



Fostering Arts and Culture on Martha's Vineyard

Planning Report

January 2012

This planning study was financed in part by the following organizations.



Martha's Vineyard Arts and Culture Collaborative

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Summary

- **An Overview of Arts and Culture on Martha's Vineyard**

- Broad range of cultural institutions
- Large and vibrant arts community
- Supported by year-round and seasonal residents / visitors
- Important contributors to Island economy

- **Goals of Arts Martha's Vineyard**

- Identify initiatives to promote arts and culture
- Develop a business / organizational model to support and implement
- Foster collaboration

- **Our Planning Process and Activities**

- Conduct Planning Study
- Identify Priority Actions
- Engage the Community
- Planning Activities completed:
 - Island Plan strategies for support and promotion of the Arts reviewed
 - Facilitated Workshop conducted 19. 2010
 - Grants applied for and awarded from Mass. Cultural Council, Permanent Endowment of MV, and MV Women's Network
 - Arts and Culture Collaborative established - 6 committees: Coordinating, Planning, Events, Marketing and Branding, Technology, and Governance
 - Facilitator hired Best practices researched
 - Kick Off Meeting conducted - February 23, 2011
 - Survey developed and distributed
 - Focus Group conducted - April 28, 2011
- Pilot Activities completed:
 - Develop Logotype
 - Develop prototype website
 - Establish Facebook page
 - Produce and distribute Rack Card

- Conduct Summer Arts Preview - June 7, 2011

- **Profile of Arts and Culture on Martha's Vineyard**

- Distinct features of Arts and Culture on Martha's Vineyard include:
 - Strong programs to encourage / sustain artistic talent
 - Abundance of natural beauty
 - Seasonality encourages quiet reflection
 - Vibrancy of cosmopolitan people and simplicity of place
 - Generosity of spirit
 - Arts and Culture community open to collaboration
 - Cultural destination for creative people from around the world
 - Diversity in breadth of artistic experiences available
 - High caliber of art available
 - Breeding ground for new and unique talents

- **Inventory of Cultural Assets**

- Compiled from several sources including:
 - Detailed written survey of MV arts and cultural organizations
 - MV Chamber of Commerce
 - New England Foundation for the Arts
 - Websites of arts and culture organizations on MV
 - Registration data from 3 sponsored forums
 - Registration data from Arts Martha's Vineyard website
 - Individual input from Committee members
- Inventory statistics divided into multiple disciplines and categories including:
 - Art Centers, Art Galleries, Individual Artists, Artisans, Books and Magazines, Dance, Festivals and Fairs, History and Island Culture, Kids, Learning and Instruction, Libraries, Museums, Music,

Performance, Poetry, Theater, Venues, Workshops, Writers and Publishers

- 187 individuals, businesses and organizations involved in arts and culture, not including some 380 employees
- 26+ venues available for films, exhibits, and events
- 600+ artists exhibiting in local galleries
- Hundreds of other individuals / performers involved in other cultural activities on MV

○ *Economic Impact*

- The year-round population of 16,460 swells to 60-75,000 during peak summer months.
- The driving force of the Island's economic base is the second homeowner. 57% of the Island's housing stock is occupied seasonally.
- In 2008, the Vineyard's overall economy totaled \$513,168,575 with 4,440 business establishments and 7,814 employees.
- The direct economic impacts of Arts and Culture is estimated at \$21,640,909 or 4.22% of the Vineyard's overall economy
- The Creative Economy – also including publishing industries, architectural, engineering, interior and landscaping design services and related industries – made up 10.22% (\$52,452,719).
- Both of the Vineyard's Arts and Culture and Creative Economy industries surpass the state's 2.8% or higher employment standard for an "emerging industry cluster". Arts and Culture comprised 3.37% of employment (263 employees) while the Creative Economy comprised 7.13% or 557 employees.

● **Needs of the Arts and Cultural Community**

- As determined by survey:

- Better promotion of the existing organizations, individuals and events (99%)
- Website to serve as gateway (92%)
- Printed annual directory of arts / culture organizations and individuals (85%)
- Marketing program to brand the Vineyard as an arts / cultural destination (81%)
- Weekly newsletter for the general public (81%)
- Pre-season promotional open house (69%)
- Major arts / culture festival (58%)
- Promotion of learning vacations (48%)
- Joint promotion / pricing "passport" program (44%)
- Establishment of Arts / Cultural Districts (42%)

○ Possible Initiatives to be pursued - as rated by Arts Martha's Vineyard committee volunteers

- Website and Social Media
- Marketing / Branding
- Open House
- Directory
- Festivals / Events
- Joint Promotion / Pricing
- Newsletter
- Master Calendar
- Learning Vacations
- Workshops / Training

● **Objectives and Overall Strategy**

○ Objectives: the Mission of the Arts and Culture Collaborative:

- Increasing awareness of the Island as a year-round arts-rich community through branding and coordinated marketing opportunities
- Stimulating economic development, increasing cultural tourism and fostering development of cultural initiatives
- Nurturing, coordinating and leveraging resources and opportunities for arts and cultural non-

profit organizations, businesses and individuals

- Supporting arts education in schools and the community at large

- o Overall Strategy

- Increase participation in arts and culture activities from Island residents, visitors, and new cultural tourists
- Improve involvement of the broader business community
- Support arts institutions, businesses and artists through networking, collaboration and leveraging of community resources
- Leverage existing offerings through better marketing and promotion
- Longer term development of larger scale priorities such as new festivals, programming and events, institutions and buildings, and further partnering with hotels, B&Bs, restaurants and other businesses

- **Proposed Priority Actions for 2012**

- o Develop a multipurpose website to serve as a centralized portal for the community and audiences, aid in branding and marketing, and for sharing information, events and calendars; identify and pursue funding sources
- o Use Social Media (Facebook, Twitter etc.) to build community and market events
- o Develop other technology initiatives such as Geotours, e-Newsletters for members, organizations, individuals and consumers
- o Continued development of Events and Festivals to expand Arts and Cultural tourism, particularly into the shoulder seasons
- o Expand Branding and Marketing efforts; identify and pursue funding sources

- **Organizational Structure** (as of January 2012)

- o Researched several other arts organizations on governance options
- o Determined that there is no need to establish a non-profit 501(c)3 at this time
- o Recommended continued alliance with MV Chamber of Commerce and MV Commission for grant applications, fiduciary responsibilities and for managing any needed personnel
- o Recommended that ARTS Martha's Vineyard be a membership organization under the direction of a Steering Committee
- o Open to all
 - Artists, artisans, and creative individuals
 - Individuals and organizations that support arts and culture
 - Businesses that understand and support the economic impact of the arts and cultural community
- o Members agree to comply with organization requirements, actively engage in Arts MV mission and collaborate where appropriate
- o Voting rights: one membership, one vote
- o Steering Committee responsibilities include:
 - Establishing priorities
 - Fundraising and financial management
 - Contract execution and compliance
 - Establishing and coordinating all activities
 - Overseeing all communications
 - Hiring and supervising of all staff and volunteers
 - Oversight of all committees and recommendations

1. Introduction

This document reports on the status and needs of the arts and culture community on Martha's Vineyard. It also outlines a strategy and priority initiatives for strengthening Martha's Vineyard's arts and culture, and the cultural economy, in the future. It was funded in part by an Adams Planning Grant from the Massachusetts Cultural Council and a grant from the Permanent Endowment Fund of MV.

A. Overview of Arts and Culture on Martha's Vineyard

Martha's Vineyard is well known for its scenic beauty, historic charm and recreational opportunities. These attract an influx of seasonal residents and visitors, inflating the population from about 16,000 in the winter to more than 60,000 in the summer. The Vineyard is also known, but less well, for its arts and cultural community. That same beauty, plus character, and quality of life have inspired the creative expression in many residents and visitors, and attracted many creative people to move to the Vineyard.

For such a small population, the Island has a remarkably broad range of cultural institutions and a large and vibrant arts community, supported by both year-round and seasonal residents in addition to tourists. Numerous Vineyard artists and cultural institutions have achieved national prominence. Arts and culture are important contributors to the Vineyard economy.

Over the past two years, there has been a growing effort to identify and implement ways to strengthen the Martha's Vineyard Arts and Culture community. Since 2010, this effort has been led by a newly formed organization, the Martha's Vineyard Arts and Culture Collaborative, or *Arts Martha's Vineyard* for short.

B. Goals of Arts Martha's Vineyard

The Collaborative realized the need for a formal planning process and created the organizational infrastructure to accomplish it. The initial goals for the planning process were to:

- Identify the most effective initiatives for leveraging our cultural assets to promote the arts, strengthen cultural industries, and increase cultural tourism, especially in the short term.
- Develop the most appropriate business model and organizational structure for an entity to support and help implement these initiatives on a sustainable basis in a seasonal economy of our size.
- Learn to work together collaboratively and foster an atmosphere of partnership.

In its first year, Arts Martha's Vineyard applied for three grants to support this effort and was successful in being awarded all of them, namely:

- Massachusetts Cultural Council Adams Planning Grant,
- Martha's Vineyard Women's Network,
- Martha's Vineyard Permanent Endowment.

C. Planning Process

Our approach was to work simultaneously on three parallel and mutually reinforcing efforts.

- **Planning Study** – The planning effort included preparing an inventory of the Vineyard’s cultural assets, quantifying economic impacts, identifying needs, outlining a strategy for future action, and suggesting the best organizational structure for implementation, as summarized in this report.
- **Priority Actions** – This involved identifying several specific activities – the lowest of the low-hanging fruit – and implementing them on a trial basis over the past year. The aim was to “plan by doing”, trying out initiatives as ends in themselves but also to test their viability and give a practical indication of what the needs are to make each initiative more successful.
- **Community Engagement** – This involved reaching out to the members of the arts and culture community on the Vineyard and involving them in the planning and initial implementation efforts. The planning process and the organization of activities provides a way to engage members of the community and to build relationships as a basis for future action.

The main planning activities undertaken in the past two years, which have led to this report along with a number of other results include:

- **Island Plan:** The Martha’s Vineyard Commission (MVC), the Island’s regional planning agency, developed strategies to address these major issues in the Island Plan, a comprehensive planning document prepared with widespread community involvement and adopted in December 2009. The plan proposed a number of strategies to support and promote the arts and to foster the development of a cultural tourism for the Island (see the summary of the Arts and Culture section in Appendix 2).
- **Facilitated Workshop:** These and other strategies were addressed by more than thirty members of the Vineyard’s arts and cultural community, both for-profit and nonprofit, at a facilitated roundtable discussion on October 19, 2010. The roundtable was sponsored by the Martha’s Vineyard Donors Collaborative (MVDC), an advocacy organization that supports the Island’s nonprofit community.
- **Arts and Culture Collaborative:** After the facilitated workshop, it was agreed to set up the Martha’s Vineyard Arts and Culture Collaborative (MVACC). A Coordinating Committee and several subcommittees were formed and charged with taking the discussion to a different level, focusing on: planning and data analysis, compilation of an arts and culture inventory, branding, technology, and events. The group applied for and was awarded several grants to help fund the planning effort and related activities. Those funders included the Massachusetts Cultural Council’s Adams Arts Program planning grant (\$5,000) the Permanent Endowment Fund of Martha’s Vineyard (\$1,250) and the Martha’s Vineyard Women’s Network (\$2,500).
- **Committees:** The committees and their roles included (See appendix 1 for committee membership lists):
 - **Coordinating Committee** – representative of the original partner organizations plus other individuals representing the arts and culture. The committee’s role was to facilitate and prioritize all activities of the Martha’s Vineyard Arts and Culture Collaborative (MVACC). It met at least monthly since the beginning of the process.

