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# Case Study Evaluation of Maine's New Century Program (Preliminary) 2001

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**CASE STUDY EVALUATION  
OF MAINE'S NEW CENTURY PROGRAM  
(PRELIMINARY)**

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DRAFT for REVIEW

Prepared for  
Maine's Cultural Affairs Council

January 23, 2001



# Preliminary Overview of Key Themes: Maine New Century Program

## Meeting Maine's Current Economic Challenges and Opportunities

Maine is a state of economic contrasts - within the state there is a clear sense of the "two Maines". The southern part of the state has a healthy, vibrant economy with a very low unemployment rate and significant employment growth. On the other hand, much of Maine is very rural and its more remote, northern counties suffer from high unemployment, declining population, and limited economic growth.

The New Century Program, created by the Maine State Legislature in 1999, has provided all of the communities in Maine with significant new resources to address some of the state's key challenges as well to more fully build upon current opportunities. These opportunities and challenges include:

- + *Supporting targeted industries: A number of the industries targeted for growth in the state of Maine depend upon a vibrant arts and cultural environment.*
  - The entrepreneurs who start and grow technology based businesses, one of the economic clusters currently being targeted by the state, are attracted to Maine primarily because of its quality of life. Clearly, the state's artistic, cultural, and historic assets are a fundamental component of this quality of life.
  - The retirement industry, another area targeted by the state, also requires a strong arts and cultural foundation. According to the Maine State Planning Office's report *A Golden Opportunity*, "National research has shown that among the strongest factors that influence where a person decides to retire are natural and cultural amenities."
  - Tourism has been targeted by the state as one of Maine's key industries. Cultural tourism, which creates approximately 14,000 jobs, generates \$1.3 billion in direct and indirect expenditures, and attracts 2.5 million travelers to Maine<sup>1</sup>, is an increasingly important part of the state's tourism industry. Continuing to attract these cultural tourists requires an investment in the state's cultural, historic, and artistic resources.
- + *Building the state's workforce: There is increasing recognition that to thrive in the New Economy the state of Maine has to ensure that its existing residents have the necessary skills to compete and that its communities have the quality of life needed to attract skilled workers from outside of the state.*

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<sup>1</sup> "The Impact of Cultural Tourism in Maine," *The Creative Economy Initiative: The Role of the Arts and Culture in New England's Economic Competitiveness*, June 2000. Data compiled by Mt. Auburn Associates from the US Department of Commerce, Maine Office of Tourism, and the Maine State Planning Office.



- Economic boom times have created a labor shortage, particularly in Southern Maine. Enhancing the arts and cultural environment has become a more important aspect of attracting a skilled workforce to the state.
  - Residents of Maine need to have a minimum level of literacy in order to be successful in practically any job in the current economy. Efforts to promote increased literacy amongst the adults and children of the state of Maine will be an increasingly important part of building a skilled workforce.
- + *Revitalizing communities: The economic development literature has assigned increasing importance to the strength of a community's civic life in creating sustainable community development.*
- The continued loss of population and economic activity in Maine's more rural communities, as well as its older industrial areas, is exacerbated by a poor self image and the lack of strong community institutions. A celebration of heritage and culture helps to create a more positive civic culture.
  - "Social capital", defined by Robert Putnam as "features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit", is increasingly seen as one of the components of a healthy community.

## Overview of Activity of Maine New Century Program

Since it was established the New Century Program have assisted the state of Maine and its communities with three types of activities:

1. Funding for arts and cultural related activities with statewide significance;
2. Grants to a wide range of community projects; and
3. Direct service and technical assistance.

Preliminary analysis of just the grant related activity, which accounts for about \$2.3 million of the total \$3.2 million expended through the New Century Program, found:

- About 420 projects throughout the state of Maine were funded through the program;
- The \$2.3 million in funding leveraged an additional \$31 million in other funding and in-kind investments by the grantees;
- Approximately \$1 million was spent directly on construction related projects - involving local libraries or historic properties. This funding leveraged an additional \$11 million in construction activity.
- Approximately 2/3rds of the grants went to rural communities and 1/3rd to the state's larger cities.

## Maine New Century Programs - Responses to Economic and Social Challenges and Opportunities



While it is much too early to assess the full and longer term impacts of the state's investment in the New Century Program, the five case studies that were completed provide initial evidence that the program is generating a range of "intermediate" term impacts that have the potential to address some of Maine's longer term economic challenges and opportunities. These intermediate term impacts include:

#### *Educating the Community's Workforce*

- + *Improving the educational performance of youth and adults*
- + *Increasing literacy among Oxford County adults*
- + *Increasing literacy among Oxford County children*
- + *Enhancing educational content*

#### *Improving the Social Capacity and Civic Infrastructure of the Community*

- + *Supporting the library as a pillar of civic life*
- + *Promoting Positive Community Image.*
- + *Increasing Local Capacity*
- + *Creating community collaboration and partnerships*
- + *Generating civic and corporate involvement*

#### *Generating Economic Growth Through Enhancing the Arts and Cultural Environment*

- + *Improving important cultural tourist destinations*
- + *Generating innovative programming*
- + *Increasing the menu of cultural offerings*
- + *Creating new markets for cultural products*



# ST. JOHN VALLEY CASE STUDY

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## Case Study Context

The Upper St. John Valley, or "The Valley" as it is known locally, runs along a 70-mile stretch of the Saint John River bordering the United States and Canada. Fort Kent and Madawaska, two of the larger towns in the region with a combined population of less than 10,000, are two of the northernmost towns in the continental United States. Total population in the U.S. portion of the region is approximately 27,000.

The region is steeped in Acadian and Franco-American culture. People in The Valley speak Valley French, a mix of French and English, with some Quebecois terms. In addition to a common language, the people of The Valley share a common history -- their ancestors were driven from Nova Scotia because of their refusal to pledge allegiance to the British Crown.

The Valley also shares a common rural economic heritage. Agriculture has been the principal source of work since the region's early settlement. Potato farming is an important part of people's lifestyle and income. Valley schools still recess for a two week period during September so children can assist with the harvest. Industries dependent on the region's natural resources also provide a bulk of the jobs in the region. Paper, lumber, wood products, and eco-tourism (e.g., snowmobiling) are all important to the local economy. Fraser Paper is the largest employer in the region, with plants in both Madawaska (1,162 jobs) and across the river in Edmeston, Canada.

Historically, the St. John Valley has suffered from high levels of unemployment. Within the last year, however, unemployment rates in the Fort Kent-Madawaska region have fallen. Between September 1999 and September 2000, for instance, the unemployment rate in the region fell from 5.2 to 2.9 percent. Despite this improvement, the Valley still suffers from relatively low levels of income, higher than average illiteracy rates, and higher poverty rates than the state. The region also faces declines in population. Officials and community leaders note that outmigration of the region's youth is one of the region's biggest challenges in terms of sustaining and enhancing its economic future.

The National Park Service's Maine Acadian Culture Project, established in 1990, was an effort to address some of the challenges mentioned above. Supported by federal legislation drafted by former Senators Mitchel and Cohen, the Maine Acadian Culture Preservation Act aimed to preserve and develop the region's Acadian folk culture, including turning what was once thought of as a liability (the Valley's French Acadian heritage) into an asset. The region's arts and cultural organizations, chambers of commerce, and municipalities coalesced to support and further the Park Service's activities. The group of local stakeholders is now called the Maine Acadian Heritage Council. The Park Service's support, however, has been reduced significantly. The project's ten-year run ended in 2000. Park Service support now only takes the form of an annual grant to the Heritage Council (up to \$60,000). Over the last few years, the partners of the Heritage Council have tried to continue the design of the Maine Acadian Culture



Project through volunteer help as well as grant writing. Strategic grant-making through the New Century Program has contributed significantly to the Valley's efforts in this regard.

## **Overview of New Century Program Grant-Making in the Region**

The New Century Program invested a total of \$65,739 in 27 distinct projects in the St. John Valley. Grants ranged from as little as \$250 awarded to the Allagash Historical Society to as much as \$14,000 awarded to the Maine Acadian Heritage Council. The former grant provided funds to contract with a local consultant to enhance the Allagash Historical Society's understanding, techniques, and operations of its museum. The latter grant awarded to the Maine Acadian Heritage Council will sponsor school-based artist residencies, festivals, and workshops -- an effort that builds on the Heritage Council's previous research and publication of a 72-page cultural directory.

A large number of the grants in The Valley focused on increasing the region's rate of literacy or expanding access to reading resources.

- Five of the grants funded initiatives to bring reading, books, and discussion to families with young children through home visits by healthcare providers, senior citizen volunteers, Americorps volunteers, and child care professionals.
- Another grant provided a library with the funds to begin automation of its catalogue. This \$5,000 grant, approximately one-third complete, will bring better and more efficient access to the library's collection of 25,000 books for residents.
- Four other New Century grants sponsored adult reading sessions at a local community center and library.

