



# The Business of Art: Phase II Feasibility Study Report

A collaboration of the  
New Bedford and Fall River  
creative communities

May 2023

*Artist Mandy Fraser at the Free Wall during 20mi2, New Bedford*

# LAND ACKNOWLEDGEMENT

**We acknowledge that the land where we live and work encompasses the traditional and unceded lands of the Massachuset, Pokanoket, and Wampanoag peoples. We honor their ancestors past, present, and future.**

**May we go forward with humility, honoring those whose hard work and lives were lost in struggles for liberation and decolonization on this land, and hold ourselves accountable to both the past as well as our collective future.**

# EXECUTIVE SUMMARY

For many residents of New Bedford and Fall River, the pursuit of creative work offers the chance to chart one's own course, the satisfaction of personal expression that can impact others, and at times, the ability to drive innovation. Sustaining a livelihood as a creative professional, however, requires not only creative abilities but also business skills. The opportunities for creatives are tremendous, but so are the challenges. Rapid technological changes are transforming almost every aspect of life, including how we learn, how we express ourselves, the nature and structure of work, and the way we buy and sell products and services. Connection, facilitated not only by technology but also storytelling in all forms, drives information and product flow, knowledge sharing and relationship-building.

In this age of connectivity, the people who make up the creative economy are playing a central role in the growth of entirely new industries, while also helping to transform and regenerate old ones. Now more than ever, creativity is needed to think differently about how to solve the world's most pressing problems. Investing in the "infrastructure" of the creative economy is not just an economic imperative, but also an existential one.

This feasibility study sets out to understand what those infrastructure needs are, as explained by creatives from New Bedford and Fall River, to organize these needs into categories, and to produce solutions informed by guiding concepts. It seeks to address the needs of creatives present today, while maintaining a spirit of openness that has attracted and sustained creatives in these communities over time.

Even prior to the COVID pandemic, the demand for affordable real estate in the Boston metropolitan region was starting to impact the SouthCoast. Post-pandemic, the prevalence of remote work is further disrupting when and where work takes place. These conditions present new opportunities, but also intensify the need for creatives to be able to compete for resources such as housing and work space -- and to have the skills to compete in an increasingly global market for creative goods, skills, and services.

By strengthening the infrastructure of the creative economy, we can ensure that a wide range of participants -- individuals, firms, and non-profit organizations -- have access to resources and critical knowledge to be agile in the face of rapid economic, social, and environmental change.

## CONTEXT

This phase II study builds upon a Phase I study completed in 2022, which focused on the New Bedford creative community. At the encouragement of the SouthCoast Community Foundation, the scope for Phase II, launched in January of 2023, was expanded, taking into account the needs and resources of both New Bedford and Fall River.

Importantly, the arts and culture plans of New Bedford (*Our Art, Our Culture, Our Future*, 2018) and Fall River (*The Arts & Culture Creative Economy Plan*, 2021) outline a number of overlapping strategies. This includes collaboration among partners to support a vibrant creative economy and creative entrepreneurship. These plans have already set in motion substantial resource building and program development. It is upon that foundation that the current work has been undertaken.



Artist Margo Connelly-Masson at work

## PHASE II: PROCESS AND KEY FINDINGS

Phase II began with the creation of a committee composed of creatives from the New Bedford Creative Consortium and the Fall River Arts & Culture Coalition. In actuality, the geographic representation of the group is wider than just these two cities; an important finding is that many creatives are not affiliated with just one city; they may for instance, live in Fall River and work in New Bedford. This dynamic, creative community

# EXECUTIVE SUMMARY, CONTINUED

is also “multi-scalar” -- sometimes operating at a local scale, and in other cases operating with a much broader geographic reach, for instance with affiliations in Boston, Los Angeles and New York, and/or including creatives who maintain strong family, business, and cultural ties to other countries, particularly Portugal (inclusive of the Azores and Madeira), Cabo Verde, and Latin America, among other locations.

In Phase II, the committee conducted interviews with more than 30 creatives, held workshops and sought feedback to presentations. This iterative process helped provide insights about three broad trends:

- ***There are common unmet needs among creatives.*** In fact, many of the needs reported are consistent with the needs identified in the report, *The Jobs in New England’s Creative Economy and Why they Matter* (2017) by the Economic and Public Policy Research Group of the UMass Donahue Institute for the New England Foundation for the Arts (NEFA), inclusive of the “Creatives Count” survey.
- ***Creative and cultural industries are expanding.*** It is possible to observe individuals producing new, or recombinant, creative goods and services today that did not exist twenty years ago. Going forward, further documentation of the scale and scope of activity underway will help inform strategic resource planning.
- In addition to the changes described above, ***other specific conditions are impacting the regional market***, including the growth of the offshore wind industry and other ocean based/blue economy activities, the arrival of SouthCoast Rail, and new interest by American companies, noting especially those in textile, life science and semiconductor industries, in on-shoring manufacturing and production. These introduce new competition for real estate, but also potentially expand the market for creative goods and services.

## GUIDING CONCEPTS

- 1 Better promote **existing resources** and leverage recent investment. Don’t duplicate unless there is clear unmet demand.
- 2 Strengthen the **existing regional creative sector** and be inclusive, as the creative communities are ever evolving.
  - Work with **partners** on program development and marketing for thematic program tracks that address beginner to advanced skill levels.
  - Improve **access to information**, including in dashboards, to reduce time required to find resources.
- 3 Address **what they often don’t teach in visual and performing arts schools**. Fill program and service gaps strategically so that the creative industries and the creative community will continue to be catalytic for broader community and economic development.
- 4 Make New Bedford and Fall River a place to create *and* to **buy/sell** art and creative services, while respecting the agency and diverse perspectives of individual creatives.
  - Strengthen creatives’ education / skills on **valuing and pricing** all aspects of creative work.
  - Give buyers/patrons even more **exposure** to the creative process.
  - Organize strategic networking opportunities to promote **cross-pollination** among different players in the creative ecosystem.
- 5 Celebrate the individual identities of New Bedford and Fall River communities while also working together to **be storytellers** of a dynamic, resourceful, and creative region.
- 6 As creative activity grows, so will demand for services by and for creatives. **Use group buying power to negotiate rates for services.**



# EXECUTIVE SUMMARY, CONTINUED

## RECOMMENDATIONS

An organizing question that participants worked together to answer is: what should this “business of art center” be called? One of the proposed names, **SouthCoast Creative Collaborative**, speaks to the regional nature of this effort, emphasizes collaboration, and is capable of lasting many years into the future. It is inclusive, with the idea that in brand, programming, services, physical form, operation, leadership, and administration, the SouthCoast Creative Collaborative will celebrate the diversity of New Bedford and Fall River, aiming to be a resource that is welcoming to all. Diversity in this context refers to rich ethnic heritage, as well as all groups that are usually excluded due to race, gender identity, sexual orientation, age, physical ability, and language.

Research undertaken during phase I included the development of case study projects and revealed a common trajectory. Many evolved over a multi-year process to own and manage real estate, often as a means of ensuring long term access to rehearsal space and dedicated workshops, and as a way to expand revenue streams through lease income.

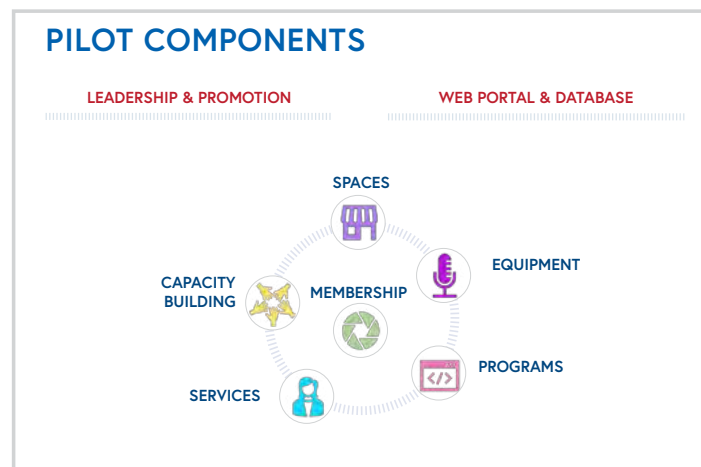
While these case studies are immensely helpful, this endeavor differs from them in a number of ways. One, it is seeking to take a regional approach to resource sharing. Two, of the guiding concepts developed during the current phase, the first speaks explicitly to better promoting existing resources (see prior page). Three, planning is taking place at a time when we are gaining insight about when convenings need to take place in person, when activities can take place online (via Zoom for instance) and/or be asynchronous, and when hybrid solutions are appropriate. This opens up new possibilities.

## COMPONENTS

A key finding is that without a birds-eye view, it is impossible to understand the range of resources that *already* exist. As such, it is recommended that a pilot phase include the launch of a centralizing web portal and a robust database to connect activities, individuals, and resources at multiple physical sites. Improving information will help better

match supply and demand for spaces and equipment in the region. Beyond this, limited but strategic resources can be deployed during the pilot phase for specific physical interventions and events, such as a community galleries initiative, geared toward expanding exhibit and performance opportunities that connect creatives with new partners and new audiences/customers.

Improving information via a web portal and database will also expand the utilization of numerous training programs that partners in the region have developed over the last five years. By presenting programs in thematic tracks, organized by skill level, more users will be able to find these programs, and true program gaps will then be easier to see and address.



Another key finding is the consistent demand for access to service providers (business planning, accounting, legal, and marketing, in particular). By developing a vetted list of providers, sample contracts and best practice guides, we can begin to address these needs. Providing direct, but limited access to domain experts as well as negotiating discounted service rates as part of membership benefits are other ways to address the knowledge gaps that creatives have identified. Needs corresponding to capacity building include more networking,

# EXECUTIVE SUMMARY, CONTINUED

mentoring and coaching opportunities, some of which are ripe for the pilot phase and some of which may require more time and resources to develop. Coaching, for instance, might be addressed first through a short program, “How to find and work with a creative/business coach” while in a later phase, more resource intensive coaching cohorts might be offered on an application basis.

## BRINGING IT ALL TOGETHER

A preliminary membership model outlines two membership options - the first includes benefits provided free of charge; a second includes a group of benefits to be covered by a monthly membership cost, at a rate to be finalized once pilot phase funding is confirmed. A third list includes offerings to be explored once more data is obtained about specific demand areas. All interventions are intended to work as a system, reinforcing one another while helping to build relationships and increase knowledge flows generally.

NEXT STEPS	
May 2023 - May 2024	Confirm partners and funding sources, including any partner program funding
Spring 2024	Prioritize based on funding; confirm membership costs and structure
Fall 2024	Launch early pilot
Summer 2025	Gather feedback / report / refine / identify other funding
TBD	Start full phase implementation

## BUDGET AND FUTURE PLANNING

Funding required to launch pilot phase activities is estimated at \$206,000 covering key personnel, marketing/promotion, web portal and database development, as well as direct costs related to programs, services, capacity building and other membership benefits. Planning for the full phase should explore diverse funding streams including public dollars, philanthropic support, sponsorships, and earned income, with the

idea of modeling financial and organizational resiliency (see page 35). It is anticipated that Ashley Occhino, Executive Director of the Fall River Arts & Culture Coalition, together with a Creative Fellow (to be hired), will lead workplan implementation and formulation of the specific membership structure. It is anticipated that New Bedford Creative will support development of specific components of the pilot phase, and that the two organizations will utilize their existing standing committees to assist in the development of individual initiatives.

## CONCLUSION

Investment in the infrastructure of the creative economy offers measurable social and economic returns. Success will mean improving the resilience of independent creatives and non-profit creative organizations. It will mean easier to find art and performances in a greater variety of locations, contributing to community vitality while increasing economic opportunities for creatives. It will also likely result in more companies across a variety of industries hiring creatives from New Bedford and Fall River. Increasing confidence in the region’s unique creative capacities will in turn help grow the national and international reputation of these Gateway Cities. It will also mean that more young people find career paths within a vibrant regional economy, and feel like New Bedford and Fall River are places where they can thrive as creators and supporters of arts, culture and creativity.

## PLEASE REACH OUT!

For questions not addressed in the following report, or for further information about how you and your organization can be involved, as a creative, a program partner, a service provider, a philanthropic supporter and/or a sponsor, please contact:

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Margo Saulnier, Director of Creative Strategies, New Bedford Economic Development Council / email: [Msaulnier@nbedc.org](mailto:Msaulnier@nbedc.org)

# ACKNOWLEDGEMENTS

Thank you to the many individuals and organizations who gave their time and input to this process through interviews, workshop participation and feedback on interim presentations. These include:

## **The Phase II Committee**

Eldric Abreu  
Keri Cox  
Stephanie Enloe  
Midori Evans  
Rhonda M. Fazio  
Dena Haden  
William Kennedy  
Steve Markowski  
Lana Quann  
Jennifer Smith  
Pat Todd  
Vania Noveça Viveiros

## **Interviewees**

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Amy Araujo  
Heather Berthelette  
Charles Boucher  
Iva Brito  
Don Burton  
Cheryle Cantin  
Sandi Castleman  
Margo Connelly-Masson  
Nancy Marek Cote  
Keri Cox  
Brooke Mullins Doherty  
Stephanie Enloe  
Mandy Fraser  
Alexander Jardin  
JunnYahh  
Kate Kulpa and Liane Verville  
Christopher Messier  
Lauren Mendell  
Teresa Mowrey

Patrick Norton  
Vania Noveça Viveiros  
Matthew Poirier  
Nicole Poirer  
Marquelynn Raposa  
Patti Rego  
Candida Rose Baptista  
Kali Rose and Melissa Cardelli  
Granite Stone  
Joanna Tomasz

## **Additional workshop participants / presentation attendees**

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Daniel Cabral  
Diana Carns  
Crystal Cruz  
Jonathan Cruz  
Autum Cyr  
Pat Daughton  
Suzanne de Vegh  
Paul Deare  
Paula Robinson Deare  
Priscilla Ditchfield  
Midori Evans  
Paulina Fuenzalida  
Samantha Garlington  
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Blair Taylor  
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Jerica Washington  
Zachary White  
Emma York

## **The Fall River Arts & Culture Coalition (FRACC)**

Ashley Occhino, Executive Director

## **FRACC Executive Committee**

Michael O'Sullivan  
Kathy Castro  
Walter (Sandy) Frazee  
Patti Rego  
Patrick Norton  
Michael Benevides  
Julie Gagliadri  
Werlaine Badio

## **New Bedford Economic Development Council**

Derek Santos, Executive Director  
Margo Saulnier, Director of Creative Strategies & Arts-Based Initiatives  
Marianella Perry, Senior ARPA Fellow  
Zane Cox, Senior Creative Fellow

## **New Bedford Creative Consortium**

Steven Froias, Co-chair  
Dena Haden, Co-chair

Dawn Salerno, Chair of Fundraising & Distribution Squad

Jennifer Smith, Chair of Placemaking & Community Squad

Patty Thomas, Chair of Public Art & Facilities Squad

## **OneSouthCoast Chamber**

Mike O'Sullivan, CEO

## **SouthCoast Community Foundation**

Werlaine Badio, Program Officer

SCCF Arts Advisory Group  
Creative SouthCoast Initiative  
Priscilla Ditchfield, Chair

## **Bristol Community College**

Angela Johnston, Director Business Solutions and Partnerships

## **UMass Dartmouth College of Visual and Performing Arts**

A. Lawrence Jenkins, Dean

## **MassDevelopment**

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Pedro Soto  
Creative Economy Senior Fellow  
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*"Hang On Design" leading a Macrame and Driftwood Wall Hanging Workshop at the Viva Pop Up Shop in Fall River*

# THERE ARE COMMON UNMET NEEDS.

The Jobs in New England's Creative Economy and Why they Matter (2017),  
Massachusetts Summary, page 2:

Top Five Resources of Importance for Creative Worker Career Advancement - Massachusetts	Top Five Unmet Career Needs of Creative Workers - Massachusetts
Earned income from your creative skills (include teaching, sales of your art, etc.)	Affordable studio or rehearsal space
Affordable health care	Earned income from your creative skills (include teaching, sales of your art, etc.)
Collaboration with other artists/ creatives	Payments for gigs, grants, and donations to support my work
Payments for gigs, grants, and donations to support my work	Performance or exhibition space for your work
Affordable studio or rehearsal space	Business and legal advice (tax preparation, contracts, etc.)
Source: Creatives Count Survey	Source: Creatives Count Survey

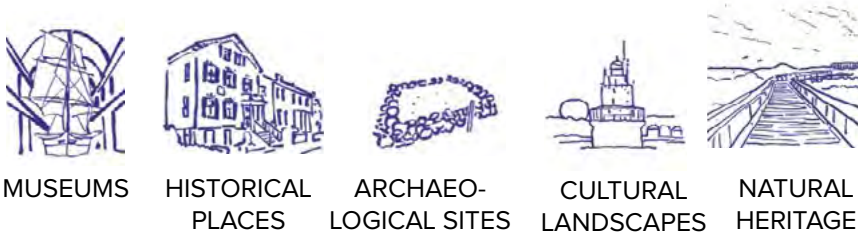
**Author:** The Economic and Public Policy Research Group of the UMass Donahue Institute on behalf of the New England Foundation for the Arts (NEFA)

- Many of the needs expressed by creatives during the 2022-2023 data gathering are consistent with those outlined above. (See appendices for details.)
- New approaches are required to address these needs in a systematic way.