- **Planning Committee** – coordinated the overall planning efforts including the survey, focus group, research, pilot activities, and other efforts related to the Adams grant.
 - **Events Committee** – planned events to gather information (needs and community analysis), present information (lessons learned and best practices from other communities), and publicize the initiative.
 - **Marketing and Branding Committee** – developed promotional materials such as logotype for pilot projects.
 - **Technology Committee** – explored and developed a prototype website for MVACC, ways to use social media (e.g. Facebook) and other possible projects.
 - **Governance Committee** – explored several models and developed a proposed governance structure for the MVACC.
- **Facilitation.** With funding in hand, the MVACC Coordinating Committee hired a consultant, Patricia Moore, president of Moore II Resolutions, to facilitate the planning process. She helped plan, facilitate and debrief Coordinating Committee meetings, public forums, and a focus group. She also worked with a sub-committee to develop recommendations for an appropriate business model and organizational structure to support and implement the collaborative initiatives.
 - **Research Best Practices:** Through presentations, and phone and Internet research, other successful initiatives in creating and marketing arts and culture districts were explored. Elements such as marketing, branding, institutional governance, and business partnerships were considered.
 - **Kick-Off Meeting:** 45 people attended “brown bag lunch” open meeting and presentation on February 23, 2011 at the Old Whaling Church, Edgartown. At that meeting, the Arts and Culture Collaborative was officially launched and two guest speakers – Rob Sennott, Board member and former Interim Executive Director of the Arts Foundation of Cape Cod, and Maegan Storey of the Cape Cod Chamber of Commerce described the successful efforts to support and promote arts and culture on Cape Cod.
 - **Survey:** The MVACC prepared an on-line survey and sent it to all the known arts and culture organizations on Martha’s Vineyard. It received 83 responses from a variety of organizations and individuals in the arts and culture community. The survey sought to collect contact information from the respondents (organizations, businesses, and individuals) and information on how they described themselves, what type of business, organization or individual they were (e.g. individual non-artist, non-profit, arts center, fair/festival etc.), discipline they are active in, number of months they are open to the public, time/week they work on arts/culture and revenue. It also included questions for venues, events, and organizations with employees. It included a section on what kind of support the Arts Collaborative could possibly provide, measuring the priority levels for examples and soliciting other suggestions. The survey was used in preparing the inventory of assets and in identifying and prioritizing needs.
 - **Focus Group:** Approximately 46 people participated in an all-day facilitated workshop held on April 28, 2011 at the Hebrew Center to gather additional input from members of the arts and culture community regarding what they need and what ideas they have for the MVACC in moving forward. Staff from Zing Technologies, using special software for

face-to-face meetings, facilitated the focus group process. The participants included self-identified members of the arts and culture community on Martha's Vineyard; individual artists, representatives from cultural organizations such as museums, and community arts organizations, as well as members of the MVACC coordinating committee. They brainstormed such topics as who-what is the arts/culture community on the Island, their personal gifts/strengths to the community, what is inspirational about the community, and what experiences could be offered to visitors who are passionate and curious about arts, culture and creativity. They also made commitments to do things to accomplish the ideas generated (Appendix 3).

D. Pilot Activities

In addition to the organizational and planning efforts described above, Arts Martha's Vineyard carried out several activities aimed at starting to achieve some of the emerging objectives, mainly related improving marketing of existing arts and culture destinations and activities to the residents and visitors.

These efforts were seen as worthwhile in their own right, but also making important contributions to the planning effort by demonstrating what worked and what didn't. More detail about these activities is in section 5, including what was learned and what this suggests for future action.

The following activities were carried out.

- **Logotype**: A logotype was designed for use in all Arts Martha's Vineyard activities and by members of the arts and culture community (Appendix 4).
- **Website**: A prototype Arts Martha's Vineyard website (<http://artsmarthasvineyard.org/>) was created to connect the public and the arts and culture community, to promote the organization as well as individual organizations, businesses, and artists (including a descriptive database inventory with web links) and provide a centralized calendar of arts and culture events.
- **Social Media**: A Facebook page was created and updated with information about the events taking place in the arts and culture community.
- **Rack Card**: 10,000 4" X 9" rack cards were produced and distributed across the Island in June and July, 2011 to promote the Arts Martha's Vineyard website and mission (Appendix 5).
- **Preview of the Arts**: A public event held on June 7, 2011 at Grange Hall to inform and educate the community about organizations and seasonal events in the arts and culture community on Martha's Vineyard. More than 30 individuals and organizations participated while there were approximately 45 attendees from various Island businesses, mainly the hospitality and real estate industries.

Several articles and features about Arts Martha's Vineyard appeared in the press, online and on MTV. (See list in Appendix 8.)

2. Profile of Arts and Culture on Martha's Vineyard

The first step in planning for the future is to have a good understanding of the current situation. This involves:

- Identifying the unique attributes of arts and culture on Martha's Vineyard,
- Creating an inventory of our community assets including organizations, businesses, individuals, activities, events, and venues.
- Assessing the current economic impacts generated by arts and culture related industries.

A. Martha's Vineyard's Distinct Arts and Culture

If asked to describe Martha's Vineyard, most people will mention it is a summer destination for families (and celebrities), with great beaches, scenic beauty and historic charm. Digging deeper however, one discovers the enormous richness and diversity of history, arts and culture on the Island, as well as the fact that this richness and diversity exists year-round.

There are several attributes that make Martha's Vineyard's arts and culture community distinct from other communities, and enable and encourage that richness and diversity. Those attributes, which derive in part from the fact that this is a small island community set off from the mainland, include:

- A strong desire to encourage and sustain artistic talent on the island. These efforts include Artists in Residence programs, mentorships, affordable classes for all ages, community chorus, community theatre, professional theatre and many opportunities for participation in our multi-layered community of high level professional artists, aspiring artists and general community,
- An abundance of natural beauty which offers the opportunity for reflection and fosters the art of creation,
- The seasonality of the Island that encourages quiet reflection in the off season,
- The contrast of the influx of cosmopolitan people and simplicity of place, which creates an unexpected vibrancy,
- A generosity of spirit that gives permission to create, live and be different,
- The arts and culture community that is open to collaboration, with a willingness to share ideas and resources,
- The fact that the Vineyard is a cultural destination for creative people from around the world.

Considering what attributes making up the arts and culture community on the Island would attract new visitors to the Vineyard looking for an experience rich in arts and culture, the following is clear:

- There is tremendous diversity in the breadth of artistic experiences available including the visual arts, performing arts, authors, poets, historians, playwrights, music, dancers, sculptors and crafts people.
- There is a high caliber of art on the Island. Artists from all over the world come to rejuvenate, hone their crafts, create new works and ideas, and to mentor young artists. World-class quality is available to the general public.
- The opportunity to see new works and creations on the Island creates a breeding ground for unique artistic talents.

B. Inventory of Cultural Assets

The Inventory of Cultural Assets (see Appendix 6) was compiled to serve two purposes: documentation of the depth and breadth of the arts and culture community on Martha's Vineyard, and for future outreach and marketing. The list was gathered from a number of sources over the course of the past year. These sources included, but were not limited to, a comprehensive survey sent to all known arts and culture organizations on Martha's Vineyard, the Martha's Vineyard Chamber of Commerce website, the New England Foundation for the Arts (NEFA) website, websites of Island art galleries and arts and culture organizations, registration data gathered at three Arts Martha's Vineyard sponsored public forums, individuals and organizations who registered on the MVACC website, and from individual input from Coordinating Committee members.

The inventory lists over 187 individuals, businesses, and organizations involved in the arts and culture community on Martha's Vineyard, not counting those actually employed by the organizations. It also lists 26 venues available for films, exhibits and related events. In addition, not listed, there are approximately 600 artists who show in local galleries, and hundreds of other performers involved in various cultural activities on the Island. Not listed yet are those who create on the island such as individual artists, musicians, photographers, dancers, writers, artisans and other members of the MV creative community who have no public presence.

The inventory is divided into various disciplines and categories. The disciplines and categories include Arts Centers, Art Galleries, Individual Artists, Artisans, Books & Magazines, Dance, Festivals & Fairs, Film, History & Island Culture, Kids, Learning & Instruction, Libraries, Museums, Music, Performance, Poetry, Theater, Venues, Workshops, Writers & Publishers, Other, and Press & Media. The Arts Martha's Vineyard inventory database includes additional information about many of the organizations, businesses, and individuals, including contact information.

C. Economic Impact

Today seasonal residents (second homeowners) and hundreds of thousands of short-term visitors come to the Island attracted by the unique natural, historical, and cultural values that define the beauty and character of Martha's Vineyard. As a seasonal and vacation destination, the number of people on the Island changes dramatically from the peak season to the off season. It is estimated that the year-round population of almost 16,460 (US Census 2010) swells to between 60,000 and 75,000 during the peak summer months of July and August.

The driving force of the Island's economic base is the second homeowner. According to the 2010 US Census, 43% of the Island's housing stock is occupied year-round. This is testament to the tremendous demand for seasonal homes in a highly desirable vacation and retirement destination. The Vineyard is second to Nantucket in seasonal housing occupancy by Massachusetts counties. Vineyard towns are financially dependent on seasonal residents and second homeowners because they pay property taxes but do not require the most costly of services - education. The extreme fluctuations from peak season to the winter season present a challenge to the Island's infrastructure facilities for water, sewer, solid waste, natural resources and especially the Island's road network. The tourist and seasonal nature of the Vineyard poses significant challenges to the Island towns to be able to balance the needs of a growing (and aging) year-round population while accommodating the needs of a seasonal population.

The Martha's Vineyard Commission's 2009 Island Plan evaluated strategies on how best to sustain the Island's core tourist economy and the Island's growing population without compromising the quality of life and natural resources that has made the Vineyard a second home and retirement destination. The Island Plan identified hospitality (food and accommodations), retail, construction, and real estate as the four key industries that make up more than half of the Island's economy, which needs to be kept "robust, vital, and responsive to the changing needs" of the Island's year-round and seasonal population. At the same time, a more diverse and stronger year-round economy will allow the Vineyard to have greater self-reliance in the face of a global economic recession, climate change, peak oil, and globalization.

The Island Plan identified existing niche and emerging industries for the Vineyard to build upon. Some of these industries included Arts and Culture, Farming and Fishing, Health and Social Services, Energy and Solid Waste, and Professional and Technical related industries. The Island Plan identified the following objectives:

- Bolster existing vacation based economy
- Encourage more local spending
- Support local ownership of Businesses
- Promote greater diversity in the off season,
- Promote greater self sufficiency of essential products such as food and energy,
- Create a robust environment for lifetime learning,
- Incentivize economic behaviors that protect, restore, and celebrate the environment

The Arts and Culture Collaborative has begun to quantify the economic impacts of the Arts and Culture community. MVC staff reviewed and utilized both methodologies in the "2005 Arts, Artisan, and Cultural Organizations: Economic Impact Analysis of an Emerging Industry on Cape Cod & The Islands" by the Center for Policy Analysis University of Dartmouth (UMASS) and the "2007 The Creative Economy: A New Definition" by New England Foundation for the Arts (NEFA).

The MVC's findings for the direct economic impacts of both arts and culture and creative economy related industries can be found in Appendix 9. MVC staff based the definition criteria of arts and culture and creative economy on the 2005 UMASS Study and 2007 NEFA Study. "Arts and Culture" is made up of almost 50 North American Industrial Classification System (NAICS) sub-categories while the "Creative Economy" totaled more than 70 including Arts & Culture. The Creative Economy also includes publishing industries, architectural, engineering, interior and landscaping design services and related industries.

The year 2008 was analyzed as a snapshot in time utilizing data from the Massachusetts Department of Labor & Workforce Development and US Census Bureau's Non-employer Statistics. The year 2008 was the most recent year that the Census released Non-employer Statistics. Information including Business Establishments, Employment, Receipts, and Wages & Income were quantified for both industries within the Arts and Culture as well as the Creative Economy.

In 2008, the Vineyard's overall economy totaled \$513,168,575 with 4,440 business establishments (including 3,278 non-employers), and 7,814 employees. The direct economic impacts of Arts and Culture is estimated at \$21,640,909 or 4.2% of the Vineyard's overall economy while the Creative Economy made up 10.2% (\$52,452,719). Both of the Vineyard's

Arts and Culture and Creative Economy industries surpass the state's 2.8% or higher employment standard for an "emerging industry cluster". Arts and Culture comprised 3.4% employment (263 employees) while the Creative Economy comprised 7.1% or 557 employees. Information on other economic data such as the indirect and induced impacts of Arts and Culture related industries in addition to the Creative Economy are still being analyzed by the MVC. The direct Economic Impacts of the Vineyard's Arts and Culture community are quite significant to the Island's overall economy.

<i>Economic Impact of Arts and Culture, and Creative Economy in Dukes County</i>					
<i>Category of Industry</i>	<i>Business Establishment</i>	<i>Employment</i>	<i>Receipts</i>	<i>Wages & Income</i>	<i>Notes</i>
<i>All Industries</i>	4440	7814	\$183,051,000	\$330,117,575	\$513,168,575
<i>Arts & Culture Industries</i>	362	263	\$11,016,000	\$10,624,909	\$21,640,909
<i>Arts & Culture Share of All Industries</i>	8.2%	3.4%	6.0%	3.2%	4.2%
<i>Creative Economy Industries</i>	647	557	\$22,636,000	\$29,816,719	\$52,452,719
<i>Creative Economy Share of All Industries</i>	14.6%	7.1%	12.4%	9.0%	10.2%

The Arts and Culture Collaborative will continue to identify strategies to promote economic development for the Arts and Culture related industries in an economically sustaining manner while promoting the Vineyard as a year-round cultural destination that will complement and enhance new and existing tourism opportunities on the Island.