At least six other New Century projects focused on the dual purpose of preserving the region's Acadian heritage while also increasing the technical capacity of each sponsoring cultural organization. For example, the Acadian Village, Saint Agathe Historical Society, and L'Association culturelle et historique du Mont Carmel shared the cost of a visit from a textile conservation expert who gave advice on how to preserve adequately their respective collections. As a result of the visit, each organization increased its knowledge of proper collection and storage techniques from a rudimentary to an intermediate level of understanding.

Four other New Century grants focused on promoting the region's cultural heritage by sponsoring exhibits or gatherings that celebrate the region's Acadian or Native American roots.

- The Acadian Village, University of Maine at Fort Kent, and L'Association culturelle et historique du Mont Carmel partnered on a \$2,000 grant from the New Century Program. The grant enabled three small galleries to catalogue, label, frame, and exhibit a series of folk paintings indigenous to the Valley's Roy family.
- Another New Century grant allowed an unrecognized Native American group to host its first annual gathering in the United States.



- A grant to a local museum on the National Register of Historic Places documented and photographed the region's economic and historical connection to the Bangor & Aroostock Railroad.

Only one grant within the St. John Valley falls within the historic preservation category. L'Association culturelle et historique du Mont Carmel used a \$15,000 grant to restore 34 windows of the former Notre Dame du Mont Carmel Church, now a museum and cultural center that hosts 35 events per year celebrating Acadian heritage, life, and culture. The window restoration is part of a larger \$1.2 million restoration effort begun ten years ago. (See attached table "Grant Activity in St. John Valley")

## Preliminary Assessment of Impacts

The St. John Valley was chosen to represent the impacts of the New Century Program on a rural community in the eastern part of the state. While the impacts of the grants will be demonstrated over a longer period of time, it is clear that some short term and intermediate impacts have occurred. Many of these more immediate impacts relate to program outputs such as expanding literacy efforts, increasing institutional capacity among grantees, and improving the infrastructure of cultural tourist destinations and events. Many of these outputs are geared toward improving the appreciation, understanding, and marketability of the region's unique Acadian heritage. In total, \$65,739 of New Century projects in the St. John Valley leveraged an additional \$174,406 in in-kind and cash matches from the grantees.

## Educating the Community's Workforce

A number of the grants in The Valley focused on increasing the region's rate of literacy among children and adults, an issue of concern in the community highlighted by the region's below average scores on standardized testing among school children and high rates of illiteracy among adults.

### ✦ *Increasing literacy among children*

New Century funding enabled the Valley to keep two AmeriCorps members working in the Fort Kent area in close cooperation with the St. John Valley Ready to Read project (which was also supported by a New Century grant). The two AmeriCorps members participated in ongoing library reading programs, reading aloud activities at area child care centers, summer reading camps, and literacy events coordinated in conjunction with community celebrations, such as the Scarecrow Festival in Fort Kent. Each AmeriCorps member worked 40 hours per week on the project; 20 of the 40 hours were sponsored by New Century funding. A \$1,200 New Century grant to support the Valley's Ready to Read Project enabled MSAD 27's Adult and Community Education office to expand on its first year efforts. In its first year, the Ready to Read Project hosted 22 literacy activities among the region's K-3 elementary school students. Second year efforts, funded in part by the New Century Program, increased to 26 literacy activities and impacted 3,000 school children. According to MSAD 27's Adult and Community Education Director, the second year track record of the Ready to Read Project helped secure a



\$16,000 grant from the Stephen and Tabitha King Foundation to continue and further expand the project for a third year.

✦ *Increasing literacy among adults*

Four programs sponsored by the New Century Program focused on increasing literacy among adults. Two of the programs, in particular, focused on targeting new adult readers. Two New Books, New Readers programs at the CHIPPY Center introduced basic reading to xxx new adult readers. In addition, the Fort Kent Library sponsored two other adult level reading programs as part of the Lets Talk About It program. At these events xxx adults participated in discussions with a literary scholar about a series of books.

✦ *Increasing access to literacy*

A \$5,000 grant to the Morneault Memorial Library in Van Buren will allow residents access to the library's collection of 25,000 books by computer. In addition to giving residents more efficient access to reading resources through catalogue automation, part of the grant has been used to train residents on basic computer literacy functions. The library director overseeing the project notes that a significant portion of Van Buren residents have limited exposure to computers. The grant will capture a new audience who would otherwise have limited understanding of the use and role of computers.

## Improving the Social Capital and Civic Infrastructure

✦ *Increasing institutional capacity among grantees*

New Century grantmaking increased the institutional capacity of a number of grantee organizations in the Valley. Many of the organizations that received grants are extremely small, staffed primarily by volunteers, and have limited budgets. The New Century Program offered small organizations the opportunity to increase their knowledge and capacities related to basic, but essential, functions critical to their organizational survival. Six grantee organizations in the Valley used outside experts to increase their technical capacities and knowledge related to archival and preservation techniques as well as artifact display and collection. All of the organizations stated that this interaction, the first outside consultation from an expert for each of them, expanded their level of basic understanding of preservation practices from novice to intermediate. In fact, most of the storage and archival techniques practiced among the organizations, if persisted, would have led to lost and permanent damage to their collections.

- One historical society had artifacts stored in an area where moisture from a water tank above was causing significant damage to the collection.
- Another organization had its collection of catalogues (finely woven rag blankets unique to the area) fading from exposure due to direct sunlight.
- Overall, the direct intervention of the outside expert impacted more than 1,500 artifacts of Acadian significance (including catalogues, indigenous quilts, homespun linens, woolen blankets, wedding dresses, priest's vestments, altar cloths, and procession banners).







✦ *Generating new civic involvement in the St. John Valley*

New Century grants generated new civic involvement in cultural activities in the Valley. For example, a \$3,121 grant to the Frenchville Historical Society was the impetus behind the organization's resurrection. The following is a depiction of the Frenchville Historical Society Archival Project:

**Frenchville Historical Society Archival Project**

The New Century Program awarded the Frenchville Historical Society in Frenchville, a small village in the St. John Valley, a small grant of \$3,100 to clean, catalogue, and properly store up to 300 of their fragile and endangered artifacts. Not since the Historical Society's inception in 1987 had anyone taken care of the collection. In fact, The Frenchville Historical Society's railroad museum and its membership laid dormant and inactive over the last four years. During this time, condensation, exposure to light, and extreme variations in temperature endangered a number of items. These items, including framed documents, photographs, mortuary cards, and native textiles, documented community life from the early 1990s through the late 20th century.

With the specter of the New Century grant on the horizon, a single volunteer took a leadership post within the Historical Society, restarted meetings of membership, and committed to overseeing the preservation activities that would occur as part of the grant. Upon completion of the majority of the grant, the Frenchville Historical Society and its museum have experienced dramatic changes. First, the Historical Society was able to contract with a preservation expert to visit the museum and train two summer interns on proper collection, cleaning, cataloging, and storage techniques. This sort of expert consultation never occurred before, and enhanced local Society member's collective knowledge on preservation techniques from novice to intermediate. Second, as summer interns made a visible presence in the museum as they performed their preservation activities for the grant, the museum was once again opened to visitors. Interns documented 83 visits from residents, school children, and tourists during the summer -- outnumbering the number of users by far for any previous year. Third, new inquiries for genealogies, visits by high school reunion classes, increased membership activity, and new prospects for donations to the Historical Society (including the donation of a valuable homestead of a prominent town member) are all signs that there is renewed interest in connecting with and celebrating the town's heritage and culture. description of grantee.

A New Century grant also generated new civic involvement among high school and college volunteers. As part of its \$1,500 grant, MSAD #27's Adult and Community Education initiated volunteer opportunities with National Honor Society students at the local high school and education majors at the University of Maine at Fork Kent. The volunteers participated as readers to preschool children in a family literacy program.

✦ *Promoting a positive community image*

A number of New Century Program grants also provided a needed boost to the region's efforts to rediscover and re-create its image. As mentioned earlier, ten years of technical expertise and financial support were lent by the Park Service as part of the Maine Acadian







Culture Project to promote local efforts to perpetuate and celebrate Maine Acadian culture. The New Century Program has been able to continue and enhance the work begun by the Park Service program. Two grants, in particular, purposely focused on educating the region's residents as to the importance and value of their links to Acadian culture.

- First, the Maine Acadian Heritage Council is using a \$14,000 New Century grant to educate Valley youth to the importance of the region's economic, linguistic, and cultural heritage. The grant will sponsor and coordinate a series of artist residencies, workshops, and festivals in local schools.
- Second, the Acadian History Millennium Project commissioned a series of 18 oil paintings depicting significant events in Acadian history. One of the goals of the project is to educate the public as to the significant role of Maine Acadians in Acadian culture throughout the United States and Canada.

#### *+ Generating innovative programming*

Grants given as part of the New Century Program also served as models of innovative programming to be replicated in the Valley. As mentioned earlier, three New Century grants collaborated on sponsoring and sharing costs to bring a textile conservationist to the Valley. It was the first time that an outside expert came to the Valley to consult the organizations on such content as well as the first time that the three organizations coordinated their efforts to create more effective and efficient use of their limited resources.

