



Massachusetts Cultural Council - Adams Arts Program - Planning
Martha's Vineyard Commission
Application #AA-P-0015

Primary Contact: Mr. Mark London
Phone: (508) 693-3453 ext:11
Email: london@mvcommission.org

Document Generated: Wednesday, November 3rd 2010, 4:04 pm

Applicant Profile

Applicant Type	Organization
Legal Name	Martha's Vineyard Commission
Address1	33 New York Avenue
Address2	Box 1447 Oak Bluffs, Massachusetts 02557-1447 UNITED STATES
Telephone	(508) 693-3453
Fax	(508) 693-7894
Primary Contact	Mr. Mark London Executive Director Phone: (508) 693-3453 ext:11 Email: london@mvcommission.org
Organization Type	None of the Above
Applicant Status	Organization - Non-Profit
Applicant Institution	None of the above
Applicant Discipline	Non-Arts/Non-Humanities
Grantee Race	No single group
FEIN / TAX ID	04-2549498



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Planning Grant Project Overview

Project Title

Martha's Vineyard Arts Collaboration

Project Description - briefly summarize the project (for use in communications with press, legislature, etc.)

This project will explore the feasibility of:

1. Adapting creative economy initiatives successful in other markets to Vineyard,
 2. Branding the Vineyard as an arts and culture destination, and
 3. Packaging existing and new events to promote cultural tourism, particularly in the shoulder season.
- The project also will develop an appropriate business model and organizational structure to support these activities on a self-sustaining basis.

Planning Grant Request

5,000

Total Cash Budget

1,250

Total Project Budget

6,250

Applicant Organization Executive Director

Mark London

Title

Executive Director

Telephone

508-693-3453

Email

london@mvcommission.org

Applicant Organization's Total Budget

\$1,167,625

Applicant Organization Type

Other

If you selected "other", please describe

Regional Plan Agency

Fiscal Agent Organization

Fiscal Agent Total Budget

Executive Director of Fiscal Agent

Telephone



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Email

Please list the organizations that will be partnering on this project. Separate each name with a line break.

Adult Continuing Education of Martha's Vineyard (ACE-MV)
ARTFARM
Featherstone Center for the Arts
Island Community Chorus
Island Theatre Workshop
Martha's Vineyard Chamber Music Society
Martha's Vineyard Chamber of Commerce
Martha's Vineyard Commission
Martha's Vineyard Independent Film Festival
Martha's Vineyard Museum
MVOL (Martha's Vineyard Online)
Oak Bluffs Arts District
Tickets MV
Troubled Shores (IMP)
Vineyard Voice



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Planning Grant Narrative

Enter your application narrative below (up to 10,000) characters.

We recommend that you develop your narrative in word processing software and then copy and paste it in the appropriate narrative boxes on the application.

Before you copy and paste data from a word processor into the online application, save your text in the word processor as "text only." To do this: In Microsoft Word, save your information by selecting "Save As" from the File menu. The "Save As" dialog box will then appear. Choose "text only" from the "Save as Type" drop down box found at the bottom of the dialog box. Your work will then be saved as "text only" and the filename will include a .txt extension. Check the PDF, too. Click "View PDF" at the bottom of the screen to make sure your narrative looks the way you want it to and is complete.

PLEASE REMEMBER TO SAVE YOUR WORK AT THE BOTTOM OF THE PAGE REGULARLY AND BEFORE PROCEEDING TO THE NEXT PAGE.
BACKGROUND

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 also is known, but less well, for its arts and cultural community. In fact, the beauty, character, and quality of life here inspire creative expression and attract creative people. 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. A 2007 economic study of Dukes County indicated that the "arts, entertainment, and recreation" category represents \$13,260,206 or 4% of total wages paid to workers, which is about four times the state average. Also, this category accounts for 381 total employees (5% of total), 280 self-employed individuals (8%), and total annual receipts of about \$48,000,000 (6%).

