H	HIGHLAND HOUSE MUSEUM/TRURO HISTORICAL SOCIETY	27 HIGHLAND ROAD	TRURO
S	G	ANDRE POTTERY STUDIO	5 COMMERCIAL STREET	WELLFLEET
S	G	BROPHYS FINE ART	313 MAIN STREET	WELLFLEET
S	G	GALLERY 5	5 EAST COMMERCIAL STREET	WELLFLEET
S	G	HARMON STUDIO GALLERY	95 COMMERCIAL STREET	WELLFLEET
S	G	KENDALL ART GALLERY	40 MAIN STREET	WELLFLEET
Y	H	MARCONI STATION SITE		WELLFLEET
S	G	NARROW LAND POTTERY	2603 ROUTE 6	WELLFLEET
Y	G	SALTY DUCK POTTERY	115 MAIN STREET	WELLFLEET
Y	PA	WELLFLEET HARBOR ACTORS THEATER	2357 ROUTE 6	WELLFLEET
S	H	WELLFLEET HISTORICAL SOCIETY MUSEUM	266 MAIN STREET	WELLFLEET
S	F	WELLFLEET OYSTERFEST	MAIN STREET (SEVERAL LOCATIONS)	WELLFLEET
Y	L	WELLFLEET PUBLIC LIBRARY	55 WEST MAIN STREET	WELLFLEET
Y	PA	WHAT HARBOR THEATRE	1 KENDRICK AVENUE	WELLFLEET
Y	MA	CULTURAL CENTER OF CAPE COD	307 OLD MAIN STREET	YARMOUTH
S	H	EDWARD GOREY HOUSE MUSEUM	8 STRAWBERRY LANE	YARMOUTH

S	G	FRESH PAINT GALLERY	143 RTE 6A	YARMOUTH
S	G	SAILORS VALENTINE STUDIO	8 PINE GROVE VILLAGE	YARMOUTH
Y	L	SOUTH YARMOUTH TOWN LIBRARY	312 OLD MAIN STREET	YARMOUTH
Y	L	WEST YARMOUTH TOWN LIBRARY	391 MAIN ST/RTE 28	YARMOUTH
S	F	YARMOUTH ART GUILD OUTDOOR ART SHOW	RTE 6A	YARMOUTH
Y	L	YARMOUTH PORT LIBRARY	297 ROUTE 6A	YARMOUTH
		BANGS HALLETT HOUSE/HISTORICAL SOCIETY OF OLD		
S	H	YARMOUTH	STRAWBERRY LANE	YARMOUTH
S	H	BAXTER GRIST MILL	ROUTE 28	YARMOUTH
S	H	JUDAH BAKER WINDMILL		YARMOUTH
Y	H	TAYLOR-BRAY FARM	108 BRAY FARM ROAD NORTH	YARMOUTH
S	H	WINSLOW CROCKER HOUSE/HISTORIC NEW ENGLAND	250 ROUTE 6A	YARMOUTH
S	H	YARMOUTH NEW CHURCH PRESERVATION FOUNDATION	ROUTE 6A	YARMOUTH

## Endnotes

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- Page i Photo of way-finding signage on Pearl Street in downtown Hyannis, courtesy of Elizabeth Dillen.
- Page 27 Flag outside a photography studio on Pearl Street in downtown Hyannis, courtesy of Elizabeth Dillen.
- Page 31 Way-finding signage for Walkway to the Sea in downtown Hyannis, courtesy of the Cape Cod Commission.
- Page 32 TOP: Plan for artist shanties, by Kennen Landscape Architecture, courtesy of the Town of Barnstable.  
MIDDLE and BOTTOM: Artist shanties at Ocean Street, courtesy of the Town of Barnstable.
- Page 33 TOP: Artist shanty at Ocean Street, courtesy of the Town of Barnstable.  
MIDDLE: Performance stages in Aselton Park, courtesy of Elizabeth Dillen.  
BOTTOM: Way-finding signage in downtown Hyannis, courtesy of Elizabeth Dillen.
- Page 34 TOP: Artist shanties in the evening at Ocean Street, courtesy of the Town of Barnstable.  
BOTTOM: Carolers on the Walkway to the Sea, courtesy of the Town of Barnstable.
- Page 35 Buoyed Coasts public art installation at Aselton Park, courtesy of Elizabeth Dillen.



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