Opportunities made available through the New Century Program were also the first time that many of the grantees went through a grant application process. At least four of the grantees in the Valley had never before applied for such funding, some noted their lack of literacy or comfort with such a process as a barrier. Case study interviews, however, highlighted the fact that these same first-time grantees were emboldened and empowered by the process. Each organization plans to pursue other non-New Century program funding avenues as a result.

## Improving the Product of Cultural Economic Development

#### *+ Improving important cultural tourist destinations*

The New Century Program improved the physical infrastructure of one the Valley's most significant cultural tourist destinations. L'Association culturelle et historique du Mont Carmel used a \$15,000 grant to restore 34 windows of the former Notre Dame du Mont Carmel Church. The church is now a museum and cultural center that hosts an average of 30 events per year in its three auditoriums. Events celebrate Acadian heritage, life, and culture through music, theater, and the visual arts. The window restoration is the first step in repairing the building's exterior (previous restoration work focused on interior renovations). According to L'Association's director, the window restoration was the first "outward manifestation" of preservation of the church as a cultural center. It signaled to the public that the overall effort of the organization is succeeding, and warrants additional investment. Raising funds for the center's next project, the return of cast angels to the belfries, was much easier, in part, because of the initial investment by the New Century grant.



✦ *Increasing the Valley's menu of cultural offerings*

The New Century Program also increased the number of significant cultural events in the region, many of them highlighting the region's connections to Acadian heritage. Attendance at New Century sponsored events or ongoing collections increased significantly for many of the grantees.

- An exhibit of Roy family folk paintings at three different venues throughout the region attracted an estimated 4,500 people, one of the most significant public displays of Acadian art in the region.
- The Wesget Sipu, Inc., an unrecognized Native American group, hosted its first annual gathering in the United States. An estimated 3,500 people from all over the United States and Canada attended the three day event.
- The Public Library in Madawaska will attract an estimated xx visitors as part of its Acadian History Millennium Project. The project features a series of paintings depicting a history of the Acadians.
- The Frenchville Historical Society's museum increased its visitor attendance from zero to 83 persons over one summer.

✦ *Creating new markets for cultural products*

Two New Century Program grants created new markets for cultural products in the Valley. The Roy Family Dynasty of Painters exhibit brought 56 pieces of the family's paintings to the local and regional market for the first time. Visitors to the exhibits came from the Valley and Canada. In addition, the paintings commissioned and exhibited as part of the Acadian History Millennium Project will also bring a local artist's work to the public market for the first time. In all, 18 significant new works of art will be exposed to visitors at the Public Library in Madawaska.



## St. John Valley New Century Projects

Project Name	Organization Name	Town	Program Type	Approved	Total Project
Acadian History Millennium Project	Madawaska Public Library	Madawaska	Arts & Heritage Grants	2,000	5,600
Demonstrations	Wesget Sipu Inc.	Fort Kent	Arts & Heritage Grants	1,876	6,136
Roy Dynasty of Painters	Acadian Village	Van Buren	Arts & Heritage Grants	2,000	5,800
Photography Component	Fort Kent Historical Society	Fort Kent	Arts & Heritage Grants	1,600	3,330
			<b>Arts &amp; Heritage Grants Total</b>	<b>7,476</b>	<b>20,866</b>
Local residencies, Workshops and Festivals	Maine Acadian Heritage Council	Madawaska	Arts:Community & Infrastructure	10,000	10,000
St. John Valley Director	Maine Acadian Heritage Council	Madawaska	Arts:Community & Infrastructure	4,000	10,000
"Music for Neighbors"	Maine Arts, Inc. (Portland)	Madawaska	Arts:Community & Infrastructure	1,750	
			<b>Arts:Community &amp; Infrastructure Total</b>	<b>15,750</b>	<b>20,000</b>
Centre Cult. Du Mont Carmel	L'Assoc. Culturelle et Historique du Mont Carmel	Grand Isle	Historic Preservation Grants	15,000	75,740
			<b>Historic Preservation Grants Total</b>	<b>15,000</b>	<b>75,740</b>
Bangor & Aroostook Railroad Oral History Project	Fort Kent Historical Society	Fort Kent	Humanities Project Grants	1,000	3,330
			<b>Humanities Project Grants Total</b>	<b>1,000</b>	<b>3,330</b>
The Civil War:Fiction	Fort Kent Public Library	Fort Kent	Humanities: Book Program		
Not For Children Only	Fort Kent Public Library	Fort Kent	Humanities: Book Program		
Home Series	CHIPPY Center	Fort Kent	Humanities: Book Program		
Friendship Series	CHIPPY Center	Fort Kent	Humanities: Book Program		
			<b>Humanities: Book Program Total</b>	<b>0</b>	<b>0</b>
Ready To Read - Year 2	MSAD #27	Fort Kent	Humanities: Born to Read	1,200	
Reading Program by Nutrition Aids	University of Maine Cooperative Extension	Fort Kent	Humanities: Born to Read		
Statewide Literacy Program	Americorps/ Fort Kent Library Community Story Times	Fort Kent	Humanities: Born to Read		
Statewide Literacy Program	Americorps/ Chippy Center	Fort Kent	Humanities: Born to Read		
Statewide Literacy Program	Americorps/ Happy Hours	Fort Kent	Humanities: Born to Read		
Statewide Literacy Program	Americorps/ Allagash Public Library Store Hour	Allagash	Humanities: Born to Read		
			<b>Humanities: Born to Read Total</b>	<b>1,200</b>	<b>0</b>
Library Automation	Morneault Memorial Library	Van Buren	Library Community Grant	5,000	10,000
			<b>Library Community Grant Total</b>	<b>5,000</b>	<b>10,000</b>
Microfilming Project	Acadian Archives/Archives Acadiennes	Fort Kent	Museum / Archives Preservation Program	2,839	6,410
Conservation of collection	Frenchville Historical Society	Frenchville	Museum / Archives Preservation Program	3,122	6,989
Textile Collection Project	L'Assoc. culturelle et historique du Mont Carmel	Grand Isle	Museum / Archives Preservation Program	4,820	10,390
Acadian Village Project	Notre Heritage Vivant-Living Heritage Society	Van Buren	Museum / Archives Preservation Program	3,640	8,520
Update archival housing	Fort Kent Historical Society	Fort Kent	Museum / Archives Preservation Program	3,469	7,166
Consultant Visit	Allagash Historical Society	Allagash	Museum / Archives Preservation Program	250	500
Textile Project	Ste. Agathe Historical Society	Saint Agatha	Museum / Archives Preservation Program	2,173	4,495
			<b>Preservation Program Total</b>	<b>20,313</b>	<b>44,470</b>
			<b>St. John Valley Total</b>	<b>65,739</b>	<b>174,406</b>



# STATEWIDE MAINE MUSIC TRAIL CASE STUDY

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## Case Study Context

Cultural tourism in Maine generates approximately 14,000 jobs, generates \$1.3 billion in direct and indirect expenditures, and attracts 2.5 million travelers to Maine.<sup>1</sup> Inextricably linked to cultural tourism are the jobs generated through cultural tourists staying at local hotels, money spent at restaurants, items bought at retail establishments, and purchases of other recreational and tourist services. Economic impacts such as these are why cultural tourism is one of the state's new areas of investment and promotion.

The Maine Department of Economic and Community Development's Office of Tourism sponsored the development of the Maine Arts and Heritage Tourism Plan. This plan identifies cultural tourism as an important economic development strategy for the state. The plan's goal is to develop and support cultural tourism in Maine by promoting an "authentic experience that encourages the use and understanding of Maine's cultural resources for residents and visitors alike." As part of this effort, the Office of Tourism hosts a web site promoting Maine as a tourist destination. Central to the promotional content are sites dedicated to Maine's visual arts and crafts, museums and historic sites, and performing arts. The Office of Tourism notes in its Plan that "Arts and heritage travelers stay longer, spend more and are more likely to travel during the 'off season.' They have also higher levels of income, are more likely to return and spend an average \$62 a day more than other travelers."

The New Century Program funded the *Maine Music Trail*, a statewide effort that directly ties into the Office of Tourism's larger cultural tourism efforts. The *Maine Music Trail* provides significant new depth and content to the state's cultural tourism product. It also increased the social capital and civic infrastructure among Maine's music community to sustain and promote itself.

## Overview of New Century Program Grant-Making

The New Century Program awarded \$25,000 to the Maine Performing Arts Network to create a *Maine Music Trail* web page. The web page serves as a musical performance resource for Maine's cultural tourists, and consists of information for and networking opportunities among Maine's musical artists and organizations. The application submitted by the Maine Performing Arts Network states that the site addresses the "need for a central access point for information about the diversity of Maine's musical offerings."