3. Needs

Much of the planning effort went into identification of what the short-, medium-, and long-term needs of the arts and culture community are. This information will inform the design of a business model which will leverage our assets, and demonstrate how to better position and brand Martha's Vineyard arts and culture.

The main need consistently identified by all groups is better promotion of the existing organizations, individuals and events. A number of initiatives to address that need were identified in the early focus groups and committee meetings. Feedback was sought through the online survey, by asking respondents to rate the level of priority for each of ten possible initiatives and to make additional suggestions. The coordinating committee also rated those same initiatives. Below are the results in rank order.

Needs - Survey Results	
<i>What could the Arts and Culture Collaborative do to help you, your organization, or your business?</i>	
<i>WEBSITE: A website, with on-line directory, to serve as a gateway to arts and culture on the Island and link to specific organizations and individuals with a listing for you or your organization and a link to your website, if any?</i>	92%
<i>DIRECTORY: A printed annual directory or field guide of arts/culture organizations, businesses, individuals and events?</i>	85%
<i>POSITIONING/BRANDING: A marketing program branding the Vineyard as an arts/cultural destination?</i>	81%
<i>E-NEWSLETTER: A weekly newsletter for the general public with current information about events, activities, and facilities</i>	81%
<i>OPEN HOUSE: A pre-season promotional open house of arts/cultural organizations and activities, for the hospitality industry and/or the public?</i>	69%
<i>FESTIVAL: A major arts/culture festival in the spring or fall?</i>	58%
<i>LEARNING VACATIONS: Vacations organized and promoted using existing or new classes and workshops?</i>	48%
<i>JOINT PROMOTION/PRICING: A "passport" program offering promotion and giving discounted admissions to several cultural facilities or events?</i>	44%
<i>ARTS/CULTURAL DISTRICTS: Establishment of arts districts, preferably in historic areas.</i>	42%

Additional suggestions included group postering, shared interns or summer production assistants, tours, assistance with grant writing/small business funding, more exhibit spaces, coop studio and exhibition space (affordable), joint promotion/pricing with hospitality industry, group insurance, technology workshops (building websites etc.), and specific celebration, festival ideas. (See Appendix 7 for detailed results.)

Possible Initiatives - Rating by Coordinating Committee	
Website and Social Media	18
Marketing/Branding	10
Open House	10
Directory	10
Festival/Events	8
Joint Promotion/Pricing	7
E-Newsletter	5
Calendar	2
Learning Vacations	1
Workshops/Training	1
Arts/Cultural Districts	0
Historic Preservation	0

4. Objectives and Overall Strategy

One of our greatest assets is that the Vineyard is already a cultural destination for creative people from all over the world. However, outside of the year-round arts community and already existing summer patrons of the arts, this is not widely known. To this end our challenge is to better promote Martha's Vineyard as an Arts & Culture destination, locally, regionally and nationally.

To accomplish this, we must identify and implement the most effective initiatives for leveraging our cultural assets to promote the arts, strengthen cultural industries, and increase cultural tourism, especially in the short term. With proper packaging and promotion, the Island's arts and cultural offerings can play a more prominent role in attracting visitors, particularly in the shoulder seasons. We could also expand with new facilities and events. This would bring much needed revenues to support the often financially struggling arts and culture organizations, businesses, and individuals.

A. Objectives

The main objectives are reflected in the Collaborative's mission statement.

The Martha's Vineyard Arts and Culture Collaborative supports and promotes arts and culture on Martha's Vineyard.

- *Awareness:* *Increasing awareness of the Island as a year-round, arts-rich community through branding and coordinated marketing opportunities.*
- *Cultural Economy:* *Stimulating economic development, increasing cultural tourism, and fostering development of cultural initiatives.*
- *Resources:* *Nurturing, coordinating, and leveraging resources and opportunities for arts and cultural non-profit organizations, businesses, and individuals.*
- *Education:* *Supporting arts education in schools and in the community at large.*

B. Overall Strategies

1. **Increase participation in arts and culture activities.** In order to do this, promotion of the arts and culture on Martha's Vineyard should be aimed at three different audiences:
 - Island residents and visitors who already participate in some cultural activities (easiest),
 - Residents and visitors not presently participating in cultural activities (next easiest),
 - New cultural tourists attracted to the Vineyard for its arts and culture offerings. (harder but results in greatest benefit).
2. **Improve involvement of the broader business community.** The financial benefits of this packaging and promotion of Martha's Vineyard as an Arts and Culture destination, especially into the shoulder seasons, will go beyond the individuals artists and organizations. The business communities, (in particular the hospitality industry,) on Martha's Vineyard, Cape Cod and throughout the state will also see positive impacts as a

result of greater visitorship. As such, partnering with them to create and promote Martha's Vineyard as a cultural community can be mutually beneficial.

3. Support arts institutions, business, and artists. Increased financial success is possible by networking the organizations, businesses, and individuals artists making up the arts and culture community, developing the mechanism for collaboration, and leveraging the collective resources of the community,. In addition, the Collaborative can provide needed services to the arts and culture community in areas such as professional services, insurance, and purchasing.
4. Prioritize on leveraging existing offerings through better marketing and promotion. In the short term, create the brand and market it to bring Martha's Vineyard and strong arts and culture to the attention of islanders and visitors alike. Promote what is already here and going on. As the identity builds and greater involvement, attendance, and financial success are achieved, Arts Martha's Vineyard can work toward the longer range goals.
5. Start working on longer-term, larger-scale interventions such as new festivals, institutions, buildings. With branding in place and the initial goals achieved, the focus can turn to developing more events/festivals/programming during the shoulder season and even the winter. These can involve much if not all of the arts and culture community, provide an opportunity to partner with the hotels, B&B's, restaurants and other businesses to attract new visitors and become more of a destination. Good examples can be found with the Arts Foundation of Cape Cod, with its "Fall for the Arts" and its annual regional art exhibit.

5. Proposed Priority Actions

A - Website

The objectives of developing and maintaining a website for Arts Martha's vineyard are twofold: to act as a communications portal for both the arts and culture community and potential audiences, and to aid the branding and marketing of Martha's Vineyard as an destination arts district. As a communication portal, it provides members of the arts and culture community with a place and mechanism to share information about themselves, their events and calendar offerings. For the potential audience members, it provides a centralized place to get information relating to arts and culture on MV. It aggregates information, such as calendar listings and can export that information out to other media for publication.

The website will also further the effort to brand and market not only Martha's Vineyard as a cultural destination, but also the individual organizations and artists involved. It can help clarify the uniqueness of Martha's Vineyard's arts and culture, as well as its breadth and depth. It can provide a place/link for audience members to make plans and get tickets.

Other successful community arts and culture initiatives were explored, to see how they used their website. The Arts Foundation of Cape Cod website includes information about the organization, a mechanism to join, donate, volunteer or intern. It includes a directory of member artists and organizations with a description, contact information, URL links etc. It has a calendar with a search feature allowing the user to limit the search by event category and/or month.

Another very successful community initiative is the Chautauqua Institution in Chautauqua , New York. It is a very different sort of organization/community. Their website provides visitors with information about the community and its resources for visitors, and a calendar of events.

NEFA, the New England Foundation for the Arts, is a third organization, different from the others. It provides support to artists and strives to create a community of artists, art programmers and the public, support artists with grants and professional resources, and strengthen the regions creative economy through research to inform public policy.

During the planning phase, a prototype website for ARTS Martha's Vineyard was created to illustrate and test some potential features. Features include the following.

- Information about the collaborative (mission statement, MCC Adams grant funding), a video of the Brown Bag Lunch event and a mechanism to join the mailing list.
- "Arts Venues", listing and describing arts and culture venues, by category (art galleries, museums, artists, film, festivals, etc.) Each listing has contact information and links to their websites if available.
- "Arts Calendar", is a calendar of upcoming arts and culture events, provided by Martha's Vineyard Online (MVOL). This page allows a visitor to search by category, town and month.
- "Arts Tickets", provided by Tickets MV is another calendar of events, which includes a mechanism for purchasing tickets online.

Ultimately, MVACC would like this website to be a site on which all MV arts and cultural organizations and individuals can promote themselves and that will include a centralized calendar for upcoming events. The calendar feature will allow for individuals to submit their information to the Arts Martha's Vineyard calendar, which in turn will pass that information on, via RSS feeds, to the various calendar publishers for Martha's Vineyard; newspapers, Chamber

of Commerce, MVOL and Tickets MV and other outlets. This will eliminate for the members that time consuming task of submitting their information to the individual publishers.

This is considered an essential piece for the successful marketing and branding of Martha's Vineyard as a cultural destination and for building the community of arts and culture organizations and individuals. To take it beyond the prototype level to a good-looking, functional site should be one of the top priorities for implementation.

Website Enhancements and Development

I. Website Cost and Focus

A. Development Cost: Full site design, development and launch \$11,000

B. Management Cost:

1. Hire content and site manager: Calendar, editorial, community and listings management - Part-time: 10k per year.

C. Site features and functionality:

1. Branded, fully hosted, easy to manage content management system (Drupal)

2. Listings: (presented as individual pieces of content, lists and maps)

- Listings of all arts-related businesses
- Listings for all arts non-profits
- Updatable pages for arts non-profits and individuals
- Listings of all galleries
- Listings of all artists

3. On-site social media marketing for all content

4. Site should be developed/designed for mobile (phone and tablet) for greatest reach

5. Editorial content support (publishing video, text and images)

6. Analytics

7. Onsite sponsorship/advertising

8 Calendar for all for- and non-profit arts-related events

- RSS fed content from multiple sources
- Arts MV aggregates and distributes Arts event listings

9. Cooperative online ticketing for arts events

II. Short Term

A. Hire contract webmaster

B. Upgrade look and feel, colors and logo

C. Add ARTS MV logo on all pages

D. Create tabs for each category of organization listed under Arts Venues; separate the listings onto appropriate tabbed pages

E Create ABOUT ARTS MV page

F Add Facebook link on all pages

G. Add map of Island with markers for all organizations and possibly individuals

H. Create separate pages for MCC Info, Mission, Committees and Committee Members, Archives of old meetings, videos, etc. and add corresponding links on each page of website

I. Create a page with a printable version of Rack Card

J. Add a search function to website

III. Ongoing

A. Website maintenance and updates

- B. Annual collection and input of information from organizations and individuals
- IV. Long Term
 - A. Create individual artist pages (or in collaboration with MV Arts and Ideas or other resource)
 - B. Establish an online single point data collection of calendar items for organizations and individuals for distribution to press and calendar sites

B - Social Media

The use of social media can have two purposes; to build a community of people interested in arts and culture on Martha's Vineyard (users and producers) and to market that community and its products/events. It can give a voice to Arts Martha's Vineyard and provide a way to communicate with its members, customers and potential consumers. It can personalize the "brand" and help it to spread its message in a relaxed and conversational way. As Arts Martha's Vineyard builds its community within Facebook or Twitter for example, gaining "friends" and Twitter followers, it allows those people to find out what is happening with people and organizations they care about without making the effort to go to a website or search out the information. Postings will go through their news or Twitter feeds and if it attracts their interest, they can click on the link to find out more. They can also comment or "like" which passes on the news to even more people, as it shows up on their friends' news feeds too.

The explosion of social media and its use for marketing and building community is well documented. In politics it has proved to be very useful as seen with Barack Obama's and Deval Patrick's most recent campaigns for president and governor.

This action step should go hand-in-hand with the website development and be a high priority.

Social Media Expansion

- I. Define budget, staffing, management
 - A. Facebook updates needed daily in season
 - B. Establish Twitter account-updates needed daily in season

C - Other Technology Initiatives

Other ideas were considered to further build community for the members and market and brand Arts Martha's Vineyard for consumers. They included e-newsletters and/or blogs for the two audiences and creating Geotour(s) for smart phones. E-newsletters can provide information and fresh content to the audiences, and can be transmitted easily (as opposed to printing and mailing a paper-based newsletter. Blogs can also provide fresh content and allow audience members to react. It can open up communication and provide the audiences (members or consumers) with candid information. They are however a great deal of work. This a lower priority and as yet, there is no detailed plan or estimates of time and costs associated.

1. Create Geotour(s), possibly in collaboration with MV Chamber and MVOL mobile site --
A Geotour or GPS tour guide makes use of smart phones and other mobile devices. It is a group of geographic locations with optional multimedia (text, audio, photo, and video) assigned to each of the points. A geo Tourist, using a GPS-enabled mobile device can be routed to the points of interest and be automatically presented with the multimedia for that place. This concept could be used to create tours, leading visitors to a variety of

arts and culture destinations. There could be one or several, developed geographically, thematically etc. They could include discounted ticket promotions.

