
Prepared by the

September 2008
The University of Massachusetts Dartmouth Center for Policy Analysis is a multidisciplinary research unit that promotes economic, social, and political development by providing research and technical assistance to client organizations. The Center for Policy Analysis offers custom designed research and technical analysis in the areas of economic development, public management, program evaluation and polling research for government agencies, non-profit organizations, private businesses, and educational institutions. The Center for Policy Analysis strives to erode the walls between research and teaching by training students in the techniques of applied social science and by conducting university and community based educational programs. The Center for Policy Analysis does not pursue a predetermined research agenda, but is a flexible research organization responding on a timely basis to the problems and issues identified by client agencies.

Clyde W. Barrow, Ph.D., Political Science
Director

EXECUTIVE BOARD

David Borges, M.P.A., Public Administration
Assistant Director/Senior Research Associate

Chris Eisenhart, Ph.D., English
Senior Research Associate

John Fabanjong, Ph.D., Political Science
Senior Research Associate

William Hogan, Ph.D., Economics
Senior Research Associate

Toby Huff, Ph.D., Sociology
Senior Research Associate

Susan Krumholz, J.D., Ph.D., Sociology
Senior Research Associate

Spencer Ladd, Ph.D., M.F.A., Design
Senior Research Associate

Robin A. Robinson, Psy.D, Ph.D., Social Welfare
Senior Research Associate

Gail Russell, M.S., Ed.D., Nursing
Senior Research Associate

Shawna E. Sweeney, Ph.D., Political Science
Senior Research Associate

Jeffrey Robinson, M.P.A., Public Administration
Adjunct Research Associate

Paul Vigeant, M.A., Public Administration
Adjunct Research Associate

Luther Wallin, M.R.P., Regional Planning
Senior Research Associate

David Borges, M.P.A., Public Administration
Assistant Director/Senior Research Associate

Andrea Davis, B.S., Sociology
Assistant to the Director

Executive Staff

Matthew Hirschy, B.S., Marketing
Research Assistant

ADJUNCT RESEARCH ASSOCIATES

Paul Vigeant, M.A., Public Administration
SouthCoast Development Partnership

Correspondence and inquiries should be addressed to: Center for Policy Analysis, University of Massachusetts Dartmouth, 285 Old Westport Road, North Dartmouth, Massachusetts 02747-2300 (telephone: 508-990-9660; fax: 508-999-8374).

Copyright © Center for Policy Analysis. All rights reserved.

Author: Clyde W. Barrow, Ph.D., Director, Center for Policy Analysis

Website URL: www.umassd.edu/cfpa

The information and analysis in this report does not represent an official statement or view of the University of Massachusetts.

Polling and Program Evaluation Research Series No. 64
## CONTENTS

**Executive Summary** ........................................................................................................ iv

**1.00 Introduction** ........................................................................................................... 1

1.10 AHA! - Arts, History, Architecture ........................................................................... 1

1.20 Massachusetts Cultural Council John and Abigail Adams Grant ..................... 2

1.30 AHA! Partners ........................................................................................................... 3

1.31 Active Partners ......................................................................................................... 3

1.32 AHA! Community Programming Groups 2007 ................................................. 4

1.40 Economic Impact and Program Evaluation Methodology .................................. 5

1.41 Economic Impact Analysis ...................................................................................... 5

1.42 Program Evaluation .................................................................................................. 6

1.43 Visitor Survey ........................................................................................................... 6

1.44 Telephone Survey .................................................................................................... 6

**2.00 Economic Impact Analysis** ................................................................................. 7

2.10 Economic Impacts of AHA! ..................................................................................... 7

2.11 AHA! Expenditures ................................................................................................. 7

2.12 AHA! Attendee Expenditures .................................................................................. 8

2.13 Total Economic Impacts .......................................................................................... 8

2.14 Historical Economic Impacts .................................................................................. 10

**3.00 Program Evaluation** ............................................................................................. 11

3.10 Goal 1: Build Capacity ............................................................................................. 12

3.11 Project Infrastructure and Partnership Design ...................................................... 12

3.12 Other Capacity Building Actions ............................................................................. 16

3.20 Goal 2: Invest in Performance Based Programming ........................................... 16

3.21 Establish an AHA! Improv Troupe ........................................................................ 17

3.22 Five Original Content Performances ..................................................................... 17

3.30 Goal 3: Extend The AHA! Brand To The City’s Wider Cultural Scene ............. 18

3.31 Success of Branding Strategies .............................................................................. 19

3.40 Goal 4: Measure and Publicize the Perpetual Shift ........................................... 20

3.50 Other AHA! Events ................................................................................................. 22
4.00 Visitor Survey Results

4.10 Place of Residence

4.20 How Respondents Heard about AHA!

4.30 Attendance Patterns

4.31 Have Previously Attended AHA!

4.32 Number of Times Respondent Attends AHA!

4.40 Rating of AHA! Event

4.50 Visits to Downtown Restaurants, Café’s, and Shops

4.51 Do You Plan to/or Have You Patronized One of the Downtown Restaurants or Cafes Tonight?

4.52 Do You Plan to/or Have You Shopped at One of the Downtown Retail Establishments?

4.60 Number of Programs/Venues Attended

4.61 Number of Programs/Venues Attended at Time of Survey

4.62 Number of Other Programs/Venues that Respondents Planned to Attend

4.70 Visitor Expenditures

4.80 Respondents’ Perceptions of Downtown New Bedford and AHA!

4.81 Perception of Downtown New Bedford

4.82 Perception of Benefits to the City of New Bedford

4.90 Open-End Comments

4.91 What is the Main Reason that You Enjoy Attending AHA!?

4.92 Any Suggestions for Improving the Formatting of AHA! Night?

5.00 Telephone Survey

5.10 Do You Know about AHA!?

5.20 Have You Ever Attended an AHA! Event?

5.30 Have You Attended an AHA! Event in the Last 12 Months?

5.40 How Many Events Have You Attended in the Last 12 Months?

5.50 How has AHA! Changed Your Perception of Downtown New Bedford?

5.60 Do You Think that AHA! Provides a Positive Benefit to the City of New Bedford?
Appendix A – Survey Instrument .................................................................39
Appendix B - Calendar Themes .................................................................40
Appendix C – AHA! Partners ...................................................................41
Appendix D - Governance and Operating Principles ..............................50
Appendix E - Steering Committee Members ............................................56
Appendix F - Center for Policy Analysis Telephone Survey Methodology .................................................................57
Appendix G - Open-End Comments ............................................................58
Appendix H – IMPLAN & Economic Impact Methodology ....................63
[This page left blank intentionally]
EXECUTIVE SUMMARY

AHA! (Art, History & Architecture) is New Bedford's free Downtown Cultural Night and collaborative cultural organization. The AHA! mission is to be a cooperative venture dedicated to invigorating the downtown New Bedford cultural scene. The project accomplishes this through:

- presenting second Thursday FREE cultural nights,
- inviting local and regional artists, cultural groups and educators to present their work and ideas,
- spearheading cooperative marketing,
- being a forum for the AHA! Partners to convene around shared topics, and
- contributing to the City's Creative Economy initiatives.

AHA! nights began in July 1999; its monthly 2nd Thursday events have taken place continuously since that time. These flagship cultural nights are held on the second Thursday of each month from 5:00 PM to 9:00 PM and involve 47 downtown museums, galleries, arts organizations, merchants, and restaurants. Each month's event is themed with offerings that include art exhibits, live music, theater skits, lectures, and interactive family and adult cultural experiences.

The Massachusetts Cultural Council (MCC), under its John and Abigail Adams Arts Program for Cultural and Economic Development, awarded New Bedford's AHA! Project $40,000 in 2005 and $50,000 in 2006 for new initiatives and ongoing expansion of the city's Second Thursday free arts and culture nights. The MCC Adams Grant program has continued to support AHA! with $60,000 in 2007 and $60,000 in 2008. The MCC requires that funded programs document their performance in terms of economic impacts and program implementation. To that end, AHA! retained the Center for Policy Analysis (CFPA) at UMass Dartmouth to conduct an economic impact analysis and program evaluation of 2007-2008 AHA! activities. The CFPA has previously conducted studies of the AHA! project in the Cultural Economic Development phase of MCC funding, which allows a longitudinal look at some aspects of the project.

The four elements of the economic impact analysis and program evaluation include:

I. Economic Impact Analysis – Calendar Year 2007
II. Program Evaluation – Calendar Years 2007 and 2008
IV. Telephone Survey – November, 2007

I. Economic Impact Analysis

The total economic impact of the AHA! for the 2007 program year is $527,765. These impacts include $163,555 in direct impacts, $238,994 in indirect impacts, and $125,216 in induced impacts. AHA! also created an additional 6.7 full-time equivalent positions in 2007. These jobs are annualized FTEs (Full-Time Equivalent), that is, they represent year long employment. The
employment impacts occur primarily in the areas of miscellaneous store retailers, food and drinking establishments, and museums and historical sites.

| Total Economic and Employment Impacts of AHA! - 2007 |
|----------------|-----------|-----------|-----------|
|                | Direct    | Indirect  | Induced   | Total     |
| Economic Impact| $163,555  | $238,994  | $125,216  | $527,765  |
| Employment Impact| 4.9      | 0.6       | 1.2       | 6.7       |

AHA! spent a total of $143,500 on activities in 2007, not including in-kind contributions. Thus, for every dollar spent by AHA!, 3.7 dollars in economic impacts were created. When in-kind expenditures are included, 2.3 dollars in economic impacts were created for every dollar spent by AHA!. In terms of the state’s return on investment, a total of $60,000 of the Massachusetts Cultural Council grant was spent by AHA! in 2007. With a total economic impact of $527,765, almost nine dollars have been generated for every state dollar spent in grant money.

The estimated total economic impact of AHA! has increased by 96.8 percent from 2000 to 2008 (inflation-adjusted dollars). The increase in economic activity since 2000 is primarily driven by four factors: higher attendance at AHA! events, an increase in the number of AHA! partners, an increase in the level of in-kind contributions from AHA! partners, and improvements in the reporting of in-kind expenditure data from AHA! partners.

II. Program Evaluation

AHA! partners established five goals in its 2007-2008 grant application with the Massachusetts Cultural Council. However, AHA! did not receive full funding and determined that the level of resources would be optimally used in focusing on the first four goals of its application.

Overall, AHA! implemented effective strategies to accomplish these four goals:

- **Goal I:** Build Capacity within the AHA! Infrastructure and Transition from the Current Programming-Based Partnership Around 2nd Thursdays to that of a Membership-Based Organization Representing Cultural Sector Venues.

To addresses the issue of capacity building and sustainability, AHA! held a series of professionally moderated meetings that focused on project infrastructure and partnership design. These 2 hour sessions were designed to address staff capacity and resources, project mission and scope, partnership and governance, and sustainability and diversified income. These meetings had four primary goals:

1. Discussion of how to evolve the project’s partnership design from a programming based model to reflect broader cultural sector membership.

2. Examination of the benefits and drawbacks of becoming a 501c3.
3. Determination of the optimal staff and services required to support AHA! activities.

Several outcomes were realized as a result of these meetings, including:

- the creation of a new mission statement,
- a decision to not pursue becoming a 501(c) (3),
- the creation of a set of Operating Principles that may be used as a structure for a new non-profit, should that be the optimal path in the future. Until that time, the Operating Principles lend structure and transparency to how the organization functions. The Operating Principles also outline a succession plan and Steering Committee rotation,
- improved communication, collaboration, and leadership between the cultural sector and the city to promote the growth of the creative economy,
- contribution to the City’s efforts to convene a Creative Economy Task Force,
- participation in the long-term implementation of the program through membership on the New Bedford Economic Development Council, and
- the establishment of a partnership with First Night New Bedford to produce a family oriented First Night event.

Goal 2: Invest in Performance-Based Programming for 2nd Thursdays that will Sustain the 2006 Super AHA! Momentum in the Project’s Flagship Event.

AHA! established an AHA! Improv Troupe for 2nd Thursday events in 2007. The Troupe provided roving performances and added a fresh participatory element to AHA! Team AHA! Performances blended new approaches and historic acting methods (e.g., street side improv, “commedia dell’arte,” mask theater, and living statuary) and entertained visitors by serving as roving emcees who announced the upcoming hour’s featured attractions. The Team AHA! Improv Troupe continued into 2008 with a greater focus on a few performance formats, locating the performance pieces so that they had context and a backdrop, and identifying the performers with branded AHA! materials, such as signage and T-shirts.

For the performances, the focus was on musical performances and songs, stationary visual art performances, and some theatrical pieces that were set in specific locations. In addition, the orientation function was seen as separate, located geographically, and clearly identified. This year has been more successful in terms of recognition for the teens as a part of the AHA! staffing plan as well as the teens having a larger street presence and welcoming face of AHA! on the streets on AHA! night.

In addition, AHA! presented original content performances that premiered on 2nd Thursdays. AHA! commissioned each piece and worked closely with artists so that the performances played off of the extraordinary array of outdoor and indoor AHA! venue settings. The focus of the performances was on musical performances and songs, stationary visual art performances, and theatrical pieces that were set in specific locations.
Goal 3:  Extend the AHA! Brand so that it Captures and Communicates the Complete Experience of New Bedford's Downtown Cultural Scene.

To promote the downtown cultural scene on a more consistent, daily basis and to extend the AHA! brand to the wider cultural scene, AHA! partnered with the city’s leading online events calendar newbedford360.com. The partnership and associated marketing presented the AHA! brand online and offline as an ambassador of the downtown cultural scene. Online, AHA! posted lead stories with top pick events that occupy one of the site’s key banners. Offline, highly visible strategies for driving traffic to the online calendar were pursued and jointly branded with a campaign of a Cultural Declaration as well as outreach activities.

Lead offline publicity has moved the brand recognition into many segments of the local population and includes:

- street team marketing,
- newspaper advertising,
- radio public service announcements,
- a standing guest spot on talk radio for AHA! night,
- a monthly Arts and Culture Show for cable access,
- Constant Contact e-mail blasters for partners and Friends of AHA!, which can be rebroadcast,
- a presence on Myspace,
- box-toppers on pizza boxes and a stuffer for local grocery store bags,
- LCD highway signs,
- co-branding with corporate sponsors,
- poster distribution,
- the seasonal calendars of partner institutions, and
- free listing from arts and culture sections of the newspapers.

Goal 4:  Measure and Publicize the Perceptual Shift AHA! is Having on the Public’s View of Downtown New Bedford.

The Center for Policy Analysis conducted a visitor survey and a telephone survey on behalf of AHA! to measure visitor satisfaction and respondents’ perception of AHA! and downtown New Bedford, among other goals. Results of the surveys indicate that respondents have a very high perception of the AHA! project. For example:

- 91.3 percent of respondents from the Telephone Survey feel that AHA! provides a positive benefit to the City of New Bedford, although only 61 percent of these respondents have actually attended an AHA! event.
- 81.4 percent of respondents from the Visitors Survey have a more positive perception of downtown New Bedford as a result of attending AHA!, while only one respondent (0.3%) has a more negative perception of downtown New Bedford. Eleven percent of respondents (11.2%) have a perception that has not changed and 7.1 percent of respondents do not know how their perception has changed.
• 69.0 percent of respondents from the Telephone Survey who know about AHA! have a more positive perception of downtown New Bedford as a result of AHA!, while no respondents (0.0%) have a more negative perception of downtown New Bedford, 13.5 percent have a perception that has not changed, and 17.5 percent of respondents do not know how their perception has changed.

• 98.0 percent of respondents from the Visitors Survey feel that AHA! provides a positive benefit to the City of New Bedford, while 91.3 percent of respondents from the Telephone Survey feel that AHA! provides a positive benefit to the City of New Bedford.

III. Visitor Survey Results

A survey was administered to 400 AHA! visitors at various locations during the January, February, March, April, May and June 2008 AHA! events. The goal was to survey at a broad spectrum of events, including the galleries, restaurants, on the street, and at live performances. The purpose of the survey is to determine where AHA! visitors live, to establish visitation patterns, to measure satisfaction levels with AHA!, and to obtain expenditure data that was used to calculate the economic impacts of AHA!

Results of the survey include:

• More than half of respondents (53.4%) live in New Bedford, while smaller percentages live in Dartmouth (9.8%), Fairhaven (8.3%), Acushnet (3.1%), and Fall River (3.1%). More than eighty percent of respondents (82.4%) live in Bristol County and 7.8 percent live in Plymouth County. In addition, 4.7 percent of respondents live outside of Massachusetts, including visitors from Rhode Island, Vermont, New Hampshire, California, Arizona, New York, Michigan, and West Virginia.