The *Maine Music Trail* web page listed roughly 160 artists and performances during the summer of 2000. The site generates approximately 800 hits a month. The Maine Office of Tourism has used the *Maine Music Trail* in its tourism fulfillment piece (*The Maine Attraction* guidebook), which reaches about 260,000 visitors. Web page hits and listings are expected to

<sup>1</sup> "The Impact of Cultural Tourism in Maine," *The Creative Economy Initiative: The Role of the Arts and Culture in New England's Economic Competitiveness*, June 2000. Data compiled by Mt. Auburn Associates from the US Department of Commerce, Maine Office of Tourism, and the Maine State Planning Office.



rise dramatically this spring and summer as a result of the first full tourist season during which the site is up. Exposure through the Department of Tourism's fulfillment piece should also support increased usage.

A steering committee that included representatives from the Maine Office of Tourism, Maine Center for the Arts, Bay Chamber Concerts, Portland Symphony Orchestra, Maine Folklife Center, and Maine Arts Commission worked with the Maine Performing Arts Network to develop the site. The \$25,000 awarded to the project by the New Century Program amounted to approximately 30 percent of the total project budget (which totaled \$82,000).

## **Preliminary Assessment of Impacts**

The *Maine Music Trail* case study was chosen for its significance as a statewide project. Measuring the long-term success of the *Maine Music Trail* effort will take considerable time. The New Century Program will need to measure the impact on the number of additional people attending music performances and increased sales among artists and performances over time. This case study highlights many of the *Maine Music Trail's* short-term and intermediate impacts.

## **Improving the Social Capital and Civic Infrastructure of the Performing Arts Community**

### **✦ *Increasing the institutional capacity of the Maine Performing Arts Network***

The steering committee's discussion and development of the idea of the *Maine Music Trail* preceded the involvement of the Maine Arts Performing Network (PAN). PAN was chosen by the steering committee to serve as the project's organizational base and fiscal conduit. Prior to the New Century grant, PAN was in a state of transition. The *Maine Music Trail* project helped stabilize PAN fiscally, directly through the grant as well as indirectly through fundraising efforts related to the project. Additional grants from the Stephen and Tabitha King Foundation and Verizon were a direct result of the New Century grant. PAN also used the *Maine Music Trail* grant to gain increased visibility in the performing arts community. Since the grant, staff at PAN report that its membership has increased slightly. In addition, PAN reports that it has gained substantial knowledge and information on the breadth and depth of the state's music organizations and artists, knowledge that it did not possess previous to the grant. Other new capacities gained by PAN include skills related to web site development and marketing. PAN now uses the Internet as a medium of communication and marketing with its constituents in the performing arts community.

### **✦ *Developing a more cohesive statewide music community***

One of the secondary benefits of this cultural tourism project was the increase in knowledge of and interaction within Maine's music community. Key stakeholders were able to learn more about the depth and breadth of Maine's music community. According to one of the original project steering committee members, the project has given a name to what before was a fragmented group and loose network of music-related people and organizations. The web site



also allows for person-to-person "electronic community" networking opportunities among the musicians and organizations themselves.

✦ *Developing new partnerships and collaborations*

Beyond the internal relationships built within the state's music community itself, the most significant new relationship that emerged was between the Department of Tourism and the Maine Performing Arts Network. Both of these project stakeholders gained from the relationship. On the one hand, PAN gained technical advice on marketing techniques, information on what the cultural tourist wants, and access to new markets for its constituents. The Department of Tourism, on the other hand, gained a marketable product to include in its tourism promotions. The *Maine Music Trail* is listed on the Department of Tourism's web site as well as prominently displayed in the 2001 *The Maine Attraction* guidebook.

## Improving the Product of Cultural Economic Development

✦ *Enhancing Maine's music product*

Perhaps one of the most significant impacts of the *Maine Music Trail* has been its influence on the quality and depth of the state's music product. First, the simple accounting of activities within Maine's music community demonstrates that Maine has a music product that is marketable. Previous to this effort, Maine had not been recognized as a destination for music. Second, the subsequent listing of these activities in a format that is easily accessible and relevant to target markets (i.e., in a user friendly web page) gives the product a medium it previously did not have. Now information on Maine's music community can be accessed through the Internet all over the world. Third, the content associated with the listings adds value to the overall product. The web page not only lists the performances and artists, it also provides for opportunities to learn more about or even interact with Maine's music community.

✦ *Creating new markets for musicians*

One official at the Office of Tourism notes that the Maine Music Trail site gives a clear boost to the visibility in-state as well as out-of-state of Maine's music, musicians, and music organizations. As mentioned earlier, display in *The Maine Attraction* guidebook is estimated to give the Trail exposure to 260,000 tourists.

✦ *Developing a critical mass of performances targeted to cultural tourists*

The Office of Tourism web page links the *Maine Music Trail* web site with other tourist activities such as outdoor recreation, dining, and shopping -- all of which can be sorted by region and time of year. In the summer of 2000, the site listed 160 to 170 performances. This winter, a relatively slow period for tourism activities, the site generated a list of 60 to 70 performances. Overall, the co-mingling of both music oriented and other tourist events creates a critical mass of listings more attractive to the cultural tourist -- a key attraction strategy in the promotion of cultural tourism.



# PORTLAND CASE STUDY

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## Case Study Context

Portland, the largest city in Maine, is an economically vibrant city that is increasingly recognized for its rich cultural life. The city is part of the larger southern Maine regional economy that has seen a dramatic growth in jobs and economic activity in the past decade. With this growth in employment and a lack of equivalent growth in the labor force, the region, and the city, is now in the midst of a serious labor shortage -- unemployment in September of 2000 was at an extremely small level, 1.5 percent. In this environment, the most pressing economic problem is building the region's workforce -- through increasing the participation in the workforce of as many residents as possible and through attracting new citizens to the region. As just one sign of the severity of this labor shortage, the Maine Mall in South Portland had to close its stores an hour earlier than usual during the holiday shopping season due to the unavailability of workers.

Another consequence of the good economic times in Portland has been growth and development pressures that are threatening both historic buildings in the community as well as other arts and cultural assets. The city's "Arts District," anchored by the Maine College of Art and the Portland Museum of Art, has begun to suffer from its own success. With a commercial vacancy rate of approximately 2.5 percent, and the increase in demand for space from growing technology-based companies, there is new development pressure in the city. Some of the smaller arts organizations and arts-related businesses located in the Arts District are being forced to move.

Part of the economic vibrancy of the city of Portland is tied to its quality of life. The city is increasingly recognized for its arts and cultural environment. A recent book, "The 100 Best Small Art Towns in American" noted: "Today, with its resurgent economy and a downtown arts boom fueled by local political willpower and the talents of a new generation of artists, Portland stands tall as one of the nation's best small art towns." The city is increasingly attracting not only day-trippers from Boston, but more and more of Maine's recreational tourists who make a stop in Portland for its cultural and artistic attractions.

## Overview of New Century Program Grant-Making in the City

As the largest city in the state, it is not surprising that the city of Portland is the community that received the largest number of grants through The New Century Program. In total, 41 one projects that focused on Portland applied for a total of \$367,700 in funds through the New Century Program.<sup>1</sup> Of this total, the New Century Project provided funding to 35 projects and asked one project to resubmit its proposal. The 35 projects that were approved

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<sup>1</sup> There were five New Century Grants made to organizations that were located in Portland but whose projects had a broader geographic focus. These included training seminars for statewide organizations and the development of exhibitions that were to be shown to audiences throughout Maine. These projects were not included in this analysis of Portland.



received a total of \$164,914 of the \$318,663 they requested, or about 52 percent of the requested funds.

A focus of New Century Program grant-making in Portland has been in the area of historical preservation -- focusing both on specific buildings in the city, as well as archival activities and the preservation of historic documents. New Century also provided funding for a broad range of activities in the area of humanities and cultural development.

- Five of the funded projects, totaling \$85,000 or about 50 percent of the approved grants in Portland, supported direct historic preservation activities of important historic assets in the city. Five of the city's primary historic buildings -- the Abyssinian Meeting House, the St. Lawrence Church, the Wadsworth-Longfellow House, the McLellan-Sweat House, and the Morse-Libby House (also known as the Victoria Mansion) -- received funding for preservation-related activities. In addition, another historic preservation project was funded to identify other potentially historical buildings in the city's neighborhoods.
- Another six projects with total funding of about \$12,000 were funded through the Museum/Archives Preservation Program and focused on the preservation of critical archival materials in the city.
- Thirteen Humanities projects in Portland received a total of \$12,195 in grants through the New Century Program. These projects focused on broadening residents' understanding of their own community, as well as the world. Many of these projects also focused on the city's historical assets. The projects included providing training for History Docents working at historical sites in Portland, the development of an exhibition on Maine's labor history, a lecture series at the Maine Historical Society, and educationally-related projects involving teacher training and literacy.
- Four of the projects in Portland received a total of \$8,000 through the Arts and Heritage Grant program, a collaborative effort between the Maine Arts Commission and the Maine Humanities Council. These projects, designed to assist organizations in Maine as they investigate and present the stories and culture of the state, its communities, and people, included a Maine Playwrights Festival, a Prize for Sonnet Writing among local high school students, and a celebration of public art in Portland.
- Five of the projects, for a total of \$44,850, received funding through the Maine Art Commission's Community and Infrastructure program. These projects involved building the capacity of local arts and cultural institutions and included creating an Arts Information Clearinghouse in the city of Portland and a project focused on increasing minority audiences for the arts and culture venues in Portland.

