Assessing the Arts, Sustaining Your Community: *Lessons from Jackson Hole*

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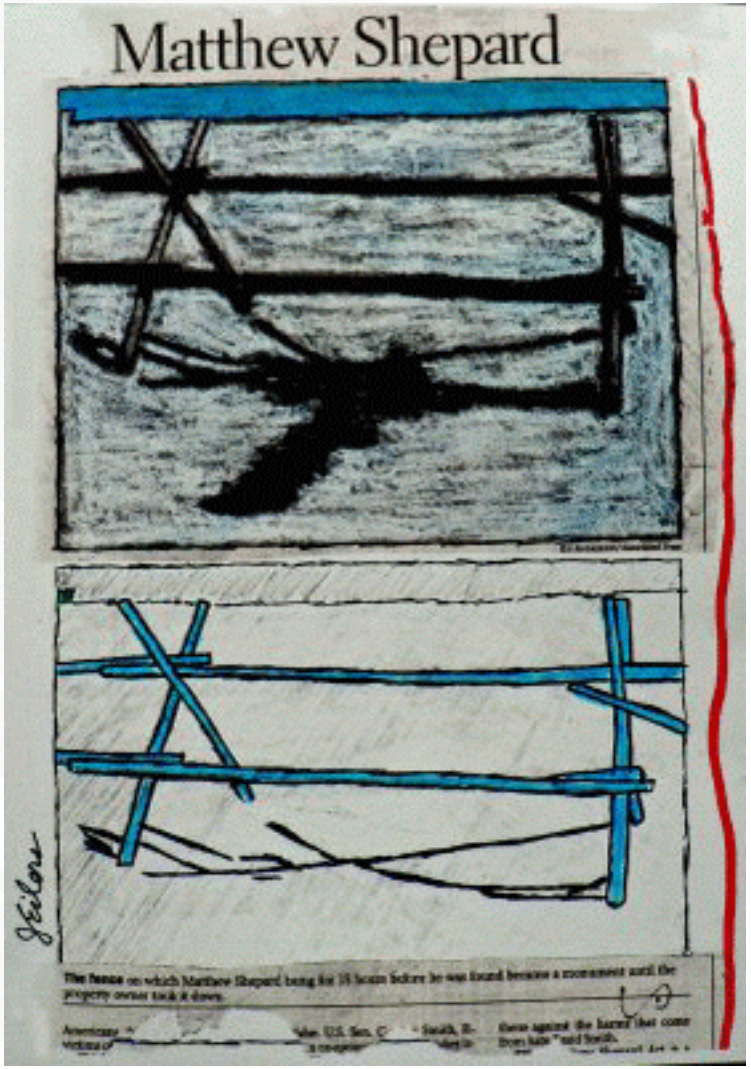
The Wonderfully Unexpected Nature of Art

The American Century: Art & Culture 1900-2000
Part II, 1950-2000 – Whitney Museum, New York