• Respondents rate AHA! Thursday nights highly; nine in ten respondents (90.3%) rate that night’s AHA! as a seven or higher on a 1 to 10 scale and 30.0 percent of respondents rate the event as a 10. Only 4.9 percent of respondents rate the event as a 5 or below.

• Respondents are most likely to have heard about AHA! by word of mouth (48.9%), the newspaper (20.3%), and by other means (20.0%). Smaller percentages of respondents report that they heard about AHA! from a poster/card (4.5%), the radio (3.9%), the Internet (1.3%), and by email (1.1%).

• More than two-thirds of respondents (68.8%) report that they have previously attended AHA!, while 31.3 percent are AHA! first-timers.

• More than eighty-five percent of respondents (85.6%) attend AHA! more than once a year, with 51.1 percent attending AHA! four or more times a year, 34.5 percent of respondents attending two or three times a year, and 14.4 percent of respondents attending once a year.

• More than two-thirds of respondents (66.9%) patronized or planned to patronize one of New Bedford’s downtown restaurants or cafes during the AHA! event and 55.2 percent of respondents shopped or planned to shop at one of the downtown retail establishments.
More than fifty-five percent of respondents (55.1%) spent or planned to spend money in downtown New Bedford during AHA! events and spent an average of $43.44 on items such as art, food/drinks, miscellaneous retail, transportation, gas, and parking.

IV. Telephone Survey

A telephone survey of 409 SouthCoast households was conducted in November of 2007. The survey measures the percentage of residents who know about AHA!, the percentage that have attended an AHA! event, the average number of events attended, and how AHA! has changed respondents’ perception of downtown New Bedford. This baseline data will allow AHA! to measure changes in respondents’ perceptions of AHA! over time and will assist the organization to refine its marketing strategies as the organization continues its efforts to strengthen its brand.

Results of the survey include:

- Forty-six percent of respondents (46.0%) indicate that they have previously attended an AHA! event, while 54.0 percent have not attended an AHA! event.
- Among respondents who have attended an AHA! event, 86.9 percent have attended an AHA! event in the last 12 months, while 13.1 percent of respondents have not attended an AHA! event in the last 12 months.
- Sixty-nine percent of respondents (69.0%) indicate that they have a more positive perception of downtown New Bedford as a result of AHA!, while no respondents (0.0%) have a more negative perception of downtown New Bedford, 13.5 percent have a perception that has not changed, and 17.5 percent of respondents do not know how their perception has changed.
- More than ninety-one percent of respondents (91.3%) feel that AHA! provides a positive benefit to the City of New Bedford.
1.00 INTRODUCTION

1.10 AHA! - Arts, History, Architecture

AHA! (Art, History & Architecture) is New Bedford’s free Downtown Cultural Night and collaborative cultural organization. A project of the Community Foundation of Southeastern Massachusetts, a 501(c)(3), the AHA! mission is to be a cooperative venture dedicated to invigorating the downtown New Bedford cultural scene. The project accomplishes this through:

- presenting second Thursday free cultural nights,
- inviting local and regional artists, cultural groups, and educators to present their work,
- spearheading cooperative marketing,
- being a forum for the AHA! Partners to convene around shared topics, and
- contributing to New Bedford’s creative economy initiatives.

AHA! began in July 1999 and its monthly 2nd Thursday events have taken place continuously since that time. These flagship cultural nights are held on the second Thursday of each month from 5:00 to 9:00 PM and involve forty-seven downtown museums, galleries, arts organizations, merchants, and restaurants. Each month's event is themed so that distinctive cultural programs are presented that allow a wide range of opportunities for performers, artists and humanitarians of all disciplines and levels to engage the public. On a typical AHA! Night, several art exhibits open, live music is presented, theater skits or a lecture take place, and interactive family and adult cultural experiences abound. AHA! is funded in part by The City of New Bedford, The Massachusetts Cultural Council, The Island Foundation, local business community sponsorship, individual donors, and partner venue dues.

Since its inception, AHA! has been a catalyst for downtown development, both cultural and non-cultural. AHA! began with 14 partners in 1999 and now has 47 partners in various industry sectors, including museums and attractions, galleries and studios, restaurants, retail shops, and cultural organizations. In conjunction with the growth of AHA!, over 500,000 square feet of commercial space in downtown New Bedford has been renovated for commercial use or converted to residential use since 2000, for a total value of $55 million. An additional $25 million in renovations and construction is underway or in the planning stages (Economic Development Strategy for Downtown New Bedford, FXM Associates, 2007).

The number of visitors to AHA! and the quality of programming continues to grow each year, as does the excitement and energy generated by the event. For example, respondents from the most recent AHA! Visitor Survey comment that AHA! “makes downtown come alive,” “provides a chance to learn more about the City and what is has to offer,” “creates an energy in the downtown area,” and “is the place to be” on Thursday nights. As the 10-year anniversary of the AHA! project approaches, the City has implemented a widespread and cohesive effort to include the creative economy sector in their economic modeling by hosting a Creative Economy Task Force and pursing the implementation of recommendations from that Task Force.

1 The AHA! calendar themes for the 2007-2008 season can be found in Appendix B.
1.20 Massachusetts Cultural Council John and Abigail Adams Grant

The Massachusetts Cultural Council (MCC), under its John and Abigail Adams Arts Program for Cultural and Economic Development, awarded New Bedford’s AHA! Project $60,000 in 2007 for new initiatives and ongoing expansion of the city’s Second Thursday free arts and culture nights. The goal of the John and Abigail Adams Arts Program is to maximize the economic impact of the cultural sector in Massachusetts by funding initiatives that connect artists and cultural organizations to local and state economic development efforts, nurture new arts and cultural enterprise development, raise awareness of the Commonwealth’s cultural products, and increase arts and cultural visitors to the state.

This is AHA!’s fourth year of consecutive funding from the Adams Grant of the MCC. Funding from the MCC Adams Grants has allowed AHA! to pursue program rich events, cultural planning initiatives, and to pilot new programs. These programs and initiatives include:

- The Cultural Convening, Spring of 2006.
- Summer Saturdays in the City, Summer of 2006.
- Summer 7C’s Movie Series, Summer of 2006.
- Wings Court programming and stakeholder dialogue, started summer of 2006.
- Strategic Planning Sessions, Spring 2007.
- Fire and Ice/First Night, December 2007.
- Fast Forward, April 2008.
- City Celebrates!, All summer Thursdays in Summer of 2008.

Meri Jenkins, the MCC’s Adams Program Manager, offers these thoughts on AHA!’s accomplishments. “The AHA! Project has consistently proved that cultural activities can and do play an important part in a community’s economic future. The project has helped to attract businesses, development and people into a downtown that was largely dormant seven years ago in the evening hours and is a model for other communities thinking about adopting cultural economic development as a development strategy.”
1.30 AHA! Partners

1.31 Active Partners

There are forty-seven active AHA! partners for the 2007-2008 season (see below). Active partners sign an agreement, pay yearly dues, and attend programming meetings. A detailed description of each partner each can be found in Appendix C.

Museums and Attractions
- New Bedford Whaling Museum
- New Bedford Art Museum
- The New Bedford Whaling National Park Visitor Center
- Rotch-Jones-Duff House & Garden Museum
- Zeiterion Theatre
- *New Bedford Ocean Explorium

Galleries and Studios
- ArtWorks! Partners for the Arts and Community, Inc.
- MOSAIC Gallery
- Tatlock Gallery (closed 2008)
- The Wilson Gallery (closed 2008)
- up / stair / fine / art (closed)
- John Magnan Studio
- Dyer Maker Studio
- GALLERY X
- mediumstudio
- UMass Dartmouth College of Visual & Performing Arts STAR STORE Campus
- Arthur Moniz Gallery
- *Tf6 The Gallery
- *Colo Colo Gallery

Restaurants
- Café Arpeggio
- Catwalk Bar & Grill
- Cork Wine and Tapas Bar
- The Green Bean
- Freestone's City Grille
- Spicy Lime
- * Indicates new partner.

Retail Shops
- Artificial Marketplace
- Bejeweled
- BLUSH beauty bar
- Calico
- The Crystal Garden, The Dolls Closet & The Green Lantern
- Elaine's T-shirt
- Joe Piper, Celtic & World Musical Goods
- Salon Lola
- Wicked Mermaid
- *Vetu Fine Gifts and Consignment
- *Crowell's Fine Art and Custom Framing
- *Solstice Skateboarding
- *The Bedford Merchant
- *The White Bouquet

Cultural Organizations
- First Unitarian Church in New Bedford
- New Bedford Preservation Society, Inc.
- New Bedford Free Public Library
- Pilgrim United Church of Christ, UCC
- The New Bedford Friends Meeting House
- *Working Waterfront Festival
- Tryworks Collection
- Market Street Condominiums
- *Waterfront Historic Area League
1.32 AHA! COMMUNITY PROGRAMMING GROUPS

In addition to active partners, there are also twenty-one community programming groups who work in collaboration with the AHA! mission to present public programming, but do not pay dues or contribute on a monthly basis.

These include:

- AHAY! (ArtHistoryOceansYouth), an Invest-In-Kids/A.C.C.E.S.S. Art Corp.
- Astronomical Society of Southern New England
- Azorean Maritime Heritage Society
- Bartleby Scrivener poetry group
- Brick by Brick
- Bristol Community College
- Culture*Park
- Greater New Bedford Earth Eve Procession of People Powered Floats
- Greater New Bedford Regional Refuse Management District
- New Bedford High School
- New Bedford Historical Society
- New Bedford Symphony Orchestra and the Symphony Shop.
- Oceanarium WOW Mobile
- Operation Clean Sweep
- Polish Women's Business and Professional Club
- Rhode Island Black Storytellers
- Schooner Ernestina
- SMILES Mentoring
- Southcoast Blood Bank at St. Luke's Hospital
- The Equal Marriage Coalition of the SouthCoast
- The Family Center
- The New Bedford Early Literacy Consortium
- The New Bedford Police Department
- The New Bedford Public Schools
- The Old Bedford Village Community Development Corporation
- The SouthCoast Children's Theatre
- Tree City
- Veterans transitions House
- Whitfield-Manjiro Friendship Society
- YWCA New Bedford
1.40 Economic Impact and Program Evaluation Methodology

The MCC Adams Grant program requires that funded organizations document their performance in terms of outputs (economic impacts, leveraged funds, visibility, etc.) and process (program implementation). To that end, AHA! retained the Center for Policy Analysis (CFPA) at UMass Dartmouth to conduct an economic impact analysis, program evaluation, visitor survey, and telephone survey of 2007 and 2008 activities. CFPA has conducted six economic impact analyses, program evaluations, and/or visitor surveys for AHA! since 2000. The four elements of this report and the methodology of each are explained below.

1.41 Economic Impact Analysis

Economic impacts measure the importance of an economic activity primarily in terms of the employment and personal (labor) income generated by that activity. Economic impacts consist of direct impacts, indirect impacts, and induced impacts. The direct, indirect and induced economic impacts of AHA! are specified using IMPLAN (IMpact Analysis for PLANing), which is an econometric modeling system developed by applied economists at the University of Minnesota and the U.S. Forest Service. 2

Specifically, the Center for Policy Analysis estimated the direct, indirect, induced, and total annual economic impacts of AHA! based on expenditures that were collected from the following sources:

- **Expenditures by AHA!**. Includes AHA! expenditures on items such as staff salaries, payments to artists, office supplies, travel, advertising, and printing. This data was provided by AHA!.
- **Expenditures by AHA! Partners**. Expenditure data from the AHA! partners was obtained from each of the partner organizations. This data only includes expenditures that are specifically dedicated to AHA! activities.
- **Expenditures by AHA! Visitors**. Expenditure data from AHA! visitors was estimated from intercept surveys that were administered at various AHA! locations.

---

2 A detailed explanation of direct, indirect, and induced impacts, as well as an explanation of the IMPLAN economic modeling system can be found in Appendix H.
1.42 PROGRAM EVALUATION

The program evaluation assesses the implementation of AHA! Thursday Nights in terms of the goals established in AHA!’s 2007 grant application with the Massachusetts Cultural Council. The goals that will be addressed in the program evaluation are:

- **Build capacity** within the AHA! infrastructure and transition from the current programming-based partnership around 2nd Thursdays to that of a membership-based organization representing cultural sector venues.
- **Invest in performance-based programming** for 2nd Thursdays that will sustain the 2006 Super AHA! momentum in the project’s flagship event.
- **Extend the AHA! brand** so that it captures and communicates the complete experience of New Bedford’s downtown cultural scene.
- **Measure and publicize the perceptual shift** AHA! is having on the public’s view of Downtown New Bedford.

1.43 VISITOR SURVEY

A direct intercept survey of AHA! visitors was administered at various venues during the January, February, March, April, May and June 2008 AHA! events. Student Research Assistants from the Center for Policy Analysis conducted face-to-face interviews in downtown New Bedford at a cross-section of AHA! locations that were determined by AHA! staff. Staff from the Center for Policy Analysis trained the interviewers intensively before they began interviewing, including practice interviews. Interviews were conducted between 6:00 pm and 9:00 pm. A total of 400 surveys were completed by AHA! visitors over these six nights. A copy of the survey instrument can be found in Appendix A.

The survey was conducted to achieve four objectives:

- To develop a basic profile of AHA! visitors, including where they live and what they do when they attend AHA!
- To measure visitor satisfaction with AHA! and to use this data to optimize the visitor experience.
- To measure visitors’ perceptions of AHA! and downtown New Bedford.
- To provide expenditure data for the purpose of estimating the 2007 economic impacts of AHA!

1.44 TELEPHONE SURVEY

A telephone survey of 409 SouthCoast households was conducted in November, 2007 to measure the percentage of residents who know about AHA!, the percentage that have attended an AHA! event, the average number of events attended, and how AHA! has changed respondents’ perception of downtown New Bedford. The methodology for the telephone survey can be found in Appendix F.
2.00 ECONOMIC IMPACT ANALYSIS

The strength of a program like AHA! is that it stimulates economic activity in both the creative economy and in other sectors of the region’s economy. For example, a family from Fairhaven who attends an AHA! Thursday event may attend a lecture at the New Bedford Whaling Museum, purchase a piece of art at ArtWorks!, eat at Café Arpeggio, and purchase gasoline on their way home. This economic activity might not have occurred without the AHA! program and is an example of how AHA! encourages both on-site (e.g. downtown museums and restaurants) and off-site (e.g. gas stations, convenience stores) economic activity.

Moreover, this spending induces further rounds of economic activity. For example, an artist from downtown’s Gallery X may use the proceeds from the sale of a piece of art to purchase a shirt at the mall or any number of other items. In turn, employees of these establishments use their wages and make further purchases. These multiplier effects play themselves out until the economic activity is finally exhausted.

2.10 ECONOMIC IMPACTS OF AHA!

2.11 AHA! EXPENDITURES

AHA! made $228,492 in expenditures in 2007, which includes $143,550 in direct AHA! expenditures and $84,942 in in-kind expenditures that were provided by the AHA! partners. In-kind items include staff ($35,254), goods ($17,868), and space/facilities ($31,820) and accounted for 37.2 percent of AHA!’s total expenditures in 2007 (see Table 1).

<table>
<thead>
<tr>
<th>Table 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA! and Partner Expenditures, 2007</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Expense</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA! Personnel</td>
<td>$87,500</td>
</tr>
<tr>
<td>Contracts</td>
<td>$19,500</td>
</tr>
<tr>
<td>Marketing</td>
<td>$14,000</td>
</tr>
<tr>
<td>Programming</td>
<td>$14,800</td>
</tr>
<tr>
<td>Overhead</td>
<td>$7,750</td>
</tr>
<tr>
<td>Total AHA!:</td>
<td>$143,550</td>
</tr>
<tr>
<td>In-Kind Staff</td>
<td>$35,254</td>
</tr>
<tr>
<td>Goods</td>
<td>$17,868</td>
</tr>
<tr>
<td>Space/Facilities</td>
<td>$31,820</td>
</tr>
<tr>
<td>Total In-Kind</td>
<td>$84,942</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$228,492</td>
</tr>
</tbody>
</table>

AHA!’s fiscal calendar runs from January 1 through December 31, although AHA! receives funding from organizations that operate on various fiscal schedules.
2.12 AHA! Attendee Expenditures

AHA! attendees spent an estimated total of $199,827 due to AHA! activities. This amount includes on-site expenditures for items such as art, food and drinks, retail, and parking as well as for off-site purchases that occurred as a direct result of AHA! (see Table 2).