Examples of Geotours in other places were reviewed. Don McKillop tested the idea using a free trial through Geovative Solutions (<http://www.geovative.com>) and creating one for the Arts District in Oak Bluffs. Costs for hosting through Geovative Solutions range from free ("Family Fun Edition") to \$399/mo ("Destination Marketing Enterprise Edition"). In addition to the hosting fees, funds would be needed for someone to build the tour. This idea has many possibilities and is considered a future project.

2. Develop e-newsletter and blog for Member Organizations and Individuals.
E-newsletters can provide information and fresh content to the members and build the community. They can be transmitted easily (as opposed to printing and mailing a paper-based newsletter.) Blogs can also provide fresh content and allow audience members to react. They can create a forum for discussion and open up communication, as well as providing information. They are however a great deal of work.
3. Develop e-newsletter and blog for Consumers – Again, E-newsletters can provide information and fresh content to the consumers, and transmitted easily. Blogs provide fresh content and allow consumers to react. It can open up communication and provide the consumers with candid information. And again, they are a great deal of work.

D - Events and Festivals

The planning and implementation of events and festivals would serve to promote and market the existing organizations, events and programs (such as with the June event) and to help support the arts and culture community (with a festival type event) by extending the season into the shoulder seasons. Implementing them will entail a great deal of work and they are now delegated lower on the priority list at this time. They have been used successfully in other communities, such as Cape Cod Foundation for the Arts' annual thematic collaborative exhibit in the winter and their "Fall into Arts" festival, which spans many towns throughout the Cape. Details of what might be undertaken and what is needed are seen below.

Further Development of Events and Festivals :

1. Design and stage general information sessions about upcoming Arts & Cultural events for hotels, restaurants, others Island businesses and the general public.
 - A. Pre-season event along the same lines as 2011 with appropriate improvements.
 - B. On location events staged at hotels, MV Chamber events, etc.
2. Design, produce and distribute informational DVDs of seasonal A&C events.
3. Design and stage multiple weekend festivals in conjunction with already established events such as Wine and Food Festival, ACE Cultural Festival, etc.
 - A. Art Studio tours in conjunction with Featherstone
 - B. Gallery Events such as Plein Air Derby sponsored by Dragonfly
 - C. Special productions at larger venues – Chocolate Festival at Featherstone
 - D. Artisan Festivals around Columbus Day and Thanksgiving

E - Branding and Marketing

Arts Martha's Vineyard already has an identity. It's a good start, but it remains under-developed and under-exposed. This section outlines design and delivery requirements and costs associated with different components of both Branding (words, graphics) and Marketing (getting those words and graphics out to people.) It is a highlight document

and doesn't specify timelines, particular marketing "targets" (constituents and communities of interest) or "touchpoints" (places people will come in contact with Arts Martha's Vineyard).

Projected need for activities outlined in this document — 2012

1. Branding
 - A. Identity
 1. Arts Martha's Vineyard logo/Identity needs to be refined and applied to print and digital materials.
 - B. Activities
 - Design, Review, build consensus, apply
 - C. People
 - 1 Web/Print Designer
 - D. Deliverables (Identity Collateral)
 - Digital templates for email and print (mail) correspondence
 - Digital application on Website and social media
 - Digital templates for brochure/marketing materials
 - E. Time
 - 1 Month — part-time
 - F. Cost associated with this activity:
 - \$2000 — 50 hours of design/application work
 - G. Corresponding Application Suggestions
 1. Print
 - a. Print paper-based correspondence in house
 2. Digital
 - a. Email Application (Constant Contact, Mail Chimp Emailing)
 - b. Email Signature
 - c. Website
 - d. Facebook
 - H. Events
 1. Banner, Handouts
2. Marketing
 - A. General Strategy
 1. Clarify Core Value Proposition to Community
 2. Identify the actions that will best articulate that value (calendar, information, shoulder season events, outreach to hospitality, public private partnerships etc.) Draw these from Survey and from Zing session.
 3. Market these actions through email, social, print and web-marketing.
 4. Identify and create a set of "modular" marketing activities for each initiative, activity and event.
 - B. Marketing will rely upon individual and collaborative activities.
 1. Individual—In-house outreach through email, social media, print and web-marketing (Resource required.)
 2. Collaborative—partner collaboration announcing AMV activities programs events and sponsorships through email alerts, social media and on-site announcements to constituents and businesses.
 - a. Collaborative marketing "partners" are organizations and businesses within the collaborative & media outlets and local and regional tourism boards.

- b. Communities Served (Activities and Community Members)
- C. Artists
 - 1. Identify, prioritize and target immediate and manageable needs.
 - 2. Build community within local artists
- D. Businesses
 - 1. Refine benefit to hospitality industry.
 - 2. Refine and deliver constituent-focused messaging in an efficient, timely way:
 - 3. Possible messaging: Clarify Creative Economy value to local economy/businesses
 - 4. Continue to market value throughout the year through email, social media, newspaper and event-marketing.
- E. Community
 - 1. Develop email, social media and web marketing channels to all local arts and culture organizations; along with organizations which benefit indirectly from arts and culture.
- F. Region
 - 1. Identify key MOTT (Mass Office of Tourism and Travel) and MA Chamber individuals who will trumpet cause
 - 2. Solidify relationship with NEFA and MCC
 - 3. Consistently market and link to/from A&C initiatives, organizations, businesses on a New England and on a state-by-state level to build awareness among travelers nationwide.
- G. Ongoing Outreach
 - 1. Use web, phone, mail, email and social media to engage the arts community in an ongoing conversation.
- H. Resource
 - 1. Partner directly with MVY/Chamber to maintain a contact point and contact person for community information.
- I. Cost
 - 1. \$15-20k per year.

6. Implementation

Organizational Structure

The governance subcommittee researched several other successful arts organizations and initiatives as they considered recommendations for organizational structure and governance. They looked at the Arts Foundation of Cape Cod, Chautauqua Institution in New York and Spoleto Festival in Charleston, South Carolina. All different institutions, with different communities and missions, they each had elements that could possibly be replicated or adapted on Martha's Vineyard. By and large, the Cape Cod arts and culture community and structure of the Arts Foundation of Cape Cod most closely resemble the situation on Martha's Vineyard. It provided a good example that could be followed. The committee felt there was no reason to "reinvent the wheel".

Arts Martha's Vineyard has developed organically and needs to formalize its structure and governance. Since short-term activities mainly related to marketing and promotion, the committee doesn't see the need to create a 501(c)3 in the short term, but rather proposes an alliance with the Chamber of Commerce and use the Martha's Vineyard Commission for grants. Down the road, as it becomes capable to take on some of the larger initiatives, that non-profit designation will be necessary.

The committee recommends that to formalize the structure, that Arts Martha's Vineyard be a membership organization (no dues at the present time) and move from being led by a Coordinating Committee to an elected Steering Committee and subcommittees. Below are the committee's recommendations:

Membership

A. Open to all:

- Artists
- People and organizations that support the arts and culture
- Business that understand and support the important economic impact of the art and cultural community on Martha's Vineyard

B. Members enter into a relationship with Arts MV in which they agree to:

- Provide their most current [data](#) and keep updated their contact, event, website, etc. information
- Provide a link from their websites to the Arts MV website
- Actively engage in the Arts MV mission
- Collaborate where appropriate with other MV Arts members and activities.

C. Voting Rights:

- Same for all – one membership, one vote; businesses shall designate their voting member

Leadership Structure

A. Steering Committee is responsible for:

1. Establishing a set of Arts MV priorities annually and approving all activities;

2. Fiduciary Stewardship, including financial management, fundraising, and making decisions on how money is raised and expended;
3. Entering into and fulfilling terms of any contracts and agreements on behalf of Arts MV;
4. Establishing and coordinating the activities of committees, including their goals; and chairs; (chairs of committees to be members of the Steering Committee)
5. Overseeing all Arts MV communications, including to members, media, website, social media, etc;
6. Hiring and providing support and supervision for all Arts MV staff and volunteers;
7. Acting as the final arbiter for all committee recommendations.

B. Sub Committees

1. Chair of committee serves on the Steering Committee
2. Committees and their roles to be determined; however, this Committee recommends: Membership, Finance, Technology, Public Relations, Events, and Ad Hoc, as needed

Incorporation

The Governance Committee recommends that Arts MV not seek incorporation at this time.

Appendix 1 – Arts Martha’s Vineyard Committee Members

Coordinating Committee

Ann Smith, Chair - Executive Director, Featherstone Center for the Arts
Stephanie Burke – Director, Island Theatre Workshop
Lynn Ditchfield, Executive Director, ACE MV
Brian Ditchfield, MV Film Festival
Christine Flynn – Economic Development & Affordable Housing Planner, Martha’s Vineyard Commission
Nancy Gardella - Executive Director, MV Chamber of Commerce
Brooke Hardman – ArtFarm Enterprises
Mark London – Executive Director, Martha’s Vineyard Commission
Don McKillop – Owner, Dragonfly Fine Arts Gallery
Paddy Moore - President, Moore II Resolutions
David Nathans - Executive Director, Martha’s Vineyard Museum
Patrick Phillips, Publisher and Editor, MV Arts and Ideas, Vineyard Voice
Peter Temple - Executive Director, Donor’s Collaborative
Rise Terney, –
Steve Zabloutny –

Events Committee

Don McKillop, Chair – Owner, Dragonfly Fine Arts Gallery
Melissa Breese – Owner, Shephard Fine ArtSpace
Shelley Christiansen – Writer
Lynn Ditchfield, Executive Director, ACE MV
Jenifer Parkinson – North Water Gallery
Andrea Rogers – Director, Vineyard Artisans Festivals
Donna Swift, Chair – Director, IMP for Kids

Marketing / Branding Committee

Patrick Phillips, Chair – Publisher and Editor, MV Arts and Ideas
Gwyn McAllister, Writer
Elizabeth Whelan – Illustrator, Web Designer

Technology Committee

Patrick Phillips, Chair - Publisher and Editor, MV Arts and Ideas
Brian Ditchfield – MV Film Festival
Steve Zabloutny

Governance Committee

Nancy Gardella, Chair - MV Chamber of Commerce
Paddy Moore
Ann Smith – Executive Director, Featherstone

Planning Committee

Mark London, Chair - Executive Director, MV Commission
Stephanie Burke - Director, Island Theatre Workshop
Christine Flynn - MV Commission
Don McKillop - Owner, Dragonfly Fine Arts Gallery
Peter Temple - Executive Director, Donor’s Collaborative
Rise Terney -

Appendix 2 – Island Plan- Arts and Culture Section

social environment

5.4 Arts & Culture

The beauty, character, and quality of life have inspired the creative expression in many residents and visitors, and attracted many creative people to move to the Vineyard. The Island has a thriving arts and culture community, involving and supported by both the year-round and seasonal populations. For a small community, the Island has a remarkably broad range of cultural institutions, including a museum, playhouse, arts center, dance center, nightclubs, chamber music society, native culture center, center for the arts, and several institutions focused on nature and farming. In addition, there are many libraries, historic buildings, museums, festivals, fairs, lecture series, and galleries. Venues for performing arts include the 791-seat Performing Arts Center at the High School, and about twenty smaller locales.

The arts and culture are important to the Vineyard economy, both directly in terms of the business they generate, and indirectly in terms of their contribution to the Vineyard's role as a destination resort, which is the foundation of the Vineyard's property values and economy. Some of the Vineyard's cultural institutions and artists are significant on the national level.

Nevertheless, the Vineyard could be doing a much better job of supporting the arts and taking full advantage of the cultural potential of the Island, both for personal fulfillment of residents and visitors, and for the economic benefit of the community.



Objective S4: Increase coordination of and support to the arts and culture community in order to bring various groups together, to foster cultural expression, to support the diverse for-profit and nonprofit arts sector, to promote Vineyard culture to the local and visiting community, and to increase cultural tourism.



Strategy S4-1: Create an Arts/Cultural Collaborative.

An entity could take the lead in supporting, coordinating, and promoting arts and culture on the Vineyard. The collaborative could offer artists or groups assistance or training in the business aspects of their creative pursuits, such as marketing, group purchasing, inventory, shipping, billing, and taxes. It could create and maintain a database directory, help coordinate event calendars (such as gallery openings, performances, courses), take on promotion (such as weekly show on coming events on MVTv or Plum TV), and help solicit funding (such as grants, fundraising).

Strategy S4-2: Create a Vineyard Art/ Cultural website.

A single website could provide information about or links to all cultural organizations, instructors, musicians, artists, nightclubs, activities, and events. This could be done by expanding an existing website (such as MVOL, Tickets MV, or Vineyard Voice) or by creating a new site.