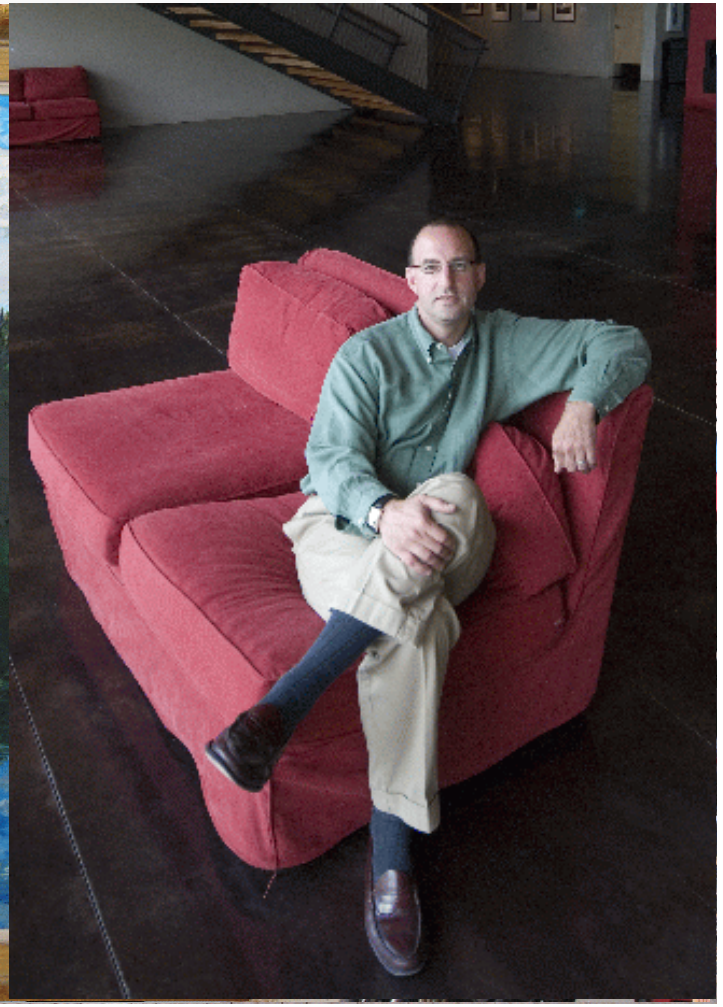
My (Herculean) Task

Put an economic value on the arts in Jackson Hole

Measuring the Economic Value of the Arts

Very, very difficult to do for two reasons

1. What is art? Who is an artist?



Measuring the Economic Value of the Arts

Very, very difficult to do for two reasons

1. What is art? Who is an artist?
2. If you can't define something, you can't measure it.

Under the federal government's system of classifying commerce, art-related businesses fall under at least six different categories:

- *4539 – Other Miscellaneous Store Retailers*
- *5414 – Specialized Design Services*
- *7111 – Performing Arts Companies*
- *7113 – Promoters of Performing Arts and Sports*
- *7115 – Independent Artists, Writers, and Performers*
- *7121 – Museums, Historical Sites, Zoos, and Parks*

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Making Lemonade Out of Lemons

So how do we measure the unmeasurable? Jackson Hole's approach

- A strategy for measuring the arts
- Tying the arts into sustainability
- Tools which will work in your states for not just the arts, but for all aspects of your communities

- Trying to capture, quantify, and enhance the three themes running through Robert and Rebecca's talk:
  - *Connections*
  - *Engagement*
  - *Passion*