<table>
<thead>
<tr>
<th>Item</th>
<th>Avg. Amount Spent on Item</th>
<th>% Who Spent $ On Item</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Site Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Galleries/Art</td>
<td>$54.30</td>
<td>11.0%</td>
<td>$44,314</td>
</tr>
<tr>
<td>Food/Drinks</td>
<td>$25.43</td>
<td>49.8%</td>
<td>$93,955</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>$22.48</td>
<td>15.8%</td>
<td>$26,351</td>
</tr>
<tr>
<td>Other Items</td>
<td>$22.43</td>
<td>1.8%</td>
<td>$2,995</td>
</tr>
<tr>
<td>Transportation</td>
<td>$15.33</td>
<td>1.5%</td>
<td>$1,706</td>
</tr>
<tr>
<td>Gas</td>
<td>$12.97</td>
<td>7.3%</td>
<td>$7,024</td>
</tr>
<tr>
<td>Parking</td>
<td>$6.60</td>
<td>2.5%</td>
<td>$1,224</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$43.44</strong></td>
<td><strong>55.1%</strong></td>
<td><strong>$177,570</strong></td>
</tr>
<tr>
<td>Off-Site Expenditures</td>
<td></td>
<td></td>
<td><strong>$22,257</strong></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td></td>
<td><strong>$199,827</strong></td>
</tr>
</tbody>
</table>

2.13 Total Economic Impacts

The total economic impact of the AHA! for the 2007 program year is $527,765. These impacts include $163,555 in direct impacts, $238,994 in indirect impacts, and $125,216 in induced impacts (see Table 3). AHA! also created an additional 6.7 full-time equivalent positions in 2007. These jobs are annualized FTEs (Full-Time Equivalent), that is, they represent year long employment. The employment impacts occur primarily in the areas of miscellaneous store retailers, food and drinking establishments, and museums and historical sites.

<table>
<thead>
<tr>
<th>Total Economic and Employment Impacts of AHA!, 2007 Program Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Impact</td>
</tr>
<tr>
<td>Employment Impact</td>
</tr>
</tbody>
</table>

AHA! spent a total of $143,500 on activities in 2007, not including in-kind contributions. Thus, for every dollar spent by AHA!, 3.7 dollars in economic impacts were created. When in-kind expenditures are included, 2.3 dollars in economic impacts were created for every dollar spent by AHA! In terms of the state’s return on investment, a total of $60,000 of the Massachusetts Cultural Council grant was spent by AHA! in 2007. With a total economic impact of $527,765, almost nine dollars have been generated for every state dollar spent in grant money.

The total impacts of AHA! are conservative estimates for three reasons:

- Some AHA! visitors who would normally not shop in downtown New Bedford return to make purchases when AHA! is not taking place. In other words, the AHA! event attracts new people to downtown by raising awareness about the quality and types of businesses offered in the downtown area. This is one of the central missions of AHA!; to create a vibrant and economically vibrant downtown at all times, not simply when an AHA! event is taking place. Estimates of these economic activities are not included in the economic impact estimate.

- Visitations on AHA! night may result in sales at other times as visitors return to purchase items later in the week (delayed effect sales). For example, an AHA! visitor may see a piece of art during AHA!, tell a friend about the piece, and that friend returns at a later date to make the purchase. This group differs from the group in the paragraph above in that these individuals are regular visitors to AHA! and the downtown area. Estimates of these economic activities are not included in the economic impact estimate.

- AHA! provides an opportunity for performers, business owners, artists, and other AHA! participants who are not located downtown to increase their exposure and sales in other locations. For example, participants in the farmer’s market may see an increase in sales at their normal location, artists may see more visitors to their studios in other locations, and cultural institutions may gain new members from the cross-marketing exposure that AHA! offers. Estimates of these economic activities are not included in the economic impact estimate.
2.14 HISTORICAL ECONOMIC IMPACTS

The estimated total economic impact of AHA! has increased by 96.8 percent from FY 2000 to CY 2007 in terms of inflation-adjusted dollars (see Figure 1). The increase in economic activity since 2000 is primarily driven by four factors: higher attendance at AHA! events, an increase in the number of AHA! partners, an increase in the level of in-kind contributions from AHA! partners, and improvements in the reporting of in-kind expenditure data from AHA! partners.

Also of note is that the growth in economic impacts occurred during a time when the Community Foundation of Southeastern Massachusetts became AHA!’s fiscal agent. The relationship with the Community Foundation has created additional capacity for AHA! and its staff due to improvements in technology, office space, administrative support, and community perception of the partnership.

Figure 1

Historical Total Economic Impacts of AHA!

- Actual
- Inflation Adjusted

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>$150,000</td>
<td>$300,000</td>
<td>$450,000</td>
<td>$600,000</td>
<td>$750,000</td>
</tr>
<tr>
<td>Inflation Adjusted</td>
<td>$150,000</td>
<td>$300,000</td>
<td>$450,000</td>
<td>$600,000</td>
<td>$750,000</td>
</tr>
</tbody>
</table>
3.00 PROGRAM EVALUATION

AHA! is in its 10th year of operation and its fourth round of funding from the Massachusetts Cultural Council (MCC). Programs funded by the MCC are required to document their performance in terms of process, that is, to measure the degree to which program implementation actually meets established goals and objectives. A comprehensive program evaluation supports a variety of goals, including: (a) internal program management and planning, (b) fundraising, (c) coalition building, and (d) generating publicity and public awareness.

Since its inception, AHA! has established clear goals and objectives that steer the program's activities. As AHA! continues to shape New Bedford’s cultural sector, the need to effectively measure the program’s success in connecting goals and objectives with measurable outputs has reached a new level of importance, particularly because AHA’s! goals have changed in each round of funding to meet new challenges.

AHA! partners established five goals in its 2007-2008 grant application with the Massachusetts Cultural Council. The following pages examine the degree to which AHA! has met these goals over the past two years. 4

Goals:

- **Build capacity** within the AHA! infrastructure and transition from the current programming-based partnership around 2nd Thursdays to that of a membership-based organization representing cultural sector venues.

- **Invest in performance-based programming** for 2nd Thursdays that will sustain the 2006 Super AHA! momentum in the project’s flagship event.

- **Extend the AHA! brand** so that it captures and communicates the complete experience of New Bedford’s downtown cultural scene.

- **Measure and publicize the perceptual shift** AHA! is having on the public’s view of Downtown New Bedford.

- **Lead a "cultural pathways" planning process** that articulates how permanent outdoor art installations can highlight and connect major downtown attractions.

---

4 AHA! included five goals in its application with the MCC. However, AHA! did not receive full funding and determined that the level of resources would be optimally used in focusing on the first four goals stated above. AHA! intends to focus on the fifth goal as future funding from various sources becomes available.
3.10 GOAL 1: BUILD CAPACITY

3.11 PROJECT INFRASTRUCTURE AND PARTNERSHIP DESIGN

A central goal of the MCC Adams Grant program is to assist funded programs to become economically and organizationally sustainable. This outcome is dependent on an organizational structure and collaborative model that invites and sustains active and embedded partnerships that can endure funding and personnel changes. The missions, visions, and direction of non-profit organizations can be significantly affected by staff turnover or funding shortfalls. AHA! has not been immune to these factors, although the program has sustained a high level of program continuity due to strong collaboration with its partners and the City of New Bedford.

AHA! addresses the issue of sustainability in its first goal, which establishes a series of professionally moderated meetings that focus on project infrastructure and partnership design. The meetings were professionally moderated by Kendra Chencus, Assistant professor of Law and Director of the Southern New England School of Law Community Development Clinic, which focuses on nonprofit clients. Craig Dutra, President of the Community Foundation of Southeastern Massachusetts, also contributed to the process. The Steering Committee conducted five facilitated sessions that were held on the Tuesday slot previously set aside for Steering Committee governance business. For the first six months of 2007, the time was used to ratify and renew the AHA! mission statement and to develop a strategic vision of the AHA! project. The steps were judged to be a critical developmental step to move the organization forward, as well as a necessary step to encourage a change of leadership.

These 2 hour sessions were designed to address the following issues:

- Staff capacity and resources (March 6)
- Project mission and scope (April 3)
- Partnership and governance (May 1)
- Sustainability and diversified income (June 5)
- Wrap-up session (July 10th)

The meetings had four primary goals:

1. Discussion of how to evolve the project’s partnership design from a programming based model to reflect broader cultural sector membership.
2. Examination of the benefits and drawbacks of becoming a 501(c) (3).
3. Determination of the optimal staff and services required to support AHA! activities.

Following are the details of each of these four goals.
Goal 1: Discussion of How to Evolve the Project’s Partnership Design from a Programming Based Model to Reflect Broader Cultural Sector Membership.

The process of AHA! Strategic Planning, which identified core mission activities as well as activities the organization had taken on by default, took place at the same time that the City convened a Creative Economy Task Force. With discussion, it became increasingly evident where AHA! fit in the programming and marketing suite of activities associated with cultural economic development. The existence of the City’s Task Force, which had real responsibility for the Creative Economy as well as the resources to meet the structure and support needs of that sector, freed the AHA! project to respond to the needs of the downtown merchants and cultural venues.

An outcome of this process was the creation of a new AHA! mission statement and a decision to not pursue becoming a 501(c) (3). Instead, AHA! created operating principles, board roles, and the structure to act as a functional network under the umbrella of the Community Foundation of Southeastern Massachusetts. The mission reaffirms the commitment to core programming on Thursday nights as well as the principle of partner participation and ownership of the content. For 2008, the AHA! project is seeking to use the newly articulated mission to meet challenges and opportunities in New Bedford and to practice the operating principles. The Governance – New Mission Statement and Operating Principles are attached in Appendix D.

The new AHA! mission statement is:

AHA! (Art, History & Architecture) is a cooperative venture dedicated to invigorating the downtown New Bedford cultural scene. The project accomplishes this through:

- Presenting second Thursday FREE cultural nights.
- Inviting local and regional artists, cultural groups, and educators to present their work and findings.
- Spearheading cooperative marketing efforts.
- Being a forum for the AHA! Partners to convene around shared topics.
- Contributing to the City’s Creative Economy initiatives.

On February 4th, 2008, AHA! held its first Annual Meeting and elected new members of the Steering Committee. These new members were nominated through a process led by Craig Dutra, Karie Vincent, Nelson Hockert-Lotz, Anne Louro, and former co-chair, Lasse Antonsen.
An important aspect in evolving the project’s partnership design from a programming based model to one that reflects broader cultural sector membership is the growth in the number and types of AHA! partners since the project’s inception. As Table 4 shows, the number of partners has increased from 14 in 2000 to 47 in 2008, with significant growth in nearly each type of partner.

Table 4
Number and Type of Partner: 2000 to 2008

<table>
<thead>
<tr>
<th>Type of Partner</th>
<th>2000</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museums &amp; Attractions</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Galleries &amp; Studios</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Restaurants</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Retail Shops</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>Cultural Organizations</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>14</td>
<td>47</td>
</tr>
</tbody>
</table>

**Goal 2: Examination of the Benefits and Drawbacks of Becoming a 501(c)(3).**

AHA! entered a self-study under the heading of “Building Capacity” to consider the pros and cons of becoming a separate 501(c)(3) structure. The final result of the process was a set of Operating Principles which could be used as a structure for a new non-profit (see Appendix D). The process was scheduled for three meetings, but in the end took six months of Steering Committee meetings.

The result of the deliberation on the status of becoming a 501(c)(3) is that until there is a clear necessity, the Operating Principles offer a transparent process for running the project. Leadership transition, terms of service, seeking new members of the leadership group, and annual gatherings are all articulated in the operating principles. It became clear that having the Community Foundation as the overarching structure and fiscal agent made it currently unnecessary as well as undesirable to be a separate 501(c)(3). The newest report from the Boston Foundation also suggests that there is inevitability in merging small cultural non-profits in areas where the bases of support are shared. AHA! already has the position of being a true collaborative and the Steering Committee members do not want AHA! to compete in the economic or governance structure of its existing non-profit partners.

**Goal 3: Determination of the Optimal Staff and Services Required to Support AHA! Activities.**

The self-study and mission focus became a transition process for AHA! At the final meeting, the staff person who had worked with the project for four years resigned to take on another professional challenge. In the midst of the governance study, the long term Program Director, Margie Butler left to take a new position; Lee Heald who had been a co-chair of the Steering Committee stepped into the Interim Position. In the six-month process of hiring an actual
replacement for Program Director, some Steering Committee members resigned. Replacements for Steering Committee slots were carefully considered to ensure that there is a broad base of support from the community and a balance among non-profit organizations, artists and independent creative workers, the community, local government representation, and the retail sector. A list of the new Steering Committee can be found in Appendix E. Members currently serve for one-year, which allows for some fluidity, encourages people to experiment with participation and involvement, and allows members to train ongoing leadership for the project.

The work of the NBEDC in the Creative Economy took some pressure off AHA!, which is the only cooperative creative economy group in the City. This, in turn, diminished AHA!’s workload because AHA! staff were not seeking demonstration projects - for example, lighting pathways, - in the city infrastructure. The Creative Economy Task Force determined that these types of activities more appropriately belonged within the city infrastructure.

The new relationship with the Community Foundation as fiscal agent also provides a level of service that creates more capacity for the Program Director. Partnerships have grown, audience has grown, and sponsorship has grown without the need for more time from the current staff. New projects, like First Night or City Celebrates!, which were held at the request of the Mayor in cooperation with the City, have necessitated more staff hours, but not different skill sets and new people.

**Goal 4: A Sustainability Plan for Diversified Sources of Income.**

Funding is often the most salient issue for non-profit organizations. Regardless of the level of planning, an organization’s success in meeting its goals is greatly affected by the amount of funding it receives. AHA! has sought to diversify its sources of income to limit annual effects on programming due to lack of funding, although the program has been successful in increasing its funding by 464 percent since FY 1999 (see Figure 2). Since FY 1999, approximately 38 percent of AHA!’s funding has come from the state (Massachusetts Cultural Council), 20 percent from the City of New Bedford, and 15 percent from the Island Foundation. Importantly, these figures do not include in-kind support from AHA! partners or support from the City of New Bedford for items such as police details, the trolley, road closures, electrical work, and stages.

During the strategic planning exercise, one of the meetings was originally dedicated to income diversification. As the process unfolded, that time was used to finish the operating principles. The result was that the AHA! project still needs to have a business plan and a pathway for future sustainability.

In the short-term, the AHA! project has received a three-year $20,000 commitment from the Island Foundation, hosted a successful fund raiser, and is on target to have the best corporate support year to date. In addition, with the increase of new partners, partner dues are a solid contributor to earned income. While AHA! partners account for only about 4 percent of funding since 1999, this amount has more than tripled over this period. In addition, the New Bedford Whaling National Historical Park and the UMass Dartmouth College of Visual and Performing Arts have both made significant donations to the AHA! project in lieu of dues.
3.12 OTHER CAPACITY BUILDING ACTIONS

AHA! anticipates the need to increase its staffing capacity in order to match resources with an expanding organization and its growing activities. The current staff does not desire full-time employment and the Steering Committee does not want to commit the staff salary necessary to hire a full-time person with the skill set of Executive Director. The outcome of the strategic planning meetings is a sense that AHA! is best served at this time through a plan of considered and consolidated growth, so that roles and relationships with the staff as facilitators of and for the partners can be redefined within the new operating principles. The AHA! project has hired and will hire staff hours as necessary, but has not made additional long-term staff commitments. It is clear that this question will need to be revisited if the scope of program management taken on by the AHA! project expands beyond the Thursday nights.

The strategic planning meetings occurred in a shifting context that was illuminated by the Creative Economy Task Force, the dialog at NBEDC, and as a sense of an emerging interest in being involved at the City level with creative economy programming. The goal to strengthen project infrastructure and partnership design with AHA! partners also sought out ancillary strategies from City Hall and the involvement of City stakeholders. The goal of this effort was to improve communication, collaboration, and leadership between the cultural sector and the City to promote the growth of the creative economy. The AHA! partners were major contributors to the City’s efforts to convene a Creative Economy Task Force and also participated in the long-term implementation of the program through membership on the New Bedford Economic Development Council.