Strategy S4-3: Set up an Island-wide Arts Festival.

A festival held before the summer season – to make residents, visitors, and hospitality workers aware of the broad diversity of Vineyard culture – might result in them informing their guests and clients throughout the summer. The festival could include an open house with demonstrations at all Vineyard cultural institutions and shuttle buses linking venues. This could be a natural evolution of the Memorial Day weekend collection of large arts events such as the Family Planning Art Show at the Ag Hall and the Artisans Festival at the Grange.

Strategy S4-4: Foster an increased offering of courses and workshops.

Courses and workshops on topics such as writing, painting, music, and cooking – especially in the off-season – would be of interest to residents, and learning vacations based on these activities could be promoted.

Appendix 3 – Focus Group Report

The Martha's Vineyard Arts and Culture Collaborative held an all-day focus group on April 26, 2011 at which representatives of various arts and culture organizations and individuals gave their ideas about the issues discussed in this report. This section summarizes and then includes more detailed notes about this focus group.

SUMMARY OF OUTCOME

I. Who/What is the Island Artistic Community

- a. Several major themes emerged
 - i. creative and passionate
 - ii. change agents/leaders and organizers
 - iii. willing to share arts and talents
 - iv. multi-talented
 - v. energized
- b. collaborative and concerned for the Vineyard
- c. an amalgam of talent and skills that could foster an Island-wide collaboration

II. Our Gifts

- a. Performing arts
- b. Writing and producing the written word
- c. Visual arts
- d. Passion for work
- e. Organizational skills
 - i. Brainstorming
 - ii. Collaborative skills
 - iii. Communication
 - iv. Synthesizing information
 - v. Problem solving
- f. Passion for/love of the Vineyard
- g. Passion for bringing art/culture to large number of people – democratization of the arts

III. What is it About the Creative Community that is Exciting, Amazing and Inspiring?

- a. Location
 - i. Beauty of the Island
 - ii. Inspiration of the setting
 - iii. Attracts creative people
 - iv. Fosters creativity
 - v. Isolation fosters creativity in off-season
- b. Population
 - i. Variety of people
 - 1. Summer/full-time
 - 2. Cultural differences
 - 3. Heterogeneous to a degree
 - 4. Socio-economic differences
- c. Large percent of the population involved in arts and culture
- d. "Characters welcome"

IV. Experiences the Island Could Offer Visitors Who are Curious and Passionate about Arts/Culture Creativity

- a. Arts and culture destination

- i. Tours
 - ii. Festivals
 - iii. Happenings
 - iv. Residences and residencies
 - v. Collaborative
 - b. Create and sustain artists, especially young artists
 - i. Housing
 - ii. Studio space
 - c. Events
 - i. Weekend workshops
 - ii. Spectacle or major biennial event
 - iii. Art trail – involves coordination among artists, communities and transportation means
 - iv. Themed events
 - d. Collaboration/organization
 - i. Home/site for calendars, maps, etc.
 - ii. Strong web-based information system so that visitors know what they will find
 - iii. Shoulder season events that draw from across the Island
- V. Participants will commit to:
- a. Learning experience
 - b. Biannual event
 - c. Visual arts festival
 - d. Trail event
 - e. Collaboration and cross-pollination
 - f. Brainstorming and planning

NOTES OF KEY OUTCOMES OF THE FOCUS GROUP

[Facilitator comments in italics.]

I WHO – WHAT IS THE ARTS/CULTURE COMMUNITY ON THE ISLAND?

Participants described themselves as collaborators, teachers, helping others, passionate, organizers, choice of work is a reflection of their passion, principled, good communicators, listeners, inspired, some have students, entrepreneurs, compassionate, care about the MV community, optimistic, sensualists, creative artists and creative technologists, cultural organizers, multi dimensional, self motivated, documenters, world view that comes back to the island, people who document MV and display history, change agents, leaders, interactive, multi-talented, good story tellers, non judgmental survivors, enthusiastic, sophisticated, playful.

II WHAT IS IT ABOUT THE CREATIVE COMMUNITY THAT IS EXCITING, AMAZING, INSPIRING?

- The natural beauty of the island. Small pond with a fresh stream.
- Sheer numbers of artists; quality, diverse for such a small place;
- Contrast between cosmopolitan people and simplicity of place; unexpected vibrancy;
- Historic; beautiful setting;
- Nature in art - landscape, seascape;
- Influences from all over the world;
- Richness of artistic community;

- Different kinds of artists -- dance, theatre, music;
- Creative place to be and attracts people who are creative, and people who appreciate creativity;
- Diversity of arts; inspiring and interactive community;
- Accessible and compact--many options in a small space;
- Lots of freedom and expression; community welcomes creativity;
- Common inspirational themes-the ocean, light and rest of the natural world on the island;
- Openness to artistic collaboration and cross-disciplinary arts;
- High-quality art produced here;
- Rejuvenating power of the water as a creative inspiration; surrounded by beauty;
- Arts culture and creativity is a central part of identity on this island.
- A non-urban place that has this central identifier.
- Attracts people who sees this as an inspiring creative mecca;
- A place that keeps attracting younger people who are a vibrant part of the arts community.
- It's a people of self-involved, self-employed society... a la the Galapagos;
- A safe place with creative bones.
- Diehards who clam in the summer so they can make art in the off season;
- Sheer number of population who make art, write etc
- Great diversity; everyone has a story here;
- Good eaters and good people;
- High quality work, craftsmanship;
- Arts friendly environment; supportive to arts and culture;
- Artists and celebrities want to be here and part of what we offer as an Island; remote and unique;
- A manageable size locale;
- Magic in the name worldwide!
- Combination of the island's seafaring international legacy with an intimate sense of space/place
- Every ferry trip is special feeling – coming home to a fabulous place
- This is a supportive and culturally generous creative community and has a deep connection with place.
- Everyone on the Island has some connection with the arts.
- Double lives of artists.
- Multigenerational,.
- Island is user-friendly; participatory galleries;
- Collaborative despite the town versus town environment;
- Despite the competitive nature of the towns, the arts have the ability to provide leadership and collaboration for the island as a whole;
- Festivalize in the sense of creating a behavior of multiple community lines across the island;
- The arts have the ability to bridge the community all over the island; essential as a food chain for all the organizations; all dependent on the movement of people

- Island attracts people who are creative on a global basis;
- Generosity of spirit - the permission to create, to live, and be different,
- Not Disneyesque; genuine;
- Feeling of being set apart, and behave that way;
- Quality of work is high - understated elegance to the work and the creative community at large;
- Seasons are important - summer showing what we have created, winter is a time to gestate.
- Joyful, that is based on the depth of talents, experiences.
- Heterogeneity.
- Isolation of island allows more creativity doesn't constrain creativity;
- Island also allows focus for creativity. Our imaginations can roam widely,
- Isolation is essential, and also there is multiplicity of things to do.
- Collection of individualists. We welcome the "characters." of our great variety, acceptance of diversity. Reflection of the great natural beauty.
- Amazing diversity of arts and culture. Inter-generational nature
- Idea of glass half empty thing, where the summer seasons really do have the opportunity to engage more people in what is happening here year- round. We have the ability to create events that include people who are not of the summer population. Capacity to do more to engage these year rounders.
- Artists' life on island is part of the community,
- Many passionate creative people who do art even after working at day jobs, in a supportive community,

III WHAT ARE THE EXPERIENCES WE COULD OFFER TO VISITORS WHO ARE PASSIONATE AND CURIOUS ABOUT ARTS/ CULTURE/CREATIVITY?

Group 1 (isla lau lima)

- All- seasons art destination for people of all means and medias/mediums. exciting venues and experiences i .e.,: art and culture tours, art festivals, happenings, collaboratives, residencies
- Come to be inspired by what's going on and the island itself, come to make art. letting the island be part of the artistic process
- We would like to create and sustain artists and craftsmen apprenticeships as another education option... to draw and sustain the younger population.
- Care about: education, local flavor, lifestyle, be a part of the arts community of the island and to support it.
- *Community Colleges, CCCC/Mass College of Art coming to take classes, reaching out to off- island universities to create opportunities]*
- Artist housing, and studio space, that is affordable.
- *Used to be big warehouse in VH -- The Artworkers Guild, - - was an incubator, affordable studio space, community gathering space. Takes interest and financial wherewithal. 20 studios. Where is the money for programs like this? Also need health insurance for artists, cooperative...Fractured Atlas*

Group 2 (Group Twelve)

- Experience; week-long intensive experience with hands-on each day consisting of a day-long workshop, based on a theme/specific technique. Quest, with arts would participate

as well. In the evenings, students would visit other artists' studios. Also, there would be a beach picnic for the participants.

- Challenges: Logistics; /finding places (in all price ranges) for people to stay; getting information about transportation, etc to participants. How to reach these people: through art/craft-specific magazines and web?
- *A spectacle that engages people in an immersive experience. Fashion week into something bigger. Getting world class speakers around theme. Creating a brandable event a la Burning Man...all they need to know, also a high level Chataqua, thematic events, multigenerational. You can go for one week or the full 9 weeks. Been going since the end of the 19th Century. extremely varied themes...Also, multi media opera spectacle involving multiple artists/artforms to build a brand around this event that takes place. One single story, with many arts collaborating on one central theme.*
- *Every two years have a major event that creates a brand...centralized marketing...allows for planning, making it special and incorporating smaller events, festivalizing behavior...multiple events. Create transportation systems...mixology buses...move people around the island...sponsorship could be external and corporate.*
- Healing through the arts, using studio experiences for a therapeutic purpose.
- *This has been very successful in the past, collaborative effort to support this idea as opposed to one person doing it, e.g. artists from other places coming as well. Sandy did a workshop with Iraq vets who made their uniforms into paper. Many kinds of healing workshops. Now international...involves so many aspects of the community, different kinds of healers, housing, etc. Theme could be "people healing themselves through the arts." Two people running this have taught others how to do this and have spread it to other places. A movement. Warrior writers, combats paper project...many successful artistic projects have come from this experience for the participants. Created in Burlington, Vt.*

Group 3. (Bright Ideas)

- We would like to have an "arts trail" of some kind that includes all facets of the arts community. Have clear information available so that they can find what's going on on the island. We need to all know about each other so we can collaborate in terms of what we're offering and how we're offering to visitors. To show and share with visitors the many passions of the arts and culture community. A representation of an island that is sincerely authentic in the way artists create, and contribute to the community.
- *This has been very successful in the past, collaborative effort to support this idea as opposed to one person doing it, eg, artists from other places coming as well. Sandy did a workshop with Iraq vets who made their uniforms into paper. Many kinds of healing workshops. Now international...involves so many aspects of the community, different kinds of healers, housing, etc. Theme could be "people healing themselves through the arts." Two people running this have taught others how to do this and have spread it to other places. A movement. Warrior writers, combats paper project...many successful artistic projects have come from this experience for the participants. Created in Burlington, Vt.*
- Our visitors come from the New England area, Tri State area, across the country, overseas. We have short term and long term visitors and seasonal residents. They find out about us through the internet, word of mouth, family heritage, special events. They're excited to come here because of the unique combination of beach, ocean and beautiful surroundings as well as rich arts & culture, both historically and currently. People who enjoy coming to an island are looking for something different than they can find elsewhere.

- We would like people to experience a strong and connected arts and culture community. Taking them in hand, making them aware of what's available and making it easier to access what need to have a full and rich experience on island. *We would like to show visitors more collaboration between artists of all genres.* An education for visitors through the arts, politically, environmentally, socially, and to encourage them to explore some of these mediums in their own lives.