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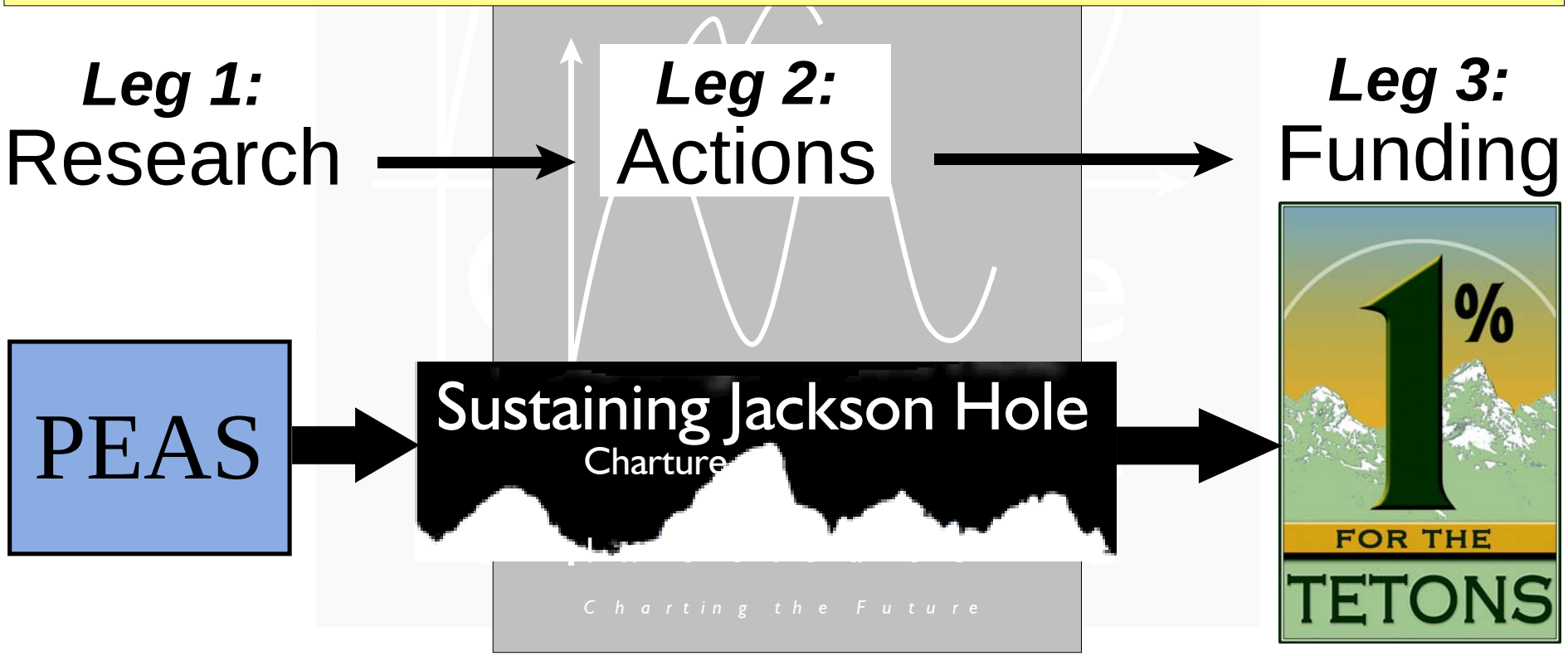
The Charture Institute

Founded to help sustain PEAS communities (Places of Ecological and Aesthetic Significance), places such as resort and national park gateway communities.