*Economic Development Strategy for Downtown New Bedford*, a study conducted by FXM Associates in July, 2007, identified AHA! as one of the drivers of cultural economic development in downtown New Bedford. The study cites that many of New Bedford’s art, educational, and cultural organizations are “fledgling operations that are engaged in multiple, ad hoc informal endeavors…” AHA! is meeting this challenge by working in new and creative ways by redefining itself as a the collaborative hub among the city’s cultural institutions, with the goal of creating a more cohesive cultural sector.
For example, at the Mayor’s specific request, AHA! partnered with First Night New Bedford to produce a family oriented First Night event. The Mayor also asked the AHA! project to use the AHA! brand and network to leverage more activity in downtown New Bedford on summer Thursdays. The outcome is that the City and the AHA! partners have worked together to launch a new event and a new brand – City Celebrates! – that takes place on the six summer Thursday nights that are not AHA! nights. The report out evaluation meeting of the partners highlighted a desire for more marketing and collateral, a nightly schedule, as well as some of the core programming, which has been an integral part of AHA! In effect, the AHA! nights have all become the super AHA! nights identified in the Adams proposal in terms of audience and programs. City Celebrates! is a return to the scale of AHA! nights in former years.

3.20 **GOAL 2: INVEST IN PERFORMANCE BASED PROGRAMMING**

3.21 **ESTABLISH AN AHA! IMPROV TROUPE**

In 2007, AHA! established an AHA! Improv Troupe for 2nd Thursday events. The Troupe provided roving performances and added a fresh participatory element to AHA! The city’s YouthREP director established the Team AHA! Improv Troupe with 12 hand-selected university and high school actors. Team AHA! Performances blended new approaches and historic acting methods (e.g., street side improv, “commedia dell’arte,” mask theater, and living statuary) and entertained visitors by serving as roving emcees who announced the upcoming hour’s featured attractions. Content was customized to reflect the monthly AHA! Night themes. On several AHA! nights, Team AHA! used city signs and markers to help direct new visitors.

The Team AHA! Improv Troupe continued into 2008. The highly creative efforts of the youth group were evaluated with staff and Steering Committee input to focus the efforts of 2008. While the process of developing the performance was powerful for the youth, the full impact was not always appreciated by the audience. As a result, AHA! decided to focus on three strategies:

- training the youth on how to meet and engage the public,
- locating the performance pieces so that they had context and a backdrop, and
- identifying the performers with branded AHA! materials, such as signage and T-shirts.

For the performances, the focus was on musical performances and songs, stationary visual art performances, and some theatrical pieces that were set in specific locations. In addition, the orientation function was seen as separate, located geographically, and clearly identified. This year has been more successful in terms of recognition for the teens as a part of the AHA! staffing plan as well as the teens having a larger street presence and welcoming face of AHA! on the streets on AHA! night.

3.22 **FIVE ORIGINAL CONTENT PERFORMANCES**

AHA! presented original content performances that premiered on 2nd Thursdays. AHA! commissioned each piece and worked closely with artists so that the performances played off the extraordinary array of outdoor and indoor AHA! venue settings.
3.30 **GOAL 3: EXTEND THE AHA! BRAND TO THE CITY’S WIDER CULTURAL SCENE**

AHA! partnered with the city’s leading online events calendar newbedford360.com to extend the AHA! brand so that it captures and communicates the complete experience of New Bedford’s downtown cultural scene. The goal is to promote the downtown cultural scene on a more consistent, daily basis.

Newbedford360.com is a well-run events portal that was launched in May 2006 by a private local internet consultancy. The partnership and associated marketing presented the AHA! brand online and offline as an ambassador of the downtown cultural scene. Online, AHA! posted lead stories with *top pick events* that occupy one of the site’s key banners with branded invitations to explore downtown culture. Offline, highly visible strategies for driving traffic to the online calendar were pursued and jointly branded. Lead offline publicity included branding “to go” coffee cups (and/or sleeves) at local cafes and printing table top/bar top promotions. Radio and newspaper advertising complemented this brand placement. AHA!’s existing relationships with the necessary venues and media made this plan highly feasible.

Year two of this partnership will continue the most successful online and offline initiatives from 2007 and employ new promotions as necessary. Throughout this initiative, AHA! encouraged its partners to regularly post their own events for free on newbedford360.com, which helped to make the online calendar comprehensive. AHA! was voted the best event in New Bedford for 2007 on the online calendar from the local newspaper *SouthCoast 24/7*.

In addition, AHA! has worked with the message and the brand in a very low-tech way by creating differentiated media messages for market segments. For the media savvy and technological inclined, AHA! uses the two on-line calendars in New Bedford: newbedford360.com and Southcoast24/7 as well as public service announcements on the UMass Dartmouth radio station, constant contact e-mail blasters, and a myspace presence. In addition:

- AHA! hosts street teams to saturate the University market and the local housing projects for summer programs for kids,
- AHA! notices appear on the LCD highway sign on Interstate I-195,
- AHA! uses paid advertising in regional weekly publications and some seasonal arts publications, and
- AHA! posters are distributed to downtown merchants, the local climbing gym, the tennis clubs, UMass Dartmouth, upscale shops, home furnishing stores, independent arts venues, and local libraries.

AHA! has also developed relationships with local business. For example,

- AHA! flyers are used as box-toppers for the Domino’s Pizza chain on a monthly basis, and
- AHA! flyers are stuffed into customers’ bags at a local book-seller and an independent grocery operation.
In addition, program partners are encouraged to do their own press releases and use their own mailing lists to promote the event. For example,

- the student art show distributed 10,000 mailers through the New Bedford public schools and notices in local pediatricians’ offices, and
- the Earth Eve event hosted by the University service clubs appeared in the “Torch” from UMASS Dartmouth.

Traditional media relationships have also been established so that AHA! has a free page in the Thursday Coastin’ section of the New Bedford Standard-Times and a standing guest spot on the talk radio Arts and Culture Show. In addition, AHA! staff host a monthly cable access show for the Mayor of New Bedford that includes all of the events of the AHA! night.

In addition to traditional marketing efforts, the AHA! staff have been featured speakers at gatherings tangential to the creative economy efforts: Massachusetts Cultural Council meetings, MOT gatherings, and staff orientations for UMASS Dartmouth faculty. AHA! staff have also served as informal mentors for other MCC/Adams Grant projects.

3.31 SUCCESS OF BRANDING STRATEGIES

Data from the Telephone Survey and Visitor Survey suggest that AHA!’s branding strategies are working. For example, results of the Telephone Survey show that 91 percent of respondents who know about AHA! feel that AHA! provides a positive benefit to the City of New Bedford. Importantly, only 61 percent of these respondents have actually attended an AHA! event.

In addition, the 2008 Visitors Survey concludes that nearly a third (31.3%) of visitors are new to AHA! and more than eighty-five percent of visitors (85.6%) attend AHA! more than once a year. While the majority of AHA! visitors live in New Bedford (53.5%), others visit AHA! from Dartmouth (9.8%), Fairhaven (8.3%), Acushnet (3.1%), and Fall River (3.1%), among other cities and towns. More than eighty percent of respondents (82.4%) live in Bristol County and 7.8 percent live in Plymouth County. In addition, 4.7 percent of respondents live outside of Massachusetts, including visitors from Rhode Island, Vermont, New Hampshire, California, Arizona, New York, Michigan, and West Virginia.
3.40 **GOAL 4: MEASURE AND PUBLICIZE THE PERPETUAL SHIFT**

AHA! periodically conducts visitor surveys to measure and publicize the perceptual shift that the project is having on the public’s view of downtown New Bedford so that this positive narrative can be communicated widely and used to further fuel the perceptual shift. In 2007, it was initially intended that visitors would be asked to fill out a brief postcard explaining what they found engaging about their visit to Downtown New Bedford to capture topline impressions. This was to be followed up by in-depth phone interviews with a portion of these visitors to glean a more complete understanding about city impressions and if/why a shift has occurred. This methodology was not used because of staffing issues and a change in priorities.

However, the Center for Policy Analysis conducted a visitor survey and a telephone survey (see Sections 4.00 and 5.00) to measure visitor satisfaction with AHA! and to measure their perception of AHA! and downtown New Bedford, among other goals. Results of the surveys with specific regard to visitor perceptions indicate that respondents have a very high perception of the AHA! program. For example:

**Visitor’s Survey**

- On a scale of 1 to 10, with 1 meaning poor and 10 meaning excellent, respondents rate that night’s AHA! event highly, with an average rating of 8.2 on the 1 to 10 scale. Nine in ten respondents (90.3%) rate that night’s AHA! as a seven or higher and 30.0 percent of respondents rate the event as a 10. Only 4.9 percent of respondents rate the event as a 5 or below.

- 81.4 percent of respondents have a more positive perception of downtown New Bedford as a result of attending AHA!, while only one respondent (0.3%) has a more negative perception of downtown New Bedford. Eleven percent of respondents (11.2%) have a perception that has not changed and 7.1 percent of respondents do not know how their perception has changed.

- 98.0 percent of respondents feel that AHA! provides a positive benefit to the City of New Bedford, while 0.5 percent do not agree and 1.5 percent of respondents do not know.

**Telephone Survey**

- Among respondents who are familiar with AHA!, 69.0 percent have a more positive perception of downtown New Bedford as a result of AHA!, while no respondents (0.0%) have a more negative perception of downtown New Bedford, 13.5 percent have a perception that has not changed, and 17.5 percent of respondents do not know how their perception has changed.

- 91.3 percent of respondents feel that AHA! provides a positive benefit to the City of New Bedford, while no respondents do not agree that AHA! provides a positive benefit and 8.7 percent of respondents do not know.
**Local Press Coverage**

In print, AHA! is receiving more consistent local press from the daily Standard-Times as well as weekly/monthly publications, including *What’s up?*, *Fairhaven Neighborhood News*, *The Weekly Compass*, *SOUTHCOAST247.COM Print*, and *The Dartmouth Chronicle*. AHA! is also listed as a point of interest in the Downtown New Bedford Inc. Visitors Guide and is listed in the Southeastern Massachusetts Travel Guide as one of the “Festivals and Annual Events.” The amount of press generated has increased as program partners plan openings and special events on AHA! nights and conduct their own marketing.

As noted earlier, AHA! uses the two on-line calendars in New Bedford, newbedford360.com and southcoast24/7 (which voted AHA! the best event in New Bedford for 2007), as well as Public Service Announcements on UMass Dartmouth’s radio station (WUMD), constant contact e-mail blasters, and a Myspace presence. AHA! notices appear on the LCD highway sign on Interstate I-195. AHA! also has a standing guest spot on the talk radio Arts and Culture Show and AHA! staff host a monthly cable access show for the Mayor with all of the events of the AHA! night.

In addition, AHA! works street teams and one-to-one marketing with half page flyers. AHA! has also developed relationships with local business so that AHA! flyers are used as box-toppers for the Domino’s Pizza chain on a monthly basis. Flyers are also stuffed into bags by local book-seller and an independent grocery operation. AHA! posters are also distributed to downtown merchants, the local climbing gym, the tennis clubs, the University, upscale shops and home furnishing stores in the area, independent arts venues and local libraries.
3.50 OTHER AHA! EVENTS

In addition to monthly AHA! Thursday nights, AHA! has used its network of partnerships to develop other city-wide arts-related events since 1999. These include the Farmer’s Markets in Wings Court and New Bedford Open Studios, both of which have grown considerably and become increasingly self-sustaining in terms of organization and planning. In addition, the Summer 7 C’s Movie Series morphed into City Celebrates!, which was held in the Summer of 2008. Clearly, as the AHA! network has become better known and established a track record, the kinds of events that are implemented speak to the changing context of revitalization surrounding AHA! and the New Bedford area.

Events sponsored by AHA! since 1999 include:

- 12 AHA! nights each year starting in July, 1999. The August, 2008 event will be AHA!’s 110th.
- Bowl-for-Art events - 2000 to 2006; seven events in total.
- The Cultural Convening - Spring 2006.
- Summer Saturdays in the City - Summer 2006.
- Summer 7 C’s Movies Series - Summer 2006.
- Wings Court Programming - Starting Summer of 2006.
- Fire and Ice/First Night in 2007.
- Fast Forward in April 2008.
- City Celebrates! in Summer of 2008.
4.00 VISITOR SURVEY RESULTS

Student research assistants conducted face-to-face interviews with 400 AHA! visitors at various locations during the January, February, March, April, May and June 2008 AHA! events. The survey was administered at a broad spectrum of locations, including galleries, restaurants, on the street, and at live performances.

The purpose of the survey is to determine where AHA! visitors live, to establish visitation patterns, to measure satisfaction levels with AHA!, and to obtain expenditure data to be used to calculate the economic impacts of AHA! A similar survey was conducted in the previous year and results from both surveys are presented side-by-side where data for both years are available.

4.10 PLACE OF RESIDENCE

Respondents were asked in which city or town they live. More than half of respondents (53.4%) live in New Bedford, while smaller percentages live in Dartmouth (9.8%), Fairhaven (8.3%), Acushnet (3.1%), and Fall River (3.1%). More than eighty percent of respondents (82.4%) live in Bristol County and 7.8 percent live in Plymouth County. In addition, 4.7 percent of respondents live outside of Massachusetts, including visitors from Rhode Island, Vermont, New Hampshire, California, Arizona, New York, Michigan, and West Virginia (see Table 5).

<table>
<thead>
<tr>
<th>In Which City/Town Do You Live?</th>
<th>Number</th>
<th>Percent</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Bedford</td>
<td>206</td>
<td>53.4%</td>
<td>Milford</td>
<td>1</td>
</tr>
<tr>
<td>Dartmouth</td>
<td>38</td>
<td>9.8%</td>
<td>Monson</td>
<td>1</td>
</tr>
<tr>
<td>Fairhaven</td>
<td>32</td>
<td>8.3%</td>
<td>New Haven, VT</td>
<td>1</td>
</tr>
<tr>
<td>Acushnet</td>
<td>12</td>
<td>3.1%</td>
<td>Norwood</td>
<td>1</td>
</tr>
<tr>
<td>Fall River</td>
<td>12</td>
<td>3.1%</td>
<td>Old Orchard Beach, ME</td>
<td>1</td>
</tr>
<tr>
<td>Mattapoisett</td>
<td>12</td>
<td>3.1%</td>
<td>Pasadena, CA</td>
<td>1</td>
</tr>
<tr>
<td>Marion</td>
<td>9</td>
<td>2.3%</td>
<td>Pepperrill</td>
<td>1</td>
</tr>
<tr>
<td>Wareham</td>
<td>7</td>
<td>1.8%</td>
<td>Portsmouth, NH</td>
<td>1</td>
</tr>
<tr>
<td>Westport</td>
<td>6</td>
<td>1.6%</td>
<td>Portsmouth, RI</td>
<td>1</td>
</tr>
<tr>
<td>Freetown</td>
<td>4</td>
<td>1.0%</td>
<td>Raynham</td>
<td>1</td>
</tr>
<tr>
<td>Providence, RI</td>
<td>3</td>
<td>0.8%</td>
<td>Riga, MI</td>
<td>1</td>
</tr>
<tr>
<td>Attleboro</td>
<td>2</td>
<td>0.5%</td>
<td>Rochester</td>
<td>1</td>
</tr>
<tr>
<td>Bronx, NY</td>
<td>2</td>
<td>0.5%</td>
<td>Sandwich</td>
<td>1</td>
</tr>
<tr>
<td>Dighton</td>
<td>2</td>
<td>0.5%</td>
<td>Seekonk</td>
<td>1</td>
</tr>
<tr>
<td>Pawtucket, RI</td>
<td>2</td>
<td>0.5%</td>
<td>Somerset</td>
<td>1</td>
</tr>
<tr>
<td>Barrington, RI</td>
<td>1</td>
<td>0.3%</td>
<td>Springfield</td>
<td>1</td>
</tr>
<tr>
<td>Berkley</td>
<td>1</td>
<td>0.3%</td>
<td>Stoughton</td>
<td>1</td>
</tr>
<tr>
<td>Bristol, RI</td>
<td>1</td>
<td>0.3%</td>
<td>Sutton</td>
<td>1</td>
</tr>
<tr>
<td>Dennis</td>
<td>1</td>
<td>0.3%</td>
<td>Taunton</td>
<td>1</td>
</tr>
<tr>
<td>Everett</td>
<td>1</td>
<td>0.3%</td>
<td>Temperance, MI</td>
<td>1</td>
</tr>
<tr>
<td>Falmouth</td>
<td>1</td>
<td>0.3%</td>
<td>Thvron, RI</td>
<td>1</td>
</tr>
<tr>
<td>Haverhill</td>
<td>1</td>
<td>0.3%</td>
<td>Tucson, AZ</td>
<td>1</td>
</tr>
<tr>
<td>Lakeville</td>
<td>1</td>
<td>0.3%</td>
<td>Walpole</td>
<td>1</td>
</tr>
<tr>
<td>Lowell</td>
<td>1</td>
<td>0.3%</td>
<td>Westford</td>
<td>1</td>
</tr>
<tr>
<td>Lunenburg</td>
<td>1</td>
<td>0.3%</td>
<td>Weymouth</td>
<td>1</td>
</tr>
<tr>
<td>Martinsburg, WV</td>
<td>1</td>
<td>0.3%</td>
<td>Woonsocket, RI</td>
<td>1</td>
</tr>
</tbody>
</table>

5 A copy of the survey instrument can be found in Appendix A.
4.20 **How Respondents Heard about AHA!**

Respondents were asked how they heard about AHA!. Respondents are most likely to have heard about AHA! by word of mouth (48.9%), the newspaper (20.3%), and by other means (20.0%). Smaller percentages of respondents report that they heard about AHA! from a poster/card (4.5%), the radio (3.9%), the Internet (1.3%), and by email (1.1%) (see Table 6). A higher percentage of respondents in 2008 heard about AHA! by word-of-mouth and by “other” means in comparison to respondents from the 2007 survey.

