



Office of Performance Management Oversight (OPMO)

Massachusetts Cultural Council
FY2020 Report



Agency Mission

- **Mission:** Mass Cultural Council is a state agency that promotes excellence, education, diversity, and inclusion in the arts, humanities, and sciences to foster a rich cultural life for all Massachusetts residents and contribute to the vitality of our communities and economy. We pursue this mission through a wide range of grants, initiatives, and advocacy for artists, communities, organizations, and schools. We work with partners in government, the cultural community, and across sectors, to increase public and private investment in the arts, humanities, and sciences.
- **VALUES:** We believe in the power of culture. Working through the arts, humanities, and sciences, culture is a dynamic force for enriching communities, growing the economy, advancing equity, and fostering individual creativity. Culture is intrinsically valuable and unique in its ability to lift the human spirit. We recognize the essential role that a rich cultural life plays in communities and the lives of individuals. To invest in our cultural life is to invest in our shared future.



Agency Mission

- VISION: We envision a Commonwealth where:
 - Culture elevates the quality of life and well-being of all communities
 - Culture drives growth and opportunity through the creative economy
 - Culture is inclusive, accessible, and embraces our diversity
 - Culture empowers a new generation through creative youth development and education
- **Contribution to Partnerships for Growth:** Build Vibrant Communities



Agency Goals

- **Agency Goal 1:** Growing the Economy - Support the economic health of communities through targeted investments in the cultural sector by working closely with the most fragile cultural institutions to increase their capacity and put them on a more secure footing so they can best serve the public and their community.
- **Agency Target for Goal 1:** 30 organizations participate in Capacity Accelerator Network (CAN). At end of CAN: 75% of CAN organizations report that their participation in the network has provided them knowledge to understand their capital structure and business model, and guidance in identifying a plan of action to address challenges to their financial sustainability, and 75% of CAN organizations will have developed their own plan of action to address challenges to their financial sustainability.
- **Results of Goal 1:** In FY20, the Capacity Accelerator Network was expanded to include the Safe Harbors Initiative in response to COVID-19. Because of this, CAN expanded from 30 organizations to over 1,000, including MCC grantee and non-grantee organizations. 100% of CAN organizations conducted emergency cash flows, performed analysis of their capital structure and business model, learned about federal COVID-19 federal assistance programs, crafted multiple operating scenarios, and crafted a plan of action to navigate cultural disruption. In addition, 100% of organizations that attended webinars on the Payroll Protection Program, and applied, received funds.



Agency Goals

- **Agency Goal 2:** Enriching Communities - Increase the impact of community-led efforts to sustain and promote a rich cultural life by providing communities the resources, training, and tools needed to increase their capacity and effect change.
- **Agency Target for Goal 2:** Have in-person site visits with 33% of Local Cultural Councils (LCCs) and Cultural Districts (CDs) to: analyze and communicate opportunities, strengthen established LCCs/CDs, support emerging LCCs/CDs, act regionally, strengthen and expand LCC/CD networks with each other and their communities.
- **Results of Goal 2:** Before COVID-19 brought in-person visits to a halt, the team had visited 70 (21%) of the 329 LCC/CDs. Each visit allowed the communities to share their practices around grant making, marketing, working with their municipalities, fundraising and understanding of the Mass Cultural Council best practices for LCCs. It is the first time that the Mass Cultural Program has embarked on a goal of visiting, in person, all 329 Local Cultural Councils in the Commonwealth. The site visit program shut down in early March because of COVID-19 but the Community Program Officers turned to provide office hours via zoom as well as monthly community check-ins for the entire LCC and Cultural District Community. Between mid March and the end of September the Communities Team has completed a total of 50 online meetings, site visits and webinars for the LCC community.