Group 4 (The Island Cashews)

- Classic Greek story of a demi god intervening in the day tripper's voyage to make sure they encounter a rich diversity of cultural experiences. First setback on the voyage, the boat was off course and day tripper had to make her way down Island. On the way, she encountered Chilmark Chocolates, Wampum jewelry, spotted Thaw McGhee who said if you go left you will encounter many strange and wonderful adventures, and if you go right you will encounter many strange and wonderful adventures.
- Thoroughly confused, our day tripper, tripped into the Yard where she came upon dancers rehearsing on the grass and Molly Doyle leading an expertly crafted yoga class. Feeling invigorated, she hopped the VTA at the Chilmark Community Center, where she glimpsed the screening of a Indie film and proceeded to Alley's, stopping at the Field Gallery and enjoying lunch among the sculptures. Then, filled her knapsack with fresh veggies from farmstands, she proceeded for a nap at Polly Hill.
- *The concept is a Treasure Hunt – stamped at different cultural spots for discounts art restaurants,, etc. – Get a Vineyard Merit Badge for completion. Similar to Passport Programs on Cape, Woo card from Worcester, mystery tour, scavenger hunt. bingo card; have an online version so people could explore before they get here, communicating...(Vineyard Virus) the spirit that "we're all together on this" Creating Vineyard experiences tied into creative experiences, also tap the creative side of the area, curated events, Amazing Cultural Race on the Vineyard...*

Group 4 (The Vineyard Skunks)

- Burning Man outside Reno – model ; Fall Festival; Chatauqua like; life- long learners; disposable income; Harvest Festival; Spoleto; annual happening; expand Fashion Week; strong brand like Buring Man; multimedia "opera"; spectacle, Carnivale; thematic- based with multiple art forms and participants including the audiences - spontaneity like flash mobs.....everyone is a part of it!
- One central event – build on it year after year, so everyone wants to be part of the sequels. Do an Artists' Ball event.
- Use the collaborative to gather logistical resources--lodging, food, transportation; publicity, scheduling and registration

Group 5 (Everything MV)

- Consider a project, perhaps web based, so that visitors can find out what is available before they get to MV.
- Have an "organization" that can be a home for calendars, maps etc. so that info is up-to-date and relevant. Chamber of Commerce charges too much. • Experiences for visitors can include open studios, galleries, special events, art map, calendar of arts events. Have a way to "link" from each organization to other arts groups or individual artists. Cost is an issue for both artists and organizations
- We would like people to experience a strong and connected arts and culture community. Taking them in hand, making them aware of what's available and making it easier to access what need to have a full and rich experience on island.
- We would like to show visitors more collaboration between artists of all genres.

- An education for visitors through the arts, politically, environmentally, socially and to encourage them to explore some of these mediums in their own lives.
- *Every two years have a major event that creates a brand...centralized marketing...allows for planning, making it special and incorporating smaller events, festivalizing behavior...multiple events. Create transportation systems...mixology buses...move people around the island...sponsorship could be external and corporate.*
- *Could build on annual West Tisbury Library book sale...people rent a house specifically so they can come to that event. Last weekend in July/August. Slogan could be MV Arts and Ideas, great medium for the island and visitors. New layers/aspects that change every cycle. Also consider the puppet event in VT. Great to plan quite far out so it works well for everyone, comprehensive program for all categories (cooking, farm stands, global cultural creativity and cross-pollination. Thinking far in advance to collaborate. Like the NY Planetarium show that tied into the King Tut exhibit.*
- *Expand the season...fall. Curatorial team in NY to create New Europe...not your grandfather's Europe...3-week period including humanities issues, 45 events programmed. Had a mix of things going on, collaborative - with each agenda protected. Took about a year to produce...biennial event creates lead time, affordable benefit or other events in between. Also lead up events. Fashion week event in April to create buzz.*
- *Many audiences, including people who appreciate art, apprenticeships, Audience: anybody with a buck and a brain, families, healing experience, people who want to study a craft, etc.*

Group 5 (The Kids Are All Right)

- Branding Ideas: Escape to the Island of Martha's Vineyard, a place of refuge. Enjoy the simplicity of the Island's natural beauty. Discover the inspiration of Island art and world class performances. You can play for a day or a lifetime. Experience Excellence Unplugged. Meet us with your shoes off.

Group 6 (The Mid-Chop Berry Pickers)

- Who Are They – our audience ? academics, visiting friends. Get them to know MV can be an arts/culture experience. Family members. Publicize happenings -- Gallery Guide? calendar of what's happening --festivals, events, info. On Website; Posted on Boat. Both island-wide and art-specific = film, pottery, dance, music, writing workshop, Dance on Stilts, Improv and other participatory festivals. Collaborative-themed productions w/ multi talents and components. Active participatory events. People for vacation. Other artists.

IV IN LIGHT OF THE IDEAS, CONCEPTS AND PROJECTS WE'VE GENERATED TODAY, WHAT DO YOU COMMIT TO DOING?

Participants said that they would like to individually participate in the following activities.

- Coordinate all components of a learning experience - such as housing, food, transportation, identify artists , etc.
- Coordinate educational art experiences.
- Biennial Event
- Multimedia Opera
- Scavenger/Quest event
- Pursuing funding
- Be involved in exploring and developing the possibility of a Biennale. In the meantime, be busy worker bees of cross pollination of cultural and artistic events and venues.

- Open their studios.
- Work with theater person to create props.
- Further brainstorming;
- Produce a 48 Hour Arts Festival - film, plays, dance, visual.
- Pay one person to do the postering for all of us.
- Broadcasting that the vineyard is an arts destination.
- Creating an M.V. art and culture trail
- iTunes inspired genius recommendations for specific art experiences.
- Work on the arts festival
- Multi media, multi-art, evolving biennial event, maybe starting with a Wampanoag myth.
- Start another chamber music organization.
- Reaching out artist to artist, writer to writer organizations to inform like-minded groups.
- "Burning man/'opera/fringe festival" Healing through the arts. Arts with children and schools involvement with arts and giving a place for them to show their talents.
- Island-wide theatre collaboration for resources and events. Bread & Puppet collaborative arts event. Strong central informational website – clearing-house - getting the word out - clarifying and joining together the arts community's offerings.

Appendix 4 – Logo



Appendix 5 – Rack Card



Martha's Vineyard

Arts and Culture Collaborative

artsmarthasvineyard.org

**Your Gateway
To Arts and Culture
on Martha's Vineyard**

Visual Arts Music
Dance Film Theater
Festivals Galleries
Museums History
Writers Libraries
Artisans Lectures
Performances
Workshops

artsmarthasvineyard.org

Email: info@artsmarthasvineyard.org

Martha's Vineyard has a long and illustrious history of attracting and inspiring artists.

The abundance of talented artists attracts visitors from all over the world, helps sustain our local economy and strengthens our reputation as a year round arts and culture destination.

Arts Martha's Vineyard supports and promotes arts and culture on Martha's Vineyard by:

- Increasing awareness of our Island's arts-rich community,
- Stimulating and fostering development of cultural initiatives,
- Nurturing and leveraging resources for arts and culture,
- Supporting arts education in schools and in the community.

Visit our web site to sign up for our newsletter, for event calendars and more information about arts and culture.

(Take a picture of this code with your mobile phone.)



Or you can go to:

artsmarthasvineyard.org

Email: info@artsmarthasvineyard.org

Arts Martha's Vineyard is proud to be supported in part through the generosity of:



Appendix 6 – Inventory of Cultural Assets

This list does not include Individual artists, musicians, photographers, writers, etc. who have no public presence.

ART CENTERS
Aquinnah Cultural Center, Inc. (ACC)
Featherstone Center for the Arts
Martha's Vineyard Art Association
ART GALLERIES
Alison Shaw Gallery
Andrew Gordon Moore Gallery
Christina Gallery
Cousen Rose Gallery
Craftworks
Davis House Gallery / Allen Whiting
Debra Gaines Fine Art
Doug Kent Paintings
Dragonfly Fine Arts Gallery
Eisenhauer Gallery
Featherstone Center for the Arts
Field Gallery
Four Generations Art Gallery
Gossamer Gallery
Granary Gallery
Hermine Merel Smith Fine Art
Kara Taylor Fine Art
Kennedy Studios
Kevin Butler
Louisa Gould Gallery
Martha's Vineyard ARTS District
Martha's Vineyard Glassworks
North Water Gallery
Old Sculpin Gallery
Ott Gallery
Piknik
Seaworthy Gallery
Shaw Cramer Gallery

Shephard Fine ArtSpace
Simon Gallery
The Brigish Collection
The John Stobart Gallery
Turpentine Gallery
Two Boats Gallery
Willoughby Fine Art Gallery
ARTISTS
Allen Whiting
Andrew Gordon Moore
Ashley Medowski
Barney Zeitz
Don McKillop
Doug Kent
Hermine Merel Smith
Kara Taylor
Rachel Paxton
Renee Balter
Ruth Adams
Ruth Kirchmeier
Thaw Malin
Warren Gaines
Plus approximately 550 individual artists represented by Island Galleries
ARTISANS
Anthony Holand
Approximately 60 individual artisans represented by Vineyard Artisan Festivals
Berta and Vern Welch
Chilmark Pottery
Craftworks
Down Island Farmers & Artisans Market
Joan Lalecheur
Kate Taylor
Martha's Vineyard Glassworks
Seastone Papers

BOOKS / MAGAZINES

Avalon Magazine

Cynthia Riggs

Martha's Vineyard Now & Zen

Vineyard Fine Arts Directory

Vineyard Stories

DANCE

Dance on Martha's Vineyard

MV Country Dance Society

The Yard

Vineyard Bellydance and Revue

FESTIVALS / FAIRS

Martha's Vineyard Film Festival

Martha's Vineyard Film Society - International Film Festival

Martha's Vineyard Book Festival

Martha's Vineyard Jazz Festival

Martha's Vineyard Wind Festival

MV Agricultural Fair / MV Agricultural Society

MV Festival of Storytelling

FILM

eFilm Group

Film Truth

Galen Films

Jonathan Mayhew

Martha's Vineyard Film Festival

Martha's Vineyard Film Society - International Film Festival

Silver Screen Film Society

Summer Institute - MVHC: Film Series

HISTORY / ISLAND CULTURE

African American Community Development Project

African American Heritage Foundation

African American Heritage Trail

Aquinnah Cultural Center, Inc. (ACC)

Aquinnah Cultural Council

Association for Study of African American Life and History
Black Brook Singers (Wampanoag tribe)
Chilmark Cultural Foundation
Community History Project
Durwood Vanderhoop
Edgartown Cultural Council
Holy Ghost Society
Martha's Vineyard Museum
MV Historic Preservation Society
MV Preservation Trust
Oak Bluffs Cultural Council
Soldiers Memorial Fountain Restoration
Tisbury Cultural Council
West Tisbury Cultural Council
KIDS
ART Farm
Cinema Circus of TMVFF
Featherstone Center for the Arts
Felix Neck Wildlife Sanctuary
Funhunters
Island Theatre Workshop, Inc.
Sense of Wonder
Spindrift Marionette Troupe
Troubled Shores, Inc – IMP
LEARNING / INSTRUCTION
Adult and Community Education of MV (ACE MV)
Featherstone Center for the Arts
Felix Neck Wildlife Sanctuary
Island Theatre Workshop, Inc.
LECTURES / SPEAKERS
Summer Institute - MVHC: Speaker Series
LIBRARIES
Aquinnah Public Library
Chilmark Public Library

Edgartown Library Foundation
Edgartown Public Library
Friends of Oak Bluffs Library
Friends of the Aquinnah Public Library
Friends of the Chilmark Public Library
Friends of the Vineyard Haven Library
Martha's Vineyard Historical Society
Gale Huntington Reference Library at the Martha's Vineyard Museum
Oak Bluffs Public Library
Vineyard Gazette Library
Vineyard Haven Public Library
West Tisbury Public Library
MUSEUMS
Aquinnah Cultural Center, Inc. (ACC)
Felix Neck Wildlife Sanctuary
Martha's Vineyard Museum
MUSIC
A Whale of a Label Productions
Abend Music Choir
All Island String Program
American Guild of Organists
Black Brook Singers (Wampanoag tribe)
Eastern Melodies
Entrain
Good Times Music
Island Community Chorus, Inc.
James Joyce Bagpiper
Jerome Clark Jazz Flutist
Jerry Bennett Music
John Alaimo Pianist
Kate Taylor
Mark Lovewell, folk music
Martha's Vineyard Chamber Music Society
Martha's Vineyard Jazz Festival
Martha's Vineyard Swing Orchestra
Mike Benjamin Musician

Minnesingers
Parr Audio
Phil DaRosa, Musician
Rick Bausman Drum Workshops
The Ceremony Music Source
The Jon Bates Band
The Sound Choice
The U.S. Slave Song Project Inc.
Vineyard Haven Band
Vineyard Sinfonietta
Will Luckey, Guitar and Piano Instruction
PERFORMANCE
Island Theatre Workshop, Inc.
Paula Josa Jones Performance Workshop
Phyllis Vecchia Creative Dramatics
Spindrift Marionette Troupe
The Performers Workshop
The Vineyard Playhouse
Troubled Shores, Inc – IMP
Vineyard Arts Project
PHOTOGRAPHERS
Alan Brigish
Alison Shaw
Debra Gaines
Harvey John Beth
Jeff Serusa
Lanny MacDowell
Louisa Gould
Nicole Friedler
Peter Simon
POETRY
Featherstone Center for the Arts - Poetry Festival
THEATER
Island Theatre Workshop, Inc.

