

# Culture as a Tool for Economic Growth

22 March 2012  
SEDES

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# AGENDA

What is Culture?

Culture's social + economic impact

Six case studies

- Large-scale redevelopment
- Art destination
- Art festival
- Art “colony”
- Artist housing
- Public art project

Ways to support culture

# WHAT IS CULTURE?

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museum  
exhibition

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museum  
exhibition

sculpture park

outdoor  
murals

art galleries

# WHAT IS CULTURE?

museum  
exhibition

sculpture park

outdoor  
murals

ballet

art galleries

# WHAT IS CULTURE?

museum

exhibition

sculpture park

music  
festival

theater  
production

outdoor  
murals

spoken word

ballet

live  
fado

opera

art galleries

# WHAT IS CULTURE?

museum  
exhibition

architecture

sculpture park

music  
festival

theater  
production

outdoor  
murals

spoken word

ballet

live  
fado

opera

natural  
history  
museum

science  
museum

art galleries



# WHAT IS CULTURE?

architecture  
fashion  
museum  
exhibition  
botanic garden  
design  
sculpture park  
street art  
theater  
production  
outdoor murals  
music festival  
public parks  
spoken word  
aquarium  
film festival  
ballet  
live  
historical society  
opera  
natural history museum  
zoo  
science museum  
fado  
art galleries  
children's museum

# SOCIAL IMPACT

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## Personal betterment

- Inspire creativity and stimulate new thinking
- Bridge cultural divides
- Improve educational opportunities

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## Social network

- Provide social spaces for public use
- Provide other amenities: classes, exhibitions, cafes
- Build networks between community organizations

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- Bridge cultural divides
- Improve educational opportunities

## Social network

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- Provide other amenities: classes, exhibitions, cafes
- Build networks between community organizations

## Quality of life

- Create pride in community
- Raise awareness/reputation of neighborhood
- Improve safety due to more traffic and commerce

# ECONOMIC IMPACT

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Produce jobs

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Generate revenue for city



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30€

Culture

# ECONOMIC IMPACT

Produce jobs

Generate revenue for city

Bring visitors >> incremental spending



30€ Culture

180€ Accommodations



# ECONOMIC IMPACT

Produce jobs

Generate revenue for city

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30€ Culture

180€ Accommodations

80€ Meals

# ECONOMIC IMPACT

Produce jobs

Generate revenue for city

Bring visitors >> incremental spending



30€ Culture

180€ Accommodations

80€ Meals

92€ Parking + gas

# ECONOMIC IMPACT

Produce jobs

Generate revenue for city

Bring visitors >> incremental spending



30€ Culture

180€ Accommodations

80€ Meals

92€ Parking + gas

160€ Shopping



# ECONOMIC IMPACT

Produce jobs

Generate revenue for city

Bring visitors >> incremental spending



30€	Culture
180€	Accommodations
80€	Meals
92€	Parking + gas
160€	Shopping
<hr/>	
512€	Total



# ECONOMIC IMPACT

Produce jobs

Generate revenue for city

Bring visitors >> incremental spending

Attract “best and brightest”

# ECONOMIC IMPACT

Produce jobs

Generate revenue for city

Bring visitors >> incremental spending

Attract “best and brightest”

Raise property values

# **CASE STUDIES**

# YERBA BUENA

Large-scale Redevelopment | San Francisco, CA (USA)