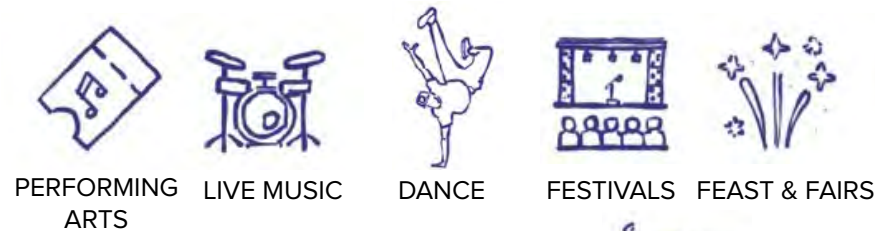
# THE CREATIVE & CULTURAL INDUSTRIES ARE EXPANDING.

*SOUTHCOAST PROFILE, VERSION 01*

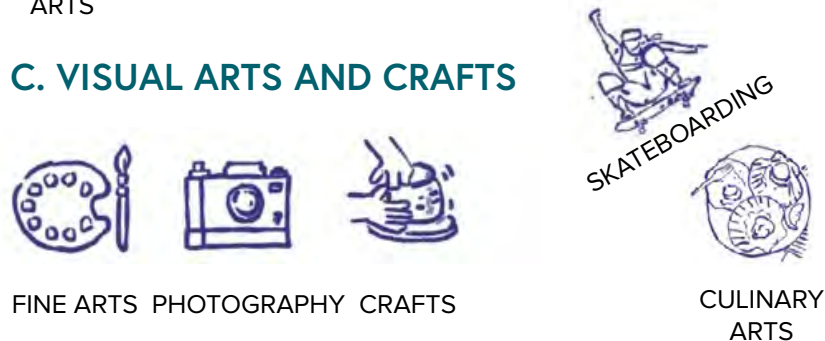
## A. CULTURAL AND NATURAL HERITAGE



## B. PERFORMANCE AND CELEBRATION



## C. VISUAL ARTS AND CRAFTS



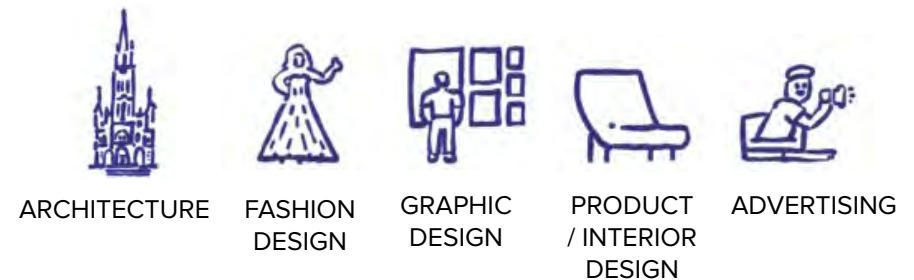
## D. BOOKS AND PRESS



## E. AUDIO-VISUAL AND INTERACTIVE MEDIA



## D. DESIGN AND CREATIVE SERVICES





# MARKET CONDITIONS ARE CHANGING.



(From *Swimmy*, by Leo Lionni)

Independent creatives and creative organizations (both for profit and non-profit) play invaluable roles in community and economic development. Working in collaboration, impacts can be formidable.

# WE CAN STRATEGICALLY SUPPORT SHARED GOALS & SERVE THE REGION.

## *Our Art, Our Culture, Our Future (New Bedford):*

**Vision:** In New Bedford, the creative community is an engaged and powerful partner, inspiring social, economic, and cultural growth. In this authentic seaport city, each and every person enjoys an opportunity to experience a diversity of cultures. Art is everywhere, encouraging fun, provoking thought, and nurturing the soul.

### **Five of nine cultural strategies:**

- Increase funding, collaboration and resource sharing to grow the operating capacity of the city's artists and arts + culture nonprofits
- Create an arts grant program and support community development and arts entrepreneurship to stabilize and strengthen the creative economy
- Strategically enhance and expand the diversity of programming, and begin to frame and embed justice, equity, and inclusion across all platforms
- Initiate efforts and opportunities that engage UMass Dartmouth's College of Visual and Performing Arts and Bristol Community College faculty, students and staff in the community
- Incentivize the retention of creatives with affordable space to live and work

## *The Arts & Culture Creative Economy Plan (Fall River):*

### **Goal #1: Support and grow a vibrant creative economy.**

Make Fall River a magnet for creativity by supporting, attracting, and retaining artists and creatives, including creative businesses, entrepreneurs, and organizations for living and working in the city.

#### **Strategies:**

1. Support artists, creatives, and arts and cultural organizations in their work and visibility in the community.
2. Create and strengthen ties between the business and arts/ cultural communities.

### **Goal #6: Create long-term, sustainable support and infrastructure for arts, culture, and the visitor economy.**

The number one concern of most stakeholders is the sustainability and consistency of any creative economy efforts in the city. There is a desire to prioritize, focus, and stay the course over time to realize tangible, impactful results.

#### **Strategies:**

1. Launch Arts & Culture Plan to maximize support, collaboration, and growth for arts, culture, and civic life in Fall River.
2. Adopt a multi-pronged approach to funding creative economy initiatives in Fall River.
3. Provide professional marketing and promotion for all aspects of the creative economy.
4. Maintain the open-source structure of FRACC.
5. Commit to accountability and continuity.



# PHASE II: SCOPE AND PROCESS

Following SouthCoast Community Foundation's strategic recommendation to expand scope to address **needs** and **resources** of the *New Bedford and Fall River* creative communities:

**Goal:** Roadmap for a pilot phase (2024) and longer term planning (2025>)

**When:** January - April 2023

**Who:** Margo Saulnier & Ashley Occhino, plus a regional committee:

Eldric Abreu

Keri Cox

Stephanie Enloe

Midori Evans

Rhonda M. Fazio

Dena Haden

William Kennedy

Steve Markowski

Lana Quann

Jennifer Smith

Pat Todd

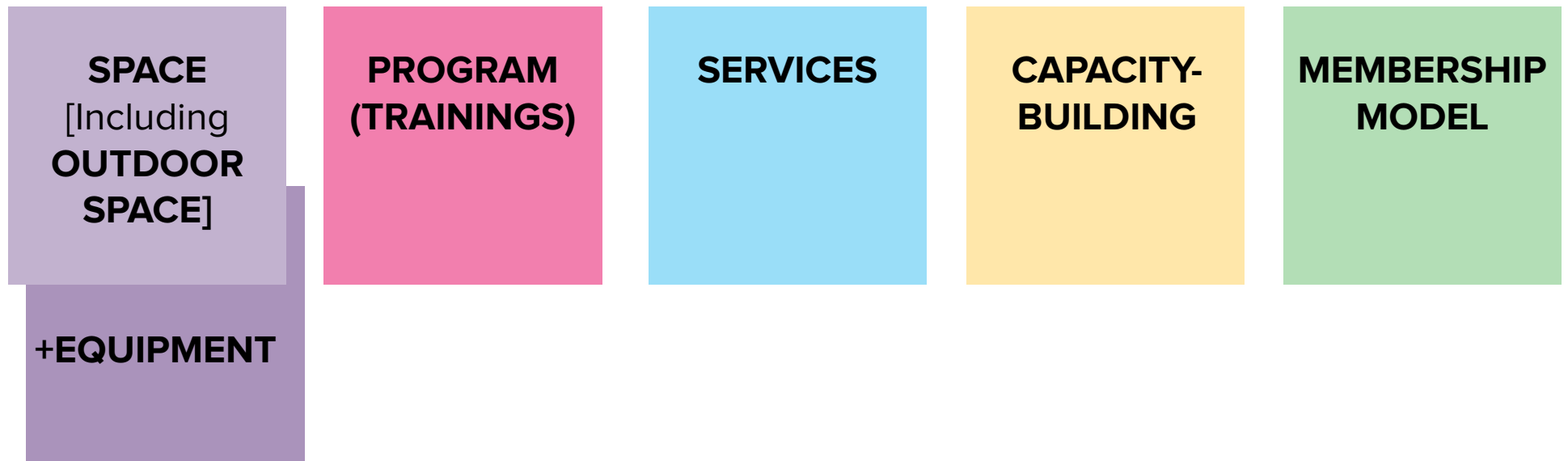
Vania Viveiros

**What:** 30 interviews, 3 community workshops, 3 open office hours, and opportunities for input on draft recommendations

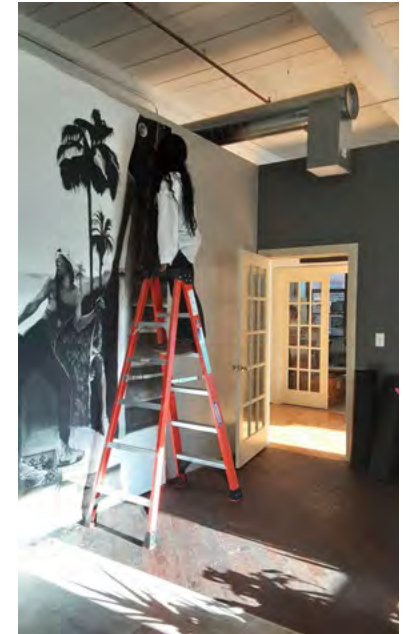
**Where:** New Bedford and Fall River

**How:** Crowd-sourcing knowledge; entrepreneurial mindset; building community along the way; multi-lingual approaches

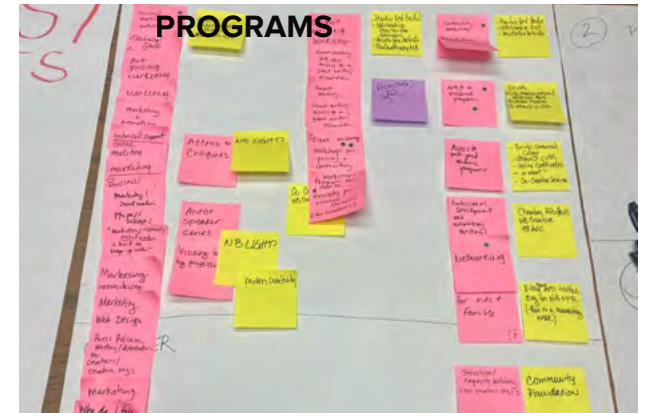
# WE IDENTIFIED NEEDS BY CATEGORY.



# WE INTERVIEWED 30 CREATIVES.









A photograph of a woman with long brown hair, wearing a dark sleeveless top, sitting and pointing her right index finger towards a painting on an easel. The painting is a vibrant, abstract work with a dominant blue color palette and some brown and red tones. It is signed 'Michele Poirier-Mozzone' in the bottom left corner. Another person with long blonde hair is standing to the right, looking at the painting. The background features a stone wall and some white flowers. The entire image has a blue color overlay.

# RECOMMENDATIONS

*Visual artist Michele Poirier-Mozzone discusses her work at an event hosted by the Drawing Room*



# NAME & DIVERSITY INTENT

## *SouthCoast Creative Collaborative:*

- A name that is inclusive and that emphasizes collaboration
- A name that speaks to the regional nature of this effort
- A name that is dynamic and also "durable," capable of lasting many years into the future

## **Diversity Intent:**

Create the SouthCoast Creative Collaborative (SCCC) as an entity that represents (in programming, services, physical form, operation, and administration/leadership) the diversity of the SouthCoast, aiming to be a resource that is welcoming to all.

Diversity in this context refers to including rich ethnic heritage, as well as all groups that are usually excluded due to race, gender identity, sexual orientation, age, physical ability, and language.

# GUIDING CONCEPTS

- 1 Better promote **existing resources** and leverage recent investment. Don't duplicate unless there is clear unmet demand.
- 2 Strengthen the **existing regional creative sector** and be inclusive, as the creative communities are ever evolving.
  - Work with **partners** on program development and marketing for thematic program tracks that address beginner to advanced skill levels.
  - Improve **access to information**, including in dashboards, to reduce time required to find resources.
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- 6 As creative activity grows, so will demand for services by and for creatives. **Use group buying power to negotiate rates for services.**

# PILOT PHASE: KEY COMPONENTS

## LEADERSHIP & PROMOTION

## WEB PORTAL & DATABASE

### SPACES

- Support creation of space profiles/regional inventory
- Sample contracts & best practices
- Exhibit/performance opportunities

### CAPACITY BUILDING

- Expanded profiles for creatives & service providers
- Mentorship program
- Networking events

### SERVICES

- Sample contracts & best practices
- Service providers list
- Limited access to bookable time with providers

### EQUIPMENT

- Support equipment profiles
- Access to select software
- Data gathering for full phase

### PROGRAMS

- Portal: dashboard with thematic flights
- New program to fill gaps
- Member rates and discounts
- Communication channel
- Input on future planning



A photograph of two women at a market stall, with a blue overlay and large white text. The woman on the left has long brown hair and a tattoo on her right arm, wearing a white sleeveless top and a white tote bag with a floral design. The woman on the right has curly red hair and is wearing a black t-shirt. They are both looking at a spiral-bound sketchbook on a table. In the background, there are other people and market stalls under a tent.

# COMPONENT DETAILS (select examples)

*Artist Arieannah Lopes at the BuyBlack NB Dreammakers Youth Market during AHA! New Bedford*



# Evolve the New Bedford Creative Directory ...

It's free to join the New Bedford Creative Directory! If you are someone who works, lives, exhibits, performs, volunteers or contributes in any other way to the arts, culture or the creative economy in the city of New Bedford, this directory is for you. This is the list we use to promote on our social media throughout the year.