Paula Josa Jones Performance Workshop
Phyllis Vecchia Creative Dramatics
The Performers Workshop
The Vineyard Playhouse
Theater Arts Productions
Vineyard Arts Project
Women's Theater Laboratory
VENUES
Agricultural Hall
Chilmark Community Center
Daniel Fisher House
Edgartown Yacht Club
Farm Neck Golf Club
Featherstone Center for the Arts
Federated Church
Felix Neck Wildlife Sanctuary
Grange Hall
Harbor View Hotel
Hebrew Center
Island Libraries (6)
Katherine Cornell Theatre
Martha's Vineyard Museum
MV Chowder Company Function Hall
MVCMA Tabernacle
MVRHS Performing Arts Center
Nectars
Old Whaling Church and Hall
PA Club
Polly Hill Arboretum
Senior Centers
Shephard Fine Artspace
St Augustines Parish Hall
St. Andrews Church Hall
The Yard
Union Chapel
Vineyard Playhouse

WORKSHOPS

ACE MV Writers Workshops

Creative Writing Workshop

Featherstone Center for the Arts

Island Theatre Workshop, Inc.

WRITERS / PUBLISHERS

ACE MV Writers Workshops

Creative Writing Workshop

Cynthia Riggs

Howes House Writers Group

Martha's Vineyard Writers Residency

Sarah French

Vineyard Stories

OTHER

Sassafras Earth Education, and Island Salsa

African Artists' Community Development Project

The U.S. Slave Song Project Inc.

PRESS AND MEDIA

The Vineyard Voice, Inc.

MV Community Radio, Inc.

Martha's Vineyard Community Television (MVTV)

MVOL

TICKETS MV

MARTHA'S VINEYARD TIMES

VINEYARD GAZETTE

PATCH MV

Appendix 7 – Survey Results

Needs - Survey Results								
Question: What could the Arts and Culture Collaborative do to help you, your organization, or your business?								
	Individual - Artist/Creator/ Performer		Organization - Non-Profit		Gallery/ Exhibit Space		Total Responses	
WEBSITE: A website, with on-line directory, to serve as a gateway to arts and culture on the Island and link to specific organizations and individuals with a listing for you or your organization and a link to your website, if any?								
High Priority	32	63%	12	67%	13	72%	57	67%
Yes	16	31%	4	22%	4	22%	24	25%
Maybe	3	6%	2	11%	1	6%	6	8%
No	0	0%	0	0%	0	0%	0	0%
	51		18		18		87	0%
DIRECTORY: A printed annual directory or field guide of arts/culture organizations, businesses, individuals and events?								
High Priority	27	54%	8	42%	8	47%	43	48%
Yes	18	35%	7	39%	7	39%	32	38%
Maybe	4	8%	4	22%	2	11%	10	14%
No	1	2%	0	0%	0	0%	1	1%
	50		19		17		86	
POSITIONING/BRANDING: A marketing program branding the Vineyard as an arts/cultural destination?								
High Priority	21	45%	8	44%	11	69%	40	53%
Yes	16	34%	6	33%	3	19%	25	29%
Maybe	10	21%	3	17%	2	13%	15	17%
No	0	0%	1	6%	0	0%	1	2%
	47		18		16		81	
E-NEWSLETTER: A weekly newsletter for the general public with current information about events, activities, and facilities								
High Priority	19	39%	4	24%	7	47%	30	36%
Yes	21	43%	10	59%	5	33%	36	45%
Maybe	9	18%	2	12%	2	13%	13	14%
No	0	0%	1	6%	1	7%	2	4%

49			17		15		81	
OPEN HOUSE: A pre-season promotional open house of arts/cultural organizations and activities, for the hospitality industry and/or the public?								
High Priority	10	21%	1	6%	7	41%	18	23%
Yes	23	49%	11	65%	4	24%	38	46%
Maybe	13	28%	4	24%	6	35%	23	29%
No	1	2%	1	6%	0	0%	2	3%
	47		17		17		81	
FESTIVAL: A major arts/culture festival in the spring or fall?								
High Priority	22	43%	5	28%	6	38%	33	36%
Yes	20	39%	5	28%	0	0%	25	22%
Maybe	8	16%	4	22%	6	38%	18	25%
No	1	2%	4	22%	4	25%	9	16%
	51		18		16		85	
LEARNING VACATIONS: Vacations organized and promoted using existing or new classes and workshops?								
High Priority	7	16%	1	6%	2	13%	10	12%
Yes	13	30%	7	41%	6	38%	26	36%
Maybe	16	37%	6	35%	3	19%	25	30%
No	7	16%	3	18%	5	31%	15	22%
	43		17		16		76	
JOINT PROMOTION/PRICING: A "passport" program offering promotion and giving discounted admissions to several cultural facilities or events?								
High Priority	6	14%	4	24%	3	19%	13	19%
Yes	12	28%	3	18%	5	31%	20	26%
Maybe	19	44%	7	41%	3	19%	29	35%
No	6	14%	3	18%	5	31%	14	21%
	43		17		16		76	
ARTS/CULTURAL DISTRICTS: Establishment of arts districts, preferable in historic areas.								
High Priority	9	20%	2	13%	5	36%	16	23%
Yes	16	36%	2	13%	1	7%	19	19%
Maybe	13	30%	11	69%	5	36%	29	45%
No	6	14%	1	6%	3	21%	10	14%
	44		16		14		74	

This is based on 70 respondents who answered this question, some of whom indicated that they were more than one type.

OTHER COMMENTS

Good ideas, my main concern is publicity and marketing

Yearly meeting of artists and gallery owner to discuss concerns, changes. etc.

Close collaboration with existing A/C organizations.

Group postering on a dedicated Arts MV board. Shared interns or summer production assistants. Each organization could get a day's work and each PA would get a full-time gig.

Helping with fund raising ideas.

Fund-raising component - the MV Collaborative primarily raises funds for charitable non-profits that deal with social/educational issues. The Arts Collaborative could raise funds for primarily art/culture non-profits.

Arts/Culture Group meetings on a regular basis.

Direct email marketing.

I like the idea of hooking up with small tour operators who would bring people into the studio by appointment.

Lecture series.

Awareness that we are all here, and worth the trip.

The bottom line is the consumer makes up about 70% of the economy in this country and when we all stop consuming, things come to a screeching halt. To thrive businesses need customers, and they will appear in increasingly larger numbers if consumer confidence is high. Both housing prices and mortgage rates are down but for many that is not enough incentive to override the fear that uncertainty generates. We are open to anything that contributes to the improvement of consumer confidence.

Helping artists get grants, or find funding to assist small businesses and young artist have a chance making it on the Vineyard.

More outlets for island artists to show their work, especially new artists and students!

A more workable, sharing meeting of the minds between gallery owners.

More comprehensive and coordinated promotion of arts and culture via island print, radio/TV/web media and via off- and on-island websites promoting island travel and tourism.

Coop studio and exhibition space, affordable for year-round practicing fine artists. Education studios would also be a priority. Additionally, a press for professional fine artists. It would be ideal to be able to rent studio time with a press and facilities. There is a difference between professional needs and amateur needs, and even just to have access to a press would be super. Example - I had a professional academic project due last summer and could not gain any access to the press at Featherstone. Really was a huge bummer, and had to improvise with a rice spoon. . . . So many practicing artists could really use a real print studio.

More display areas, especially in the summer are welcome and needed. Restaurants, banks, retail shops could display art work in the windows; realtors' offices and windows, the hospital

has empty walls and could become a vital part of the community. If they do not have a budget for art, island artists would welcome the opportunity to display their work in the public areas of the hospital. Doctor offices, other business offices, municipal offices should all be part of the Art of the Vineyard promotion.

I wonder about the advisability of a weekly newsletter when both M. V. papers report on the arts either with reviews or in their events calendars. I can imagine that an eNewsletter can be a labor-intensive undertaking.

I helped start the annual plein air painters show with artist Thaw Malin. we both feel that it needed to be expanded to attract high quality, off-island painters to the Vineyard in September. Such a show could attract national attention, as plein air painting is higher profile among collectors. I am also very interested in any effort to create a Martha's Vineyard art museum.

Inclusion of summer residents during the year.

All of these things have been tried over the years, to some degree or another.

We have many more art galleries/theater/dance/poetry/music/etc than ever with a fairly limited number of possible patrons. It will be interesting to see what you come up with and what effect your efforts will have. I don't know how more people can possibly be attracted and accommodated on this island. Or if they should be. It's already too busy and crowded most of the year, making living here increasingly hard, expensive, and unpleasant, without the off-setting solitude.

More gatherings in order to network with our fellow arts & culture colleagues.

To encourage each town's restaurants to have special incentives for customers to coordinate with gallery openings. May draw more people to come to town which benefits all.

Putting an artist representative on the Landbank board to facilitate artist entry/parking to properties to paint/photograph and in the layout of pathways and artistic vista locations... And to push for artist parking ability in each town for creative purposes year round...

Sounds like you have touched on a lot of the areas of importance.

Insurance for collaborative members, studio/workspace so that artists have space to work and can interface with other artists in that workspace, literary journal/magazine/website for island writers.

I would like free technology workshops on topics such as websites -creating metatags and optimizing your site. More open themed exhibits so that diverse artists can enter shows and work can be compared. Interdisciplinary arts. exhibits with calls for art, dance, theater, poetry, music, etc. Monthly meetings with topics generated from the group.

A directory of artists and galleries.

I believe this gathering of talent into a cohesive Martha's Vineyard Arts and Cultural network will benefit many organizations and artists, and will help to promote the island as a destination for unique cultural experiences.

I would love to see a celebration of book and paper arts that includes non-literary work. Or the island and photo history.

I would mark "no" to activities in the fall because that's our major Cultural Festival. Spring may work best in June shoulder season. I believe the timing is important. It is very important to spur each other on and to coordinate and collaborate and promote. We hope to participate during the shoulder season to enhance whatever activities are happening with lectures and a host of workshops in the Arts & Culture. This year we are planning a One Day University which will have a focus of Arts in Ed as part of it (addressing the Role of Education in the Community).

Appendix 8 –Press Coverage

MV TIMES:

March 30, 2011 - MV Times:

Martha's Vineyard Arts and Culture Collaborative conducts census

<http://www.mvtimes.com/marthas-vineyard/article.php?id=5052>

May 11, 2011 - MV Times:

Martha's Vineyard Women's Network announces grant winners

<http://www.mvtimes.com/marthas-vineyard/article.php?id=5521>

June 1, 2011 - MV Times:

MV Arts and Culture Collaborative previews summer events, shows

<http://www.mvtimes.com/marthas-vineyard/article.php?id=6072>

June 8, 2011 - MV Times:

Martha's Vineyard Arts and Culture Collaborative meets Tuesday

<http://www.mvtimes.com/marthas-vineyard/article.php?id=5886>

VINEYARD GAZETTE:

Friday, February 18, 2011 – Vineyard Gazette:

Coming Together Around Arts and Culture

<http://www.mvgazette.com/article.php?29043>

Friday, February 25, 2011 – Vineyard Gazette

Coming Together for Art, New Group Sees Strength in Numbers

<http://www.mvgazette.com/article.php?29080>

Friday, April 1, 2011 – Vineyard Gazette:

How Many Island Artists? Arts Census to Find Out

<http://www.mvgazette.com/article.php?29412>

Friday, May 27, 2011 - Vineyard Gazette:

Island Businesses Awarded Grants

<http://www.mvgazette.com/article.php?30122>

Friday, June 10, 2011 - Vineyard Gazette:

A Gathering of the Island Artful

<http://www.mvgazette.com/article.php?30343>

Martha's Vineyard PATCH:

Wednesday, February 23, 2011 – MV PATCH EVENT:
Arts and Cultural Collaborative Brown Bag Event

<http://marthasvineyard.patch.com/events/arts-and-cultural-collaborative-brown-bag-event>

March 22, 2011 - MV PATCH:

Island Artists: Time to Make Yourself Known

<http://marthasvineyard.patch.com/articles/island-artists-time-to-make-yourself-known>

May 31, 2011 – MV PATCH:

An Open House for Vineyard Arts and Culture

<http://marthasvineyard.patch.com/articles/an-open-house-for-vineyard-arts-and-culture>

Tuesday, June 7, 2011 – MV PATCH EVENT

Open House: A Summer Preview of Vineyard Art and Culture

<http://marthasvineyard.patch.com/events/open-house-a-summer-preview-of-vineyard-art-and-culture>

Appendix 9 – Economic Analysis

Table 1: Economic Impact of Arts and Culture in Dukes County - Business Establishment, Employment, Receipts, and Wages & Income