## **Preliminary Assessment of Impacts**

It is clearly much too early to assess the full impact of the New Century Program on the city of Portland. However an overview of the projects within the city found the following "intermediate" impacts:



- with total project costs of \$736,947, the approved projects leveraged an additional \$572,000 in in-kind and cash matches from the grantees;
- the grants in Portland have provided support for about \$280,000 in construction activity in the city.

Part of the city of Portland's quality of life is tied to its cultural and historic assets. The city has a wonderful base of historic buildings that add to the visual and cultural attractiveness of the city. In addition, these buildings are tied to the city's rich cultural history. The loss in the 1950s of Union Station and the Old Post Office, two of the more significant historic structures in Portland, generated a commitment on the part of a large number of residents to see the remainder of their city's historic past preserved.

Preliminary analysis of the grant activities indicates that projects funded through the New Century Program will, over time, address some of the economic challenges and opportunities now faced by the city of Portland. While it is too early to assess the full impacts of the investments of the New Century Program, preliminary analysis of the data on the grants, as well as interviews with some of the key actors, identified some of the potential impacts of the grants:

## Improving the Product of Cultural Economic Development

- ✦ *Enhancing the city's attractiveness to cultural tourists through building the city's historic assets*

The Portland Museum of Art, the Wadsworth Longfellow House, and the Victoria Mansion are all key components of the tourist "product" that Portland has to market. New Century Grants have been critical to these sites as they seek to preserve and enhance their historical significance. In particular, the Portland Museum of Art is now Maine's largest cultural institution and has seen its annual attendance increase by over 62 percent since 1993. The Museum is a large draw for tourists, particularly from the Boston Metropolitan area. The New Century Grant to the Portland Museum of Art has been instrumental in allowing the state's largest cultural institution to implement a major expansion, anticipated to significantly increase both its visitors and its role in enhancing the education of the state's students.

In addition to these major cultural sites, the New Century Program has also provided support to the city's smaller cultural facilities, primarily for activities that involved preservation of historic documents and the development of archival materials related to the city's past. These activities include a focus on the history of labor in Southern Maine, the history of the city's Public Health Division, the development of an archive on African-American history in Maine, the maritime connections between Maine and Africa, and activities related to preserving and showcasing the historic military installations on Peaks Island. Finally, New Century Funds provided funding for a program to train new volunteers as historical tour guides in Portland's historical museum. The project, developed by Greater Portland Landmarks, is another element in building Portland's historical assets.

Together, these investments in the city's historic assets have the potential to have a long-term impact on the city's and the state's attractiveness to visitors -- both from within the



state of Maine as well as from outside of the state. Through supporting a wide range of organizations involved in historic preservation within Portland and investing in the restoration of a number of historic sites, the New Century Program has potentially brought the significance of the city's historic assets to a new level -- perhaps helping to enhance the overall tourist "product" in the state of Maine.

#### **Design Development Study for the Portland Museum of Art**

The McLellan-Sweat House, along with the LDM Sweat Memorial Galleries, was the first home of the Portland Museum of Art and a major component of the Museum until the building of the I.M. Pei designed Charles Shipman Payson building in 1983. However, these historic structures have not been open to the public for a very long time. In 1998, the Museum developed a vision to reopen the McLellan-Sweat House, conserve it to the Federal period, and use the building as a study center as well as a place for visitors to explore connections between the architecture, the history of the inhabitants, and the 19th century works of art in the Museum's collection. In 1999, the McLellan-Sweat House was designated an Official Project of Save America's Treasures. While the Museum received funding for the first phase of project planning for the preservation of the McLellan-Sweat House from the Getty Foundation, it had difficulty raising funding for the second phase of the project -- the design development phase. According to the staff, while there was a lot of enthusiasm for the project, there was little interest in funding its planning phase. The staff believe that the \$15,000 grant from the New Century Program was a critical catalyst that will allow the home to be open to the public without compromising its historical elements -- "the funding of the Maine Historic Commission was crucial to getting other funding and to gaining credibility for the project." The project is now in the implementation phase and will eventually be a \$12.3 million project, of which the Museum has raised \$7.7 million.

The further expansion of the Portland Museum of Art could significantly enhance the overall attractiveness of Portland, as well as the entire state of Maine, to cultural tourists. With the building of the I.M. Pei building and the expansion of the Museum's collections, the Portland Museum of Art has grown to become a major cultural institution in the state, as well as a key attraction to outside visitors. About 32 percent of the Museum's 150,000 to 175,000 annual visitors come from outside of the state and the museum works closely with the tourism industry -- developing marketing materials oriented towards regional, national, and international visitors. The museum estimates that with the reopening of the McLennan and Sweat Houses there will be the following public benefits to Maine:

- an increase of between 25,000 and 50,000 visitors a year;
- a \$258,000 per year increase in the Museum's operating budget. This will include funding three additional full-time guards, a part-time custodian, and a full-time Visitor Relations Representative; and
- increased educational uses focused on school age children in Maine.

#### **✦ *Attracting and retaining entrepreneurs and skilled workers through enhancing the city's quality of life***

One of Southern Maine's greatest challenges is to maintain its high quality of life, a key to its current economic success, and to continue to attract entrepreneurial residents and highly skilled workers. Part of its ability to maintain a strong economy is tied to the strength of the



city's arts and cultural environment. The investment in the city's historic assets is one aspect of this environment. The renovation of some of the city's historic homes helps to sustain the historic character of the city, one of the attractive elements of Portland, particularly to the technology-based companies that are growing in the city. One of the individuals interviewed in Portland noted that local real estate brokers have told her that both individuals and businesses who are coming to Portland are requesting locations with a lot of historic character.

A second element of the city's quality of life that is enhanced through the investments of the New Century Program is the quality of the arts and cultural venues available to the community's residents. While only a small number of the New Century Grants in the city of Portland focused on the city's existing arts venues, a few of the grants are trying to build the arts infrastructure in the city. These grants include an effort to create an Arts Information Clearinghouse and to increase the participation of minority communities in arts-related activities.

#### **Renovation of the St. Lawrence Church**

For a number of years, the St. Lawrence Church, a 103-year-old building listed on the National Register of Historic Places that had been a focal point in the Munjoy Hill neighborhood, has stood vacant and deteriorating. A group came together -- Friends of the St. Lawrence Church -- to seek to preserve the building and has spent the past five years working to put together the funding it needed to restore the property.

After many years of work, the group was able to raise over \$600,000 in the year 2000 to improve the parish hall -- most notably by providing a new slate and copper roof. At the same time that the Friends were repairing the property, the Acorn School of Performing Arts, which had previously been housed downtown at the Oak Street Theater, was looking for new theater space. This group decided that the St. Lawrence parish hall could be a great facility for its theater. As a result, the parish hall is currently been developed as a 90-seat, professionally equipped, and handicapped accessible theater. While funding from the New Century Program provided only a relatively small portion of the total capital raised for this project, it was a core component of the financing that has allowed this project to proceed. The project has two critical public benefits: preserving an historic asset in a critical location in one of the poorer neighborhoods of the city of Portland and providing a new home within the city for theatrical groups that were threatened by the rising real estate costs in the Arts District.

## **Educating the Workforce**

Only a small percentage of the New Century grants in the city of Portland were focused on education-related activities. There were only two small, literacy-related projects in Portland -- a project that encouraged sonnet writing among local high school students and a project by Portland Trails that ran a workshop for teachers.



# Improving the Social Capital and the Civic Infrastructure of the Community

## + *Community building through the arts*

A number of the New Century Grants in Portland involved efforts to "build community" in Portland by using arts and cultural activities to engage groups of residents who are often facing serious physical, social, and economic hardships. The project by Spiral Arts is perhaps the best illustration of this type of activity. Spiral Arts is a nonprofit community arts organization that is engaged in a wide range of activities that focus on community building through the arts. The organization provides art classes and workshops for Portland residents of all ages. Through its grant from the New Century Program, Spiral Arts has been able to implement a very innovative program that uses arts to improve the quality of life, as well as the physical well-being, of elderly residents of the Barron Center, a city-owned and operated nursing home. According to its staff, they are "dealing with a forgotten population that still has the potential to fly." The project is run by a gerontologist who has brought in professional artists to work with about 40 individuals living at the Barron Center. The artists that were brought in work in a variety of media -- from pottery to storytelling. There is some evidence that the program is having an impact on both the physical well-being of some of the residents as well as building community within the nursing home. In terms of physical well being there is some medical monitoring that has shown improved eating and sleeping patterns among a few participants.