<table>
<thead>
<tr>
<th>How Did You Hear about AHA!?</th>
<th>2007 Visitor’s Survey</th>
<th>2008 Visitor’s Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Word-of-mouth</td>
<td>39.2%</td>
<td>48.9%</td>
</tr>
<tr>
<td>Newspaper</td>
<td>26.7%</td>
<td>20.3%</td>
</tr>
<tr>
<td>Other (see list below)</td>
<td>14.9%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Saw a poster/card</td>
<td>8.2%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Radio</td>
<td>6.4%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Internet</td>
<td>0.6%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Received an email</td>
<td>4.0%</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

Note: Table sorted by 2008 percentages.

“Other” ways that respondents heard about AHA! are listed below. Many of these responses can be considered word-of-mouth, for example, the respondent heard about AHA! from family members or friends.

- School (N=19)
- Family member/Friends (N=8)
- Everywhere/All over (N=5)
- Already knew about it (N=4)
- Live here (N=3)
- Stumbled upon event (N=3)
- [Been] coming for years (N=2)
- I am a teacher (N=2)
- Work (N=2)
- Created the idea
- Daughter's artwork is on display
- Founding member
- Gallery member
- Myspace
- The Echo program
- Whaling Museum

---

6 Percentages do not add to 100 because respondents were able to choose more than one category.
4.30 **Attendance Patterns**

*4.31 Have Previously Attended AHA!*

More than two-thirds of respondents (68.8%) report that they have previously attended AHA!, while 31.3 percent are AHA! first-timers (see Table 7). These percentages are similar to those from the 2007 visitor survey.

In 2008, the percentage of respondents who indicate that they have previously attended AHA! varies from month to month; the highest percentage of respondents who have previously attended AHA! is in March (76.9%), followed by the months of January (72.9%), June (72.7%), February (69.3%), April (60.8%), and May (58.0%) (see Figure 3).7

Table 7

<table>
<thead>
<tr>
<th>Have You Previously Attended AHA!?</th>
<th>2007 Visitor's Survey</th>
<th>2008 Visitor's Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>64.7%</td>
<td>68.8%</td>
</tr>
<tr>
<td>No</td>
<td>35.3%</td>
<td>31.3%</td>
</tr>
</tbody>
</table>

Figure 3

Percent Respondents Who Attended AHA! Previously by Month, 2008

7 These results are based on a small sample size, thus conclusions should be made with caution.
4.32 NUMBER OF TIMES RESPONDENT ATTENDS AHA!

Respondents who have previously attended AHA! were asked how often they come to AHA! More than eighty-five percent of respondents (85.6%) attend AHA! more than once a year, with 51.1 percent attending AHA! four or more times a year, 34.5 percent of respondents attending two or three times a year, and 14.4 percent of respondents attending once a year. These percentages are similar to those from the 2007 visitor survey (see Table 8 and Figure 4).

<table>
<thead>
<tr>
<th></th>
<th>2007 Visitor’s Survey</th>
<th>2008 Visitor’s Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>once a year</td>
<td>17.1%</td>
<td>14.4%</td>
</tr>
<tr>
<td>2-3 times a year</td>
<td>34.6%</td>
<td>34.5%</td>
</tr>
<tr>
<td>4 or more times a year</td>
<td>48.2%</td>
<td>51.1%</td>
</tr>
</tbody>
</table>

Figure 4

How Often Do You Come to AHA!?
### 4.40 RATING OF AHA! EVENT

Respondents were asked to rate that night’s AHA! event on a scale of 1 to 10, with 1 being poor and 10 being excellent. Respondents rate AHA! highly; nine in ten respondents (90.3%) rate that night’s AHA! as a seven or higher and 30.0 percent rate the event as a 10. Only 4.9 percent of respondents rate the event as a 5 or below (see Figure 5). The average rating of AHA! in 2008 is 8.2, compared to an average of 8.5 in 2007 (see Table 9).8

![How Would You Rate Tonight’s Event?](image)

#### Table 9

<table>
<thead>
<tr>
<th></th>
<th>2007 Visitor Survey</th>
<th>2008 Visitor Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average on 1 to 10 Scale</td>
<td>8.5</td>
<td>8.2</td>
</tr>
</tbody>
</table>

8 Note: there were 64 respondents who had not seen enough to rate the AHA! at the time they filled out the survey.
4.50 VISITS TO DOWNTOWN RESTAURANTS, CAFÉS, AND SHOPS

4.51 DO YOU PLAN TO/OR HAVE YOU PATRONIZED ONE OF THE DOWNTOWN RESTAURANTS OR CAFES TONIGHT?

More than two-thirds of respondents (66.9%) patronized or planed to patronize one of New Bedford’s downtown restaurants or cafes. This compares to 69.2 percent of respondents who planned to patronize one of New Bedford’s downtown restaurants or cafes in 2007 (see Table 10).

<table>
<thead>
<tr>
<th>Do You Plan to or Have You Patronized One of the Downtown Restaurants or Cafes Tonight?</th>
<th>2007 Visitor Survey</th>
<th>2008 Visitor Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>69.2%</td>
<td>66.9%</td>
</tr>
<tr>
<td>No</td>
<td>30.8%</td>
<td>33.1%</td>
</tr>
</tbody>
</table>

4.52 DO YOU PLAN TO/OR HAVE YOU SHopped AT ONE OF THE DOWNTOWN RETAIL ESTABLISHMENTS?

More than fifty-five percent of respondents (55.2%) shopped or planned to shop at one of the downtown retail establishments. This compares to 50.8 percent of respondents who shopped or planned to shop at one of the downtown retail establishments in 2007 (see Table 11).

<table>
<thead>
<tr>
<th>Do You Plan to or Have You Shopped At One of the Downtown Retail Establishments?</th>
<th>2007 Visitor Survey</th>
<th>2008 Visitor Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>50.8%</td>
<td>55.2%</td>
</tr>
<tr>
<td>No</td>
<td>49.2%</td>
<td>44.8%</td>
</tr>
</tbody>
</table>
4.60 **NUMBER OF PROGRAMS/VENUES ATTENDED**

4.61 **NUMBER OF PROGRAMS/VENUES ATTENDED AT TIME OF SURVEY**

Respondents were asked to indicate the number of programs or events that they attended that night. The average number of programs/venues attended by respondents is 2.5. This compares to an average of 2.8 events in 2007 (see Table 12). More than a third of respondents (34.0%) attended one event, while 24.7 percent attended two events, 18.9 percent attended three events, 11.8 percent attended four events, and 7.1 percent attended five events. Nearly four percent of respondents (3.6%) attended more than five events.

Importantly, some respondents completed the survey early in the evening and attended other events after completing the survey. Thus, this data does not provide a complete picture of the total number of events attended by respondents. Data from the following section presents a more accurate calculation of the total number of events attended by respondents (see Section 4.62).

<table>
<thead>
<tr>
<th># Venues Attended</th>
<th>2007 Visitor Survey</th>
<th>2008 Visitor Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>2.8</td>
<td>2.5</td>
</tr>
<tr>
<td>1</td>
<td>27.8%</td>
<td>34.0%</td>
</tr>
<tr>
<td>2</td>
<td>25.0%</td>
<td>24.7%</td>
</tr>
<tr>
<td>3</td>
<td>20.8%</td>
<td>18.9%</td>
</tr>
<tr>
<td>4</td>
<td>12.9%</td>
<td>11.8%</td>
</tr>
<tr>
<td>5</td>
<td>6.2%</td>
<td>7.1%</td>
</tr>
<tr>
<td>6</td>
<td>4.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>7</td>
<td>0.3%</td>
<td>0.5%</td>
</tr>
<tr>
<td>8</td>
<td>1.1%</td>
<td>0.3%</td>
</tr>
<tr>
<td>9</td>
<td>0.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>10</td>
<td>0.8%</td>
<td>0.3%</td>
</tr>
<tr>
<td>20</td>
<td>0.3%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
4.62 NUMBER OF OTHER PROGRAMS/VENUES THAT RESPONDENTS PLANNED TO ATTEND

As noted in the previous section, some respondents completed surveys even though they planned to attend other events. Thus, respondents were asked to indicate the number of additional events that they planned to attend. The average number of additional programs/venues that respondents planned to attend is 2.8. Using data from the previous section that asked respondents how many programs/venues they had already attended, it is estimated that the average number of venues attended by respondents each AHA! night is 5.3 venues.

Table 13
Number of Programs/Venues Respondents Planned to Attend

<table>
<thead>
<tr>
<th># Venues Attended</th>
<th>2007 Visitor Survey</th>
<th>2008 Visitor Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>2.9</td>
<td>2.8</td>
</tr>
<tr>
<td>0</td>
<td>9.9%</td>
<td>1.7%</td>
</tr>
<tr>
<td>1</td>
<td>27.8%</td>
<td>27.1%</td>
</tr>
<tr>
<td>2</td>
<td>23.6%</td>
<td>29.2%</td>
</tr>
<tr>
<td>3</td>
<td>15.5%</td>
<td>17.5%</td>
</tr>
<tr>
<td>4</td>
<td>6.7%</td>
<td>9.2%</td>
</tr>
<tr>
<td>5</td>
<td>7.4%</td>
<td>7.1%</td>
</tr>
<tr>
<td>6</td>
<td>2.8%</td>
<td>2.9%</td>
</tr>
<tr>
<td>7</td>
<td>0.7%</td>
<td>1.7%</td>
</tr>
<tr>
<td>8</td>
<td>1.4%</td>
<td>0.8%</td>
</tr>
<tr>
<td>9</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>10</td>
<td>3.9%</td>
<td>2.1%</td>
</tr>
<tr>
<td>20</td>
<td>0.0%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>
4.70 Visitor Expenditures

Respondents were asked if they had spent or planned to spend money as a result of attending the AHA!, and if so, the amount they spent or planned to spend. More than fifty-five percent of respondents (55.1%) spent or planned to spend money in downtown New Bedford during AHA! events and spent an average of $43.44 on items such as art, food/drinks, miscellaneous retail, transportation, gas, and parking. In 2007, 51.6 percent of respondents spent or planned to spend money on these items.

The highest average amount of money spent is on galleries/art ($54.30), followed by food and drinks ($25.43), miscellaneous retail ($22.48), other items ($22.43), transportation ($15.33), gas ($12.97), and parking ($6.60). The highest percentage of respondents spent money on food and drinks (49.8%), followed by miscellaneous retail (15.8%), galleries/art (11.0%), gas (7.3%), parking (2.5%), other items (1.8%), and transportation (1.5%) (see Table 14 and Figure 6).

### Table 14
Visitor Expenditures

<table>
<thead>
<tr>
<th>By Type</th>
<th>Average Amount Spent</th>
<th>% Respondents Who Spent $</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Spending</td>
<td>$43.44</td>
<td>55.1%</td>
</tr>
<tr>
<td>Galleries/Art</td>
<td>$54.30</td>
<td>11.0%</td>
</tr>
<tr>
<td>Food/Drinks</td>
<td>$25.43</td>
<td>49.8%</td>
</tr>
<tr>
<td>Miscellaneous Retail</td>
<td>$22.48</td>
<td>15.8%</td>
</tr>
<tr>
<td>Other Items</td>
<td>$22.43</td>
<td>1.8%</td>
</tr>
<tr>
<td>Transportation</td>
<td>$15.33</td>
<td>1.5%</td>
</tr>
<tr>
<td>Gas</td>
<td>$12.97</td>
<td>7.3%</td>
</tr>
<tr>
<td>Parking</td>
<td>$6.60</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

### Figure 6
Visitor Expenditures

---

9 Data for 2007 is not available.
4.80 Respondents’ Perceptions of Downtown New Bedford and AHA!

4.81 Perception of Downtown New Bedford

Respondents were asked how AHA! has changed their perception of downtown New Bedford: if they have a more positive perception, or more negative perception, or a perception that has not changed. More than eighty-one percent of respondents (81.4%) indicate that they have a more positive perception of downtown New Bedford as a result of attending AHA!, while only one respondent (0.3%) has a more negative perception of downtown New Bedford, 11.2 percent have a perception that has not changed, and 7.1 percent of respondents do not know how their perception has changed (see Table 15). Data for 2007 is not available.

Table 15
How has AHA! Changed Your Perception of Downtown New Bedford?

<table>
<thead>
<tr>
<th>Perception of Downtown New Bedford</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a more positive perception</td>
<td>81.4%</td>
</tr>
<tr>
<td>Have a more negative perception</td>
<td>0.3%</td>
</tr>
<tr>
<td>Perception has not changed</td>
<td>11.2%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

Figure 7
How Has Your Perception of Downtown New Bedford Changed Because of AHA!
4.82 **Perception of Benefits to the City of New Bedford**

Respondents were asked if they think that AHA! provides a positive benefit to the City of New Bedford. Nearly all respondents (98.0%) feel that AHA! provides a positive benefit to the City of New Bedford, while 0.5 percent do not agree that AHA! provides a positive benefit and 1.5 percent of respondents do not know (see Table 16). Data for 2007 is not available.

<table>
<thead>
<tr>
<th>Do You Think that AHA! Provides a Positive Benefit to the City of New Bedford?</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>98.0%</td>
</tr>
<tr>
<td>No</td>
<td>0.5%</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>1.5%</td>
</tr>
</tbody>
</table>

4.90 **Open-End Comments**

4.91 **What is the Main Reason that You Enjoy Attending AHA!?**

Respondents were asked to indicate the main reason that they enjoy coming to AHA! Responses were numerous and varied and are grouped into the themes listed below. A detailed list of responses can be found in Appendix G.

- Attending to see a specific program/exhibit (N=52)
- The setting/atmosphere/activity in downtown area at night (N=48)
- Community spirit/feeling part of a community/creating sense of community (N=46)
- Spending time with friends/family/socializing (N=46)
- Art/Art Museums/Art Programs (N=42)
- Culture/Cultural events/History (N=19)
- Fun/A fun night out (N=19)
4.92 ANY SUGGESTIONS FOR IMPROVING THE FORMATTING OF AHA! NIGHT?

Respondents were asked to provide suggestions for improving the format of AHA! night. Responses were numerous and varied and many of the suggestions referenced a desire for more acts/activities/attractions, more advertisement/publicity, better signage/maps, and more bands and music. In addition, a significant number of respondents feel that AHA! is fine the way it is and that nothing should be changed. A detailed list of responses can be found in Appendix G.
5.00 TELEPHONE SURVEY

A telephone survey of 409 SouthCoast households was conducted in November of 2007 to provide baseline data that measures the visitation levels and perceptions of AHA! among the region’s residents. The survey measures the percentage of residents who know about AHA!, the percentage that have attended an AHA! event, the average number of events attended, and how AHA! has changed respondents’ perception of downtown New Bedford. The baseline data will allow AHA! to measure changes in the percentage of residents who know about AHA! and who attend AHA!, which will assist the organization to refine its marketing efforts as the organization continues its efforts to strengthen its brand. A map of the study area is presented in Figure 8 below and the survey methodology can be found in Appendix F.

Figure 8

5.10 DO YOU KNOW ABOUT AHA!?

Respondents were asked if they know about AHA! More than thirty-one percent of respondents (31.5%) know about AHA!, while 68.5 percent of respondents do not know about AHA! (see Table 17).

Table 17
Do You Know About AHA!?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>127</td>
</tr>
<tr>
<td>No</td>
<td>276</td>
</tr>
</tbody>
</table>
5.20 Have you ever attended an AHA! event?

Respondents who know about AHA! were asked if they have ever attended an AHA! event. Forty-six percent of respondents (46.0%) indicate that they have previously attended an AHA! event, while 54.0 percent have not attended an AHA! event (see Table 18).