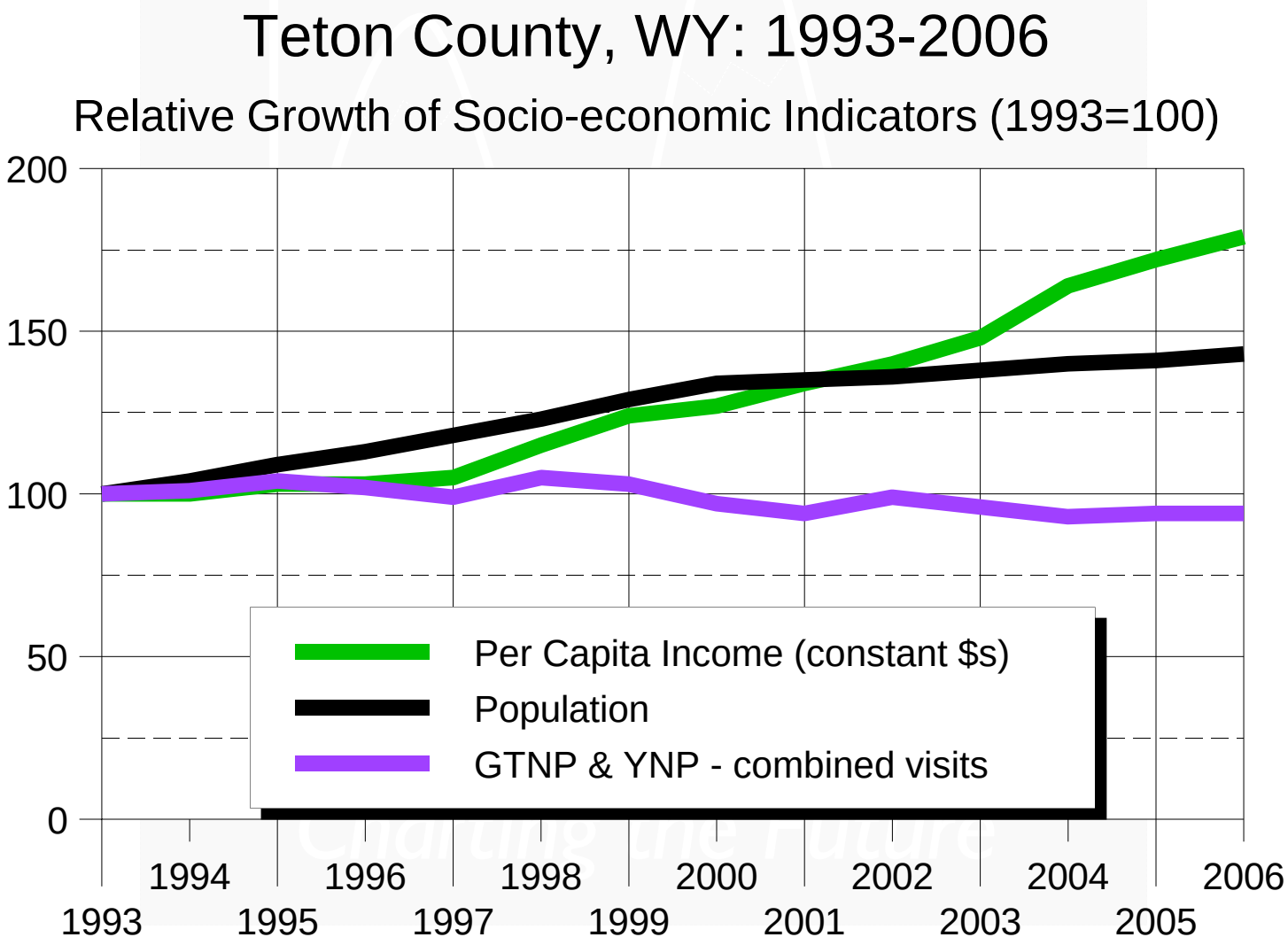
Founding Hypothesis

Resorts & gateways are growing and changing more rapidly than the nation as a whole. They share this and other qualities, but aren't learning from each other.



The Teton County Paradox

Tourism is stagnant; population and economy have boomed



Our Rapidly Changing World: Why?

The basic question: Why are Jackson Hole et. al. booming?

Two fundamental reasons:

1. Because people want to move to places like Jackson Hole

– *Why not live in the place where your heart and soul soar?*

2. Because they can

– *Six basic changes are severing the link between where people work and where they live*

i. Technology

ii. Economy

iii. Transportation

iv. Mores

v. Values

vi. Quality of urban life

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Our Rapidly Changing World: Thoughts

If people can live where they want, our communities need to develop and sustain qualities people want

- The virtuous circle – the more people are passionate about their community, the more they want to do to sustain/enhance its special qualities