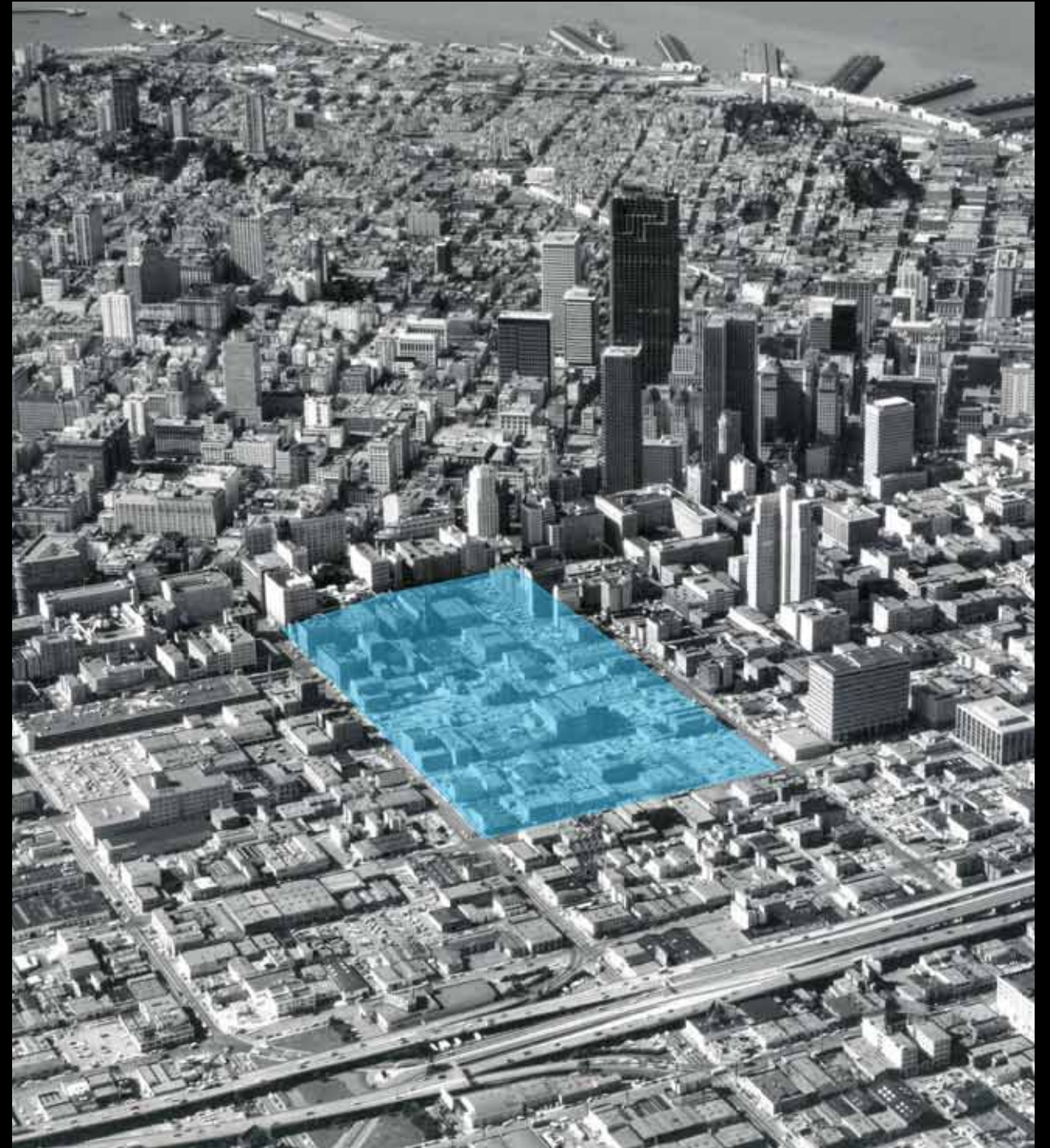




# YERBA BUENA

## BACKGROUND

- 35 hectares of city-owned land
- Redevelopment plan adopted 1966; first facility opened 1993
- Components:
  - underground convention center
  - five hotels
  - shopping center
  - residential units
  - cultural organizations
  - public parks/gardens
  - children's facilities
- Public + private investments totalling \$1.52 billion





# YERBA BUENA

## OUTCOMES

- San Francisco's downtown shifted
- Thriving cultural area, with five museums + 40 arts organizations
- 2,500 hotel rooms, 3,100 residential units (low-income to high-end)
- Millions of visitors annually
- Billions of dollars invested in project and spent in neighborhood
- International reputation





# YERBA BUENA

## RECOMMENDATIONS

- Commit to vision
- Have patience; be persistent
- Listen to community and incorporate its feedback
- Develop mixed-use facility: convention center, hotels, retail, housing, culture, public parks
- Seek public + private investment



# INSTITUTO INHOTIM

Art Destination | Brumadinho, Minas Gerais (Brazil)