NAICS Codes & sub-codes	Category of Industry	Business Establishment	Employment	Receipts	Wages & Income	Notes
Group 1 Cultural Goods Products						
31-33	MANUFACTURING					
313	Textile Mills					Proprietary
315	Apparel Manufacturing					Proprietary
316	Leather & Allied Manufacturing					Proprietary
321	Wood Product Manufacturing					Proprietary
322	Paper Manufacturing					Proprietary
323	Printing and Related Support Activities					Proprietary
323	Printing and Related Support Activities					Proprietary
3231	Printing and Related Support Activities	3	24		\$974,708	
3231	Printing and Related Support Activities					Proprietary
3272	Glass and glass Product Manufacturing					Proprietary
332	Fabricated Metal product Manufacturing					Proprietary
3399	Other Miscellaneous Manufacturing	7		\$218,000		Includes Jewelry and Silverware Manf.
Group 2 Cultural Goods Distribution						
42	WHOLESALE					
44-45	RETAIL					
44831	Jewelry Stores	8		\$324,000		
45113	Sewing, Needlework, and Piece Goods Stores					Proprietary

45114	Musical Instrument and Supplies Stores					Proprietary
4512	Book, Periodical, and music stores	5		\$418,000		
4512	Book, Periodical, and music stores	6	26		\$754,132	
45121	Book Stores and News Dealers					Sub-Category
451211	Book Stores					Sub-Category
45122	Prerecorded Tape, Compact, Disc, and Record Stores					Proprietary
4539	Other Miscellaneous Store Retailers	13	29		\$1,083,564	4539 - Includes Pet and Pet Supplies Stores, Art Dealers, Mobile Home Dealers, and Tobacco Dealers
4539	Other Miscellaneous Store Retailers					
45392	Art Dealers	8		\$509,000		
71	ARTS, RECREATION, & ENTERTAINMENT					
712	Museums, Historical Sites, and similar institutions					Proprietary
7121	Museums, Historical Sites, and similar institutions					Proprietary
712	Museums, Parks, and Historical Sites					Proprietary
7121	Museums, Parks, and Historical Sites	4	26		\$1,369,382	
81	OTHER SERVICES, EXCEPT PUBLIC ADMIN					Proprietary
81292	Photofinishing	4		\$269,000		
Group 3	Intellectual Property Production and Distribution					
51	INFORMATION					
512	Motion Picture and sound recording industries	7		\$153,000		
5121	Motion Picture and video industries					Proprietary
5122	Sound Recording Industries					Proprietary
515	Broadcasting (except Industries)	3	34		\$1,973,225	

515	Broadcasting (except Industries)					Proprietary
519	Other Information Services	3		\$64,000		
519	Other Information Services	7	49		\$1,388,768	
5191	Other Information Services					Proprietary
5191	Other Information Services					Proprietary
53	REAL ESTATE, RENTAL and LEASING					
5322	Consumer Goods Rental	13	43		\$1,074,693	?
5322	Consumer Goods Rental					Proprietary
54	PROFESSIONAL & TECHNICAL SERVICES					
54192	Photographic Services	33		\$810,000		
61	EDUCATION					
6116	Other Schools and Instruction	5	14		\$632,429	?
71	ARTS, RECREATION, & ENTERTAINMENT					
711	Performing Arts, Spectator Sports, & Related Industries	10	18		\$1,374,008	
711	Performing Arts, Spectator Sports, & Related Industries	223		\$8,251,000		
7111	Performing Arts Companies					Proprietary
7113	Promoters of Performing Arts, Sports, & Similar Events					Subcategory - 711: Proprietary
7114	Agents and managers for artists, athletes, entertainers and other public figures					Subcategory - 711: (5) nonemployers, (\$246,000) Wages
7115	Independent Artists, Writers, and Performers					Subcategory - 711: (5) establishments, (3) Average monthly employees, (\$994,035) Wages
7115	Independent Artists, Writers, and Performers					Subcategory - 711: (204) nonemployers, (\$7,588,000) Receipts

7121	Museums, Historical Sites, and similar institutions					Subcategory - 7121 (4) Establishments, (30) Employees, \$1,369,382 Wages & Income (See Group #2)
7121	Museums, Historical Sites, and similar institutions					Proprietary
Totals						
	Arts & Culture Industries (Dukes County)	362	263	\$11,016,000	\$10,624,909	\$21,640,909
	All Industries (Dukes County)	4440	7814	\$183,051,000	\$330,117,575	\$513,168,575
	Arts & Culture Share of All Industries	8.15%	3.37%	6.02%	3.22%	4.22%

Notes

Colors Represent Data

Sources

	Massachusetts Department of Labor & Workforce Development, 2008
	US Census Bureau
	- Nonemployer
	Statistics, 2008

Nonemployer

A nonemployer business is one that has no paid employees, has annual business receipts of \$1,000 or more (\$1 or more in the construction industries), and is subject to federal income taxes. Most nonemployers are self-employed individuals operating very small unincorporated businesses, which may or may not be the owner's principal source of income.

Receipts

Includes gross receipts, sales, commissions, and income from trades and businesses, as reported on annual business income tax returns. Business income consists of all payments received for services rendered by nonemployer businesses, such as payments received as independent agents and contractors.

The composition of nonemployer receipts may differ from receipts data published for employer establishments. For example, for wholesale agents and brokers without payroll (nonemployers), the receipts item contains commissions received or earnings. In contrast, for wholesale agents and brokers with payroll (employers), the sales and receipts item published in the Economic Census represents the value of the goods involved in the transactions.

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Table 2: Economic Impact of Creative Economy in Duques County - Business Establishment, Employment, Receipts, and Wages & Income

NAICS Codes & sub-codes	Category of Industry	Business Establishment	Employment	Receipts	Wages & Income	Notes
Group 1 Cultural Goods Products						
31-33	MANUFACTURING					
313	Textile Mills					Proprietary
315	Apparel Manufacturing					Proprietary
316	Leather & Allied Manufacturing					Proprietary
321	Wood Product Manufacturing					Proprietary
322	Paper Manufacturing					Proprietary
323	Printing and Related Support Activities					Proprietary
323	Printing and Related Support Activities					Proprietary
3231	Printing and Related Support Activities	3	24		\$974,708	
3231	Printing and Related Support Activities					Proprietary
3272	Glass and glass Product Manufacturing					Proprietary
332	Fabricated Metal product Manufacturing					Proprietary
337	Furniture and Related Product Manufacturing					Proprietary
337	Furniture and Related Product Manufacturing					Proprietary
3371	Household and Institutional Furniture	5	15		\$643,199	
339	Miscellaneous Manufacturing					Proprietary
3399	Other Miscellaneous Manufacturing	7		\$218,000		Includes Jewelry and Silverware Manf.
Group 2 Cultural Goods Distribution						
42	WHOLESALE					
4239	Miscellaneous durable goods merchant	11		\$1,460,000		

	wholesalers					
42394	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers					Proprietary
424	Merchant wholesalers, non-durable goods	19		\$755,000		
4249	Miscellaneous nondurable goods merchant wholesalers	10		\$352,000		
42492	Book, Periodical, and Newspaper Merchant Wholesalers					Proprietary
44-45	RETAIL					
4431	Electronics and Appliance Stores	5	22		\$889,785	
44831	Jewelry Stores	8		\$324,000		
45113	Sewing, Needlework, and Piece Goods Stores					Proprietary
45114	Musical Instrument and Supplies Stores					Proprietary
4512	Book, Periodical, and music stores	5		\$418,000		
4512	Book, Periodical, and music stores	6	26		\$754,132	
45121	Book Stores and News Dealers					Sub-Category
451211	Book Stores					Sub-Category
45122	Prerecorded Tape, Compact, Disc, and Record Stores					Proprietary
4539	Other Miscellaneous Store Retailers	13	29		\$1,083,564	4539 - Includes Pet and Pet Supplies Stores, Art Dealers, Mobile Home Dealers, and Tobacco Dealers
4539	Other Miscellaneous Store Retailers					
45392	Art Dealers	8		\$509,000		
71	ARTS, RECREATION, & ENTERTAINMENT					
712	Museums, Historical Sites, and similar institutions					Proprietary
7121	Museums, Historical Sites, and similar institutions					Proprietary
712	Museums, Parks,					Proprietary

	and Historical Sites					
7121	Museums, Parks, and Historical Sites	4	26		\$1,369,382	
81	OTHER SERVICES, EXCEPT PUBLIC ADMIN					Proprietary
81292	Photofinishing	4		\$269,000		
Group 3	Intellectual Property Production and Distribution					
51	INFORMATION					
511	Publishing Industries					Maincategory - 511: (13) establishments, (59) Average monthly employees, (\$2825395) Wages
511	Publishing Industries	13		\$1,042,000		
5111	Newspaper, Book, & Directory Publishers	4	59		\$2,825,395	Subcategory - 511
512	Motion Picture and sound recording inustries	7		\$153,000		
5121	Motion Picture and video inustries					Proprietary
5122	Sound Recording Industries					Proprietary
515	Broadcasting (excert Industries)	3	34		\$1,973,225	
515	Broadcasting (excert Industries)					Proprietary
517	Telecommunications	5	52		\$3,314,243	
519	Other Information Services	3		\$64,000		
519	Other Information Services	7	49		\$1,388,768	
5191	Other Information Services					Proprietary
5191	Other Information Services					Proprietary
53	REAL ESTATE, RENTAL and LEASING					
5322	Consumer Goods Rental	13	43		\$1,074,693	
5322	Consumer Goods Rental					Proprietary
54	PROFESSIONAL & TECHNICAL SERVICES					
5413	Architectural, Engineering, & Related Services	15	98		\$6,376,360	
5413	Architectural, Engineering, &					See Category: 54131, 54132, 54134

	<i>Related Services</i>					
54131	<i>Architectural Services</i>	23			\$2,384,000	
54132	<i>Landscape Architectural Services</i>	13			\$1,024,000	
54134	<i>Drafting Services</i>					<i>Proprietary</i>
5414	<i>Special Design Services</i>	6	8		\$448,385	
5414	<i>Special Design Services</i>	35		\$1,103,000		
5418	<i>Advertising, Public Relations, and Related Services</i>	14		\$1,130,000		
5419	<i>Other Professional, scientific, and technical services</i>	10	40		\$1,286,443	
5419	<i>Other Professional, scientific, and technical services</i>	97		\$5,778,000		
54192	<i>Photographic Services</i>	33		\$810,000		
61	EDUCATION					
6116	<i>Other Schools and Instruction</i>	5	14		\$632,429	
71	ARTS, RECREATION, & ENTERTAINMENT					
711	<i>Performing Arts, Spectator Sports, & Related Industries</i>	10	18		\$1,374,008	
711	<i>Performing Arts, Spectator Sports, & Related Industries</i>	223		\$8,251,000		
7111	<i>Performing Arts Companies</i>					<i>Proprietary</i>
7113	<i>Promoters of Performing Arts, Sports, & Similar Events</i>					<i>Subcategory - 711: Proprietary</i>
7114	<i>Agents and managers for artists, athletes, entertainers and other public figures</i>					<i>Subcategory - 711: (5) nonemployers, (\$246,000) Wages</i>
7115	<i>Independent Artists, Writers, and Performers</i>					<i>Subcategory - 711: (5) establishments, (3) Average monthly employees, (\$994,035) Wages</i>
7115	<i>Independent Artists, Writers, and Performers</i>					<i>Subcategory - 711: (204) nonemployers, (\$7,588,000) Receipts</i>

7121	Museums, Historical Sites, and similar institutions					Subcategory - 7121 (4) Establishments, (30) Employees, \$1,369,382 Wages & Income (See Group #2)
7121	Museums, Historical Sites, and similar institutions					Proprietary
Totals						
	Creative Economy Industries (Dukes County)	647	557	\$22,636,000	\$29,816,719	\$52,452,719
	All Industries (Dukes County)	4440	7814	\$183,051,000	\$330,117,575	\$513,168,575
	Creative Economy Share of All Industries	14.57%	7.13%	12.37%	9.03%	10.22%

Notes

Colors Represent Data Sources

	Massachusetts Department of Labor & Workforce Development, 2008
	US Census Bureau - Nonemployer Statistics, 2008

Nonemployer

A nonemployer business is one that has no paid employees, has annual business receipts of \$1,000 or more (\$1 or more in the construction industries), and is subject to federal income taxes. Most nonemployers are self-employed individuals operating very small unincorporated businesses, which may or may not be the owner's principal source of income.

Receipts

Includes gross receipts, sales, commissions, and income from trades and businesses, as reported on annual business income tax returns. Business income consists of all payments received for services rendered by nonemployer businesses, such as payments received as independent agents and contractors.

The composition of nonemployer receipts may differ from receipts data published for employer establishments. For example, for wholesale agents and brokers without payroll (nonemployers), the receipts item contains commissions received or earnings. In contrast, for wholesale agents and brokers with payroll (employers), the sales and receipts item published in the Economic Census represents the value of the goods involved in the transactions.

Draft MMC 1_26_12