The foundation of the Vineyard's economy is its attractiveness as a vacation destination. 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. This would bring much needed business and revenues. Even before the current economic downturn, the Island faced serious challenges as a seasonal community. The Island's popularity with wealthy seasonal residents drives up real estate costs, which are among the highest in the state, contributing to a cost of living much higher than in Boston. However, despite the Vineyard's wealthy image, median income is well below the state average. As a result of this gap, many residents, businesses and nonprofits experience financial difficulty. Without new sources of revenue or ways to reduce costs, Island artists and arts & cultural organizations remain extremely vulnerable to the challenges of our economy.

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 foster the development of a cultural tourism for the Island (see attached summary and Arts and Culture section).

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 on October 19, 2010 (see attached list of supporting organizations). The roundtable was sponsored by the Martha's Vineyard Donors Collaborative (MVDC), an advocacy organization that supports the Island's nonprofit community. The roundtable group agreed to evaluate several initiatives, including the creation of an



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arts and culture collaborative. 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 large group scheduled a second facilitated meeting, at which time the subcommittees will report on progress and next steps, involving all participants in opportunities for critical input.

The group also agreed to apply for an Adams Arts Program Planning Grant. Anticipating this, the MVDC filed an Intent to Apply on behalf of the group in September. The MVDC's role has been as a convener/facilitator and, now that a collaborative group has been established, the MVDC has turned the leadership over to the planning team, with the Martha's Vineyard Commission serving as the lead agency.

PLANNING GOALS

The following are the goals of the planning effort.

1. 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. We will explore the feasibility of initiatives which have been successful in other markets, including branding and marketing as a cultural destination, creating an arts and culture website, publishing an annual directory, and creating a "passport" program. We will explore new events and arts festivals, and the modification of existing ones, to promote off-season cultural tourism. We also will explore the packaging and promotion of arts and cultural courses and workshops to promote learning vacations in the off-season.
2. 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 - whether it be through a new 501c3 or other mechanism.
3. Learn to work together collaboratively and foster an atmosphere of partnership.

Funds from the Planning Grant will be used for meeting facilitation, research and data collection, writing, clerical support, travel, and out-of-pocket expenses to support the volunteer efforts of collaborating arts and culture organizations.

PLANNING ACTIVITIES

Creating an inventory of our community assets is critical to the synthesis of the information we need to determine the size, resources and economic impact of the cultural community and to identify our unique attributes. The 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. We will compile lists of organizations (for-profit and nonprofit), people, venues and arts resources. We will use empirical, quantitative data and studies, including those of the Center for Policy Analysis at UMass Dartmouth, which has done economic analysis of the Cape and Islands arts & culture community. We will use qualitative, community-generated data to assess the Island's image as a cultural community. We then will identify the challenges and issues limiting our use of community assets and how we might deal with them.

Our analyses will use data from communities in the region, state, New England, and other seasonal vacation and island communities which have promoted/branded themselves as cultural tourism destinations, especially in shoulder seasons. We wish to learn what has been most effective and what they would do differently. This information will inform how we position ourselves in the New England tourism market and the types of events/initiative to consider. The analysis will allow us to identify and evaluate different business models and organizational structures relevant to our own initiatives.

We will then identify which possible initiatives are clearly ready to move forward, which look promising but need further analysis, and which should be set aside. Focusing on the initiatives which seem most compelling, we will identify which individuals and organizations will benefit directly and indirectly. We then will begin to dialogue with these stakeholders about ideas, barriers and solutions, and hopefully engage them as partners. This also may help us identify potential sources of funding/sponsorship for both planning and implementation.



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We recognize the importance of working together collaboratively to keep our partnership healthy. We plan to use skilled facilitation to help us bring in new stakeholders, keep partners invested, manage the group dynamic, and grow a successful partnership. We anticipate continuing to use Paddy Moore (see attached resume), to facilitate a number of our future meetings, both large and small, and with new stakeholders. Ms Moore ran our first meeting and has successfully facilitated other collaborations, including one on the Island. She is familiar with the idiosyncrasies of communities like Martha's Vineyard and their barriers to success.