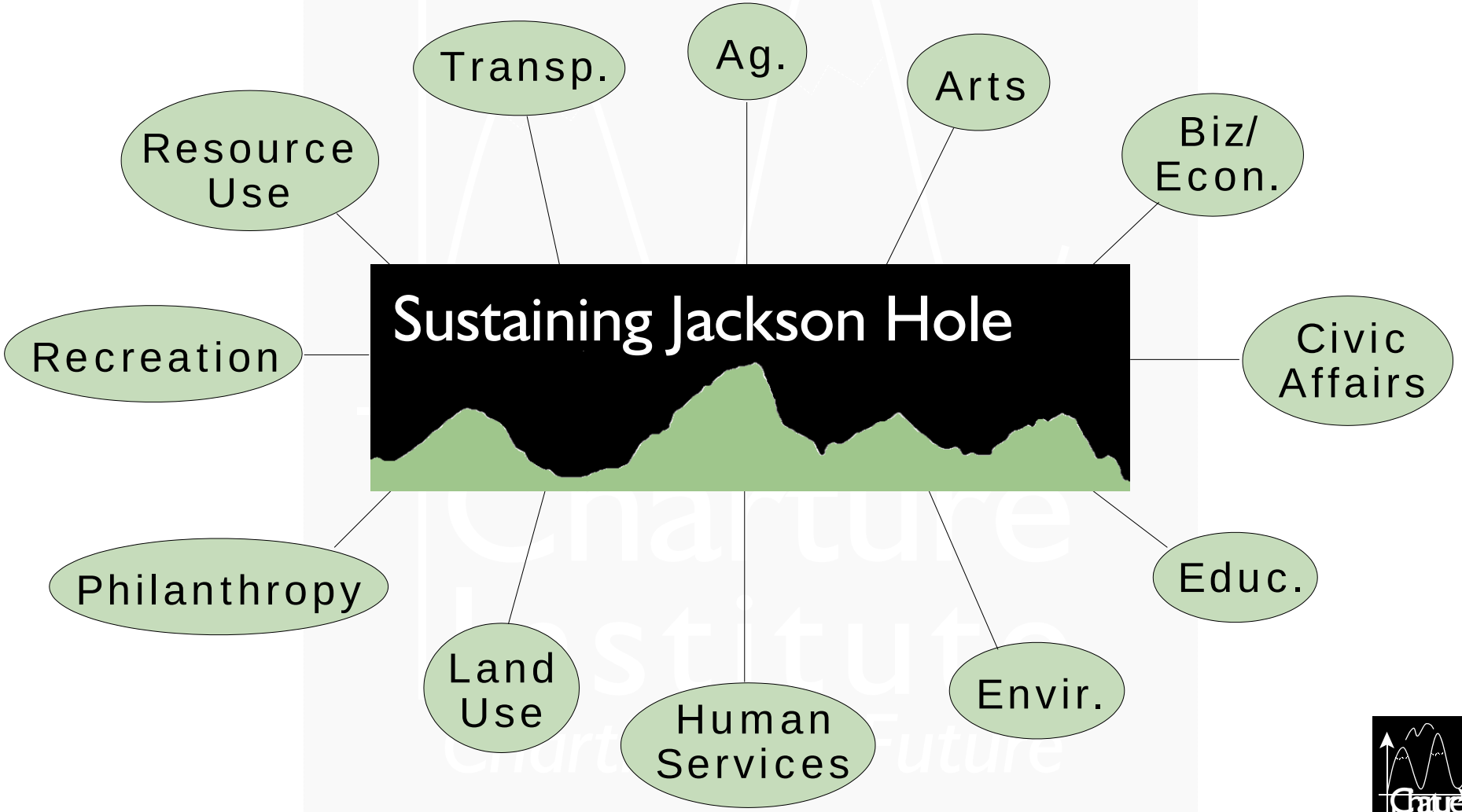
- Communities can take steps to sustain and enhance themselves, but need a system for doing it that works across all aspects of the community.

- Self-reliance – Communities need to take the initiative to identify and sustain the qualities they care about

- The immodestly-named "Schechter's maxim"
  - *Economies change faster than perceptions; perceptions change faster than politics*

Sustaining Jackson Hole

The goal: to sustain the entire community, in all its facets



The Sustaining Jackson Hole Process

Each group uses the same methodolgy (3 basic questions)

- Where Are You?
  - *i.e. Data – what do you actually know about your Area of Interest?*
- Where Do You Want to Be?
  - *i.e. Ideal – what would you like the future to look like for your Area of Interest?*
- How Will You Get There?
  - *i.e. Actions – what steps can the community and organizations in the Area of Interest take to move closer to Ideal?*

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The Problem with Sustaining JH

Necessary, but not sufficient

- People enthusiastically participate because they care about the future of their community
  - *It offers them a positive, non-contentious way of helping shape the community's future*
- The process resulted in a lot of good ideas for sustaining the community – addressing problems; taking advantage of opportunities
- But there was no money to fund these ideas.
- The net result? We were dashing hopes, leaving people worse off than before.