Table 18
Have You Ever Attended an AHA! Event?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>58</td>
</tr>
<tr>
<td>No</td>
<td>68</td>
</tr>
</tbody>
</table>

5.30 Have you attended an AHA! event in the last 12 months?

Respondents who have previously attended an AHA! event were asked if they attended an AHA! event in the last twelve months. Nearly eighty-seven percent of respondents (86.9%) have attended an AHA! event in the last 12 months, while 13.1 percent of respondents have not attended an AHA! event in the last 12 months (see Table 19).

Table 19
Have You Attended an AHA! Event in the Last 12 Months?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>53</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
</tr>
</tbody>
</table>

5.40 How many events have you attended in the last 12 months?

Respondents have attended an average of 2.9 events in the last twelve months. More than two-thirds of respondents (67.3%) have attended one or two events (see Table 20).

Table 20
How Many Events Have You Attended in the Last 12 Months?

<table>
<thead>
<tr>
<th># Venues Attended</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>16</td>
<td>30.8%</td>
</tr>
<tr>
<td>2</td>
<td>19</td>
<td>36.5%</td>
</tr>
<tr>
<td>3</td>
<td>8</td>
<td>15.4%</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>3.8%</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>6</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>10</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>12</td>
<td>3</td>
<td>5.8%</td>
</tr>
</tbody>
</table>
5.50 **HOW HAS AHA! CHANGED YOUR PERCEPTION OF DOWNTOWN NEW BEDFORD?**

Respondents who indicate that they know about AHA! were asked how AHA! has changed their perception of downtown New Bedford: if they have a more positive perception, or more negative perception, or a perception that has not changed. Sixty-nine percent of respondents (69.0%) indicate that they have a more positive perception of downtown New Bedford as a result of AHA!, while no respondents (0.0%) have a more negative perception of downtown New Bedford, 13.5 percent have a perception that has not changed, and 17.5 percent of respondents don’t know how their perception has changed (see Table 21 and Figure 9).

<table>
<thead>
<tr>
<th>Perception</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a more positive perception</td>
<td>87</td>
<td>69.0%</td>
</tr>
<tr>
<td>Have a more negative perception</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Perception has not changed</td>
<td>17</td>
<td>13.5%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>22</td>
<td>17.5%</td>
</tr>
</tbody>
</table>

**Figure 9**

How has Perception of Downtown New Bedford Changed Because of AHA!

- 69.0%
- 13.5%
- 0.0%
- 17.5%

- More positive perception
- More negative perception
- Perception has not changed
- Don’t know
5.60  **Do you think that AHA! provides a positive benefit to the City of New Bedford?**

Respondents who indicate that they know about AHA! were asked if they think that AHA! provides a positive benefit to the City of New Bedford. More than ninety-one percent of respondents (91.3%) feel that AHA! provides a positive benefit to the City of New Bedford, while no respondents do not agree that AHA! provides a positive benefit and 8.7 percent of respondents do not know (see Table 22).

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>115</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>11</td>
</tr>
</tbody>
</table>
APPENDIX A – SURVEY INSTRUMENT

Please take a few moments to tell us about your experience at AHA! Your responses are very important in assuring the continued success of the program. All information is confidential.

1. What is your zip code? ___________

2. Where did you hear about AHA!?
   o newspaper
   o radio
   o saw a poster/card
   o word-of-mouth
   o received an email
   o Internet
   o other ______________________________________

3. Have you previously attended AHA!?
   o yes   o no

4. If so, how often do you come to AHA!?
   o once a year
   o 2-3 times a year
   o 4 or more times a year

5. Overall, how would you rate tonight’s AHA! event on a scale of 1 to 10, with 1 being poor and 10 being excellent? (please circle)
   
   1 2 3 4 5 6 7 8 9 10
   o please check here if you have not seen enough to rate the event

6. Do you plan to/or have you patronized one of the downtown restaurants or cafes tonight?
   o yes   o no

7. Do you plan to/or have you shopped at one of the downtown retail establishments?
   o yes   o no

8. How many AHA! programs/venues have you attended tonight? _________

9. How many other AHA! programs/venues do you plan to attend tonight? ______

10. How many people are with you tonight? _____

11. Did you or will you spend any money at an artist’s studio or downtown establishments as a result of attending today’s cultural event?
   o yes   o no

11a. If yes, approximately how much in total did/will your group spend on the following items as a result of attending today’s event?
   a) Food/Drinks   $ __________
   b) Galleries/Art   $ __________
   c) Miscellaneous retail (e.g. souvenirs, books, T-shirts, etc.) $ __________
   d) Gas   $ __________
   e) Parking   $ __________
   f) Transportation   $ __________
   g) Other items   $ __________

12. How has AHA! changed your perception of downtown New Bedford?
   o You have a more positive perception of downtown
   o You have a more negative perception of downtown
   o AHA! has not changed your perception either positively or negatively
   o Don’t know

13. Do you think that AHA! provides a positive benefit to the City of New Bedford?
   o yes   o no   o don’t know

14. What is the main reason that you enjoy attending AHA!?

15. Any suggestions for improving the formatting of AHA! night? (please write on the back side if you need more space)
APPENDIX B - CALENDAR THEMES

2007

January 11 – NBFuture 2010
February 8 - “This I Believe”
March 8 – Ha Ha for AHA!
April 12 – In Full Bloom
May 10 - Changing Façade
June 14 – NB Cultures
August 9 – Kids’ Rule
September 13 – A night of Waling Tours
October 11 - Indie Night
November 8 – On Stage
December 13 – Shop Out of the Box
December 31 – Fire and Ice

2008

January 10 – All Things Fictitious
February 14 – AHA! Celebrates Black History Month
March 13 – Muddy March
April 10 – Emergence
May 8 – Changing Façade – Focus on Young Entrepreneurs
June 12 – NB Cultures
July 10 – Summer Sounds
August 14 – Kid’s Rule
September 11 – A night of Walking Tours
October 9 – Indie Night
November 13 – The Artful Plate
December 11 – The Creative Holiday
APPENDIX C – AHA! PARTNERS

Museums and Attractions

New Bedford Whaling Museum
18 Johnny Cake Hill
(508) 997-0046

The Museum is the largest museum in America devoted to the history of the American whaling industry and its greatest port. Through exhibits, publications, and programs, the Museum brings to life the whaling era and the history of the local area. It houses the most extensive collection of art, artifacts, and manuscripts pertaining to American whaling in the age of sail - late eighteenth century to the early twentieth, when sailing ships dominated merchant trade and whaling. Open daily 9:00AM-5:00PM; till 9:00PM Thurs. in the summer.

New Bedford Art Museum
608 Pleasant Street
New Bedford, Massachusetts 02740
Visitor Service: 508-961-3099
Memorial Day through Labor Day: Daily 10am - 5pm. Thursday 10am - 7pm.
Labor Day through Memorial Day: Wednesday - Sunday, 12pm - 5pm. Thursday, 12pm - 7pm. Year-round: AHA! Night, 5pm - 9pm.

The New Bedford Art Museum engages the public in experiencing, understanding and appreciating art. Founded in April 1996, the New Bedford Art Museum serves the SouthCoast region’s community members and visitors. Located in the downtown historic district of the City of New Bedford, the Museum is housed in the Anthony J. Catojo Building, formerly a bank. The Museum consists of five galleries. On the first level are the Skylight Gallery, Heritage Gallery and the Upper Vault. On the lower level visit the Community Gallery and Lower Vault, with its distinctive circular safe door. Exhibitions change three times each year and vary in subject matter and artistic medium.

The New Bedford Whaling National Park Visitor Center
33 William Street
508-996-4095
Hours 9-5 daily

Commemorates a living history and heritage reaching back to New Bedford’s dynamic era as the world’s foremost whaling port during the 19th century. This one of a kind National Park incorporates businesses and homes within the bounds of its historic footprint creating a dynamic experience that blends history and present day.
Rotch-Jones-Duff House & Garden Museum
396 County Street
(508) 997-1401

Built in 1834 and attributed to architect Richard Upjohn, this Greek revival residence was designed for Mr. Rotch, a prominent whaling merchant. This house and formal gardens are the best examples of the "brave houses and flowery gardens" described by Herman Melville in Moby-Dick.

Open year round. Mon.-Sat. 10:00AM-4:00PM; Sun. 12:00PM-4:00PM. Closed major holidays. Admission $5. FREE on AHA! Nights.
Email info@rjdmuseum.org

Zeiterion Theatre
684 Purchase Street
(508)997-5664 or box-office (508) 994-2900

Historic performing arts center open year-round. Hosts a variety of performances including the New Bedford Symphony Orchestra and children's educational programs. Zeiterion is a friend of AHA! and on occasion hosts AHA! Night groups.

Galleries and Artists Studios

ArtWorks! Partners for the Arts and Community, Inc.
384 Achushnet Avenue
(508)-984-1588 fax: (508)984-1498

ArtWorks! Partners for the Arts and Community, Inc. is a vital community arts center serving the residents and artists of Southeastern Massachusetts. Our goal is to create an accessible environment which promotes participation in the arts through exhibitions and education. ArtWorks! strives to collaborate with diverse cultural groups to spark community engagement.

Our Space
Located in an historic 130 year old building in downtown New Bedford, our four floors are filled with galleries, classrooms, a ceramic studio and teen arts center. Exhibitions change every six to eight weeks, and are open free of charge to the public Tuesday through Saturday.

Throughout the year, arts education classes, artist talks, special events and workshops are planned to compliment and expand our exhibits. ArtWorks! is a special place to experience the creative process, meet working artists and make or buy a work of art of your own!

Contact us: info@artworksforyou.org
Arthur Moniz Gallery  
Corner of William Street and Johnny Cake Hill (directly across from Whaling Museum entrance)  
Open Mon.-Sat. 11:00AM-5:00PM.; Sun. seasonal schedule.  
(508)992-6050  
Works of art by Arthur Moniz. Graphite & watercolor paintings depict natural and rural scenes.  
Plus local artisan crafts, antiques and antique art.  
Email a-moniz@rcn.com

Dyer Maker Studio  
96 Williams Street, 2nd floor  
This studio specializes in natural dyed silk fabrics.  
Email: ladyfish1964@aol.com

GALLERY X  
169 William Street  
(508)-992-2675  
Wed-Sun 11-3p.m.  
Gallery X is a contemporary, cooperative art gallery of Visual, Performing and Literary artist members and volunteers. A non-profit, tax-exempt organization, Gallery X promotes a mission of cultural outreach through community partnerships, educational programs, and monthly exhibits.  
The former church building at 169 William St. has been transformed by Gallery X into two wonderful exhibition spaces: the Main Gallery upstairs is a large wide open space with high ceilings and two movable walls, and the Frederick Douglass Gallery located on the lower level. Each gallery space contains a stage for performances. There is a full kitchen on the lower level making the facility an ideal venue for hosting events. The building is fully handicapped accessible with an access ramp, a restroom and a wheel chair lift. Gallery X collaborates with local arts and cultural organizations to promote and stimulate artistic awareness in the community. As a member and active participant of AHA! (Art, History and Architecture in the City), Gallery X provides both art and culture free to the public.

mediumstudio  
79 North Water Street  
(508) 992-8546  
Design for print and internet, advertising, marketing, corporate identity, etc. with performance / gallery space featuring local to national music and local area artists.
MOSAIC Gallery
752 Purchase Street

This gallery is a women-run artist's retail cooperative featuring works of fine art and craft from throughout southeastern New England. MOSAIC also offers exhibition space for rent to artists on a monthly basis and juried consignment opportunities. The gallery will be open from 12:00 noon to 5:00 pm Wednesday through Saturday, and on AHA! Nights until 9:00 pm throughout the summer.

Email: loribradley@comcast.net

Tatlock Gallery
36 North Water Street
508-993-1192

Hours: June - December: open daily 11-6
January - May: Tuesday - Saturday 11-6.

The Tatlock Gallery represents New England regional artists who exhibit works in oil, acrylics, graphite and silkscreen. The eclectic mix includes handpainted furniture, bronze wind bells, and Nantucket baskets, as well as an assortment of greeting cards, frameable calendars, small prints and special edition books.

The Tryworks Collection
5 Dover Street Building (Enter on the North Second Street side of the building by the elevator.)

Collection of folk art from around the world is now open on AHA! Nights due to Richard and Jean Kellaway’s eagerness to share these exquisite treasures. There is much to see in this impressive collection located on the 3rd floor.

The University Gallery
UMass Dartmouth College of Visual & Performing Arts STAR STORE Campus
715 Purchase Street
508.999.8904

The University Art Gallery is located on the first floor in the recently renovated Star Store in downtown New Bedford. The five story building also holds studios for the ceramics, printmaking, textile design/fiber arts, jewelry/metal, wood/furniture design, painting and sculpture programs. Located on the first floor, in addition to the University Art Gallery, are the Crapo Gallery, Gallery 244, the Spring Street Gallery, a lecture hall, a computer room and offices.

The University Art Gallery features exhibition of local, national and international art. Catalogs, lectures and other educational programming is provided in connection with each exhibition. All exhibitions and events are free and open to the public. When an exhibition is on view, the gallery is open daily from 2-5 PM. We often feature extended hours.
The Wilson Gallery
25 Centre Street
508-993-2550

Fine contemporary artwork. Ronald Wilson's photographs put you in close contact with the natural world while visiting artists and artisans provide a unique collection of items ranging from fine art to textiles and pottery. Opening receptions on AHA! Night.

Email: thewilsongallery@aol.com

up / stair / fine / art
528 Pleasant Street, 2nd Flr
508.999.4147

An alternative exhibition space located in the hallway between calico and Upstairs Used Books. Showing innovative young artists since 2003. New exhibitions monthly.

Wed - Sun 12 -5

---

Retail Shops

Artificial Marketplace
104 William Street
(508) 997-4509

A variable treasure trove of antiques, vintage and collectables.

bejeweled
26 Centre St.
(508) 990-1300

An eclectic collection of silver, gold and designer jewelry.

Hours: Tues - Sat, 10:00AM - 5:00PM

BLUSH beauty bar
29 Centre St.
(508) 991-2272

This cosmetics and skin care boutique features high-quality cosmetics, fragrances and skin-care products for both women and men. The boutique also offers spa services, make-up application, on-location bridal or special event services, cosmetics application instruction, and after-hours parties, among other services.

calico
528 Pleasant St, 2nd Flr
508.999.4147

Featuring designer lines Nature vs. Future, Safe, Guy Baxter, Kittenish, Laralu, and more! Hand-picked vintage clothing and accessories from 50's - early 90's.

Wed - Sun 12-5
The Crystal Garden, The Dolls Closet & The Green Lantern  
772 Purchase Street

Three specialty shops under one roof. Doll clothes and accessories to fit 18” American Girl & Bitty; crystals, fossils, minerals, semi-precious stone jewelry & gifts; collectibles, gifts, souvenir postcards of historic Fairhaven and New Bedford’s whaling days.  
Tues. - Sat. 10:00AM - 5:00PM.

Elaine’s T-shirt  
778 Purchase Street  
(508) 999-2166

Don’t leave without our Black Whale merchandise! Credit cards accepted.  
Mon. - Sat. 10:00AM-5:00PM.  
Email: theblackwhale@aol.com

Joe Piper, Celtic & World Musical Goods  
106 William St.  
(508) 984-1330

Joe Piper offers a variety of items including: new and used instruments, instruments on consignment, Lessons in guitar, piano accordion, bagpipes, mandolin, violin, fiddle, Native American Flute, flute & percussion.

NBAM’s Gift Shop  
608 Pleasant Street  
(508) 961-3099

Cards, books and museum gifts.  
Memorial Day through Labor Day: Daily 10am - 5pm. Thursday 10am - 7pm.  
Labor Day through Memorial Day: Wednesday - Sunday, 12pm - 5pm. Thursday, 12pm - 7pm.

Salon Lola  
165 Union Street  
(508) 991-3940

A unique venue featuring creative hair design and innovative art exhibits.  
Salon Hours: Tues.-Fri. 10-6pm, Sat 10-4pm  
Email: salonlola4nb@yahoo.com

Whaling Museum Store  
18 Johnny Cake Hill  
(508)-997-0046

Maritime books and unique gifts  
Open daily 9:00AM-5:00PM; till 8:00PM Thurs. in the summer.
Wicked Mermaid
49 State Pier, Fast Ferry Terminal
Contact Tracy Cunningham: (508) 999-2318

Worth crossing Route 18 for, the Wicked Mermaid is a café & gift shop that features a sampling of food and art from a variety of New Bedford restaurants, bakeries and local artists. The café is also a vocational training site for WORK INC.