## + *Building capacity and creating new institutional relationships*

The New Century Grants are helping to build the capacity of some of the city's arts and cultural institutions and helping them to forge some new institutional relationships. The Arts Commission grant to the Portland Arts and Cultural Alliance is a good example of how the overall capacity of the arts and cultural infrastructure in Portland is being supported through New Century funding. While this effort is still in process, the creation of a clearinghouse of information will help a range of arts and cultural organizations within the city of Portland.

The Spiral Arts Project also illustrates the potential role of New Century funding in creation new institutional partnerships. The first important connection made through this program was between Spiral Arts and the city of Portland. The city has been so impressed with the program that there are now plans to continue this project with additional funding from the city of Portland. According to staff at Spiral Arts, the New Century grant also provided an entry point for this small arts organization into the arts funding world of Maine and has helped to promote new institutional relationships -- between Spiral Arts and the Barron Center, the City of Portland, and the Maine Arts Commission.



## Portland New Century Projects

Project Name	Organization Name	Town	Program Type	Approved	Total Project
A Year of Public Art	Portland Arts and Cultural Alliance	Portland	Arts & Heritage Grants	\$2,000	\$18,550
Maine Playwrights' Festival	Acorn School for The Performing Arts	Portland	Arts & Heritage Grants	\$2,000	\$5,000
Longfellow Prize for Sonnet Writing	Portland High School Fine Arts Boosters	Portland	Arts & Heritage Grants	\$2,000	\$5,000
African Women's Literacy Project	Portland Adult Education	Portland	Arts & Heritage Grants	\$2,000	\$26,740
			<b>Arts &amp; Heritage Grants Total</b>	<b>\$8,000</b>	<b>\$55,290</b>
Marketing and Audience Development	Center for Cultural Exchange	Portland	Arts: Community & Infrastructure	\$10,000	\$82,800
Arts Information Clearinghouse	Portland Arts and Cultural Alliance	Portland	Arts: Community & Infrastructure	\$10,000	\$20,050
"Your Neighbor's Radio"	WMPG Radio	Portland	Arts: Community & Infrastructure	\$12,350	\$26,730
Collaboration with Barron Center	Spiral Arts Inc.	Portland	Arts: Community & Infrastructure	\$7,500	\$14,920
"Moving Stories"	PCA -Great Performances	Portland	Arts: Community & Infrastructure	\$5,000	
			<b>Arts: Com &amp; Infrastructure Total</b>	<b>\$44,850</b>	<b>\$144,500</b>
Wadsworth-Longfellow House	Maine Historical Society	Portland	Historic Preservation Grants	\$20,000	\$60,460
Morse-Libby House	Victoria Mansion	Portland	Historic Preservation Grants	\$20,000	\$100,000
Abyssinian Meeting House	Commission to Restore the Abyssinian	Portland	Historic Preservation Grants	\$10,000	\$25,000
St. Lawrence Church Preservation	Friends of St. Lawrence Church	Portland	Historic Preservation Grants	\$20,000	\$121,500
McLellan-Sweat House	Portland Museum of Art	Portland	Historic Preservation Grants	\$15,000	\$100,000
			<b>Historic Preservation Grants Total</b>	<b>\$85,000</b>	<b>\$406,960</b>
Portland Architecture	Grater Portland Landmarks	Portland	Historic Preservation: Surveys	\$2,500	\$6,662
			<b>Historic Pres: Surveys Total</b>	<b>\$2,500</b>	<b>\$6,662</b>
Portland's History Docents Training Program for 2000	Greater Portland Landmarks	Portland	Humanities Project Grants	\$1,000	\$8,685
American Art and American Music: A View From Abroad	Maine College of Art	Portland	Humanities Project Grants	\$500	
Soundideas	WMPG	Portland	Humanities Project Grants	\$5,530	\$12,791
World Turned Upside Down: Talks About The Am. Revolution & The New Republic	Maine Historical Society	Portland	Humanities Project Grants	\$500	\$3,000
The Peaks Island Military Reservation Trail	Fifth Maine Regiment Community Center	Portland	Humanities Project Grants	\$1,000	\$3,683
Research for Eco-art Exhibition	University of Southern Maine	Portland	Humanities Project Grants	\$270	\$870
The Helen Nearing Project (Printing Costs)	Maine Alliance of Media Arts	Portland	Humanities Project Grants	\$225	\$565
"BUILDING" A History and Celebration of Maine's Working Class History	Maine AFL-CIO	Portland	Humanities Project Grants	\$500	\$1,000
African Women's Literacy Project	Portland Adult Education	Portland	Humanities Project Grants	\$500	\$28,116
Connecting Kids, Community, Curriculum...: A Workshop for Teachers	Portland Trails	Portland	Humanities Project Grants	\$170	\$4,670
"Past, Present, & Promise" Maritime Africans in the Atlantic Community	Africa Sails	Portland	Humanities Project Grants	\$500	\$1,000
Bayside History and Planning Exhibit	Architalx	Portland	Humanities Project Grants	\$500	\$1,250
Conference: Lasting Values: Public and Private	Maine Preservation	Portland	Humanities Project Grants	\$1,000	
			<b>Humanities Project Grants Total</b>	<b>\$12,195</b>	<b>\$65,630</b>
Portland Program	City of Portland - Public Health Division	Portland	Humanities: Born to Read	\$500	
Reading Program by Nutrition Aids	University of Maine Cooperative Extension	Portland	Humanities: Born to Read		
			<b>Humanities: Born to Read Total</b>	<b>\$500</b>	<b>\$0</b>
Fogg Collection Conservation Survey	Maine Historical Society	Portland	Museum / Archives Preservation Program	\$1,708	\$3,498
Shute Scrapbook Project	Fifth Maine Regiment Community Center	Portland	Museum / Archives Preservation Program	\$625	\$1,265
African American Archival Project	University of Southern Maine Library	Portland	Museum / Archives Preservation Program	\$2,536	\$20,896
Preservation of history	City of Portland, Dept. of Health & Human Services	Portland	Museum / Archives Preservation Program	\$2,000	\$10,000
Environmental Monitoring	Victoria Mansion	Portland	Museum / Archives Preservation Program	\$2,000	\$12,966
Assessment Project	Museum of African Tribal Art	Portland	Museum / Archives Preservation Program	\$3,000	\$9,280
			<b>Museum / Archives Pres Total</b>	<b>\$11,869</b>	<b>\$57,905</b>
			<b>Portland Total</b>	<b>\$164,914</b>	<b>\$736,947</b>



# OXFORD COUNTY CASE STUDY

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## Case Study Context

Oxford County is a large, rural county often characterized by its lakes, rivers, fields, and wooded mountains. The county covers 2,053 square miles of land -- the third largest county by land area in the state. Rumford has the largest population in the county with 6,760 residents. Total population in the county is 53,673. Ties to the natural resource base have defined much of the county's past and present economic condition. Industries such as secondary wood products, lumber, wood, paper, and the manufactured home industry<sup>1</sup> contribute to a manufacturing sector that is one-and-a-half times greater than the manufacturing sector in both the Maine and U.S. economies. However, Oxford County's economic base is slowly restructuring -- moving to stronger dependence on service producing industries.

Since 1993, Oxford County has added 3,180 jobs to its economic base. The growth in jobs has pushed down the unemployment rate to 4.5 as of November 2000, one of the county's lowest rates since a 1993 high of 9.8. Despite this low rate, however, the county's unemployment rate still lags Maine (2.6) and the U.S. (3.8). In addition, per capita income in the county still significantly lags that of the state and nation. In 1998, Oxford County's per capita income<sup>2</sup> amounted to only 81.8 percent of the state's per capita income and 70.5 percent of the nation's per capita income.

Much of Oxford County's economic performance rests on a strong environment of arts, culture, and heritage. For example, one industry primed for growth is the retirement industry, particularly the younger, more affluent, and more active segment.<sup>3</sup> This more active segment of the retirement community (bringing in dollars to the local economy earned elsewhere) is characterized not only by its wealth but its interest in education, culture, and outdoor activities. According to the Maine State Planning Office's report, *A Golden Opportunity*, "National research has shown that among the strongest factors that influence where a person decides to retire are natural and cultural amenities." The secondary wood products industry is also a strong industry in the region. It is inextricably linked to a local supply of raw material as well as skilled craftspeople, the latter associated with creativity and the arts. Oxford County also relies heavily on its small and micro-businesses as contributors to the region's economy. More than 62 percent of all jobs in Oxford County originate from businesses with four or less employees, while only 8 percent of Maine's jobs originate from these micro-businesses. The attraction and retention of entrepreneurs and small business owners, especially those relocating from previous lives in urban settings, is directly connected to quality of life factors such as access to cultural,

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<sup>1</sup> There are three manufactured home production plants supported by six retailers in the region.

<sup>2</sup> Oxford County's per capita income in 1998 was \$19,257.