[CLICK TO JOIN](#)

APPLIED & VISUAL  
ARTS

FILM &  
MULTI-MEDIA

FOOD &  
CULINARY ARTS

MUSIC & PERFORMING  
ARTS

WRITTEN & PUBLISHED  
WORKS

HISTORY &  
PRESERVATION

 Search Our Directory

## Film & Multi-Media Arts



### Carry On Productions

Carry On Productions provides artists a safe, efficient productive hub that values execution. Founder Jeff MacKinnon is a dynamic, multi-faceted creative who is proving resourceful in turning his ideas into business.



### Don Burton

Don Burton is a filmmaker and digital media artist whose work explores issues of place, community and identity. His portfolio includes internationally screened documentary, narrative film, experimental video and commercially produced brand content.



### Josh Souza

Josh Souza is an internationally exhibited and published freelance photographer from the Greater New Bedford area.



# ... into the SouthCoast Creative Collaborative Database:

The screenshot shows the homepage of the New Bedford Creative Directory. At the top, a blue banner contains a welcome message and two buttons: 'CLICK TO JOIN' and 'MANAGE YOUR PROFILE'. Below the banner is a row of category buttons: 'APPLIED & VISUAL ARTS', 'FILM & MULTI-MEDIA', 'FOOD & CULINARY ARTS', 'MUSIC & PERFORMING ARTS', 'WRITTEN & PUBLISHED WORKS' (highlighted in blue), 'HISTORY & PRESERVATION', 'SPACES & EQUIPMENT', and 'BUSINESS SERVICES'. At the bottom is a search bar with the placeholder text 'Search Our Directory'. Four numbered annotations in pink circles with arrows point to specific elements: 1 points to 'New Bedford Creative Directory!', 2 points to 'Member managed:' next to the 'MANAGE YOUR PROFILE' button, 3 points to 'Add other categories:' next to the 'SPACES & EQUIPMENT' button, and 4 points to 'Expanded search capabilities:' above the search bar.

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**CLICK TO JOIN**

**MANAGE YOUR PROFILE**

**2 Member managed:**

APPLIED & VISUAL ARTS | FILM & MULTI-MEDIA | FOOD & CULINARY ARTS | MUSIC & PERFORMING ARTS | **WRITTEN & PUBLISHED WORKS** | HISTORY & PRESERVATION | SPACES & EQUIPMENT | BUSINESS SERVICES


**3 Add other categories:**

**4 Expanded search capabilities:**


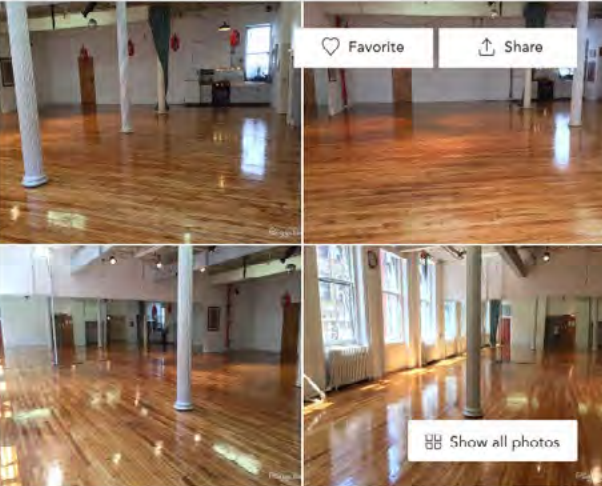
Search Our Directory

# SPACES: DATABASE PROFILES

Example  
from  
Giggster,  
NYC listing:



[Become a Host](#)
[Log In](#)
[Sign Up](#)





[Favorite](#)
[Share](#)


[Show all photos](#)

## Dance Loft in SoHo with Kitchen


New York, NY




8 hr min




60 people



Production



Event



Meeting

A 2800 sq. ft. 15' ceiling dance studio loft with an open area for dance or other activities. Features a full kitchen and is perfect for various types of scenes. Finished floor. Southerly windows gets good light at certain times of day and seasons.

**Category and style**

Dance/Fitness/Gym  
Americana/Anywhere America

**Location Rules**

No adult filming

**Features**

Dance Floor  
Dance

Light Wood/Whitewash  
Floor  
Dance/Yoga/Fitness

**\$600/hr** 8 hr. minimum

Pick a date Start time > End time

[Add a day](#) Total hours: 0

Start typing to pick an activity

Cast & Crew: 1 - 5 people

[Request Booking](#)

Cancel for free within 24 hours

**REVIEWS** ★★★★★ 4.90

**Mark M.**  
Response rating: Excellent  
Response time: A few hours

[Message Host](#)

# SPACES & EQUIPMENT

## Pilot:

- Asset mapping: inventory spaces and major equipment assets across the region
- Integrate the asset map into the database, so users can see the location and range of assets available.
- Encourage owners of spaces and equipment to develop individual profiles for the database and related space listing services, such as Giggster. Expedite this by hosting “profile creation” workshops. If necessary, create an incentive structure for profile creation.
- For specific types of studios identified (such as a woodworking studio), identify standing committee members to lead technical specifications of specific studio equipment in demand as well as models for studio operation.
- Community galleries initiative (see next page).

## Future Phases:

- Grants for space improvements and equipment that benefit multiple creatives
- Following the models of Phase I case studies and other projects, explore development/operation of high demand spaces such as artists’ live-work space and ways to generate revenue through leasing of shared space for in-demand utilization, such as rehearsal space that can also be leased for events. Note that demand as well as opportunities for revenue will change with market conditions, so it will be important to build an understanding of the market and complete pro-forma analysis in real time as ideas are being explored.

# SPACES: COMMUNITY GALLERIES

## Address shared goals to:

- Bring art out into the community
- Provide more opportunities for exhibiting and performing
- Increase foot traffic for installations/performances, by taking art to where people already are gathering, such as breweries, grocery stores, barbers, etc.

## Run two models simultaneously:

- 1) The Ignition Space, Fall River
- 2) “Hybrid” model: a grant program to support other locations in New Bedford and Fall River, identified via a call for proposals, providing a lump sum per exhibit/performance to support items such as framing, insurance, promotion. Can be utilized for temporary installations/performances as well as longer term installations. Application should require preliminary agreement between a creative and host site.

## For both models:

- Develop best practice documents addressing the roles of creatives and host sites; assemble and share relevant contract templates.
- Provide additional support via curatorial/concept review and program promotion.
- Encourage applicants to identify additional sponsors; provide training on how to do this.
- Program could convert to a service delivery model to support complex installations after the pilot phase and/or continue to be operated as a grant program.



Artisan Barbershop + Art Gallery, New York City



# PROGRAMS: DASHBOARD + TRACKS

Examples / Mock up only:

Beginner to More Advanced >

## TRACK 1:

Running a Creative Business or Organization



01:

### **Business Planning for Creatives**

Offered by: Faye Brown  
Cost: Free to members



02:

### **Pricing Your Work**

Offered by: CVPA  
Cost: \$15 / \$10 members

Profit and loss of company XYZ	
Total revenue	\$100,000
Cost of goods sold	\$20,000
Gross profit	\$80,000
Operating expenses	
Salaries	\$10,000
Rent	\$10,000
Utilities	\$5,000
Depreciation	\$5,000
Total operating expenses	\$30,000

03:

### **Profit and Loss Statements**

Offered by: FRACC  
Cost: \$15 / \$10 members

## TRACK 2:

Marketing Your Business or Organization



01:

### **Marketing for Creatives: the Basics**

Offered by: NB Creative  
Cost: Free to members



02:

### **Using Social Media to share your story: What you need to know today**

Offered by: Co-Creative Sessions  
Cost: \$15 / \$10 members



03:

### **Cultivating client/donor/patron relationships**

Offered by: Peer-to-Peer  
Cost: \$15 / \$10 members



# PROGRAM TRACKS, CONTINUED

## **TRACK 3:**

Accounting, Tax and  
Legal Issues

## **TRACK 4:**

Non-profit  
organization  
structure and  
management

## **TRACK 5:**

Grants! Types of  
grants, sources for  
finding grants, grant  
writing / applying

## **TRACK 6:**

Technical creative  
skills: photographing  
your work, portfolio  
development, etc.

## **Next Steps for Developing Programs:**

1. Identify and review existing relevant programs that can be integrated into thematic tracks, including free or low-cost online programs from sources beyond the region.
2. Develop and maintain an inventory of programs offered by key partner organizations (Co-Creative Sessions, Peer-to Peer, etc.)
3. Engage the creative community on an ongoing basis: what relevant programs do they know about? What needs are unmet?
4. Work with partner organizations and providers to launch new programs that fill gaps, and to develop a structure for discounted rates for members. Create a common “call for programs” application / FAQ document to encourage new applicants.
5. Collect data on programs offered (number, format, topics, etc.)
6. Evaluate programs delivered, asking participants for demographic data as well as opinions about content relevance, effectiveness, value, and format/schedule.
7. Make data available so that it can inform future calls for program offerings and future grants applications for program funding.
8. Hold debriefs with program providers (instructors) to share evaluation data and to incorporate their feedback.

# SERVICES

**Services are to be addressed through a multi-pronged approach:**

- 1) Allow and encourage service providers to create profiles on the newly created Database.
- 2) Build and vet a categorized list of service providers, willing to provide discounted rates to creatives as a member benefit. Make lists available via the web portal.
- 3) As a member benefit, provide opportunities to meet with different types of vetted service providers, vis-a-vis limited “open door” hours with time blocks that can be scheduled and/or programs/trainings.
- 3) Address service concepts through development of specific programs/trainings and explore provision of specific services in future phases. Services identified include:
  - Health Insurance
  - Life Insurance
  - Disability Insurance
  - Retirement Programs
- 4) Create best practice guides for creatives and service providers, and assemble common types of contract templates related to key services (business planning, accounting, legal, marketing, etc.) Make these available to the community at large.

# CAPACITY BUILDING + SERVICES: PROFILES OF CREATIVES, ORGANIZATIONS AND SERVICE PROVIDERS

## Example Profile: Independent Artist

(A similar format can be developed for creative organizations and service providers.)

Include direct links for contact information + pricing/booking information:

Marquelynn Raposa



Marquelynn at work in her studio.

APPLIED AND VISUAL ARTS



Work Name, Materials, Size, Year, Price



Work Name, Materials, Size, Year, Price

*Creation begins with a memory, an impactful moment, or a found object that tells a story. The layers of wax are applied, altered, and built so that the piece takes on its' own reason for being.*

*When I begin a piece I may start with a found object I want to build a story around, or a memory of a time or place I wish to preserve by melding images together. I progress at the beginning by building my surfaces with a plan in mind but through the process I allow surprises to create new directions and in the end the art work tells its' own story.*

To purchase or learn more:

[Narrowscenter.org](http://Narrowscenter.org)

CONTACT



See works in person? Yes, please contact me or visit my studio at:

**Narrows Center for the Arts.**  
16 Anawan Street,  
Fall River, MA, 02721





# CAPACITY BUILDING: MENTORSHIP

Perhaps influenced by the conditions of a post-pandemic world, in which many people continue to feel isolated and cut off from social opportunities and knowledge flows, many creatives stated a desire for more effective networking and for mentoring programs.

## Mentorship:

1. Involve the standing committees in program goals/design, program materials, sign up questionnaires and recruitment of a core group of mentors, who may also in turn help recruit others. Draw from resources such as mentor.org
2. Set clear expectations for participation, including regarding commitment and communication and meeting formats.
3. Promote the program, including with partner organizations as a way to expose youth to career opportunities.
4. Invite screened participants to a match event; match participants, aiming to match as many people as possible who sign up, which may require both 1-on-1 and group formats.
5. Ensure that mentors are familiar with programs and services being brought online. Mentors, can for instance, suggest which training programs or tracks a mentee might pursue.
6. Host periodic convenings of the mentor-mentee group as a way to promote networking and “flash” knowledge sharing, and as a check-in for participants.
7. Hold an end of session event to ask mentors and mentees to share publicly what they learned and the range of benefits experienced.
8. Conduct an end of program survey for all participants to inform future program design and best practices.

# CAPACITY BUILDING: COACHING (FUTURE PHASE)

## Non-profit organization cohort:

- Application-based; conceived of as advanced program/training
- Funding dependent, serving approximately five to eight small non-profit organizations per year
- Structure to ensure that organizations have a stipend to undertake a small but transformational project, including to cover staff/employee time.
- Cohort model designed to maximize relationship building among organizations and to ensure effective knowledge sharing and reporting.

## For-profit organization / independent creative coaching program:

- Application-based; conceived of as advanced program/training
- Would likely provide funding for applicants to participant in existing coaching programs they identify, as coaching needs of independent creatives can vary widely.
- Structure to ensure applicants have a stipend to undertake a small but transformational project, including to cover staff/employee time.
- Although applicants would be in different coaching programs, they would be asked to participate in periodic facilitated conversations and reporting, to provide local support and accountability, and to ensure knowledge acquired is being shared.

A photograph of DJ Math3ca, a man with a beard and glasses, wearing headphones and a white t-shirt, performing at a DJ booth. He is surrounded by colorful rainbow Pride flags and stage lights. The text "BRINGING IT ALL TOGETHER" is overlaid in large white letters. The background shows a tent structure and a grassy area.

# BRINGING IT ALL TOGETHER

*DJ Math3ca at the AHA! Pride Block Party*



# MEMBERSHIP MODEL - WORKING FORMAT

## Free:

Resources for the entire SouthCoast Creative Community

**\$0 USD/mo**

- Self-administered profile in the Creative Directory/Database, with direct email links for purchase and inquiries
- Use of the Creative Directory/Database, including to identify partners, spaces (studio space, exhibit/event space, meeting space) and service providers.
- Access to select free programs/trainings offered by members and partner organizations
- Free access to Adobe Creative Cloud on designated computer stations in Fall River and New Bedford, bookable online by the hour, with the potential to expand to other area libraries in the future.
- Access to standard contracts (templates) and best practice guides for studio leases, gallery representation, creative services and business services.
- MA Health Connector: insurance overview and enrollment sessions for Creatives.

## Paid Member:

Discounted rates achieved through cost sharing

**\$\_\_\_ USD/mo\*** (per active user / organization)

- **Published, easily findable discounted rates** for programs, services, location and equipment rentals.
- Limited access to bookable time with vetted **service providers** (legal, accounting, marketing, etc.)
- **Discounted rates** for Adobe Creative Cloud software subscriptions for individuals.
- Opportunities to exhibit/perform as part of a **community galleries program** to get art and creativity out into the community in “non-traditional” exhibit spaces.
- **Regional networking events** for members, with patrons and art professionals also invited.
- Members only **communication channel** for finding collaborators, recommendations on service providers, spaces, etc.