Restaurants

Café Arpeggio
800 Purchase Street
(508) 999-2233

An upscale café with a menu that includes scrumptious and healthy options. Serving micro-roasted coffee, gourmet sandwiches, salads, soups, pastry and homemade ice cream. The Café hosts Open Mic with Art Tebbetts every Thursday evening from 7-10pm. Mon - Fri, Sat 8am - 5pm.

Catwalk Bar & Grill
34 Union Street
(508) 994-3355

Offering a varied menu, including weekly seafood specials and the best steak tips in town! We invite you to our open-air rooftop deck, overlooking historic downtown New Bedford and the waterfront. Join us for Live Music Thursdays at 10:00PM. Open daily from 4:30pm-2am.

Cork Wine and Tapas Bar
90 Front Street New Bedford
(508) 994-9463

Fine wine, cocktails and small plate tapas in an exquisite setting; Cork is a great place for people to meet, relax and enjoy conversation.

The Green Bean
740 Purchase Street
(508) 984-3300

Casual breakfast & lunch. Come relax in this modern downtown café with homemade baked goods, fresh squeezed juices & smoothies, soups, sandwiches and espresso drinks. Mon-Fri 6am-5pm, Sat 8am – 3pm.
Freestone’s City Grille  
41 William Street  
(508) 993-7477  

A New Bedford Institution in a restored 130 year old bank building. Award-Winning fish chowder, creative salads and dinners and daily specials. The place to be! Lunches and Dinner. Mon - Thurs 11:00 am - 10:00 pm, Fri & Sat 11:30 am - 11:00 pm. Open Sundays 12:00 pm - 8:00 pm except mid winter months.

Spicy Lime  
522 Pleasant Street  
(508) 992-3330  

Casual lunch & dinner. Stimulate your taste buds with this full menu of authentic Thai specialties. No MSG or transfat oil. 7 days a week 11 am – 9:30 pm.

Wicked Mermaid  
49 State Pier, Fast Ferry Terminal  
Contact Tracy Cunningham: (508) 999-2318  

Worth crossing Route 18 for, the Wicked Mermaid is a café & gift shop that features a sampling of food and art from a variety of New Bedford restaurants, bakeries and local artists. The café is also a vocational training site for WORK INC.

Cultural Organizations

First Unitarian Church in New Bedford  
Corner of Union & County Street  

An active urban Unitarian Universalist congregation in historic downtown New Bedford. Head out into the garden & walk the labyrinth or view the Tiffany Mosaic depicting a seeker on a religious journey.

The New Bedford Friend’s Meeting House  
83 Spring Street  

New Bedford Preservation Society, Inc.  
388 County Street  
P. O. Box 1618  
New Bedford, MA 02741  
508-997-6425  
Tues & Thurs (10 a.m. to 2 p.m.) or by appt.  

The Preservation Society is a private, non-profit organization run by private citizens who volunteer their time and effort to annual Holiday House Tours; a Spring House and Garden Tour; historical cemetery tours; a historic marker program; an urban landscaping program (New Bedford Re-Leaf); a self-guided series of interpretive booklets on historic New Bedford neighborhoods and their architecture; lectures on local history and many other programs.  
Email nbps2000@yahoo.com
New Bedford Free Public Library
613 Pleasant Street
New Bedford, MA 02740
508 991-6275
Contacts:
Special Collections 508 961-3104
Library Administration 508 991-6279

A free public library since 1852, the New Bedford Free Public Library Art and Archives rooms acquire, preserve and provide access to records created by, for and about the community of New Bedford and the surrounding area. These materials include records of local government, manuscripts, rare printed books, lithographs, paintings, sketchbooks, catalogs, photographs, historical prints, broadsides, sheet music, architectural drawings, oral histories, material on local artists and maps concerned with the history of the community. The Library often hosts exhibits and performances on AHA! Night.

Pilgrim United Church of Christ, UCC
634 Purchase Street, at the corner of School St.
(508) 997-9086

This church has joined AHA! as a programming partner in order to provide a performance space for community groups and also to host their own cultural events. See listings for monthly offerings. Church sanctuary features a Tiffany mosaic and window which can be viewed on select AHA! Nights.
Email: puccnb@juno.com

Working Waterfront Festival
Contact Laura Orleans: (508)993-8894

Port of New Bedford, September 27 and 28, 2008
Celebrating Commercial Fishing, America's Oldest Industry

Supporting Businesses

- Baker Books
- Bank of America
- Boston Medical Center HealthNet Plan
- Bufftree Building Company
- Centre Street Realty
- Market Street Condominiums/New Renaissance Realty
- Century 21
- Cork Wine and Tapas Bar
- Domino's Pizza
- HallKeen
- Lees Market
- South Coast Media Group
- Southcoast Hospitals
- Sovereign Bank
- The Bristol Building
- The Weekly Compass
- Union Street Lofts
- Wamsutta Place
- WBSM Radio
- Whaling City Sound
APPENDIX D - GOVERNANCE AND OPERATING PRINCIPLES

Article I

General Provisions

Section 1.  Purpose.  AHA! (Art, History & Architecture) is a cooperative venture dedicated to invigorating the downtown New Bedford cultural scene. The project accomplishes this through:

- Presenting second Thursday FREE cultural nights
- Inviting local and regional artists, cultural groups and educators to present what they do
- Spearheading cooperative marketing
- Being a forum for the AHA! Partners to convene around shared topics
- Contributing to the City’s Creative Economy initiatives.

Section 2.  Legal Status.  AHA! is organized for operating purposes and for federal and state tax purposes as a project of the Community Foundation of Southeastern Massachusetts, Inc. (hereinafter, the “Foundation”). The Foundation is a nonprofit corporation organized under the laws of the Commonwealth of Massachusetts and exempt from taxation under Section 501(c)3 of the Internal Revenue Code of 1986 as amended.

Article II

Steering Committee

Section 1.  Duties.  The Steering Committee (hereinafter the “Committee”) shall serve as the governing body of AHA! It shall set the strategic vision for the organization, oversee AHA! Night, hire and evaluate the Program Director, and in conjunction with the Foundation, provide financial oversight to the AHA!, including creation and approval of the annual budget.

Section 2.  Composition and Term.  The Committee shall consist of no more than nineteen (19) individuals. The initial Committee shall consist of those individuals whose names are set forth on Schedule A, attached hereto and made a part hereof. The Committee’s membership shall include the major arts, historical, and architectural organizations located in New Bedford. The representative of each such organization shall be the executive director or a management-level designee. In addition, the Committee shall include a representative of the City of New Bedford and at least one Representative of the New Bedford business community. Individuals representing AHA!’s Partners and AHA!’s audience may also be elected to the Committee. Committee Members shall serve for one year and may be elected for additional one-year terms.

Section 3.  Elections.  The Nominating Committee shall present annually a slate of nominees for election to the Steering Committee. Committee Members shall be elected at the Annual Meeting of the Steering Committee.

Section 4.  Vacancies.  The Steering Committee may fill any vacancy on the Committee at any meeting, and such successor in office shall hold office for the unexpired term of his or her predecessor.
Section 5. Tenure. Committee Members shall hold office until the expiration of their term, and thereafter, until their successors are chosen and qualified.

Section 6. Resignations. Any Committee Member may resign by delivering his or her written resignation to the Chair or Secretary of the Steering Committee or to the President of the Foundation.

Section 7. Removal. A Steering Committee Member may be removed from office with or without cause by vote of a majority of the Members then in office.

Section 8. Annual Meeting. The Annual Meeting of the Steering Committee shall take place during January with date, time, and place to be fixed at least thirty days in advance. If the Annual Meeting cannot be held in that time, a special meeting may be held in lieu thereof, and any action taken at such meeting shall have the same effect as if taken at an Annual Meeting. The Annual Meeting shall be held in New Bedford, and may be open to Partners and the public, in accordance with the requirements described in Section 9 of this Article.

Section 9. Regular Meetings. Regular Meetings of the Committee may be held at such times and places in New Bedford as may be determined from time to time by the Steering Committee, and no notice need be given of regular meetings held at times and places so fixed. Meetings may be open to Partners and the public, unless the Steering Committee determines otherwise, and such non-voting attendees may be invited to speak to any issue and to such extent as the Chair may deem appropriate; however, the Committee shall not be bound by any words of such nonvoting attendees, unless expressed in a motion by a Steering Committee Member and properly acted upon in accordance with these Operating Principles.

Section 10. Special Meetings. Special meetings of the Committee may be called by the Chair or by any three Committee Members, and shall be held at the place designated in the notice or call thereof. Four days’ notice by mail, email, telephone, facsimile, or in person shall be given for a special meeting unless shorter notice is adequate or necessary under the circumstances. A notice need not specify the purpose of any special meeting. Notice of a meeting need not be given to any director if a written waiver of notice, executed by the Committee Member before or after the meeting, is filed with the records of the meeting, or to any Committee Member who attends the meeting without protesting prior thereto or at its commencement the lack of notice.

Section 11. Quorum. At any meeting of the Committee, a majority of members then in office shall constitute a quorum for the transaction of business, but a smaller number may adjourn to any other time.
Section 12. **Action.** At any meeting at which a quorum is present, the vote of a majority of those present shall decide any matter unless these Operating Principles, or any applicable law requires a different vote.

Section 13. **Action by Consent.** Any action by the Steering Committee or any sub-committee may be taken without a meeting if a written consent thereto is signed by all the Committee Members or all the members of the applicable sub-committees and filed with the records of the meetings of the Steering Committee. Such consent shall be treated for all purposes as a vote at a meeting.

Section 14. **Meeting by Teleconference.** Committee Members may participate in a Committee Meeting by means of conference telephone or other communications equipment that allows all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

Section 15. **Non-Voting Committee Members.** The Steering Committee may create honorary non-voting classes such as friends, advisors and the like, and may appoint persons to those classes for such terms and on such conditions as the Steering Committee may determine, and may assign to such persons such responsibilities, duties and privileges as the Committee Members may determine. In such honorary capacity, they shall have no right to notice of, or to vote at, any meeting, shall not be considered for the purpose of establishing a quorum, and shall have no other rights or responsibilities.

**Article III**

**Officers**

Section 1. **Officers.** The officers of the Steering Committee shall consist of a Chair, a Vice-chair, a Treasurer, a Secretary, and such other officers as the Committee may determine.

Section 2. **Election and Vacancies.** The Chair, Vice-chair, Secretary, and Treasurer shall be elected annually by the Committee from among its members at the Annual Meeting or the special meeting held in lieu thereof. The Nominating Committee shall present a slate of nominees, and may receive additional nominations from the floor. Other officers may be chosen by the Committee at such meeting or at any other meeting. Any vacancy at any time existing in any office may be filled by the Committee at any meeting, and such successor in office shall hold office for the unexpired term of the Officer’s predecessor.

Section 3. **Tenure.** Except as otherwise provided by law or by these Operating Principles, the Chair, Vice-chair, Secretary, and Treasurer shall each hold office until the next Annual Meeting of the Committee, or the special meeting held in lieu thereof, and thereafter until his or her successor is chosen and qualified. Officers shall serve terms of one year, and may be re-elected for no more than three subsequent terms.
Section 4. Resignation. Any officer may resign by delivering his written resignation to the Chair or Secretary of the Steering Committee or to the President of the Foundation.

Section 5. Removal. The Steering Committee may remove any Officer appointed by the Committee with or without cause by a vote of a majority of the entire number of Steering Committee members then in office.

Section 6. Chair. The chair of the Steering Committee shall preside at all meetings of the Committee, except as the Committee Members shall otherwise determine, and shall have such other powers and duties as may be determined by them. It shall be the Chair’s duty and he or she shall have the power to see that all orders and resolutions of the Committee are carried into effect. He or she shall from time to time report to the Committee all matters within his or her knowledge which the interests of the Committee may require to be brought to its notice. The Chair shall perform such duties and have such powers additional to the foregoing as the Committee shall designate.

Section 7. Vice-chair. In the absence or disability of the Chair, his or her powers and duties shall be performed by the Vice-chair. The Vice-chair shall have such other powers and perform such other duties as the Committee shall from time to time designate. Service in the position of Vice-chair is deemed preparatory to service as Chair, and in accepting the position of Vice-chair, an individual agrees to serve as Chair if so elected at the next election.

Section 8. Secretary. The Secretary shall record, in books kept for the purpose, all votes and proceedings of the Committee at its meetings. The Secretary shall perform such duties and have such powers additional to the foregoing as the Committee shall designate.

Section 9. Treasurer. The Treasurer shall monitor the budget of AHA! and give such reports as the Committee shall require, but in no case shall reports be given less than quarterly.

Article IV

Subcommittees

Section 1. Subcommittees. The Committee may, by vote of a majority of the number of Committee Members then in office, elect from their number an Executive or other subcommittees and may, by like vote, delegate thereto some or all of their powers except those which by law, by these Operating Principles or by the Foundation, they are prohibited from delegating. Except as the Committee may otherwise determine, any such subcommittee may make rules for the conduct of its business, but unless otherwise provided by the Committee in such rules, its business shall be conducted as nearly as may be in the same manner as is provided by these Operating Principles for the Committee. The Committee shall have the power to fill vacancies in, change the membership of, or to disband, any such subcommittee. Except as expressly provided otherwise in these Operating Principles, the subcommittees may include individuals who are not members of the Steering Committee. The Steering Committee shall designate the chairs of any and all subcommittees, work groups or other ad hoc groups, and all chairs shall report to the Steering Committee as to the subcommittee’s or work group’s activities as often as the Steering Committee shall require.
Section 2. **Programming**. The Programming Subcommittee shall oversee, plan, and implement AHA! Night and any other programs or activities that the Committee may authorize or require.

Section 3. **Finance and Development**. The Finance and Development Subcommittee shall oversee, plan and implement fundraising activities to support AHA! including events and grant proposals. It shall work with the Foundation and AHA! Treasurer to ensure adequate financial support for all AHA! programs and activities, and to prepare the annual budget.

Section 4. **Nominating**. The Nominating Subcommittee shall seek out and recruit such candidates for the Steering Committee and Officer positions as will best serve AHA! to ensure its continued success. After determining that appropriate candidates are willing to serve if elected, the Nominating Subcommittee shall present annually a slate of nominees to the Steering Committee for election at the Annual Meeting or special meeting held in lieu of the Annual Meeting.

**Article V**

**AHA! Partners**

Section 1. **Partners**. AHA! Partners are those groups, organizations, nonprofit organizations, and businesses that associate formally with AHA! under a Partnership Agreement (hereinafter, the “Agreement”) and fee structure determined by the Committee, and who, in so doing, commit to demonstrating regular active participation in AHA! Night programs and other AHA! programs and activities.

Section 2. **Responsibilities of Partners**. All AHA! Partners shall:
1. sign the Agreement,
2. pay the annual fee to support AHA! as specified in the Agreement, and
3. participate regularly in AHA! Night and other AHA! programs and activities as specified in the Agreement.

Section 3. **Fee Structure**. The Committee shall determine an appropriate fee structure for Partners that will support the work of AHA! Thereafter, such fee structure shall be annually reviewed, updated as the Committee deems necessary, and adopted by the Committee.

**Article VI**

**Miscellaneous**

Section 1. **Restriction On Distribution**. No part of the assets of AHA! shall inure to the benefit of members, directors or officers of the Foundation, provided, however that this section shall not preclude AHA! from making payments in reimbursement for actual, reasonable, and necessary expenses incurred in the course of authorized activities of the AHA!, subject to such limitations and procedures as the Steering Committee or the Foundation may from time to time impose.
Section 2 Distributions upon Dissolution. Upon dissolution of the Committee structure or the failure of the Committee to perform its functions hereunder, the Foundation shall provide for the distribution of the assets of AHA! in a manner consistent with the purposes set forth in Article I of these Operating Principles, the Bylaws of the Foundation, any agreement between AHA! and the Foundation, any donor-designated purpose or restriction, and applicable law.