<sup>3</sup> "Retirees who move to Maine are an important economic force because they bring millions of new dollars in assets to the State and they support communities and cultural activities with volunteer time. The businesses that serve retirees make up the "retirement industry" and this industry has been identified for potential economic growth by Governor King and the Department of Economic and Community Development," *A Golden Opportunity: How Maine Can Enhance the Retirement Industry*, Maine State Planning Office, January 1997.



art, and historical amenities. Such entrepreneurs make their "locational" decisions based on where they want to live and not based on traditional business factors of wage rates or distribution concerns. Finally, the recreational activities and outdoor products industries have grown in Oxford County. Both of these industries rely on tourism as a critical market. Tourism, in turn, is closely associated with a healthy retail and arts and cultural environment. New Century Program grant-making in Oxford County has helped build the foundation upon which these and other industries will continue to grow.

## **Overview of New Century Program Grant-Making in the Region**

The New Century Program granted a total of \$156,131 to 18 organizations and 29 distinct projects in Oxford County. Total New Century investment leveraged an additional total of \$1,090,164 in cash and in-kind matches.

The largest individual New Century grant in Oxford County was \$35,000, while the smallest was \$250.

- Two library construction grants to the Norway Memorial Library and the Ludden Memorial Library in Dixfield were the largest individual grants in the county. Each library received \$35,000 from the New Century Program. The grants were a part of expansion projects, worth \$1 million and \$350,000, respectively, to nearly double the size of each library, provide ADA accessibility, and increase programming to targeted populations.
- The two smallest individual grants, \$250 each, went to the Dixfield Historical Society and the Hamlin Memorial Library in Paris. Each organization used the grants to fund a consultant visit. The consultant advised local leaders and staff on preservation and archival techniques for their collections.

New Century Program grants were spread across a number of different of program areas in Oxford County.

- Library construction grants were the largest grant category. Four library construction grants represent roughly one-half, or \$75,100, of all New Century funding in the county.
- Community library grants were the next largest category of New Century grant-making in Oxford County. Almost 20 percent, or \$26,547, of total New Century funding in the county was invested in three grants that supported unique, library-sponsored community projects.
- Three historic preservation grants totaling \$21,000 supported rehabilitation and reconstruction of important sites in the county.
- One arts infrastructure grant supported a series of Grange Hall performances throughout the county for \$14,100.
- Six archival-preservation grants totaling \$9,814 supported consultant visits and archival work among county historical societies, libraries, and cultural sites.
- Four humanities project grants totaling \$8,570 supported community history projects.



- Seven other humanities reading grants totaling \$1,000 in grants as well as direct service inputs supported literacy projects in the county.

Of the 17 projects interviewed and/or reviewed for the case study, 13 were complete and four others were not yet complete. The ongoing projects primarily represent construction-related grants. (See attached table "Grant Activity in Oxford County.")

## Preliminary Assessment of Impacts

Oxford County was chosen as a case study to highlight the impacts of the New Century Program on a rural region as well as a region that had a significant number of library construction and library related grants. Short-term and intermediate impacts highlight that New Century investments have laid a foundation upon which Oxford County can develop its civic and economic future. Overall, total New Century grants generated \$156,131 in spending which leveraged an \$1,090,164 in cash and in-kind matches. Library and historic preservation construction grants generated a total direct impact of \$131,490 in construction spending in the county with an additional leveraged amount of \$926,490 in construction spending.

## Educating the Workforce

### ✦ *Increasing literacy among Oxford County adults*

A number of New Century grants focused on increasing literacy among Oxford County's adult population.

- The Norway Memorial Library, in cooperation with the regional office of adult education, used a New Century grant to sponsor a book series targeting adult new readers. Twelve adults with relatively low levels of literacy participated in a series of book readings at the library. In addition to improving the literacy skills of the individuals, the program also introduced each new reader to the library's resources.
- Three other grants supported literary reading and discussion in Lovell and Buckfield. A broad range of residents usually participate in these series: young and old, women and men, highly educated and less educated. Between 35 and 40 individuals participated in the two series sponsored at the Hobbs Memorial Library in Lovell. The Zadoc Long Free Library sponsored the other series in Oxford County.

### ✦ *Increasing literacy among Oxford County children*

At least one grant supported a successful Born to Read early childhood literacy program. Two other Born to Read related grants in Oxford County were less successful.

- The Parents Place, a program of the Child Health Center in Norway, provides specialized services to pregnant and parenting teens in the region. A New Century grant of \$500 supplemented The Parents Place regular home visit program to include reading and literacy efforts. Children's books were purchased and distributed to 30 families. During home visits, outreach workers modeled reading



aloud as well as discussed the child development benefits of reading to children on an ongoing basis. One case manager involved with the project noted that many of her visits resulted in participants signing up with their community library for the first time.

- Two other Born to Read programs were supported through the New Century Program, yet were less successful. Both programs have had difficulty getting started.

#### ✦ *Developing educational content for elementary and secondary students*

A small portion of the \$25,000 in total New Century grants given to the Rumford Public Library's "Where's Rumford?" Bicentennial Project is being used to develop new educational content for SAD #43 students. Curriculum that heralds Rumford's past, present, and future will be added to the elementary school's history and social studies courses. To date, more than 40 teachers have attended a training to implement the curriculum later this year.

## Improving the Social Capital and Civic Infrastructure of the Community

#### ✦ *Supporting the library as a pillar of civic life*

One of the New Century Program's unique interventions in Oxford County is its support and enrichment of community libraries. Libraries play a vital role in Oxford County's rural civic life; they are the cornerstone of youth programming, community entertainment, historical collections, and, of course, education and literary enrichment in the community. New Century grants supported the role of the library as central to community life in Oxford County. New Century funded library construction grants, programming events, historical archival projects, and community history projects.

- Five libraries in Oxford County received construction grants totaling \$86,100.<sup>4</sup> A \$35,000 grant to Norway Memorial Library will increase the library's total space by 4,200 square feet (nearly doubling the size of the library). New space will be used to expand its children services as well as launch new efforts to reach out to teens in the community. The Dixfield Ludden Memorial Library will use a \$35,000 grant to add 2,504 square feet to its floor space, more than doubling the library's total square footage. The primary focus of Dixfield's construction grant will be to provide new space for a dedicated children's center. New construction will also add a community meeting room to its floor plan. The West Mann Memorial Library in West Paris is using an \$11,000 historic preservation grant to maintain its basic interior and exterior structure, otherwise suffering from severe deterioration. Bethel Library is using a \$3,000 construction grant to provide ADA access to the library, and the Soldiers Memorial Library in Hiram is using \$2,100 of New Century funds to replace

<sup>4</sup> This total includes an \$11,000 construction grant for the purposes of historic preservation of the Arthur Mann Memorial Library in West Paris. This grant is included in the historic preservation category in the Overview of Grantmaking section of this report and, therefore, accounts for the difference between library construction grants listed on page two and this categorization.



the heating system, thus opening up additional work space during the winter months.

- As mentioned earlier, both the Norway Memorial Library and Charlotte Hobbs Memorial Library sponsored a variety of book and literacy programming events in their communities through New Century grants.
- Two libraries used New Century grants to save or improve collections relevant to town history. Waterford Library and Waterford Historical Society used a \$2,400 grant to archive historical records, manuscripts, photographs, newspapers, and other important items to the town that are in "grave environmental danger."<sup>5</sup> The Hamlin Memorial Library in Paris undertook an archival project with New Century grant money.
- Libraries also played important roles in researching and presenting aspects of a community's history. The Rumford Public Library sponsored an oral history research and community exhibit of Rumford's "untold" history through a \$5,000 New Century grant. Over 800 people attended the exhibit. A number of additional activities, described in detail below, have resulted from this initial research. (See "Where's Rumford?" Bicentennial Oral History Project inset on page 5.) The Charlotte Hobbs Memorial Library and Lovell Historical Society used a \$1,875 grant to research and document the history of Lovell's various forms of entertainment. The completed research will result in a community performance in the spring of 2001 entitled "Cavalcade of Entertainment in Lovell: 1800-2000."

✦ *Increasing internal capacity among Oxford County's cultural and historical organizations*

New Century grants assisted a number of cultural and historic organizations in increasing their technical capacities. New Century grants supported improved archival techniques, better automation of collections, and increased knowledge of preservation of many of the county's cultural and historical assets. The McLaughlin Foundation, Hamlin Memorial Library, Dixfield Historical Society, and Waterford Historical Society all used New Century grants to purchase technical training and assessment related to their collections of historically significant artifacts. A total of \$3,100 was spent among the four organizations. One of the organizations, in particular, noted the tremendous value of the consultant visit to preserving their collection.

✦ *Promoting positive community image*

One New Century grant focused specifically on turning around a community's image so as to improve the town's self-esteem and enhance possibilities for economic and cultural development. A series of events in Rumford sponsored in part by \$25,000 in New Century grants has led to increased knowledge, understanding, and respect for the town's diverse history among current residents, school students, and outsiders. The following is a depiction of the "Where's Rumford?" Bicentennial Oral History Project and its impacts.

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<sup>5</sup> The application submitted for this project states that: "The collection is in grave environmental danger as cold, damp and mildew are taking their toll."