## Member+ [FUTURE]

Specializes offerings to be evaluated:

**\$\_\_\_ USD/mo\*** (per active user / organization)

- Coaching programs for small non-profits and for independent creatives
- Exploration of membership rates for other benefits (other types of health and disability insurance, emergency funds, tuition reimbursement, etc.)
- Development of speciality workshop spaces (woodworking, photo studio, etc.)
- Opportunity to submit work for consideration for SouthCoast Creative booths at select national art fairs, and, for performing artists, assistance with festival submissions and costs.
- Other discounts offered by leading suppliers (Verizon, HP, Microsoft, etc.) to member organizations

# EARLY PILOT FUNDING NEEDS

COMPONENT		TARGET FUNDING	TOTAL
<b>LEADERSHIP &amp; PROMOTION</b>			<b>\$66,000</b>
	Creative Fellow (includes time across all components)	\$40,000	
	Program development and management	\$16,000	
	Branding, marketing & promotion	\$10,000	
<b>WEB PORTAL, DASHBOARDS &amp; DATABASE DEVELOPMENT</b>			<b>\$37,000</b>
	Web portal / dashboards, including branding and UX design	\$16,000	
	Database development & community trainings (profiles)	\$21,000	
<b>PROGRAMS &amp; SERVICES</b>			<b>\$29,000</b>
	Programs: curriculum design and funding to address gaps	\$15,000	
	Services: providers list, negotiated pricing, and some “bookable time” access	\$14,000	
<b>SPACES &amp; EQUIPMENT (Phase I: improve information/partnerships)</b>			<b>\$30,000</b>
	Regional asset mapping and support for development of profiles (see database above)	\$14,000	
	Temporary / non-traditional community galleries / exhibition & performance opportunities	\$16,000	
<b>CAPACITY BUILDING</b>			<b>\$7,000</b>
	Mentorship Program	\$7,000	
<b>MEMBERSHIP OPERATIONS &amp; SUPPORT</b>			<b>\$37,000</b>
	Accounting, membership design & management	\$17,800	
	Partnership development, grant writing and reporting	\$16,000	
	Software, fiscal sponsorship and contingency	\$3,200	
TOTAL			<b>\$206,000</b>

Note: Target funding represents preliminary estimates. Details on leadership roles for each component, as well as possible funding sources, are included in a more detailed spreadsheet available by request.

# FUNDING APPROACH

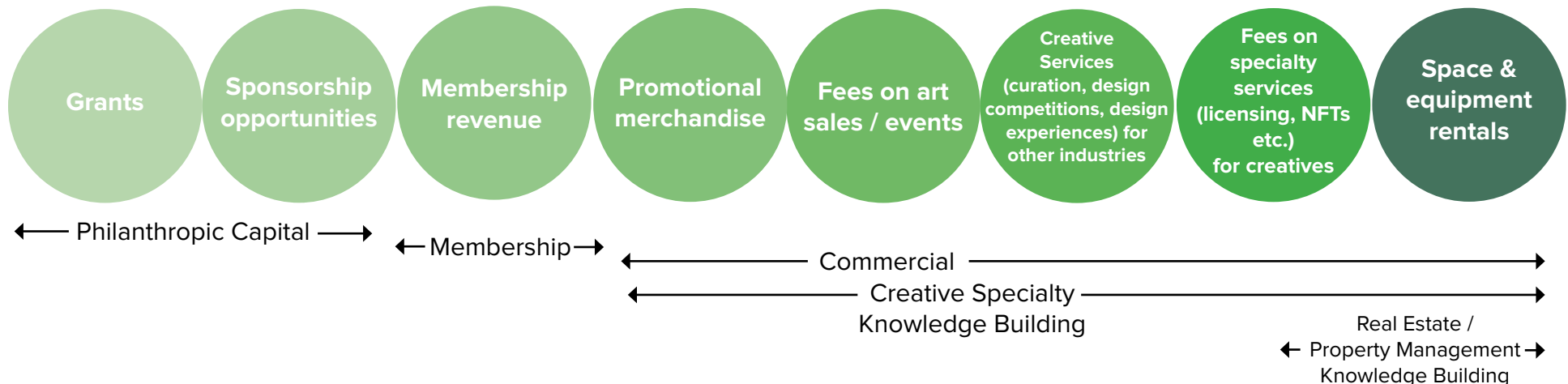
## Why fund now?

- Build on five years of development in arts and culture in the region
- An expanding creative community = a growing need for services and support
- Run the pilot while other program funding can be leveraged

## Funding for the pilot phase and beyond:

- The pilot phase aims not to rely on earned revenue, as timing on it is TBD.
- Pilot year membership revenue will be held in a general operating fund used to support future operational and program costs.
- Pilot phase funding includes some support for grant writing / revenue strategy development for the period beyond the pilot phase.
- The goal is to move towards a more diversified revenue model.

## Funding spectrum to be considered during the pilot phase and beyond:





# GOVERNANCE: PILOT PHASE

<b>Fiscal Structure</b>	Utilization of a fiscal sponsor (One SouthCoast Chamber Foundation)
<b>Program Management and Promotion</b>	Co-lead between Ashley Occhino, Executive Director, Fall River Arts and Culture Coalition, and a Creative Fellow (to be hired) working together on the development of an overarching workplan, schedule, budget, membership structure, hiring of pertinent contractors, as well as implementation and promotion of key components outlined. New Bedford Creative to provide limited support on specific components.
<b>FRACC and New Bedford Creative Members - roles via standing committees</b>	Help put in context of other regional initiatives and organizational goals; help identify partnership opportunities; provide input on specific subject matter development/program design; help analyze impacts of pilot phase and plan for future phases, including future governance. Also help ensure coordination with pertinent elected officials and public sector staff.

# NEXT STEPS

<b>May 2023 - May 2024</b>	<b>Confirm partners and funding sources, including any partner program funding</b>
	<b>Once funding is confirmed:</b>
<b>Spring 2024</b>	<b>Prioritize based on funding amount; confirm membership costs and structure</b>
	<ul style="list-style-type: none"> <li>• <b>Confirm governance</b></li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Develop pilot phase timeline (some funding or related programs may have unique timelines)</b></li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Hire Creative Fellow</b></li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Identify and contract with key consultants (database design, branding, etc.) and service providers</b></li> </ul>
<b>Fall 2024</b>	<b>Launch pilot</b> <b>Gather feedback / report / refine / identify other funding</b>
<b>TBD</b>	<b>Start full phase implementation</b>

# SUCCESS LOOKS LIKE ...

- **Resilience.** Independent creatives and non-profit creative organizations knowing where to turn to address challenges, improve and acquire new skills, and collaborate with others.
- **Connectivity and cross-pollination.** Companies across a variety of industries hiring New Bedford and Fall River creatives not only for marketing, media production, branding and product design, but also to lead design thinking/problem-solving for technical innovation, including new products and services.
- **Art is everywhere.** Easier to find art and performances in a greater variety of locations, contributing to community vitality while increasing economic opportunities for creatives.
- **A proliferation of storytelling.** Increasing confidence in the region's unique creative capacities and sharing of cultures and our stories, along the way growing the national and international reputation of New Bedford and Fall River as hubs for creatives and as landscapes for creativity.
- **A vibrant future.** More young people from the region finding career paths within a vibrant regional economy, and feeling like New Bedford and Fall River are places where they can thrive, be leaders in their communities, and play a role as creators and supporters of arts, culture and creativity.



Vie Noire clothing brand, launched by New Bedford designers Yamyah “Myah” Green and Keyarna “Kee Kee” Green.





# APPENDIX 1:

## Interview findings

*Performer Candida Rose Baptista of Golden Rose Music performs at AHA! Night*

# PHASE II: INTERVIEWS

January, 2023

**A sample of 30 creatives and representatives of small creative organizations across the SouthCoast were asked a common set of questions around five key categories, with information submitted via Google Forms. Questions included:**

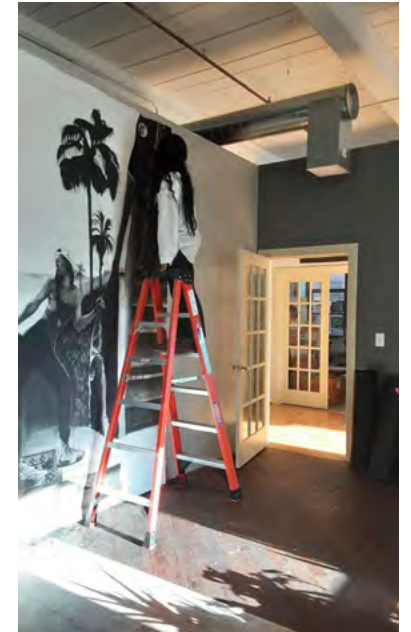
1. What, if any, PHYSICAL resources would help you as a creative (and/or your organization) to sustain and enhance your artistic and creative/cultural pursuits? (Examples might be: affordable studio space, rehearsal space, space to exhibit your work, etc.)
2. What PROGRAMS, including types of training, would help you (and/or your organization) to advance? (This could run the gamut from learning how to better market your work, to technical skills, such as video editing.)
3. What, if any, critical gaps in SERVICES are you currently experiencing? (Some examples might be affordable accounting service/tax advice, legal services, or even health insurance.)
4. If you had the chance to access a variety of space rental options, training opportunities and/or services via a MEMBERSHIP MODEL to an umbrella organization or fiscal sponsor program, would you consider it?
5. What else would help you (or your organization) to BUILD CAPACITY, to be more successful and resilient as producers of art & culture and/or other creative products & services?

**Following the interview phase, pertaining to PHYSICAL resources: we separated out needs for SPACE from needs for EQUIPMENT (as a sixth category), as some needs for equipment that were articulated included tools that might be taken off-site, etc.**



# PHASE II: INTERVIEWS

January, 2023





# PHASE II: INTERVIEWS

January, 2023





# KERI COX

## 3RD EYE

Interviewed by:	Eldric Abreu
Interview:	Keri Cox
Organization:	3rd Eye
Physical Space:	All of these examples are necessary and accessibility to helpful tools like a green screen, computers,
Programs:	Tech ED classes, learning and paying for adobe express.
Services:	Yes to all example, except health insurance. Building a budget, contract negotiation, equity.
Membership Model:	Yes
To Build Capacity:	Money, grants

# STEPHANIE ENLOE

## CRAFTYISH SHOP / FALL RIVER FARMS & ARTISANS MARKET

Interviewed by:	Stephanie Enloe
Interview:	Stephanie Enloe
Organization:	Craftyish Shop / Fall River Farmers & Artisans Market
Physical Space:	An alternative physical location to host the Fall River Farmers and Artisans Market in the event of rain/inclement weather, which would also allow us to operate in the winter/colder months
Programs:	Artist training workshops; help with social media management / website management / video editing / professional product photography resources
Services:	accounting, health insurance, business advisement for social media advancement/ marketing, workshops for increasing internet reach, workshops for product photography
Membership Model:	Yes
To Build Capacity:	Additional resources to help promote events/ workshops, possible stipends/contribution towards advertising costs; artist networking events; additional indoor space for FR Farmers and Artisans Market to host in case of inclement weather and in the winter months

# MARQUELYNN RAPOSA

## STUDIO ARTIST AT THE NARROWS CENTER FOR THE ARTS ARTIST COMMUNITY

Interviewed by:	Vania Viveiros
Interview:	Marquelynn Raposa
Organization:	Studio Artist at The Narrows Center for the Arts Artist Community
Physical Space:	Always affordable space to create as well as safe and comfortable conditions
Programs:	Always the technical for online, marketing for the individual as well as group endeavors of the studio artist's
Services:	Technology support
Membership Model:	Yes
To Build Capacity:	Marketing for Fall River and outlying communities to highlight the nuof creative working within the area and having a plan to enhance an area to drive the public to more inclusive events for a variety of groups and creatives



# JUNNYAHH

## INDEPENDENT ARTIST

Interviewed by:	Jen Smith and Keri Cox
Interview:	JunnYahh
Organization:	Independent artist
Physical Space:	"Performance space designed by artists so it has what is actually needed e.g. proper flooring materials, lots of power sources, mirrors Classroom space"
Programs:	"Structure building/organizational capacity building workshops Negotiating skill building Grant writing workshops/access to a grant writer/ grant researcher "
Services:	"Access to benefits -- don't work, don't get paid Access to gap funding during lulls in employment/between gigs/when schools are closed and not working "
Membership Model:	Willing to pay membership depending on benefits; being able to reserve practice space is key; could use "pay to play" model -- pay for an amount of points that you can draw down on so you're not paying when you can't use the space
To Build Capacity:	"Comprehensive artist directory to assist with exploring collaborative opportunities Comprehensive funder directory/access to grant writer Leads on patrons/supporters of the arts"





# DAVID ANDREWS

## INDEPENDENT ARTIST

Interviewed by:	jen Smith & Keri Cox
Interview:	David Andrews
Organization:	Independent artist
Physical Space:	"Exhibit space Equipment: computers, tablets, graphic design software Classroom space for workshops and research Space and supplies to "test it out"/prototype eg before buying a large quantity of paint and not sure how it will look, get to test the paint out "
Programs:	Workshops/classes on pricing of art, contracting; skills needed to prove value and worth of art and work; grant writing/access to a grant writer/ researcher
Services:	"Tax services, access to an accountant Legal services/access to an attorney "
Membership Model:	Willing to pay membership depending on what the benefits are eg really need private space to work, reserving a space would also work; also has to be accessible 24/7
To Build Capacity:	"Comprehensive funders directory Access to a grant writer/researcher"



# MANDY FRASER

## INDEPENDENT ARTIST

Interviewed by:	Jen Smith & Keri Cox
Interview:	Mandy Fraser
Organization:	Independent artist
Physical Space:	"Store to sell artists' work and art supplies Equipment and tools to do large scale painting/murals eg boom/scissor lift, spray painter Access to large vehicle to transport art/equipment/supplies to work site Space to exhibit work, some large scale Performance space Short term artist housing to support artists in residence"
Programs:	"Artist in Residence program Patron relations Grant writing/access to a grant writer Pricing workshop Marketing Contracts"
Services:	"Develop catalog of workshop offerings Comprehensive directory of artists marketed to local businesses so they can hire artists Tax services/access to an accountant Legal services (copyright law)/access to an attorney Marketing/promotion "
Membership Model:	Co-op model -- provide services in lieu of membership payment eg staff gallery, teach a class, janitorial, set up/ break down for events, classes; Cost: residence based? Different tiers of membership eg one level, get in directory, next tier, use of facility and equipment; Businesses can sponsor/subsidize memberships; BoAC to seek grants to offer free memberships/subsidize memberships
To Build Capacity:	\$\$\$ and opportunities to do the work, show the work and engage with patrons to buy the work