# INSTITUTO INHOTIM

## BACKGROUND

- Major contemporary art collection on 1,200-hectare botanical garden
- Conceived in 1980s; opened 2006
- Private enterprise >> nonprofit museum status
- Facilities:
  - 500+ artworks, half Brazilian
  - 17 exhibition galleries
  - nine restaurants + gift shop
  - onsite hotels to come...
- Initiatives: environmental research, educational programs, social inclusion for local community
- Operating budget \$33 million



# INSTITUTO INHOTIM

## OUTCOMES

- 1,000+ employees, many locals
- Nearly 250,000 visitors in 2011
- On weekends, ~4,500 local visitors/day
- Education program serves 40,000+ students/year
- Fostered local businesses
- Touted as one of Minas Gerais' greatest cultural treasures
- Gardens often introduce newcomers to contemporary art
- Hailed as model for “new museum of 21st century”



# INSTITUTO INHOTIM

## RECOMMENDATIONS

- Possess vision and passion
- Need extraordinary wealth if an individual: land, labor, art, upkeep
- Be original; don't follow in others' footsteps
- Bolster the local community: the people, the businesses, the arts



# 3RD WARD

Art “Colony” | Brooklyn, NY (USA)



photo © Liz Clayman

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# 3RD WARD

## BACKGROUND

- 2,800m<sup>2</sup> multi-disciplinary workspace and education center
- Facilities:
  - woodshop, metalshop, jewelry studio, photo studios, media lab
  - co-working office
  - shop and cafe
- 200+ classes/quarter: creative-making, professional development
- Leased space 2005; opened 2006
- Initial funding from classes + parties + membership



photo © Liz Clayman

# 3RD WARD

## OUTCOMES

- Hub of creativity with bustling facility usage
- 2,000+ members; 200 paid teachers; ±15,000 annual visitors
- Launch pad for 100+ small businesses
- Catalyst for other businesses in vicinity: restaurants, galleries, boutiques, event venues
- Grew facility size by 930m<sup>2</sup>
- Expanding to Philadelphia in 2012; in talks with Detroit, New Orleans, Chicago; opening Culinary Incubator in 2013





# 3RD WARD

## RECOMMENDATIONS

- Focus on core competencies and mission statement
- Listen and react to community
- Be receptive to unusual approaches and processes
- Dream



photo © Liz Clayman



# ARTSPACE BUFFALO LOFTS

Artist Housing | Buffalo, NY (USA)





# ARTSPACE BUFFALO LOFTS

## BACKGROUND

- Affordable housing/work space for artists in economically depressed neighborhood
- Rent = \$450–\$895/month
- 60 work/live units: 36 in renovated auto factory, 24 in new buildings
- Street-level space for arts groups and arts-compatible businesses
- Opened 2007
- Artists apply to selection committee
- \$17 million from federal, state, city, foundation, and private sources



# ARTSPACE BUFFALO LOFTS

## OUTCOMES

- Waiting list of 400+ artists
- Self-sustained operating budget
- 24/7 activity in immediate vicinity
- Spurred other rehabilitation projects in neighborhood
- Rising property values
- Created artist community
- Secured Buffalo Arts & Technology Center as tenant: help at-risk youth and unemployed adults
- Considering expanded presence in Buffalo with more live/work spaces



photo © Lukia Costello Photography



# ARTSPACE BUFFALO LOFTS

## RECOMMENDATIONS

- Secure local leadership across several sectors
- Have the will, vision, and commitment
- Dedicate required resources
- Listen to and engage community



# NUIT BLANCHE

Art Festival | Toronto, Ontario (Canada)



# NUIT BLANCHE

## BACKGROUND

- Annual all-night celebration of contemporary art in autumn
- Produced by City of Toronto
- Started in 2006
- Absolutely free
- Participants: the City, artists, curators, cultural and educational institutions, museums, galleries, retailers, restaurants, sponsors
- Three “zones,” each with different themes, curators, and sponsors
- Public + private funding