We expect to bring in people from off-Island with experience with similar challenges in other communities. We have initiated discussions with MOTT, the Cape Cod Arts Foundation, the Cape Cod Chamber of Commerce, and the Cape Cod Commission about how we can most effectively learn from their experiences and get feedback on the initiatives and management options we will be exploring. We have also started to identify individuals who could contribute such as Maggie Van Sciver, Rob Sennott, Clare O'Connor, and Elizabeth Hude.

We also recognize that good communication, especially with the larger group, is important to keep our partnership healthy and we will make this a priority during the planning process.

The budget provides for research, writing, and clerical help to collect and compile the inventory of cultural assets, to help research best practices, and to help draft documents. Administrative support (reproduction of documents, administration of funds, etc.) will be provided by the Martha's Vineyard Commission.

TIMELINE

January - March 2011: Inventory cultural assets. Identify main challenges and outline possible solutions.

February - April 2011: Identify and evaluate: initiatives, branding, and business/organizational options.

May - June 2010: Identify which assets to leverage and initiatives to focus on. Start to engage other stakeholders. Prepare an interim report and elicit feedback.

July - August 2011: Provide an opportunity for the public feedback on challenges and possible responses. This could include a survey of seasonal residents and visitors. The committees will not be active over the summer.

September - October 2011: Narrow down the options by engaging stakeholders and with additional public input. Identify possible funding sources. Draft recommendations.



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Partnering Organization List

Organization #1 Name

Martha's Vineyard Chamber of Commerce

Contact

Nancy Gardella

Email

nancy@mvy.com

Partner's role in planning process:

The Chamber of Commerce is also our Regional Tourism Council and local Visitors and Convention Bureau. They will be an invaluable source of information to the group during the planning and evaluation of initiatives and they will help us bridge to stakeholders in the business community. The Chamber also shares an online event calendar with Martha's Vineyard Online (also a partnering organization, which has the most visited Vineyard website) and this might be the basis for an Arts & Culture site.

Organization #2 Name

Adult and Community Education of Martha's Vineyard (ACE-MV)

Contact

Lynn Ditchfield

Email

lynnditchfield@gmail.com

Partner's role in planning process

Adult and Community Education of Martha's Vineyard (ACE-MV) offers a broad variety of for credit and other courses and workshops and they collaborate with many members of the arts and cultural community. Their Director is working on the Event/Festival committee which is developing potential events/festivals, workshops and classes to evaluate.

Organization #3 Name

Featherstone Center for the Arts

Contact

Ann Smith

Email

ann@featherstoneart.org

Partner's role in planning process

Their Executive Director is one of six members of the Coordinating Committee which is overseeing this collaborative effort, applying for grants, collecting data and developing the plan. She is also working on the Event/Festival committee which is developing potential events/festivals, workshops and classes to evaluate.

Organization #4 Name

Island Theatre Workshop



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Contact

Stephanie Burke

Email

stephanie@mvinfo.com

Partner's role in planning process:

Their Executive Director is one of six members of the Coordinating Committee which is overseeing this collaborative effort, applying for grants, collecting data and developing the plan.

Organization #5 Name

Martha's Vineyard Chamber Music Society

Contact

Rise Terney

Email

law4u7770@aol.com

Partner's role in planning process:

Their Executive Director is one of six members of the Coordinating Committee which is overseeing this collaborative effort, applying for grants, collecting data and developing the plan.

Organization #6 Name

Martha's Vineyard Museum

Contact

David Nathans

Email

dnathans@mvmuseum.org

Partner's role in planning process:

Their Executive Director is one of six members of the Coordinating Committee which is overseeing this collaborative effort, applying for grants, collecting data and developing the plan.

Organization #7 Name

Oak Bluffs Arts District

Contact

Sue Dawson

Email

sue@alisonshaw.com

Partner's role in planning process:

This is a group of commercial art galleries in Oak Bluffs that have started a district for marketing and promotion. One gallery manager is serving on the Branding Committee which is exploring ways to brand our Arts & Cultural Community to local residents, seasonal residents and tourists around the world. Another gallery manager is working on the Event/Festival committee which is developing potential events/festivals to evaluate.