# MARGO CONNELLY-MASSON

## INDEPENDENT ARTIST

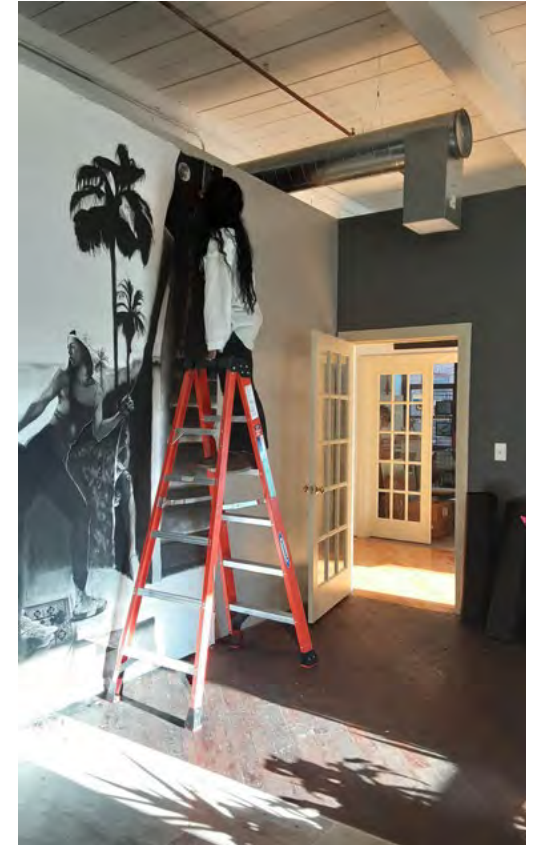
Interviewed by:	Jen Smith and Keri Cox
Interview:	Margo Connelly-Masson
Organization:	Independent artist
Physical Space:	Graphic design studio space with equipment to use such as scanners/printers/software (graphic design suite) with shared licenses. Studio space to create including a network of information about available studio space to share/sublet. Art store to buy supplies; place to swap unused/gently used art supplies
Programs:	"Training on Adobe software programs/other software with computer lab/software experts on site Grantwriting skills/access to a grantwriter How to create a presentation package How to create an invoice How to price/market work"
Services:	"Mentoring/mentorship program Tax advice/accounting services Child care"
Membership Model:	Wealth, wisdom and work: Explore other ways to pay; Co-op style eg staff art store, gallery sit, teach a class in lieu of membership payment; Membership has reciprocal benefits with other orgs; Really depends on how much, feels like an additional burden/should be free/subsidized by grants; lots of questions around equity related to membership; maybe two, three tiers of membership
To Build Capacity:	Free downtown parking; membership discounts for UMD/RISD classes



# AMY ARAUJO

## INDEPENDENT ARTIST / INSTRUCTOR AT UMASS DARTMOUTH

Interviewed by:	Vania Viveiros
Interview:	Amy Araujo
Organization:	Independent Artist / Instructor at UMASS Dartmouth
Physical Space:	Affordable studio space with very high ceilings. More open studio events that are advertised and attract and draw in indigo are seriously interested in the appreciation of art and even possibly collecting works. More opportunities to build relationships with individuals or organizations who are looking to display/ exhibit local artists works with no size stipulations
Programs:	Marketing and networking. Building strong relationships that will help build one's career and reputation as an artist
Services:	Affordable studio housing ; rent is expensive
Membership Model:	Perhaps/ maybe cost,travel and compensation would determine my answer
To Build Capacity:	To be surrounded by more like-minded individuals who have experience and knowledge assessing the value/ worth of one's work, spaces that align with the essence of the artist,Âs portfolio in terms of content and even scale including audience as well

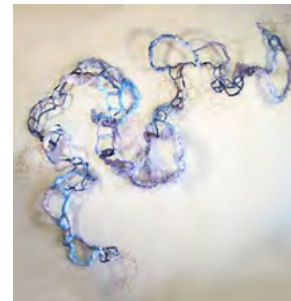




# BROOK MULLINS DOHERTY

INDEPENDENT ARTIST / INSTRUCTOR AT BRISTOL COMMUNITY COLLEGE

Interviewed by:	Vania Viveiros
Interview:	Brooke Mullins Doherty
Organization:	Artist/ Instructor at Bristol Community College
Physical Space:	Exhibition space, public art opportunities, grants
Programs:	Grant writing work shops, professional development and networking meetings, visiting artist lectures and workshops by professionals
Services:	Website development services or both free or affordable workshops
Membership Model:	Maybe
To Build Capacity:	More social networking events specifically for artists



# VANIA NOVEÇA

## INDEPENDENT ARTIST

Interviewed by:	Vania Noverça Viveiros
Interview:	Vania Noverça
Organization:	Studio Incognito Narrows Center for the Arts Artist Community, WAG Westport Art Group, Foxboro Art Association
Physical Space:	Website workshops, collaborative opportunities, affordable exhibition opportunities
Programs:	Adobe workshops, website design, Basic pho- tography workshops to help document creative expression, Portfolio workshops
Services:	Gallery Networks, available legal guidance for artists
Membership Model:	Only if it was financially feasible
To Build Capacity:	Affordable reproduction of bodies of work, lesser gallery commissions and fees, facilitated programs for exhibitions





# TERESA MOWREY

## PATINA STUDIO

Interviewed by:	Pat Tod
Interview:	Teresa Mowrey
Organization:	Patina Studio
Physical Space:	Free access to photoshop (or other digital design software. Affordable, marketing - social media/video editing/web design studio space/ exhibit space/machinery
Programs:	Basic graphic design and ability to use software, marketing/social media/video editing/web design
Services:	Health insuran (knowledge of options) book-keeping/accounting/financial planning
Membership Model:	Yes
To Build Capacity:	Networking w/ FR arts/purchasing tools and machinery as a collaborative (discounted) for larger work.



# SANDI CASTELMAN

## CO-OWNER -----

Interviewed by:	Pat Tod
Interview:	Sandi Castleman
Organization:	co-owner
Physical Space:	Affordable work space is always needed, but exposure is just as important. We move here from a studio space on a main road, bus route and a neighborhood which brought in business. a place to exhibit and network would be most helpful.
Programs:	For me, being artistic hinders the more technical side of things. For 30 years, I built stores and displays to market our client's businesses but find it impossible to be retrospective enough to market our own company.
Services:	An advertising budget would be most helpful and someone to help with marketing.
Membership Model:	Yes
To Build Capacity:	Marketing and networking.





# NICOLE POIRER

## SOLE PROPRIETOR; FULL-TIME MOM

Interviewed by:	Lana Quann
Interview:	Nicole Poirer
Organization:	sole proprietor, full time mom
Physical Space:	an open work space with lots of open flexibility to just drop in so I can work uninterrupted and perhaps a place to exhibit
Programs:	everything, web design, how to pitch stores/ markets. all the things of a start up, how to take payments, how to make time and understanding the legal things, taxes, perhaps a class
Services:	yes as a new business with no training it is hard to decipher all the paths and where to go who to trust. Need all of this
Membership Model:	fee should be nominal/gratis or sliding costs
To Build Capacity:	how to start a small business, everything seems so overwhelming, so step by step so it is approachable



# CHERYLE CANTIN

## ARTIST

Interviewed by:	Lana Quann
Interview:	Cheryle Cantin
Organization:	artist
Physical Space:	a fun, low key, place to connect and socialize with artists. perhaps a space for rotating art displays, perhaps a rental space to show. nominal amounts. or lower cost art group, perhaps a co op or volunteer artist, art talks, workshops and classes and having more unique options like glass blowing...
Programs:	how to best photo/edit artwork to be able to properly upload for shows and exhibits.
Services:	none because I am a novice and just want to show art and be part of an art community, not sell professionally I am retired real estate
Membership Model:	Maybe
To Build Capacity:	something to take me (as an artist who gets comfortable with my style) out of my comfort zone. try new lessons to be exposed to many types of styles and if things were more affordable I would try more

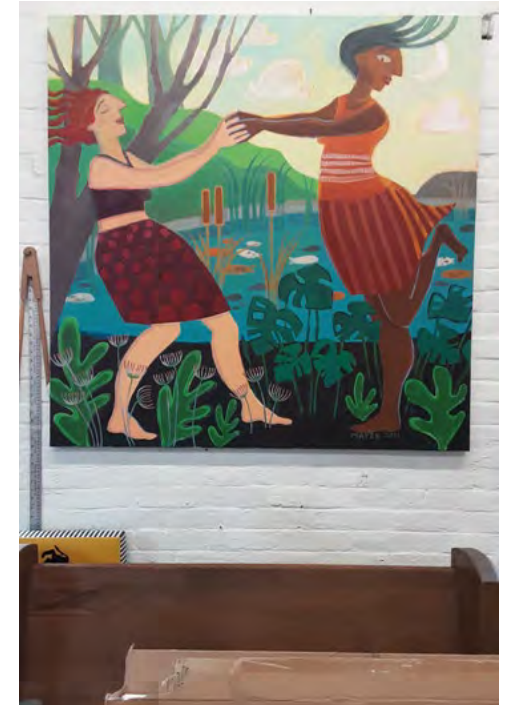
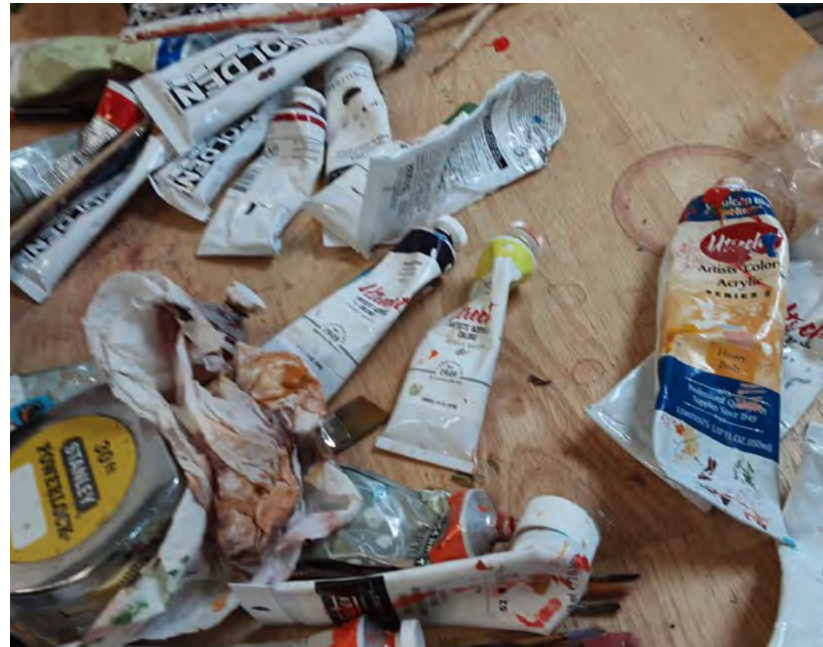




# NANCY MAREK COTE

## INDEPENDENT ARTIST

Interviewed by:	Vania Viveiros
Interview:	Nancy Marek Cote
Organization:	Narrows Center for the Arts Artist Community
Physical Space:	Affordable studio space
Programs:	Ongoing sessions that center on marketing and promoting, video development and editing
Services:	Specific accounting services and tax advice for professional artists
Membership Model:	Yes
To Build Capacity:	At this time I feel as though I am in a good place, for the most part have been self sufficient in building my career <a href="http://www.nancycoteillustration.com/">http://www.nancycoteillustration.com/</a> this a link to portfolio



# ALEXANDER JARDIN

## FINE ARTIST

Interviewed by:	Jen Smith and Keri Cox
Interview:	Alexander Jardin
Organization:	Independent artist
Physical Space:	<p>"Having a space with an infinity wall -- gives you a sterile environment to photograph and do videography; can be used to document work, photograph large-scale objects as well as individuals and groups</p> <p>Access to tools/equipment eg welding/metal cutting tools, drill presses, band saws, and the electrical service needed to support these tools</p> <p>Large wall (inside and outside) for anyone to create on a la 3rd Eye's Freewall; can use as a teaching tool</p> <p>Access to outdoor space to create and exhibit work; Place to store tools, equipment incl large-scale, artwork; Computerized Numerical Control (CNC) software and machine. Gallery to exhibit work; contemporary, clean, simple space (many existing spaces have a lot going on architecturally that take away from the art being displayed)"</p>
Programs:	<p>"Podcasts/speaker series where artists talk about how they got to where they are</p> <p>Access to honest, real critiques; office hours with someone who can critically look at and provide feedback on artists' work</p> <p>Connect businesses with artists to gain employment and practice art</p> <p>Workshops in photoshop, InDesign</p> <p>Opportunities around scaling up work</p> <p>Access to and exposure to people in different design fields/related industries"</p>



Services:	<p>"Access to higher-level artists</p> <p>Access to free or inexpensive group health care</p> <p>Want access to services/experts (artists) that help/guide artists in scaling up</p> <p>Opportunities to meet with funders, patrons, potential agents"</p>
Membership Model:	<p>Pay to Play: The ability to pay for the periods that the artist actually needs access to space, equipment, etc...may not need access year round so does not want to have to pay a full year membership, could be weekly or monthly; tiers of membership; membership benefits include: access to studio space and equipment, classes/workshops, high-level artists, sector experts</p>
To Build Capacity:	<p>Great example to look at is MASS MOCA; can see that here on the south coast</p>



# HEATHER BERTHELETTE

## FINE ARTIST

Interviewed by:	Lana Quann
Interview:	Heather Berthelette
Organization:	Fine artist
Physical Space:	A group space that not only offered places to create and exhibit but a way to exchange critique. Unique classes, figure drawing would be ideal. A place for artists to expand their skills
Programs:	How to take quality photos and use photos hope. Better knowledge of digital media.
Services:	No training in college for the business of art. Would love to have a reliable source for advice/needs like book keeping, pricing, taxes etc.
Membership Model:	Yes
To Build Capacity:	General community support. Many galleries feel cold and would like a support system where I can get the best information for anything related to legal issues such as how to copywrite your work.



# MATTHEW POIRIER

## LOFTY GLASS

Interviewed by:	Pat Tod
Interview:	Matthew Poirier
Organization:	Lofty Glass
Physical Space:	I can see a gallery being the most useful for me. I enjoy working alone but I also love to collaborate and meet other artists so having a way to display work while making new contacts would be great.
Programs:	<p>"I'm trained in Fine Arts and unfortunately they don't teach you the business side, whether it be filing taxes, getting necessary paperwork preferably on requirements from local or state offices or just general office training to be more organized and efficient.</p> <p>Business management would be a huge resource, someone to help guide or provide information relative to my medium and business. Marketing/social media marketing-I don't have the time to balance researching and learning about new strategies."</p>
Services:	Mine would be management. I am in a little grey world which is definitely still very young so this is hard to navigate. I lose track of management while I create. Business strategy is another But would tie that into management.
Membership Model:	Yes
To Build Capacity:	perhaps purchasing economies of scale.



# KALI ROSE & MELISSA CARDELLI

## FALL RIVER CHILDREN'S MUSEUM

Interviewed by:	Stephanie Enloe
Interview:	Kali and Melissa of the Fall River Children's Museum
Organization:	Fall River Children's Museum
Physical Space:	Materials for exhibits, both in-house and out-sourced. A "handy person" who could be called as needed to fix things in the museum and do repairs; People/volunteers to help with work
Programs:	Marketing resources, reaching more people outside of facebook/social media; web design resources
Services:	Health Insurance; accounting; legal advice; human resources; someone to help advise on developing personnel policies and procedures;
Membership Model:	Would depend on cost and what is offered; Needs to have value to us in order to invest \$ on a monthly basis. An a-la-carte menu for services would be preferred
To Build Capacity:	People resources! People to help us by volunteering, helping with exhibits, marketing, web design,volunteers in general



# PATTI REGO

## VIVA FALL RIVER - EXECUTIVE DIRECTOR

Interviewed by:	Stephanie Enloe
Interview:	Patti Rego
Organization:	Viva Fall River - Executive Director
Physical Space:	Indoor event space, big open space; shared resources for tables and chairs; digital resources such as projector screens, ability to do hybrid meetings/classes; ability to do programming from afar; connecting Fall River to New Bedford
Programs:	Business finance programs; HR/job center programs; possibly a database of locals to help connect people who offer certain services with people who have a need for certain services; job placement contractor/director; connections/forums; internships including outside of school work and contract work
Services:	All listed!!! Human resources; Legal advice; Accounting; A connective resource for people who "know a guy", sort of a resource coordinator; One place to connect to other creative resources; Grant assistance including writing and submitting
Membership Model:	Membership is good, but options for day rentals and more accessible/flexible options would be better
To Build Capacity:	Quality people; job placement assistance; people to match my needs to local resources; ideas to be shared so people aren't experiencing burnout; access to quality/vetted artistic resources, "I don't want to have to go to Indeed.com"; Development of a page/newsletter to connect resources such as workshops, design services, social media management, etc.