Article VII

Amendments

These Operating Principles may be altered, amended, or repealed, in whole or in part, by the affirmative vote of two-thirds of the members of the Steering Committee present and voting at any meeting, the notice of which contains a statement of the proposed alteration or amendment. Any such alteration or amendment shall not become effective until approved in writing by the Foundation.
APPENDIX E - STEERING COMMITTEE MEMBERS

Karie C. Vincent, Chair, Steering Committee
Executive Director
New Bedford Art Museum
608 Pleasant St., NB, 02740
508-961-3099
kvincent@newbedfordartmuseum.org

Nelson Hockert-Lotz, Vice-Chair, Steering Committee
Owner, Domino’s Pizza
PO Box 40007, NB, 02744
c. 508-728-2772
nhockert-lotz@verizon.net

Karen J. Allen, Director of Programs & Operations
New Bedford Whaling Museum
18 Johnny Cake Hill, NB, 02740
508-997-0046 x 133
kallen@whalingmuseum.org

Lasse Antonsen, UMASSD CVPA Gallery Director
715 Purchase Street, NB, 02740
508-999-8555
lantonsen@umassd.edu

Lee Blake, Director, SouthCoast Educational Compact
UMASSD
285 Old Westport Road
North Dartmouth, 02747
lblake@umasssd.edu

Irene Buck, Executive Director
ArtWorks! Partners for the Arts and Community
384 Acushnet Ave., NB, 02740
508-984-1588
ireneb@artworksforyou.org

Kathy Dehner, Centre Street Realty
30 Centre Street, NB, 02740
508-509-3213
kdehner@centrestreetrealty.com

Craig Dutra, President
Community Foundation of SE MA
63 Union Street, NB, 02740
508-996-8253 ex. 201
cdutra@csfema.org

Nicola Garcia-Rey, Executive Director
Gallery X
169 William Street, NB, 02740
508-992-2675
director@galleryx.org

Katherine Knowles, Chair, Creative Economy Task Force,
NBEDC
Executive Director
Zeiterion Performing Arts Center
684 Purchase Street, NB, 02740
508-997-5664
kknowles@zeiterion.org

Anne Marie Lopes, Director, Office of Tourism & Marketing
Wharfinger Bldg, Pier 3, NB, 02740
508-979-1745
Anmmarie.lopes@newbedford-ma.gov

Anne Louro, Community Historic Preservation Planner
City of New Bedford
508-979-1488
Anne.louro@newbedford-ma.gov

John Magnan, Artist
23 Centre Street, NB, 02740
(508)999-5051
jmagnan@johnmagnan.com

Claudia Ostiguy, Community Volunteer/Past Chair, First Night
426 Valley Road, NB, 02745
(508) 995-7613
Cbstiguy@gmail.com

Dana Ribeiro, Community Organizer/Film-maker
strangefruitproductions@hotmail.com
508-858-8134

STAFF

Lee Heald, Program Director, AHA! New Bedford
63 Union Street, NB, 02740
leeheald2@aol.com
508-996-8253 x205

Pat Daughton, Partner Liaison
Pat.daughton@gmail.com
h. 508-996-5435
c. 508-441-8546
ahainfo@csfema.org

Keri Cox, Marketing Manager
603@mediumstudio.com
c. 508-264-8004 best #
o 508-992-8546

Consultant
Jarrad Nunes, Team AHA!
UMD/YouthREP
jnunes@umassd.edu
M-W 999-8010; Th + Fri 910-666

Center for Policy Analysis 56 University of Massachusetts Dartmouth
APPENDIX F - CENTER FOR POLICY ANALYSIS TELEPHONE SURVEY METHODOLOGY

2.10 Survey Instrument

The telephone survey was conducted using a survey instrument developed by the Center for Policy Analysis and AHA!. A copy of the survey instrument can be found in Appendix A.

2.20 Sampling Procedures

The Center for Policy Analysis uses the Genesys Sampling System from Marketing Systems Group to generate random telephone numbers. The Genesys Sampling System is used by many major survey organizations. The system uses a list of all possible telephone numbers in the United States to randomly generate a telephone sample for a designated geographic area. The survey was conducted using a random digit dialing (RDD) sample. The RDD sample ensures an equal and known probability of selection for every residential telephone number in the sample frame.

2.30 Telephone Interviewer Training and Supervision

Student research assistants and Center staff were employed as telephone interviewers. These interviewers have conducted numerous telephone polls on behalf of the Center and all have been trained intensively, including practice interviews. Senior-level staff at the Center for Policy Analysis monitored the interviewers at all times to ensure high quality data collection.

The Center for Policy Analysis conducted interviews between 9:00 am and 8:00 pm on weekdays and 9:00 am to 4:00 pm on Saturday and Sunday. This range of hours provides the interviewers with an opportunity to contact hard to reach respondents, a procedure crucial to producing high quality survey data. Return calls were scheduled at the convenience of the respondents. The Center’s senior staff continually monitored the progress of interview outcomes to prevent problem cases that could interfere with the integrity of survey procedures. The survey procedures used by the Center for Policy Analysis adhere to the highest quality academic and government research standards.
APPENDIX G - OPEN-END COMMENTS

I. What is the Main Reason that You Enjoy Attending AHA!

- A good time
- Adds culture to the city
- Always new
- Art and culture of New Bedford is important (N=2)
- Art, History and Architecture (N=3)
- Art/Art Museums/Art Programs (N=42)
- Artworks!
- Assorted interesting venues
- Atmosphere
- Because it is so cool!
- Being outdoors (N=2)
- Bloomin Humans
- Both the art and the entertainment
- Café Arpeggio and local bands
- Celebrating New Bedford
- Children's art
- Clancy Lady
- Clean city, it looks very pretty
- Close to home
- Comeau
- Community/Connecting with the New Bedford community/Creating a sense of community (N=17)
- Creativity (N=2)
- Cultural events are vital for any city
- Culture/Cultural events (N=12)
- Daughter's artwork
- Different people, different talents
- Diversity
- Downtown looks vibrant (N=3)
- Drumming
- Easy accessibility to cultural events
- Educational event for children
- Enjoy partaking in events in the charming city
- Enjoyed museum- very informational
- Enjoyed the Michael Moore lecture-excellent talk
- Enjoying my son having fun
- Enjoying stores after work
- Enjoys the culture, music, being outdoors and near the water, the positive effect it has on the city
- Events/Entertainment (N=7)
- Everything (N=2)
- Everything's open late
- Experiencing many different topics in many different venues
- Family oriented/Kid friendly (N=5)
- Family time to learn together
- Feel great optimism for the city and residents and want to support and enjoy being in New Bedford often
- Food, weird/interesting stuff and Whaling Museum
- Free (N=10)
- Free parking
- Friendly and cultural
- From out of town- nice to see/experience another culture
- Fun (N=19)
- Gallery X
- Getting out/Seeing things about the city I grew up in (N=3)
- Getting people down here. This should be every night!
• Good for children and adults
• Good music; enthusiastic dancers
• Got to see things in the city I never saw before
• Great quality event to spend with my young children
• Great to learn something
• Hanging out downtown
• Have lived in New Bedford for 48 years and never cease to be amazed at the marvelous history represented here
• History (N=12)
• I enjoy seeing people getting out
• I get to see art, my friends and learn more about New Bedford- all for FREE!
• I’m from here and enough being proud
• Inspirational
• Inspiring entertainment
• Interested in the culture, history and preservation
• Interesting venues, event, and bringing people together
• AHA! has personality; a good change from the norm
• AHA! helps the community and exposes people to the community and culture
• AHA! highlights many people/places/events happening that would otherwise go unnoticed by the masses
• Great to see activity and art downtown!
• Something positive, safe and fun for New Bedford
• AHA! always so alive
• It’s awesome
• It’s educational
• AHA! filled with fun things to do and see
• It’s important and beneficial for the community
• It’s legit
• It’s nice to walk around downtown with activities going on
• It’s something different (N=2)
• Learning experience
• Learning something new
• Learn, socialize and relax
• Like the variety of topics
• Likes the cultural themes that change every month
• Likes the Halloween thing
• Likes the potential
• Love downtown and being around all the people and culture
• Love learning about New Bedford and its history
• Love music
• Love New Bedford
• Love of downtown for many years
• Love the diversity and art!
• Love to see the vibrant use of New Bedford
• Love walking around downtown; loves New Bedford
• Love walking through downtown and seeing it alive and safe; lots of positive energy
• Making use of historical venues in an original way
• Michael Moore lecture (N=4)
• Mingling and people watching
• More people downtown
• Mud art
• Museums
• Music (N=13)
• Crafts
• My children/Children's art (N=6)
• New experience
• Nice music and art. Good times!
• Nice to see activity in downtown/historic area at night (N=25)
• Night out
• Ocean Explorium (N=2)
• Open mic
• Parts of exhibits
• People/Mingling/Socializing (N=10)
• Positive energy, lots of good events, gallery shows, concerts
• Programs/lectures on local history and culture
• Pumpkin Head Ted is playing
• Quality of attendees
• Raises my students' cultural awareness
• Restaurants
• Safe event
• See different cultural groups
• See the downtown
• Seeing interesting exhibits
• Seeing people out!
• Seeing the different art
• Shopping (N=8)
• Skate jam (N=4)
• Something to do (N=6)
• Special talks and performances
• Spend time with friends/family (N=15)
• Support the city's effort to revitalize downtown
• Support artists

• Teach children benefits of living in a city
• The children enjoyed it
• The different arts and entertainment
• The diversity of art
• The energy downtown, creative folks and youth attendees
• The entertainment is great
• The man from Cape Verde
• The many events and culture
• The people (N=4)
• The programs, music and art
• Shops are open later
• Whaling Museum (N=2)
• The throbbing of the drums
• The variety of events
• To enjoy downtown
• To have fun
• To see New Bedford
• To see performers
• Trying to get people from SMAST here
• Upbeat, positive and good times
• Vacationing in New Bedford
• Variety of events/art/music (N=12)
• Very entertaining
• Very positive
• Visiting children's art work
• Walk around the city
• Wanted to check out happenings for Black history month
• Watching people interact
• Wow!
• Young people doing positive things
II. Suggestions for Improving the Formatting of AHA!

- A top notch band on occasion
- Affordable transportation
- Banners, road signs to attract more people
- Better/More maps/signage (N=6)
- Better schedule
- Better support from the Mayor's office
- Bring “The Garage” back!! I miss the shows.
- Clear flyers
- More advertisement/publicity (N=5)
- Dancing (N=2)
- Different layout for map
- Different times for events (N=2)
- Don't cancel the Atlantic Blue Shows
- Double the number of AHA!'s to two per month
- Free food and drinks (N=3)
- Get more local band performances
- Great event! (N=2)
- More businesses open to the public
- Hours for places should be extended.
- There should be more things to DO rather than just go to places that already open all the time anyway. Concerts, shows, exhibitions etc. should happen
- It's fine the way it is/perfect/great job (N=17)
- Later shows
- Make it AHAAH!
- Make it so it's 18 and older.
- More about the harbor
- More activities/attractions/acts/things to do (N=10)
- More African stuff
- More bagpipes
- More bands and music (N=8)
- More cook outs
- More cowbell (N=2)
- More cultural diversity - Black History month is a good start
- More activities for children (N=5)
- More food
- More hands on activities
- More lights in trees
- More music (N=3)
• More organized schedule
• More original bands, i.e. the Nate Mott Band
• More outdoor activities/art (N=3)
• More free parking (N=4)
• More participation from organizers
• More restaurants need to stay open
• More samples and taste tests
• More shops
• More skate jams (N=2)
• More specific times for the shows
• More street performances
• More student work
• More stuff on Union St. or close down a section of Union St.
• Need more artists from the area
• Need more inexpensive food like hotdogs
• Need more shops open
• Need to get more UMD students to attend
• Open earlier
• Open from 6 to 10 instead of 5 to 9
• Publish the schedule and info about events sooner
• Restaurants should be open later
• Retail shops should be open
• Send flyers out to locals
• Street performances
• The schedule posters are a little hard to read
• Things to do on other nights
• Have it every week (N=2)
• Extend hours
• Transportation- maybe have a trolley to visit local venues during event for the elderly
• [Activities] closer together
• Would like to see more local talent (music) and also have the events last till at least 10 p.m.
• You people are doing a great job
APPENDIX H – IMPLAN & ECONOMIC IMPACT METHODOLOGY

B1. IMPLAN

The direct, indirect and induced economic impacts of AHA! are specified using IMPLAN (IMpact Analysis for PLANing), which is an econometric modeling system developed by applied economists at the University of Minnesota and the U.S. Forest Service. The IMPLAN modeling system has been in use since 1979 and is currently used by over 500 private consulting firms, university research centers, and government agencies. The Center for Policy Analysis has been a licensed IMPLAN user since 1999 and regularly employs its econometric modeling system in conducting economic and fiscal impact analyses.

The IMPLAN modeling system combines the U.S. Bureau of Economic Analysis’ Input-Output Benchmarks with other data to construct quantitative models of trade flow relationships between businesses and between businesses and final consumers. From this data, one can examine the effects of a change in one or several economic activities to predict its effect on a specific state, regional, or local economy (impact analysis). The IMPLAN input-output accounts capture all monetary market transactions for consumption in a given time period. The IMPLAN input-output accounts are based on industry survey data collected periodically by the U.S. Bureau of Economic Analysis and follow a balanced account format recommended by the United Nations.

IMPLAN also includes social accounting data (e.g., personal income and gross state product) that makes it possible to measure non-industrial transactions such as the payment of indirect taxes by businesses and households. The IMPLAN data base provides data coverage for the entire United States by county and has the ability to incorporate user-supplied data at each stage of the model building process to insure that estimates of economic impacts are both up-to-date and specific to an economic target area. IMPLAN can construct local input-output models in units as small as five-zip code clusters.

IMPLAN’s Regional Economic Accounts and the Social Accounting Matrices are used to construct local, county, or state-level multipliers specific to a target economic area. Multipliers describe the response of an economy to a change in demand or production. The multipliers allow economic impact analysis to move from a descriptive input-outputs model to a predictive model. Each industry that produces goods or services generates demand for other goods and services and this demand is multiplied through a particular economy until it dissipates through “leakage” to economies outside the specified area. Thus, multipliers calculate the response of the targeted economic area to a change in demand or production.

IMPLAN models discern and calculate leakage from local, regional, and state economic areas based on workforce configuration, the inputs required by specific types of businesses, and

---

10 The IMPLAN modeling system draws on a variety of statistical sources, including the Bureau of Labor Statistics Growth Model, Bureau of the Census, ES-202 employment and earnings data, the Regional Economic Information System (REIS), and the Bureau of Economic Analysis Gross State Product data.
the availability of both inputs in the economic area. Consequently, economic impacts that accrue to other regions or states as a consequence of a change in demand are not counted as impacts within the economic area. The model accounts for substitution and displacement effects by deflating industry-specific multipliers to levels well below those recommended by the U.S. Bureau of Economic Analysis. In addition, multipliers are applied only to personal disposable income to obtain a more realistic estimate of the multiplier effects from increased demand. The reliability of these estimates has been proven through empirical testing (Department of Commerce 1981; Brucker et al 1990).

A predictive model is constructed by specifying a series of new expenditures in a specific economic area (e.g., new employment or construction) which is then applied to the industry multipliers for that particular region. Based on these calculations, the model estimates final demand, which includes employment, employee compensation (excluding benefits), and point-of-work personal income (including benefits). The initial IMPLAN data details all purchases in a given area, including imported goods and services. Importantly, IMPLAN’s Regional Economic Accounts exclude imports to an economic area so the calculation of economic impacts identifies only those impacts specific to the targeted economic area. IMPLAN calculates this distinction by applying Regional Purchase Coefficients (RPC) to predict regional purchases based on an economic area’s particular characteristics. The Regional Purchase Coefficient represents the proportion of goods and services that will be purchased regionally under normal circumstances, based on the area’s economic characteristics described in terms of actual trade flows within the area.

B2. DIRECT, INDIRECT, INDUCED, & TOTAL ECONOMIC IMPACTS: METHODOLOGY

Economic impacts consist of direct impacts, indirect impacts, and induced impacts. Direct impacts include payroll expenses made by AHA! and partner organizations, including payments to staff and artists. Indirect impacts derive primarily from other budget expenditures made by AHA! and its partner organizations such as advertising, printing, office supplies, and postage. Indirect impacts also include economic activities that occur primarily as a result of non-payroll local expenditures by attendees to AHA! such as purchases on food, retail, gas, transportation, and art. These include both purchases made on-site during AHA! Thursdays as well as off-site purchases that occur as a direct result of the AHA! event. Induced impacts are the multiplier effects of the direct and indirect impacts created by successive rounds of spending by employees and proprietors. For example, a restaurant owner may use money spent by AHA! visitors at her restaurant to purchase gas or a gallon of milk at a local convenience store.

The Center for Policy Analysis built a combined regional input-output model for Bristol County, Massachusetts using the IMPLAN Professional 2.0 model building software and county-level data packages. Expenditure data was collected through intercept surveys and from AHA! and partner organizations.