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Organization #8 Name

The MV Film Festival

Contact

Brian Ditchfield

Email

brian@tmvff.org

Partner's role in planning process:

Their Managing Director is serving on the Technical Committee which is looking into the costs and technical options of creating a MV Arts & Culture website/portal. They are also identifying the best system for the 30+ members of the Arts & Cultural community to communicate/collaborate amongst themselves online.

Organization #9 Name

Tickets MV

Contact

Susan Sigel Goldsmith

Email

Susan@mindsharemedia.com

Partner's role in planning process:

Tickets MV is a commercial online events calendar and ticket outlet. Their owner/President is also an event promoter (e.g. the successful "Jawsfest"). She will serve on both the Technical Committee (evaluating collaborative website and communications options) and the Event/Festival Committee (developing event/festival ideas for evaluation).

Organization #10 Name

Vineyard Voice

Contact

Patrick Phillips

Email

patrick@vineyardvoice.org

Partner's role in planning process:

Vineyard Voice uses the web to teach kids, to help people share ideas and art and to build social and economic vitality through a community-focused online magazine. Their Executive Director is serving on the branding committee and a manager is serving on the branding and technical committees.



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Project Budget Income

Federal Government (list sources)	Cash Amount
	0
	0
	0
	0
	0
	0
SubTotals:	\$0

Foundation (list sources)	Cash Amount
Permanent Endowment For MV	1,250
	0
	0
	0
	0
SubTotals:	\$1,250

State Government - not including Adams Grant Request (list sources)	Cash Amount
	0
	0
	0
	0
	0
	0
SubTotals:	\$0

Municipal/Regional Government (list sources)	Cash Amount
	0
	0
	0
	0
	0
	0
SubTotals:	\$0



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Business/Corporate/Individual/Private (list sources)	Cash Amount
	0
	0
	0
	0
	0
	0
SubTotals:	\$0
Non-Profit (list sources)	Cash Amount
	0
	0
	0
	0
	0
	0
SubTotals:	\$0
RTC/CVB/Tourism Entity (list sources)	Cash Amount
	0
	0
	0
	0
	0
	0
SubTotals:	\$0
Other (list sources)	Cash Amount
	0
	0
	0
	0
	0
	0
SubTotals:	\$0
Adams Arts Program	Cash Amount
FY11 Grant Amount Requested	5,000
SubTotals:	\$5,000
Income Totals:	\$6,250



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Project Budget Expenses

	Cash Expenses
Travel (list specific expenses)	0
	0
Travel expenses (airfare and/or ferry and mileage) to bring experts to Vineyard or for team members to visit other communities in the state	850
	0
	0
SubTotals:	\$850
Outside Fees and Services (list specific expenses)	Cash Expenses
	0
	0
	0
	0
Meeting Facilitation (4-6 meetings)	2,650
SubTotals:	\$2,650
Research and Evaluation (list specific expenses)	Cash Expenses
Data collection, research, analysis, and writing.	2,650
	0
	0
	0
	0
SubTotals:	\$2,650
Overhead - cannot exceed 5% of total budget (list specific expenses)	Cash Expenses
	0
SubTotals:	\$0
All Other Project Expenses (list specific expenses)	Cash Expenses
	0
	0
	0
	0
	0
SubTotals:	\$0
Expense Totals:	\$6,150



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Biographical Information

Name #1

Mark London

Organization

Martha's Vineyard Commission

Title

Executive Director

Bio

Mark London has been Executive Director of the Martha's Vineyard Commission since 2003. He is responsible for the overall management of Dukes County's regional planning agency including administration of a staff of ten and an annual budget of over \$1 million. He supervised preparation of the Island Plan, the Vineyard's comprehensive regional plan, and was personally responsible for the Arts and Culture section. He has over thirty years as a planner and architect, working for government, non-profit organizations, and private firms. For seven years, he was director of the Heritage Montreal Foundation which offered a variety of programs related to planning, historic preservation, and culture.