# PATRICK NORTON

## THE NARROWS CENTER FOR THE ARTS

Interviewed by:	Stephanie Enloe
Interview:	Patrick Norton
Organization:	The Narrows Center for the Arts
Physical Space:	There is a serious need to attract more partnerships with Fall River Artists. He finds there are not really that many "serious artists" in Fall River and there are very few art organizations to support/attract artists. How many artists in the FR area actually want to have "art" as a "job"? = Do we even know or have any idea?? We need partnerships/organizations, but also to know "who is going to take advantage of these programs?" Fundraising is an integral part of the arts. There are many in the area who are well versed in taking advantage of the "old money" / "longstanding grants" / "generational impacts", but most Fall River citizens are not connected to the actual "benefactors". Fall River is historically an "athletic-driven society" and people who invest in Fall River tend to invest in that direction. We need people to take a more long-term approach at investing in Fall River and valuing it's arts. It's hard to infuse money into the area because it requires a lot of work! It takes an enormous amount of commitment and we need more people to invest money and resources into Fall River
Programs:	More opportunities for children and families to participate in the arts. If you search google.com - there really isn't a whole lot in this area geared towards children/family activities other than the Children's Museums in Fall River and Providence.
Services:	n/a
Membership Model:	It would really depend on what's offered. The ability to offer/not offer health insurance is a HUGE barrier towards hiring QUALITY people! FYI There is a state-run health insurance offered for self-employed creatives;
To Build Capacity:	Not necessarily for our organization, but in general - More volunteers; a good board filled with professionals; a warm welcome "HIPPIE" type of inviting welcome wherever we go, to show our patrons they are valued and appreciated; People connectors!!!

# KATE KULPA AND LIANE VERVILLE

## FALL RIVER PUBLIC LIBRARY

Interviewed by:	Stephanie Enloe
Interview:	Kate and Liane at FR Public Library
Organization:	Fall River Public Library
Physical Space:	A person or directory to coordinate creatives with local organizational needs; Possibly bigger space for events outside of local PAL hall or parks, larger spaces
Programs:	Technical / electronic things; Regularly-scheduled time to speak on local media outlets such as AM radio and cable TV; Ways to market our events outside of paying \$ to Facebook;
Services:	Most of our services depend on fees or grant funding. Would like to be able to offer more affordable programs to our members
Membership Model:	No
To Build Capacity:	n/a



# CHRISTOPHER MESSIER

## VIVA FALL RIVER POP UP SHOP - MANAGER

Interviewed by:	Stephanie Enloe
Interview:	Christopher Messier
Organization:	Viva Fall River Pop Up Shop
Physical Space:	Ways to help us and our vendors create "brand awareness"; Additional ways to fixture the space in order to maximize the small square footage; ways to creatively use the small space to support the maximum number of producers, while still allowing people to feel "spotlight" throughout the space
Programs:	Currently working with Leadership Southcoast on learning more ways to help the "space be of more service to the vendors"; Helping our vendors / developing workshops/classes to help with maximizing their social media reach, pricing strategies, profit and loss statements, margins, ecommerce; things needed to start a small business, tools to succeed, business acumen and training workshops, making connections/developing mentorships, becoming better "business-people" in general
Services:	Health insurance; financial consultant; tax consultant
Membership Model:	would depend on cost
To Build Capacity:	n/a

# GRANITE STONE

## INDEPENDENT ARTIST

Interviewed by:	Stephanie Enloe
Interview:	Granite Stone
Organization:	Independent artist
Physical Space:	My work involves Native-American drumming and crafts. Possibly more performers who are consistently available; Place to display/sell my handmade creations; help with funding/grand opportunities; More diverse events in the area; A place to let us be exposed as artists; Possibly a bigger forum to put on bigger/full programs; workshop or classroom space - possibly a classroom at BCC once a week/month??; More open studio space; More space for musicians to play for the community; Artists need space to quietly do their work, as most have a hard time in their home environments; A place to present our work as artists/performers; someone to help me find work as a creative person; possibly some financial aid to help me extend my education
Programs:	All of the above! Marketing, technical/computer skills; photo/video editing; better ways to market myself as an artist. Who do I talk to???
Services:	Taxes, legal advice
Membership Model:	Depends on value vs cost - lives on a fixed income
To Build Capacity:	n/a

# CHARLES BOUCHER

## NARROWS CENTER FOR THE ARTS ARTIST COMMUNITY

Interviewed by:	Vania Viveiros
Interview:	Charles Boucher aka Chuck Boucher
Organization:	Narrows Center for the Arts Artist Community
Physical Space:	Local exhibition venues / coop
Programs:	Marketing and business development
Services:	Legal and small business tax advice
Membership Model:	Yes
To Build Capacity:	Networking





# CANDIDA ROSE BAPTISTA

## GOLDEN ROSE MUSIC

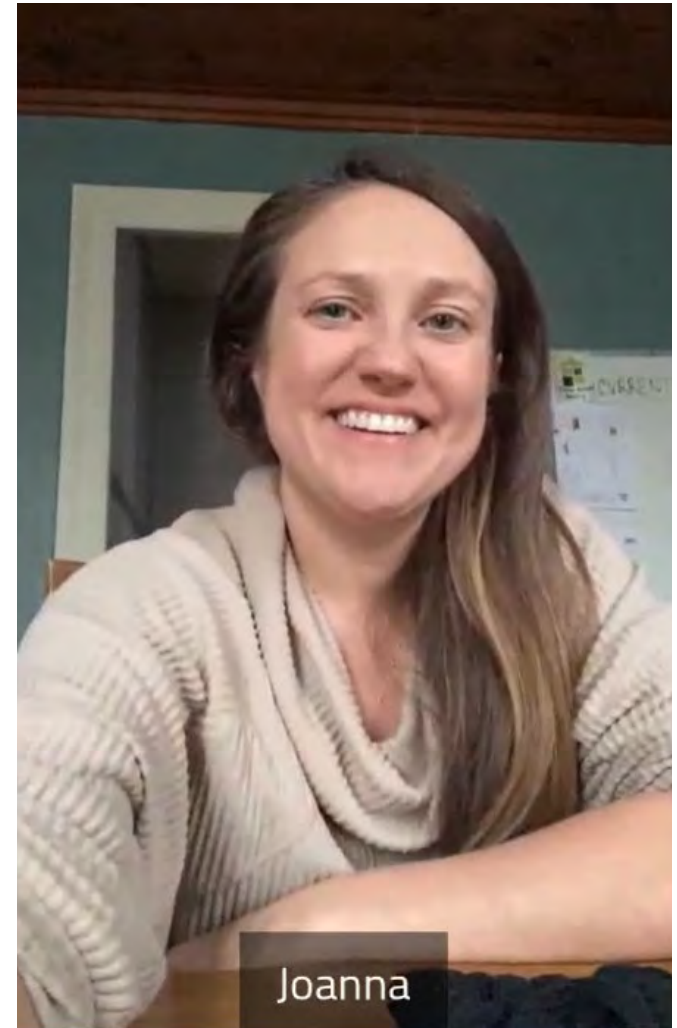
Interviewed by:	Steve Markowski
Interview:	Candida Rose Baptista
Organization:	Golden Rose Music
Physical Space:	Affordable rehearsal and performance spaces. Recording studio.
Programs:	Programs like ARTnet providing some financial support, plus training in business procedures, - especially marketing. Access to a network of creatives making a living in the city. Training in related services such as voice-over. Access to post-graduate academic programs
Services:	All parts of the business other than the actual performing and teaching. Accounting, tax, legal, marketing. Health insurance not a concern today, but situations change and it could be later on. The key word is affordable.
Membership Model:	Yes, but it would depend on the price and what is included.
To Build Capacity:	Easy access to admin services that take so much time away from booking and performance.



# JOANNA TOMASZ

## THE PERFORMING ARTS COLLECTIVE, INC.

Interviewed by:	Steve Markowski
Interview:	Joanna Tomasz
Organization:	The Performing Arts Collective, Inc.
Physical Space:	Affordable space for rehearsal and performance. The Z reached out to us, but their fees were unattainable for a small troupe. Also while we have a certain amount of equipment, we could do more ambitious productions if we had access to affordable lighting, sound and set rentals.
Programs:	Continuing education on the technical side - sound, lighting. Marketing - especially social media- is hard to keep current on. Public relations/ Press releases.
Services:	As a non-profit corporation, our legal and accounting fees are pretty expensive. As a small organization, we have trouble securing grant funding, so access to professional grant writing. Some help to change a grant system that favors the larger organizations. If there was a place that you could go and have a conversation with someone (about business issues), I think that could be massively helpful on a personal level as an artist.
Membership Model:	Yes, but it depends on the cost and what's included.
To Build Capacity:	A physical location would be best - one or several. Having a virtual option is great these days. Can be super helpful. Programs and services shouldn't be cookie-cutter, but rather tailored to the different kinds of creatives.



# LAUREN MENDELL

## TRULY OUTRAGEOUS JEWELS

Interviewed by:	Steve Markowski
Interview:	Lauren Mendell
Organization:	Truly Outrageous Jewels
Physical Space:	Affordable studio space. Space and traffic to sell retail.
Programs:	Marketing classes to keep up-to-date - especially social media marketing. product photography classes. Best practices for the organization and physical set-up of on the road shows, exhibitions and conventions.
Services:	Any business services at a better price are always welcome. I'm currently working at the co-creative center. If the monthly member fee included the space, the community and business services, that would be worth it for sure.
Membership Model:	Depends on the price and the package.
To Build Capacity:	I would love to just see more events downtown like the the Holiday Stroll and doing some of those events throughout the year. We can set up a pop-up shop for all our creatives and we can do those things and we have that downtown foot traffic and it has the map with everybody listed. Promote and advertise these kinds of events or something like that.





# IVA BRITO

## INDEPENDENT ARTIST, BUSINESS OWNER

Interviewed by:	Jen Smith & Keri Cox
Interview:	Iva Brito
Organization:	Independent artist, Business owner
Physical Space:	Would like access to studio space/recording studio with equipment; access to people who are educated and resourceful/tech people; space that is adaptable, flexible, movable; access to a 3D printer and audio equipment; it's important how the space operates, needs to be a space where people can chill out with a relaxing vibe; open, multipurpose space; inclusive and multigenerational; networking opportunities are important
Programs:	"Video editing Marketing How to structure a business/how to build/expand a business/how to manage growth/how to have and manage employees Access to mentors/people who have walked the walk Classes in different aspects of creating art/showing different types of art (you don't know what you don't know) How to leverage your skills"
Services:	"Tax services Legal services Ideal goal for a creative is to be able to focus on what you're good at; it would be great to have people who can help with other aspects of the work; would like office hours/drop in w experts Would be helpful to have a directory of available spaces; what's accessible to artists? Wants to look at utilizing spaces differently eg art in nature Wants to explore exchange of art for use of spaces"
Membership Model:	Yes, if it adds value. Interested in resource sharing, collaborative funding opportunities, access to shared spaces, training, and networking; wants to be part of a community that has a say in what's happening in the city; there are lots of "undercover" artists. How do we tap into them? With membership, would want access to a resource guide of artists, businesses who support artists, funders
To Build Capacity:	"Wants a space where all feel welcome. There is a disconnect and a feeling by artists that they don't belong in certain spaces."

# DON BURTON

## INDEPENDENT ARTIST, BUSINESS OWNER

Interviewed by:	Rhonda Fazio
Interview:	Don Burton
Organization:	Don Burton Media
Physical Space:	As a film maker, we already have different screening space, so that is covered. We need to use the existing spaces with film.
Programs:	In terms of distribution, hearing from a professional distribution company on creating a distribution plan that includes festivals, streaming TV, and theatrical release. Having the perspective from a professional/global distribution representative would be vital to the development of the creative community.
Services:	Services available ought to reach every level of the Artist work. Particularly mid to advanced level in order to build a bridge from New Bedford to larger creative hubs. IE: Artists should move fluidly between creative resources such as New York and New Bedford...
Membership Model:	It already exists in the CO Creative center.
To Build Capacity:	To train people to become qualified and available for free lance work for a robust work pool in the media and film arts to name a few.

A photograph of a dancer with long dreadlocks, wearing a red t-shirt and tan shorts, performing a move on a wooden stage. The dancer is pointing their right hand towards the camera. In the background, a crowd of people is watching the performance. To the right, there is a DJ booth with a black canopy and a brick building with a mural. The entire image has a magenta overlay.

# APPENDIX 1: Workshops & Input Summaries

*Shanai Nadia and Jet Way of the Most D3f Dance Crew in a dance battle at 3rd EyE Open*



# WORKSHOP 01: PROCESS INTERVIEWS

January 31, New Bedford

Examples:

## SPACE:

Performance space  
*designed by artists*

## MEMBERSHIP MODEL:

Pay to play for easy  
access to rehearsal  
space

## CAPACITY- BUILDING:

Comprehensive  
funding directory  
/ access to grant  
advisor / writer

## JUNNYAHH INDEPENDENT ARTIST

Interviewed by:	Jen Smith and Keri Cox
Interview:	Junnyahh
Organization:	Independent artist
Physical Space:	"Performance space designed by artists so it has what is actually needed eg proper flooring materials, lots of power sources, mirrors Classroom space"
Programs:	"Structure building/organizational capacity building workshops Negotiating skill building Grant writing workshops/access to a grant writer/ grant researcher "
Services:	"Access to benefits -- don't work, don't get paid Access to gap funding during lulls in employment/between gigs/when schools are closed and not working "
Membership Model:	Willing to pay membership depending on benefits; being able to reserve practice space is key; could use "pay to play" model -- pay for an amount of points that you can draw down on so you're not paying when you can't use the space
To Build Capacity:	"Comprehensive artist directory to assist with exploring collaborative opportunities Comprehensive funder directory/access to grant writer Leads on patrons/supporters of the arts"



# WORKSHOP 01: BY INDIVIDUAL RESPONSE

January 31, New Bedford

## PHYSICAL SPACE:

Keri Cox  
3rd Eye

### SPACE:

Rehearsal space with wood floor

### SPACE:

3-d printing and wood-working

Marquelynn Raposa  
Independent artist

### SPACE:

Black box theater

### SPACE:

Cafe-exhibit-meeting space

### SPACE:

Outdoor exhibit space for gigantic art

## PROGRAM / EVENT:

### PROGRAM/EVENT:

Business training course for creatives

### PROGRAM/EVENT:

Artist-in-residence program (workshops + exhibits)

### PROGRAM/EVENT:

Business training course for creatives

## SERVICE:

### SERVICE:

NB Art Auction (IRL + Virtual)

### SERVICE:

Access to one-on-one service with coach

### SERVICE:

Marketing consultation

## MEMBERSHIP-MODEL

### MEMBERSHIP MODEL:

Pay to play for easy access to rehearsal space

## CAPACITY-BUILDING:

### CAPACITY:

Small organization board /advisor group development

# WORKSHOP 01: BY INDIVIDUAL RESPONSE

January 31, New Bedford

The workshop session resulted in the following individual responses:

### Don Burton / Rhonda M. Fazio

- Space:** Affordable levels of viewing space: small → large
- Program:** Programs that reach every level of artist
- Service:** (Empty)
- Membership:** ND
- Capacity:** connecting to grow \*

### Brooke Mullins Doherty

- Physical Space:** Exhibition space, Public art opportunities
- Programs:** Grant writing workshops, Visiting lectures by professionals
- Services:** Web development services, Free/affordable workshops
- Membership:** Maybe
- Capacity:** Social networking comes for artists

### Vania Novega

- Physical Space:** Web workshops
- Programs:** Photography, Web design, Adobe workshops
- Services:** "Gallery Network", Legal guidance
- Membership:** Only if financially sensible
- Capacity:** Lesser gallery commissions + fees

### Amy Araujo

- Physical Space:** Affordable studio space, High ceilings
- Programs:** Marketing, networking, building relationships
- Services:** Affordable studio housing
- Membership:** Answer depends on cost/travel compensation
- Capacity:** Be surrounded by like-minded individuals

### Mandy Fraser

- Physical Space:** Access to equipment, tools, materials, paint, etc. (list of needs)
- Program/Event:** Artist in Residence program, Patron relations, grant writing, pricing/marketing workshop, contracting artists
- Service:** Catalog of workshop offerings, Directory of artists/collectors/businesses, Legal services, Marketing/promo
- Membership model:** Coop model, Provide services in lieu of membership, Differing membership levels, Support exhibiting membership (artist's choice)
- Capacity:** Need \$\$\$

### Candice Rose Baptista

- Space:** Affordable, reduced + performance space
- Program:** Art + Art + Art - financial support, place them in the city, esp marketing
- Service:** Access to network of creatives, marketing, a big in the city
- Membership:** Training in related services (tech, art, video, etc.)
- Capacity:** Access to post-and-audio programs

### Johnna Tomasz

- Space:** Affordable space for rehearsal + performance
- Program:** Access to affordable housing, sound, set rentals
- Service:** Marketing! Social media, PR, press releases
- Membership:** Contingency on technical skills: sound, light, etc.
- Capacity:** Access to post-and-audio programs

### Lauren Mendell

- Space:** Affordable studio space
- Program:** Specific + flexible to suit needs
- Service:** Marketing differs in how up to date, esp social media + post-and-audio
- Membership:** Post-and-audio for org + physical set up at the end of the show, exhibitions + community
- Capacity:** Be surrounded by like-minded individuals



# WORKSHOP 01: BY INDIVIDUAL RESPONSE

January 31, New Bedford



# WORKSHOP 02: ORGANIZE & PRIORITIZE

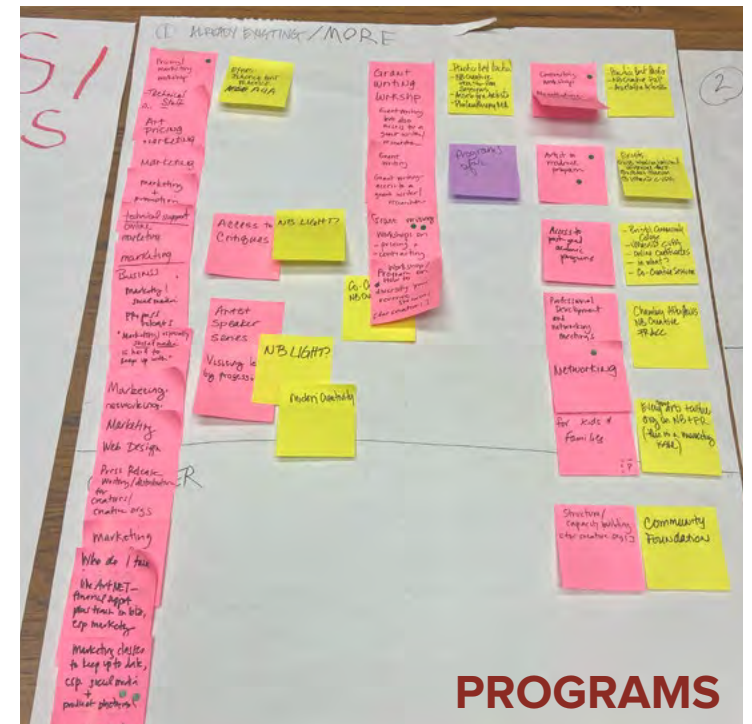
February 7, Fall River

## Six Categories:

1. Spaces
2. **Equipment** [separated out from spaces response]
3. Programs (Trainings)
4. Services
5. Capacity Building
6. Membership Model









# WORKSHOP 02: ORGANIZE & PRIORITIZE

February 7, Fall River



## SPACE



- 1. ALREADY EXISTING:** Needs that some entity is already addressing, but that might require better marketing / matchmaking.
- 2. PILOT PRIORITY:** needs / ideas to be addressed in a pilot program for BOAC II
- 3. FUTURE:** Needs to be addressed in future phases for the BOAC
- 4. OTHER:** Needs that might be implemented through other means (the private sector, etc.)

Use **yellow stickies** to add detail, especially for already existing.

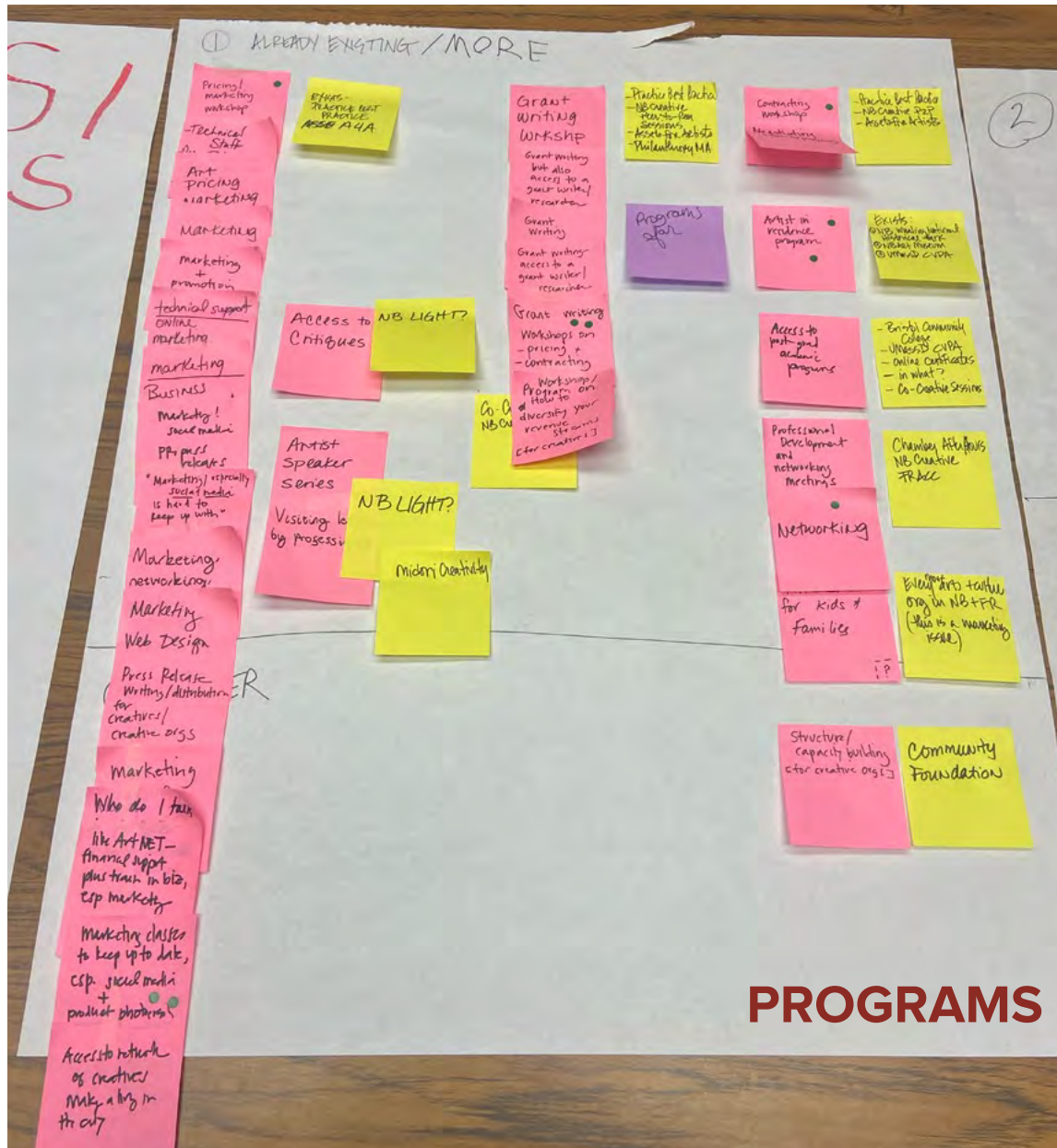


Then, across all sheets, "voting" using 12 green and 12 blue dots:

- 1. Green dot:** Priority for the pilot phase
- 2. Blue dot:** Priority but not until after the pilot. (Something bigger / more complex.)

# WORKSHOP 02: ORGANIZE & PRIORITIZE

February 7, Fall River



## Findings:

- Many **programs** already exist, they just need to be more easily "findable," including more robustly marketed/promoted.
- Participants spoke of the need for a **spectrum** of programs/trainings -- from basic through more advanced level, as well as the desire to see these organized as "**tracks**" (a marketing track, for instance.)



# WORKSHOP 03: PRIORITIZE & DISCUSS

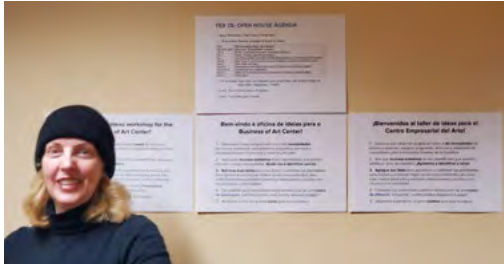
February 28, New Bedford





# WORKSHOP 03: PRIORITIZE & DISCUSS

February 28, New Bedford



# WORKSHOP 04: FURTHER INPUT

March 7, Zoom

SERVICES		
<ul style="list-style-type: none"> <li>• (Free / shared cost) access to digital software - group subscription</li> <li>• Marketing services (social media, websites, etc.)</li> <li>• Legal Services</li> <li>• Accounting / tax for creatives</li> <li>• Human resources</li> <li>• Business advisory / planning budgeting</li> <li>• Pricing services</li> <li>• Networking with funders, patrons, agents / "connective resource"</li> </ul>	<ul style="list-style-type: none"> <li>• Access to grant finding / grant writing</li> <li>• Directory of spaces, including outdoors</li> <li>• Portal for workshop offerings and Events - covering the entire SouthCoast</li> <li>• Child care</li> <li>• Mentor (matching)</li> <li>• Non-profit management (organization of policies and procedures)</li> </ul>	<ul style="list-style-type: none"> <li>• Office hours with experts</li> <li>• Group health insurance</li> <li>• Access to benefits (general)</li> <li>• Gap funding during lulls</li> <li>• "Gallery networks"</li> <li>• Advertising budget to market entire creative community</li> <li>• Printing services</li> <li>• General administration services</li> <li>• Photography / CD design services</li> </ul>

**Above:** Summary of responses for services needs

- Reviewed process to date
- Presented findings by category
- Used polls to ask for feedback on findings and further input by category

**Right:**

Responses to poll questions during zoom workshop

1.Services: what's the one service idea that represents your greatest need today?
Marketing Services
Accounting / tax for creatives
marketing coordinator
gallery networks
Free/ Shared access to directory of spaces/ equipment
gap funding durring lulls - grant writing / finding.
Printing services
marketing services
legal advice
accounting/ tax and access to software
DIRECTORY OF SPACES
Gallery Networks/ Coop
Accounting/ tax for creatives
Accounting/ Tax for Creatives
My greatest need has had to do with refurbishment, floor cleaners, glass cleaners, specialized services. I've been disappointed with the reccs I got.
2.Is anything missing from the service ideas listed? If so, please share your ideas:
No ideas at this time
none
installation assistance
Keynote speakers
I like the Gallery co-op idea.
none
art agent services
provide transportation services beyond traditional work hours
yes exactly! Crossover Gallery/ Coop
group access to workman's comp insurance and retirement investing advising
Perhaps belongs to another category but discounted hotel for visitng artists

# **Workshops Input Summaries**



# SPACES

SouthCoast Business of Art Center - Feasibility Study, Phase II

Needs by Category: Spaces

#	WHAT	EXISTING RESOURCES	1/31	Feb 7	Feb 7	Feb 28	March 7	COMBO SCORE	NOTES
			Interviews Repeats	Green	Blue	Priority	Priority		
1	Studio Space: affordable, safe comfortable work space	Kilburn, Narrows, Hatch Street, Shane Landing (?), Craftyish	6	1			5	12	Affordable; 24/7 access; Group space to create + exhibit + exchange critique (applies also to exhibit space). Including space for sculpture and other related arts
2	Recording studio with equipment	Business Innovation Center (Fall River)	1			4		5	
3	Graphic design studio w/ equipment and shared licenses			1		1		2	
4	Photo/video studio: Infinity walls / sterile environment for video & photography					4	6	10	Computer software space with tech on site; dedicated space to photograph artwork
5	Welding / metal work tools					2		2	
6	Classroom / workshop space	Co-Creative, SouthCoast Surface Design, Interwoven, The Drawing Room, Groundwork, Craftyish, Bristol Community College, UMass Dartmouth	6	1		1	5	13	Big wall for teaching; Web workshops vs in person workshop space (support both). Rental space to show art, art talks, workshops and classes; flexible
7	Hybrid gallery / exhibition / event space (rentable)	Medium sized: Craftyish, The Drawing Room, SouthCoast Surface Design, Interwoven, Co-Creative, The Creative Class?, Bank Street Large: Zeiterion, Whaling Museum, Gallery X	7	5		5	3	20	Some space possibly as a crossover gallery/coop. Also serve as multi-functional / networking space; from small to large; to exchange critiques (affordable)
8	Retail store: buy/trade/test supplies and equipment before buying + space to sell work	Craftyish, Viva FR Popup Shop	5		1	5		11	High traffic location
9	Independent use equipment space / equipment library for equipment check out	(See also Equipment response sheet)					1	1	What is "indy"? Specific use or individual user?
10	Rehearsal space	Gallery X, Steeple Plahouse, Abstrakt Music Company, Co-Creative, Interwoven, Groundwork, 3rd Eye	3	2			1	6	Movement spaces without pillars or other items obstructing; space that allows for bare feet. For music as well as for theater, dance, etc.
11	Performance / event space designed by artists e.g. flooring, lots of power sources, mirrors	Gallery X, New Bedford Whaling Museum	1	3		2		6	
12	Public art opportunities	Fall River Farmers & Artisans Market aka 3rd Fridays (rebrand)						0	
13	Outdoor event space	New Bedford Whaling Museum Courtyard				3	1	4	Outdoor event space to include amenities (accessibility, bathrooms, picnic tables, etc.)
14	Network / hang out / space to chill / low-key space/ to sociaize / open and flexible / drop in		4	1		3		8	Like co-creative but open access?
15	Studio housing for creatives / short term housing for creatives			1		1		2	
16	Certified kitchen spaces					4	1	5	
17	Virtual spaces						1	1	"Find each other online"
18	Space for wood arts (furniture, 3-D sculpture, etc.)							0	Sharing skillsets & ideas; dust controlled; tools on site
19	Retreat space						1	1	
20	Installation space / pop up space / open platform space							0	
SCORING: 0 = means at least 1 person listed it as a need; 1 = means at least 1 other person mentioned it or identified it as a priority; etc.									
HOW (comments on space attributes):									
1	Land Acknowledgement								
2	Inclusive								
3	Multigenerational								
4	Adaptable / flexible / movable								
5	Open door / walk in								
6	High ceilings	Performance, exhibit or both?							
7	Rehab / use unoccupied downtown buildings as possible spaces? (The Armory, etc.)					1			
8	Co-op and/or collective ownership by artists/creatives								