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1% for the Tetons – Overview

A localized version of 1% for the Planet

- Guiding principle
  - *Jackson Hole's extraordinary natural resources are the foundation of all its essential qualities*
- Mission
  - *1% for the Tetons funds and otherwise supports efforts furthering the long-term sustainability of the Jackson Hole area's natural resources and related essential qualities*
- 1%'s simplicity
  - *Member businesses donate one percent of their sales to 1% for the Tetons*
  - *1% aggregates those donations and grants the money to fund projects sustaining the Tetons region*
- 1%'s power
  - *By tapping into peoples' passion for the Tetons, by aggregating funds, and by being completely voluntary, 1% for the Tetons has the ability to address important issues too complicated or "risky" for other funders*

1% for the Tetons: Basic Numbers

- Founded in June, 2006
- Started with 18 members; gained 12 more at the kick-off event
- Today, 70 members
  - *Roughly 7 percent of all worldwide members of 1% for the Planet*
  - *The Tetons are home to more 1% members than in any country except the US and Canada; more than in any state except California*

- Total raised in year 1 (2006-2007): $100,806
- Total raised in year 2 (2007-2008): $152,600
- Total raised in first two years: $253,406

- Total granted in year 1: $100,806 (to ten projects)
- Grants made in year 2: $145,900 (to nine projects)
- Total granted in first two years: $246,706

Next Steps: the Future of Sustainability

A nice start – now what?

- Charture assembled the elements – the challenge became how knit them ever-more closely together
  - *Information*
  - *Interactions*
  - *Funding*

- The essential paradox facing a community's sustainability efforts
  - *Need a methodology uniform enough to allow on-going collection of "apples-to-apples" data across "areas of interest," but flexible enough let each different area of interest address and honor their unique qualities*

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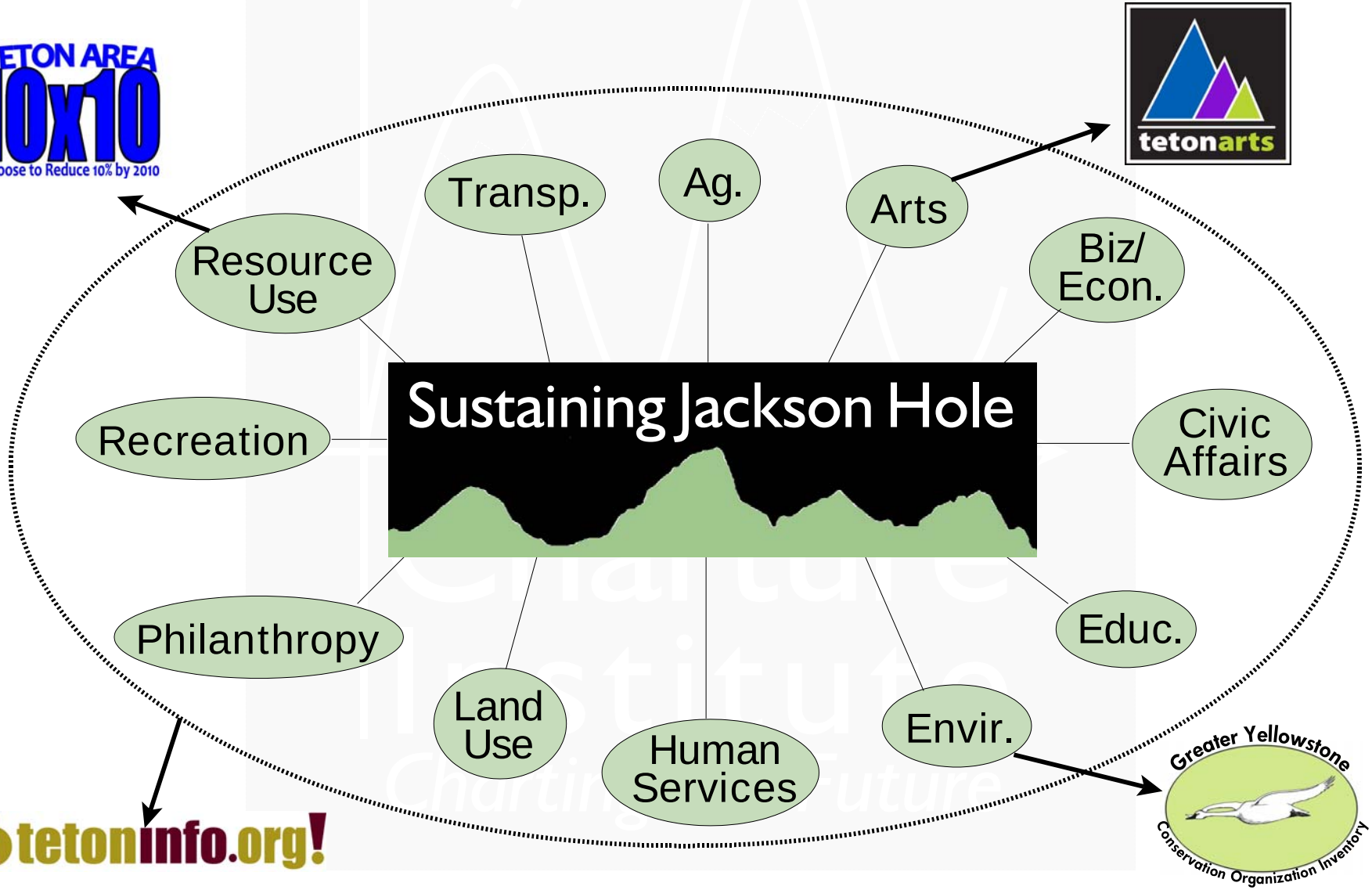
The Charture Model of Sustainability