# NUIT BLANCHE

## OUTCOMES

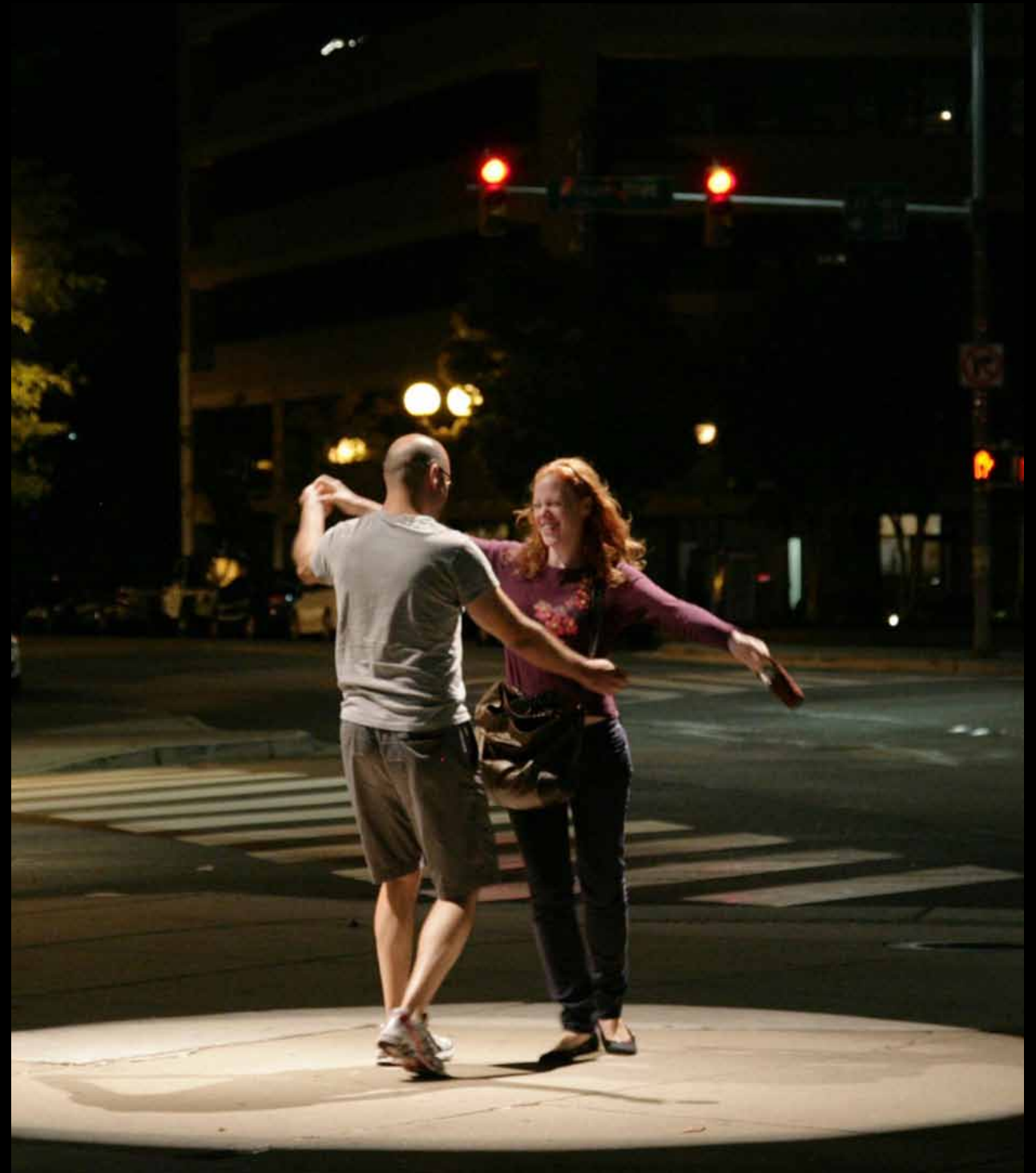
- In 2011, 500 artists (mostly local), 500 volunteers, 25 corporate sponsors and media partners
- Estimated one million attendees, with 120,000 out-of-towners
- Estimated economic impact: \$37.2 million; \$110 million total since '06
- Boosts civic pride
- Toronto recognized as cultural destination; hosting PanAm Games
- Grew from \$400,000 & four months >> \$2.4 million & 20 months