SouthCoast Business of Art Center - Feasibility Study, Phase II									
Needs by Category: Equipment									
			1/31	Feb 7	Feb 7	Feb 28	March 7		
#	WHAT	EXISTING RESOURCES	Interviews Repeats	Green	Blue	Priority	Priority	COMBO SCORE	NOTES
1	Computers and software (tables, graphic design software; bookkeeping software; pricing and budgeting software)	Libraries, Cable Stations		2		3	2	7	Also, drawing tables and drawing pads for graphic design
2	Photo / video equipment					2	4	8	including to photograph work; seamless wall; need other specifics
3	Lighting, sound and set rental for photo / video, greenscreen		1			5	2	7	including music stands
4	Recording equipment	Abstrakt Lab, Southcoast FM (?)				1	1	3	Studio? Outdoor? Both?
5	Equipment (and space) to support hybrid meetings (projector, screen, etc.)	Co-Creative; Learning Academy, Community Foundation	1			1	1	4	
6	3-D printer	Co-Creative, NBWNHP?				2		7	
7	Tools & machinery as collaborative / shared / checked out		1	1	1	2		6	Need to separate out by type and develop specifics
8	Woodworking tools					1		4	
9	Framing equipment and tools					3	1	5	
10	Mural equipment			1		1	1	5	Crane? Lights? Projector?
11	Exhibit equipment - movable displays					3		3	Plus handy person / volunteers
12	Retail fixtures / movable and reconfigurable					0		3	
13	Vehicle fleet	Zipcars - UMass Dartmouth (1), Providence and Boston			1	2		6	Rentable box truck or van (cheaper than a uhaul)
14	Large format printer					3	2	5	Inc printer for giclee
15	Screen printer					2		2	
16	Specialty equipment for textiles							0	
17	Industrial equipment for entrepreneurs							2	
18	Materials for exhibits			2				5	Need specifics
19	Large scale scanner							3	
20	Outdoor event equipment - tables, chairs, stages, pop-up tents, cooling stations, inflatable rentals							3	
21	An inventory of spaces and equipment	Interwoven, CVPA, Kilburn		3				3	
22	Clearing hosue of vetted freeware and open source products							3	
<p>SCORING: 0 = means at least 1 person listed it as a need; 1 = means at least 1 other person mentioned it or identified it as a priority; etc.</p>									
<p><b>Related / see capacity-building:</b></p> <p>Handy person</p> <p>Volunteers</p>									

# PROGRAMS / TRAININGS

SouthCoast Business of Art Center - Feasibility Study, Phase II

Needs by Category: Programs (Trainings, workshops, etc.)

#	WHAT	EXISTING RESOURCES	1/31	Feb 7	Feb 7	Feb 28	March 7	COMBO SCORE	NOTES
			Interviews Repeats	Green	Blue	Priority	Priority		
1	Start here / Start up 101 for Creatives: an overview of business resources for the SouthCoast creative community	Unite some of what New Bedford Creative and the Fall River Arts & Culture Coalition are doing, via a shared website/portal. Practice Best Practice (PBP)	4	2	1	1		8	Like ArtNet - financial support plus training in business, especially marketing; art/creativity as a job - supported by data; make step-by-step
2	Business 101: Profit and Loss / Accounting / Business Finance / Taxes	-PBP -Bristol Community College (?) - Excel for Creatives, etc. State Small Biz Resources Public Libraries	4	1		3	4	12	How to structure a business; Quickbooks or open source solution
3	Business 102: Pricing your work / sales channels / representation / diversifying revenue streams	PBP A4A	7	1		2	2	12	E-commerce, YouTube and Patreon
4	Marketing 101 for Creatives: Portfolio + your story / including technical: indesign/Adobe Creative Cloud programs	Alchemy Station (online), PBP	15	2	2	1	4	24	Regular time on WSAR / use of media; beyond Facebook; press releases
5	Marketing 102: Social Media, including photography and web design	Co-Creative Sessions, PBP	7	2		3	1	13	Photographing your work / product photos
6	Marketing 103: Business Development, patron relationships	PBP	3			3		6	Patreon as a strategy
7	Legal / Contracts / Licensing	PBP, Peer to Peer, State level organizations	1	1		3	2	7	Contracts; issues like copyright
8	Negotiating / Artists Representation	Practice Best Practice New Bedford Creative Peer to Peer Assets for Artists				3		3	
9	Human Resources for orgs and small biz / job posting and job boards		2	1		1	1	5	
10	Grant finding and grant writing	Impala philanthropy MA	4	2		2	3	11	For artists, for creative organizations; access to a grant writer/researcher (relates to services)
11	Creative Professional Development / out of comfort zone	Co-Creative Sessions; Midori Creativity, PBP	1			1	2	4	Support cultural mind shift for growth mindset
12	Fabrication and reproductions		4			1	1	6	Local fabricators, RedBubble, etc.
13	Artist Speaker Series / Visiting Lectures by Professionals	New Bedford Light? Midori Creativity, New Bedford RR	2			1	1	4	
14	Networking: creative collaborations	Chamber After Hours, NB Creative, FRACC				1		1	
15	Selling your products and services in the region and beyond	SouthCoast Artists Association, GalleryX					2	2	
16	Technical creative skills	CVPA, Co-Creative, Craftyish, 3rd Eye	4		1			5	Video editing; voice over, lighting and sound, figure drawing
17	Access to critiques	New Bedford Light? Artists Share!				1	1	2	
18	Artist in Residence Programs	NB WNHPP, NB Art Museum, UMassD CVPA, Westport Cultural Council, New Bedford RR	1	2		2		5	
19	Access to post-grad academic programs / reciprocal memberships / classes at U. Mass Dartmouth and RISD	BCC, UMass CVPA, Online Certificates, Co-Creative Sessions	1		2			3	In what?
20	Structure / capacity building	SouthCoast Community Foundation				3		3	
21	Mentor Program			1				1	
22	Best practice for organizations + physical set up of road shows, exhibitions and connection							0	
23	Office training							0	Meaning microsoft office or physical?
24	Structure / capacity building for creative organizations		2					2	Professional development and networking meetings
25	Retail space: brand awareness training / merchandising							0	
26	Apprenticeships for youth							0	
27	Access to post-grad academic programs							0	
28	Futuring: Art in the future, post COVID, in the digital era and AI era							0	Also NFTs etc

SCORING: 0 = means at least 1 person listed it as a need; 1 = means at least 1 other person mentioned it or identified it as a priority; etc.

HOW:

1 Programs that reach every level of artist

2 Promote an "always learning" spirit



### Needs by Category: Services

[illegible]

# CAPACITY BUILDING

SouthCoast Business of Art Center - Feasibility Study, Phase II

Needs by Category: Capacity Building

#	WHAT	EXISTING RESOURCES	1/31	Feb 7	Feb 7	Feb 28	March 7	COMBO SCORE	NOTES
			Interviews Repeats	Green	Blue	Priority	Priority		
1	Networking / Connecting to Grow		5	2	1	1	2	11	
2	Marketing for the region - advertising budget to market the entire creative community. (Create an art market to draw in buyers and collectors from the Northeast and beyond)		3	2		1	3	9	How do we tap into all creativity in the city and make them feel welcome? Also mentioned as part of services; counts noted here
3	Money, grants					3	4	7	
4	Stipends for advertising					1		1	More info needed
5	Plan + marketing more inclusive events / tap into creativity and make all feel welcome	Midori Creativity	1			1	1	3	
6	Purchasing - economies of scale							0	
7	More events downtown like holiday stroll throughout the year / promoting these events		2			3	1	6	Facilitated programs for exhibitions; pop-up market for selling goods
8	Need money + opportunities to network; do the work; show the work and engage patrons/to buy the work - "system challenge"					4		4	
9	Lower gallery commissions / fees					1		1	Spend up information acquisition about galleries / publish prices and terms (who hangs, how long, opening, marketing, etc.)
10	Facilitated exhibitions			1	1			2	
11	Databases of galleries						1		
12	Database of spaces and equipment, including outdoors (for rent / use)		1	4		1	2	8	
13	Database of artists - to explore collaborations; and shared with local businesses so they can hire locally	NB Creative Directory	1	4	2	2	2	11	
14	Database of grants and funders	Impala Philanthropy MA	2	3			2	7	
15	Database of volunteers					2	2	4	For what activities, specifically?
16	Database and portal for workshop offerings and events - covering the entire SouthCoast	New Bedford Creative, Viva Fall River weekly newsletter	2	1		3		6	
17	Database of specialized / vetted service providers	1					2	2	Exhibit installation services; refurbishment, floor cleaners, glass cleaners
18	Regional patron / arts benefactor education, development, outreach			2		1	1	4	
19	News on patrons / supporters of the arts							0	Monthly profile of: acquisitions / transactions, ala an "art on the move" approach?
20	More partnerships for artists based on community / market data / demand							0	
21	"Mass Moca on the SouthCoast"					2		2	Anchor that contributes to regional identity
22	Collaborative publishing and sales potential						1	1	Ability to go from local to global
SCORING: 0 = means at least 1 person listed it as a need; 1 = means at least 1 other person mentioned it or identified it as a priority; etc.									
HOW:									
1	Be surrounded by like minded individuals					2			
2	Programs + services shouldn't be cookie cutter but rather tailored to the different kinds of creatives								
3	Access to resources by way of free, open, accessible information								
4	Encourage members to take ownership of the association / entity								

SouthCoast Business of Art Center - Feasibility Study, Phase II								
Needs by Category: Membership Approach / Model								
			1/31	Feb 7	Feb 7	Feb 28		
#	WHAT	EXISTING RESOURCES	Interviews Repeats	Green	Blue	Priority	COMBO SCORE	NOTES
	Yes	n/a	8					
	No	n/a						
	It Depends	n/a	7					reserving practice space very important; depends on cost
	IDEAS ABOUT WHAT SHOULD BE INCLUDED:	EXISTING RESOURCES	Interviews Repeats	Green	Blue	Priority	COMBO SCORE	NOTES
1	Shareable work space may be something that people need in order to have the network of creatives built in						0	
2	Practice / Rehearsal Space	Co-Creative, Kilburn, Hatch					0	
3	24/7 Space Access	Co-Creative, Kilburn, Hatch				1	1	
4	"Voice" for artists						0	
5	Travel compensation						0	Need detail
6	Collaborative funding	TDI Creative Catalyst Grants, Commonwealth Places Grants, NEA Our Town, Bloomberg Challenge				1	1	Funding for collaborations - need more detail
7	Access to high quality people					1	1	
8	Health Insurance	MA Health Connector; MA Health free program	1			2	3	Health insurance is a huge barrier for finding / hiring good quality people
9	Workers Compensation						0	
10	Access to high level of artist & sector experts						0	
11	Include equipment usage / space rental						0	
12	Online gallery with commission shared						0	
13	Umbrella insurance						0	
14	Include bookkeeping services in base						0	
	IDEAS ON STRUCTURE:							
1	Explore subsidizing some memberships - income based						0	
2	Co-op model: provide services in lieu of some membership costs					3	3	
3	Point system draw down (vs monthly membership) / pay to play		2			2	4	
4	Ala carte is better						0	
5	Sliding scale for fees / tiers / options					2	2	
6	Cost vs. Value		2	1		2	5	
7	Explore alt ways to pay: wealth, wisdom, work - coop style / trade work for membership						0	
8	Fee should be nominal / gratis / sliding scale						0	
9	Shaping the membership to be more inclusive like a union of sorts would be helpful.						0	
10	Barter system for payments to best utilize our existing resources. It would be tricky but likely a good model.						0	
11	Shareable work space may be something that people need in order to have the network of creatives built in						0	
March 7 - Workshop question / response:								
1.Membership Model: Looking at the version 01 concept, would you be willing to pay for the "membership" concept outlined? If so, what amount per month?								
1	Individual responses:							
2	yes, 25\$ per month for baseline would increase with space usage							
3	not more than \$50/month							
4	Really like the three tiered bundle model as proposed. Definitely willing to pay							
5	Free preferred, currently I pay \$59 per month so membership is considered							
6	I could see someone paying between \$4.99 - \$9.99 depending on what a "future" membership would offer							
7	Member model needs more perks-- willing to pay annual fee if member+ services were also included.							
8	N/A							
9	the bundled piece is a great concept. I might pay 25 a month							
10	Right now I have everything that you are offering save a union style network and "road marketing/sales show."							
11	yes, \$30							
12	yes' \$100 yearly							
13	yes. amount would depend on actual services offered I thought I could actually use.							
14	I like the different models however, I am not sure what amount per month. I need some more time to think.							
15	Undecided.							



# NAME IDEAS

SouthCoast Business of Art Center - Feasibility Study, Phase II		
Naming Ideas		
<b>MARCH 7 Workshop Response:</b>		
<b>1.Of the naming concepts listed so far, which do you think is best and why?</b>		
<b>Potential names and name words from Phase I (New Bedford scope, 2022):</b>	Count	Why:
Creative		
Cultural		
Diffuse NB		
Creativity is Everywhere		
NB Meld Mind Creative Collaboration		
NB AHT!		
Co-Lab		
Creative Wicked Savage		
HUB	1	
Lit		
Portside		
True Colors Spontaneous Celebration Network		
Artists Way		
Vibe Mix Build Flow		
Biz of Art Center		
<b>Potential names and name words from Phase II (Regional scope, 2023):</b>	Count	Why:
SouthCoast Creative	3	Professional! Direct and to the point.
SouthCoast Creative Engine		
Tributary of Creativity		
SouthCoast Art Development Collaborative (SCADC)	1	
SouthCoast Creative Businesses Network	2	
SouthCoast Creative Guild		
SouthCoast Creative Alliance	1	Purpose is clear and I like the thought that we are all allies.
The Guild	1	
The Guild SouthCoast		
SouthCoast Guild of Artists / Creatives		
Art & Soul		May be copywritten out of Texas
Creative Haven	1	
Create Success Inc.		
Help Hope Here		
SouthCoast Artisan Center		
<b>MARCH 7 Workshop:</b>		
<b>2.Do you have other ideas for what this initiative should be named?</b>	Count	Why:
<b>Creative Business Center</b>	1	Just keep it simple
Create the Coast		
Touchstone		
SouthCoast Creatives Network		
One SouthCoast Creative. Sister to the local small business organization.		
South coast creative assistance		
SouthCoast Artisan Collaborative		
The Art Foundry		
Artist Intelligence Mindfulness AIM		
Use crafts "creative" -- not art (across all ideas)		more inclusive; especially for musicians and crafts creators. Also, the general public has a much narrower view of art than creativity. I like using collaborative or alliance.



*Visual artist Nancy Cote and guests in Marek Studio at an Open Studios event, the Narrows in Fall River*