Using SJH & the web to knit together the pieces of the community



Information Binds the Pieces Together

Data and measurement at the core of a sustainable community

- The Sustaining Jackson Hole legacy websites offer people in the same field a customizable tool for sharing information with their peers
- Each website contains the same basic elements
  - *Directory*
  - *Calendar*
  - *Blog*
- Each website shares the same guts, including the same database structure for information
  - *Allows for scalability and interconnectivity*
- Each website is linked to each other
- Two ultimate goals
  - *For each Area of Interest to have a web-based community*
  - *To have all information about the community in a wiki format*

We've Still Got a Problem Though

Until we can make money from sustainability, it's a failure

- Two basic realities about the economy today
  - *Economics pushes commodification, but rewards uniqueness*
  - *Consumers are looking for unique; want things customized to their liking*
- Tap into these realities, and you can make some money

- The Sustaining Jackson Hole model gives communities a way to identify and sustain the qualities they care about
  - *It is necessary, but not sufficient.*
- Currently, the only money in sustainabiliity is around using resources more efficiently. However, if you align mutual interests...

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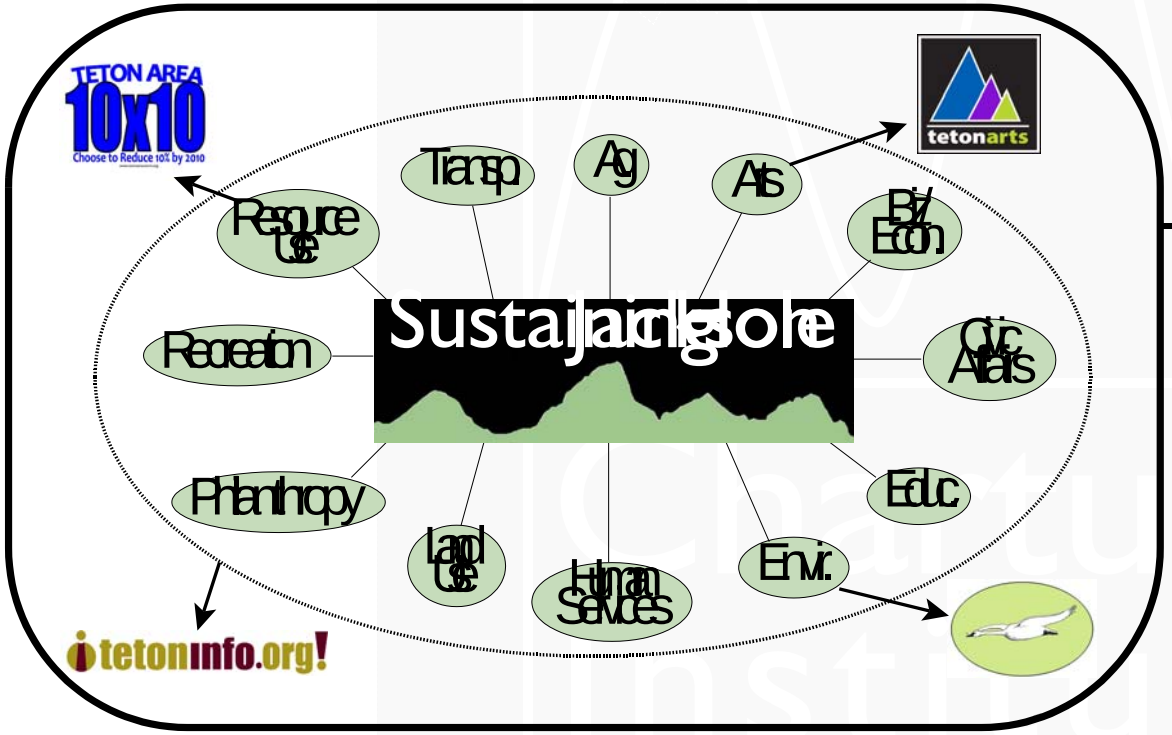
Making Money from Sustainability – I

The missing piece – linking community with outside world



Vertical Media

AllJacksonHole.com

- AllAspen.com
- AllLakeTahoe.com
- AllParkCity.com
- AllSteamboat.com
- AllSunValley.com
- AllTelluride.com
- AllVail.com

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Making Money from Sustainability – II