Name #2

Rise Terney

Organization

Martha's Vineyard Chamber Music Society

Title

Executive Director

Bio

Before moving to Martha's Vineyard as a full-time resident, Rise lived in Chicago where she worked as a legal aid attorney for ten years. As an attorney with a nonprofit, she collaborated in the writing of numerous grants which supported the various legal programs with which she worked. She implemented a community-centered program for delivering legal services and consumer education/support. She also worked for the United Way of Chicago, where she evaluated compliance with grants given by the United Way and proposals for the funding of health care services. She has served on the board of various nonprofits in Massachusetts and Illinois.

Name #3

Stephanie Burke

Organization

Island Theatre Workshop

Title

President of the Board

Bio

Stephanie brings experience in Arts, Travel & Tourism and Community Service to the group. She's an actor, musician, producer and President of Island Theatre Workshop since 1968. She has served on many Vineyard nonprofit Boards and also was President of the Board of the Cape Cod Ballet Society. Island Theatre Workshop is actively working with other arts organizations on the Vineyard to encourage new artists & produce original work .

In the 1980's Sephanie helped start the original Innkeepers Association of Martha's Vineyard and worked closely with the Chamber of Commerce marketing the Vineyard at Travel Trade Shows in the



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US, Canada and London working with Mass Office of Travel & Tourism. Stephanie was a Hotel Manager on the Vineyard for 15 years and Tour and Travel Manager for New Seabury Resort working with Wholesalers, Group Travel Planners and Travel Agents marketing the resort and Cape Cod.

Name #4

Ann Smith

Organization

Featherstone Center for the Arts

Title

Executive Director

Bio

Ann Smith is the Executive Director of Featherstone Center for the Arts, a year round community arts center which provides art classes, programs and experiences for Vineyarders and visitors of all ages. Ann is an educator; she taught computer science and information technology to middle schoolers. She has served in several administrative positions in independent schools including Alumni Relations Coordinator, Director of Admission and Head of School. Ann has dual degrees from the University of Michigan in Economics and History of Art. For over twenty years, Ann has volunteered with numerous not-for-profit organizations including The Junior League, The Links, Inc. and Habitat for Humanity.

Name #5

David Nathans

Organization

Martha's Vineyard Museum

Title

Executive Director

Bio

David Nathans is the Executive Director of the Martha's Vineyard Museum. For twelve years prior to joining the MV Museum in September 2009, Nathans had been principal and director of The Sydney Company in Princeton, NJ, consultants in the field of arts and education. From 2002 to 2006, he served as acting director of the Emerson Gallery at his alma mater, Hamilton College, in Clinton, NY, channeling more than \$12 million in capital and operating donations to the gallery. From 1980-1982, he was assistant director of the Princeton University Art Museum, operating as the museum's chief development, financial and operating officer. Since coming to the Museum last year, Nathans has concentrated on its public profile, seeking to expand audience and deepen the relationships with year-round and seasonal residents. The short-term Museum strategy is to build capacity and credibility through collaboration with the community and other non-profits.

Name #6

Nancy Gardella

Organization

Martha's Vineyard Chamber of Commerce

Title

Executive Director

Bio



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Nancy Gardella has been the Executive Director of the Martha's Vineyard Chamber of Commerce since 2006, managing an office that includes year-round and seasonal visitor information centers and an annual budget of \$1million. As an active partner in the Massachusetts Cultural Coast, the Cape and Islands Arts and Artisan Trail collaborative and the State designated director of a Regional Tourism Council, she has experience developing and implementing tourism marketing initiatives that focus on cultural and arts. Nancy has many years 20 years experience in non-profit development and management, including United Way, YMCA and YWCA, as well as years of volunteer service for 1,000 Great Places in MA, First Night Worcester, Cambridge Cares, and Big Brothers Big Sisters.