Agency Goals

- **Agency Goal 3:** Advance equity and inclusion – Continue the EBT Card to Culture Program with Department of Transitional Assistance to expand access to the arts, humanities, and sciences for low-income residents.
- **Agency Target for Goal 3:** 200 organizations participating. 10% increase in people taking part in program.
- **Results of Goal 3:** 244 organizations participating. For the first half of FY20 we were on track for a 13% increase in the people participating in the program with 111,832 people visiting the participating organizations. However, COVID-19 related closure of all cultural organizations meant no one could visit the participating organizations. We are proud that in two and a half years, 480,338 people have benefited from this program and have been able to access cultural venues at free or greatly reduced admission.
- **Agency Goal 4:** Empower a creative generation - Support the growth of, creative, productive, independent-minded young people through creative youth development.
- **Agency Target for Goal 4:** Maintain number of youth served (9,400) through 74 grants.
- **Results of Goal 4:** Served 9,420 youth through 74 grants.



Cultural Districts

- **Program Description:** An initiative to allow communities to create state-sponsored cultural districts to stimulate new arts and cultural activity and attract creative businesses. The evidence is clear: A thriving creative sector is one of our Commonwealth's most powerful economic development assets. In support of this, the Mass Cultural Council's Cultural Districts Initiative was authorized by an act of the Massachusetts state legislature in 2010, and launched in April 2011. Cultural districts help local arts, humanities, and science organizations improve the quality and range of their public programs so that more local families can benefit from them. They enhance the experience for visitors and thus attract more tourist dollars and tax revenue. And they attract artists, cultural organizations, and entrepreneurs of all kinds - enhancing property values and making communities more attractive.
- **Program Budget:** \$285,000
- **Partnerships for Growth Goal Alignment:** Communities, Creative Businesses (including individual artists), Residents and Visitors



Cultural Districts

- **Fiscal Year Goal 1:** The Cultural District Initiative will encourage Massachusetts communities to strengthen their sense of place, while stimulating economic activity, improving the experiences of visitors to our communities, and creating a higher quality of life.
- **Fiscal Year Target 1:** 100% of cultural districts that maintain designation after 5-year period, 2 new designations. Increase in visitation reported by districts.
- **Results of Goal 1:** 100% of cultural districts that maintain designation after 5-year period (8 out of 8 districts chose to renew their designation and were approved in August 2019), 3 new designations (Winchester, Framingham, Fall River).
- Due to COVID-19 and the necessary shut down and phased reopening, Cultural Districts saw huge drop offs in visitation for March – June 2020. In the Fall of 2019, 20 Districts participated in our Fair Saturday pilot which had Massachusetts participate as the only US State in this global initiative. Cultural Districts in the South Shore and the Cape were set to have record breaking visitation due to the Plymouth 400 activities. In January of 2020 staff convened a regional meeting with Cultural Districts from the Cape and Islands to set a regional marketing strategy. A similar regional meeting was planned for the Berkshire districts.
- Then COVID19 protocols came into effect. As a result, only Five (5) Districts reported an increase in visitors from FY2019 to FY2020. Of those, three put that range from 2% to 5%, one put the increase at 15% and one put the increase at 52%.



Cultural Investment Portfolio

- **Program Description:** The Cultural Investment Portfolio (CIP) provides unrestricted general operating support grants and project support grants to nonprofit organizations that provide public programs in the arts, sciences, and humanities in Massachusetts. CIP recognizes that organizations with an established record of programmatic service and administrative stability should have access to funds to support their organizational goals and objectives, and to maintain their ongoing programs, services, and facilities without special emphasis on new initiatives as justification for funding. State investment in nonprofit arts, humanities, and science organizations yields returns in economic impact and increasing public access, according to the information gathered from the Massachusetts Cultural Data Project.
- In Fiscal Year 2016 Mass Cultural Council invested in close to 400 nonprofit arts, humanities, and science organizations through the Cultural Investment Portfolio. In turn these organizations:
 - Pumped more than \$1.2 billion into the state's economy through direct spending.
 - Employed 32,889 independent contractors, and full-time and part-time workers.
 - Paid more than \$36 million in payroll taxes.
 - Delivered public programs that drew more than 20 million people. Nearly half of these individuals attended for free!
 - Served nearly 3.7 million children with arts, history, and science education programs through school partnerships and afterschool programs.
 - Generated more than \$138 million in individual contributions from residents of Massachusetts and beyond.