# NUIT BLANCHE

## RECOMMENDATIONS

- Establish base of support from city/state/federal agencies
- Ensure event is solid enough to weather administrative changes
- Measure impact to sell future projects to city
- Promote, promote, promote!
- Offer free to public to reach everyone through/with art
- Don't sell title sponsorship short



# THE BAY LIGHTS

Public Art Project | San Francisco, CA (USA)

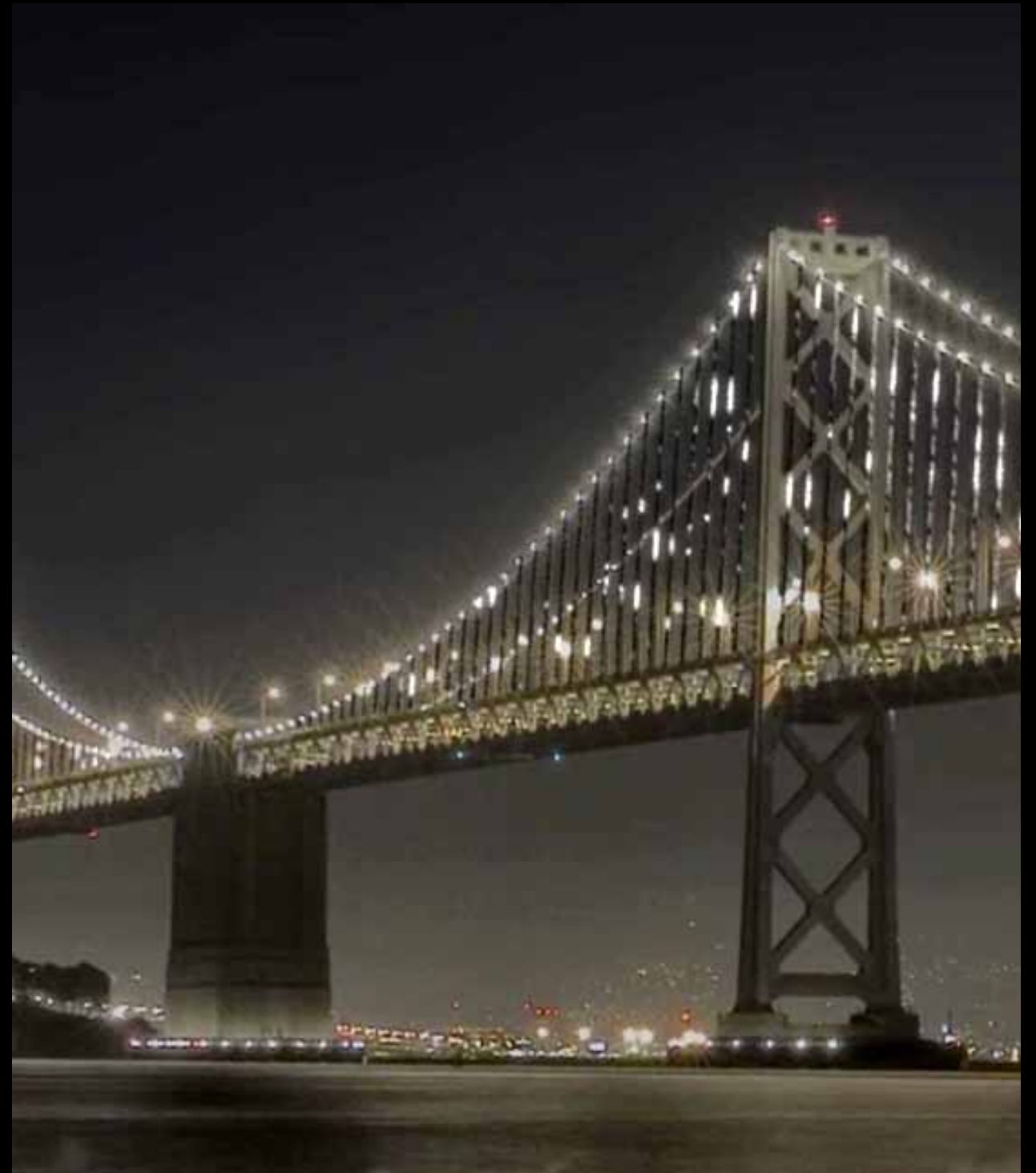




# THE BAY LIGHTS

## BACKGROUND

- Iconic light sculpture designed by artist Leo Villareal in celebration of Bay Bridge's 75th anniversary
- Conceived 2010; on view 2012–14
- Estimated \$7 million cost
- Supported by various agencies: Caltrans, City and County of San Francisco, Bay Area Toll Authority, San Francisco Arts Commission, Mayor's Office
- 250 people involved in execution