Residents and tourists want the same thing – for a community/state to be special

- The win-win-win-win-win (win^5) of the Charture model
  - ***Jackson Hole*** *gets what it needs as a* ***community*** *– a way to pursue comprehensive sustainability by connecting organizations and sharing information*
  - ***Jackson Hole*** *gets what it needs for its* ***tourism economy*** *– a chance to remain distinctive, if not truly unique*
  - ***Local organizations*** *get what they need – a way to connect with others in their "Area of Interest, plus a cost-free way to gain* ***exposure*** *to the >100,000 visitors/month to AllJacksonHole.com*
  - ***Vertical Media*** *gets what it needs – a chance to make its basically-a-commodity website distinctive, and therefore gain a* ***competitive advantage***
  - ***Tourists*** *get what they need – a chance to learn about, and therefore be able to* ***customize, their visit*** *to a distinctive place*

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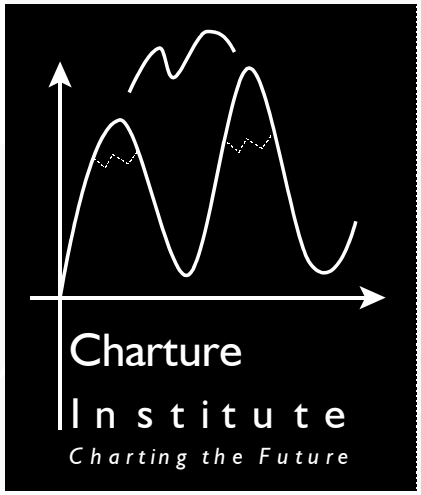
Using the Web to House the Arts

A tool for linking the arts communities within your towns and state, then exposing them to the outside world

A Closing Thought from 100 Years Ago

Lord James Bryce, British historian
(from a speech at U.C. Berkeley, 1909)

"What will happen when California is filled by fifty millions of people, and its valuation is five times what it is now, and the wealth will be so great that you will find it difficult to know what to do with it? The day will, after all, have only twenty-four hours. Each man will have only one mouth, one pair of ears, and one pair of eyes. There will be more people – as many, perhaps, as the country can support – and the real question will not be about making more wealth or having more people, but whether those people will then be happier."