Cultural Investment Portfolio

- **Program Budget:** \$6,481,250 (\$5,727,500 planned CIP FY20 budget + \$758,050 in COVID-19 relief grants)
- **Partnerships for Growth Goal Alignment:** Cultural non-profits, Communities, and Residents/Visitors
- **COVID – 19 Response:** See slide 3 to learn more about the COVID-19 services we offered cultural non-profits across the state. In addition to providing services that helped them secure federal funding, we provided relief grants to 335 CIP orgs totaling \$758,050.
- **Fiscal Year Goal 1:** The Portfolio works to strengthen a cultural sector that generates \$1.2 billion in economic activity, creates thousands of jobs, and delivers programs to more than 20 million people a year. Not just a funder, the Portfolio is a source of invaluable expertise, advocacy, and peer dialogue.
- **Fiscal Year Target 1:** Award 340 operating support grants to cultural organizations, Offer cultural non-profits across state diverse menu of customized technical assistance, 4 small shop workshops, 3 financial data analysis workshops, 4 CAN sessions, 1 board governance workshop, 1 sexual harassment prevention workshop, Site visits to 85 organizations (Executive Director 1 on 1's, Peer consultation, Capacity Building, or Strategic planning)



Cultural Investment Portfolio

- **Results of Goal 1:**

Awarded 340 operating support grants to cultural organizations, plus an additional 335 Safe Harbor COVID-19 relief grants to original operating support grants. Additional Services in FY20:

- Three small shop convenings
- Three CAN Workshops: Orientation, Capitalization, and Cash Flow Planning
- One board governance workshop
- One sexual harassment prevention workshop
- One board ethics webinar
- Three financial data analysis workshops
- 16 Safe Harbors Instructional Series Webinars with 2,000 participants: PPP/Cares Act, Cash Flow, Scenario Planning, Management in Crisis
- Nine Safe Harbors group coaching sessions: Seasonal business models, community arts education organizations, organizations in leadership transitions, cash flow, scenario planning, management, and PPP coaching
- 10 advising sessions with Nonprofit Finance Fund and organization senior leadership
- 36 hours of Nonprofit Finance Fund consulting with organizations facing severe financial challenges
- Three successful full-scale consulting engagements with TDC, Nonprofit Finance Fund, and Rainmaker Consulting to support strategic planning of three organizations facing severe financial challenges
- 40 in-person site visits to organizations (suspended March 2020), including Executive Director 1 on 1's, Peer consultation, Capacity Building and Strategic Planning



Festivals

- **Program Description:** A program designed to provide funding to help festival programmers meet the needs of producing, promoting, and developing audiences. From jazz and independent film to town celebrations and folk traditions, festivals are a core part of our state's arts and culture ecosystem. Festivals build community, foster cultural exchange and understanding, and help tourism. They add a rich and vibrant texture to communities, and provide access to arts, heritage, and educational programs that engage wide and varied audiences.
- **Program Budget:** \$130,000
- **Partnerships for Growth Goal Alignment:** Communities
- **Fiscal Year Goal 1:** Fund festivals and help them learn how to better collect audience data through pilot Festival LAB working with Arts Boston
- **Fiscal Year Target 1:** 9 festivals taking part in pilot Festivals LAB



Festivals

- **Results of Goal 1:** 10 Festivals took part in the Audience Lab Cohort which completed in September 2020. Between May 28 - June 9, 2020, 10 Massachusetts festivals participated in ArtsBoston's Audience Lab for Festivals. Festivals appreciated the intentional space curated to strategize, discuss marketing tactics, test marketing ideas, explore data collection techniques and share lessons learned with each other. The one in-person gathering was noted to be especially valuable for its activities and the social cohesion of the cohort, but virtual gatherings were also appreciated. This program is unique because festival producers do not convene with peers very often in a learning environment to share practices and challenges and create connections. Over the course of the 10 months we learned how to better support festivals in the Commonwealth and will create a toolkit with resources which all festivals will have access too.