# THE BAY LIGHTS

## OBJECTIVES

- Grow San Francisco reputation
- Increase local civic pride
- Connect communities
- Stimulate through art

## PROJECTIONS

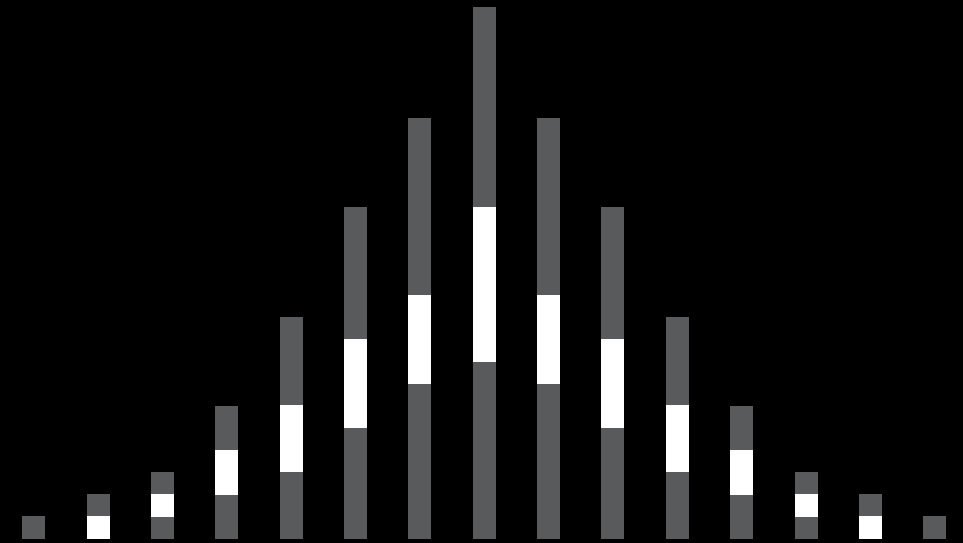
- Attract 50 million viewers
- Conservative \$97 million in incremental spending
  - *The Bay Lights* visitors => hotel occupancy up 0.25%
  - Resident day trips up 2.5%
  - Accidental visitors up 2.5%



# THE BAY LIGHTS

## RECOMMENDATIONS

- Have vision
- Mobilize various communities: government, arts patrons, cultural organizations, volunteers
- Rely on strengths of alliances, partnerships, and sponsors



The Bay Lights

# SUMMARY

- Possess and commit to **vision** and **passion**
- Listen to and engage with **local community**
- Reflect **local culture**
- Seek varied **partnerships**
- Endeavor to secure **multiple funding sources**





# OTHER WAYS TO SUPPORT

- Ensure the arts have — and spend — marketing budgets
- Pool marketing resources by city/region
- Work with landlords to recognize artists' value and subsidize rent
- Subsidize rehearsal space and studios
- Support through capital improvement (1% for the Arts)
- Donate property or charge \$1 rent to arts organizations for 99 years





# OTHER WAYS TO SUPPORT

- Create Arts & Business Council
- Offer professional development programs
- Link existing art organizations with wayfinding signs, paths, or trolleys
- Brand existing arts with themes for peak seasons
- Facilitate local arts collaborations



# REFERENCES

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## INTERVIEWS

Ben Davis, Founder, Words Pictures Ideas and Founder, *The Bay Lights*

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Wendy Holmes, SVP Consulting & Strategic Partnerships, Artspace Projects

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John Killacky, former Executive Director, Yerba Buena Center for the Arts

Allan Schwartzman, Chief Curator, Inhotim

Julian Sleath, Programming Manager, Toronto Economic Development & Culture

Jessica Tom, Marketing Director, 3rd Ward

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# OBRIGADO

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