### **"Where's Rumford?" Bicentennial Oral History Project**

A series of newspaper stories run by a prominent Maine daily battered the image and self-esteem of an already fragile Rumford psyche. The stories characterized the small, mill town as full of alcoholics and pungent odors. As one small boy asked the question of his hometown following the newspaper series, "Why would anyone want to live here?" As a response to this question, a few of Rumford's visionary leaders established the "Where's Rumford" Bicentennial celebration project -- a series of oral histories, exhibits, and school room interventions to tell the "untold" story of Rumford's past, present, and future. Funding from the New Century Program has been the cornerstone of the project. A grant of \$1,200 was the seed money that launched the idea, leveraged a more than 3:1 match in private donations (including a contribution by Mead Paper), and established a Advisory Committee that represented all corners of Rumford. The New Century Program granted \$5,000 to photograph and display an exhibit with narrative depicting the town's history. The exhibit attracted more than 800 visitors, including 200 attendees at its unveiling during the town's Bicentennial celebration on July 2, 2000. As part of its final contribution to the project, the New Century Program granted \$20,000 toward the print of a book of 85 oral histories which herald the town's accomplishments and confronts its challenges. Once printed, the book will be used as the basis for an innovative curriculum in the local school district, and further distributed to media outside the region and the thousands of Rumford high school alumni scattered throughout the state and country.

The project has already had some immediate results. First, an evaluation questionnaire conducted with a sample of photo exhibit attendees indicates that changes in attitude toward the town have already occurred. Second, the total grant dollars of the New Century Program have leveraged cash and in-kind matches of almost \$75,000 for the whole project. In simple dollars alone, this 3 to 1 leveraging is impressive. Yet, it is more impressive that the project leaders were able to gather most of this funding from sources beyond the town borders -- an unusual occurrence for this traditionally self-reliant town. Third, the project also led to a day of training sponsored by teachers and administrators of SAD #23 to develop and integrate a new school curriculum based upon the "Where's Rumford" content. More than 40 teachers from SAD #23 attended the training. Plans are to implement the curriculum this year. Fourth, a number of institutional partnerships in the town have deepened or developed anew as result of the project. The Rumford Historical Society and Rumford Public Library have begun to work closely, and the project's need for space on a web page has pushed the Historical Society to develop its own web page for the first time. And, leaders in the field of economic development have also taken notice, generating new interest in the links between the town's economic future and its heritage and image.

#### **+ *Creating civic involvement and community partnerships***

Many of the New Century grants stimulated increased civic and corporate involvement in the community. For example, the Mahoosuc Arts Council's \$14,100 grant to sponsor a performance tour at Oxford County's Grange Halls generated corporate interest from a business owner who is also a Grange Hall member. The business now financially sponsors Mahoosuc Arts Council activities. In addition, a New Century grant to the Norway Memorial Library played a part in leveraging town support for its library construction project. The library



director reports that state support through the New Century grant added legitimacy to the project and, in turn, helped change indifference among town leaders to active support. The president of the Lovell Historical Society also reports that New Century grants helped "reinvigorate" the Historical Society. New Century grants allowed the Historical Society to sponsor the town's major bicentennial celebration event, stabilize its newly acquired headquarters, and conduct research for a major entertainment event to take place in the Spring of 2001.

New Century grants also cultivated new collaborations among organizations. Included among the grants that developed new collaborations are an archival project sponsored by the Waterford Historical Society with help from the Bethel Historical Society, a historical research project and public exhibit sponsored by the Lovell Historical Society with assistance from the Charlotte Hobbs Memorial Library, and a public presentation of cultural and architectural heritage sponsored by the McLaughlin Foundation and Waterford Historical Society.

The New Century Program also stretched many grantees in Oxford County to reach new audiences or constituents not traditionally within their scope of activities. For example, Norway Memorial Library's construction of a new wing will allow it to create new program space for children and, in particular, teens in the Norway area. The town is struggling with a growing incidence of drug and alcohol abuse among its teens. In addition, the Mahoosuc Arts Council made connections to Grange Hall membership for the first time. Members of the region's Grange Halls are generally less educated and older than typical participants, consumers, or stewards of the Arts Council.

## Improving the Product of Cultural Economic Development

### + *Creating new markets for cultural products*

The Grange Hall Tours sponsored by the Mahoosuc Arts Council brought seven performing artists (including musicians, poets, and storytellers) to new audiences throughout Oxford County. The tour has been a source of income for the artists as well as raised their profile in the community. The tour also raised the visibility of the Grange Hall as a legitimate performance venue. The following depiction highlights the full impact of the New Century grant awarded to the Mahoosuc Arts Council.



### **Tour of Oxford County's Grange Halls**

The New Century Program awarded \$14,000 to the Mahoosuc Arts Council to produce and sponsor art and performance tours of a dozen of the region's Grange Halls. Grange Halls are an agricultural society made up of members who rely on agriculture for their livelihood. These once prominent institutions in the civic, cultural, and economic life of the region are fading. In the Bethel area Grange Hall membership is losing numbers and aging rapidly.

The Grange Hall tour reestablishes a connection to an important part of the region's history, heritage, and membership. So far, five of the twelve events at the Grange Halls have occurred, averaging 20 to 35 participants each. Each event includes musical performance, dance, and folk storytelling. They are being photographed for future exhibit and eventual archival with the Bethel Historical Society. The tours have reminded the region of the important place of agriculture in the region's economic base. They have brought back visibility to the Grange Hall in general, and its physical place in the region as a venue open for arts, culture, and an exchange of ideas. The tour also brings the activities and events of the Mahoosuc Arts Council to a new audience - the members of the 12 Granges tend to be older and less educated than typical consumers of the arts in the Bethel area. And, a number of businesses in the region contributed to the Arts Council for the first time as a result of the tour, one with direct ties to Grange society that likely would never have participated but for the tour. Perhaps most importantly, the tours have established new partnerships and relationships among some of the staples of civic life in the Bethel region including the Grange Halls and the Arts Council, the Arts Council and the Bethel Historical Society, and the artists and performers themselves and members of the Grange.

#### **★ *Improving important cultural tourist destinations***

The McLaughlin Foundation received four New Century grants totaling \$10,234. The grants provided critical support to the Garden and Horticultural Center as the region's most prominent cultural tourist site. New Century grants allowed the McLaughlin Foundation to stabilize its garden barn (which was in need of emergency repairs), to offer a cultural programming tour of Waterford, to receive technical expertise on archival and preservation techniques, and to catalogue and display a rare herbaria collection. These overall improvements in the cultural product of the McLaughlin Foundation supported, in part, the cultural integrity and experience of the 6,000 visitors to the Garden and Horticultural Center during the summer of 2000.

A New Century grant will also support the continued rehabilitation of the Lovell Historical Society's Kimball Stanford Homestead. A \$5,000 grant to replace an unsafe and outdated electrical system will help the historic Homestead as a Heritage Center open to the public. The 1839 Federal Style building will include museum space, a learning center for the research of local history and genealogy, as well as provide space for other educational and cultural pursuits. The \$5,000 New Century grant will leverage an additional \$15,000 in local funds to complete the rewiring and installation of a safe electrical system.



## Oxford County New Century Projects

Project Name	Organization Name	Town	Program Type	Approved	Total Project
Grange Hall Tour in Oxford County	Mahoosuc Arts Council	Bethel	Arts:Community & Infrastructure	\$14,100	\$20,500
			Arts:Community & Infrastructure Total	\$14,100	\$20,500
Mann Library	Arthur L. Mann Memorial Library	West Paris	Historic Preservation Grants	\$11,000	\$25,830
Kimball Stanford Homestead	Lovell Historical Society	Lovell	Historic Preservation Grants	\$5,000	\$20,000
McLaughlin Garden Barn	McLaughlin Foundation	South Paris	Historic Preservation Grants	\$5,000	\$10,560
			Historic Preservation Grants Total	\$21,000	\$56,390
Calvacade of Entertainment in Lovell: 1800-2000"	Lovell Historical Society	Lovell	Humanities Project Grants	\$1,870	\$5,205
Living in Lovell: 1800-2000	Lovell Historical Society	Lovell	Humanities Project Grants	\$980	
The Unique Cultural and Architectural Heritage of Waterford	McLaughlin Foundation	South Paris	Humanities Project Grants	\$720	\$1,452
Where's Rumford?	Rumford Public Library	Rumford	Humanities Project Grants	\$5,000	\$17,500
			Humanities Project Grants Total	\$8,570	\$24,157
The Civil War:Fiction	Hobbs Memorial Library	Lovell	Humanities: Book Program		
Care Providers...	Hobbs Memorial Library	Lovell	Humanities: Book Program		
Biography Series	Norway Memorial Library	Norway	Humanities: Book Program		
American Indian Literature	Norway Memorial Library	Norway	Humanities: Book Program		
The Civil War: Fiction	Zadoc Long Free Library	Buckfield	Humanities: Book Program		
			Humanities: Book Program Total	\$0	\$0
The Parent Place	Child Health Center	Norway	Humanities: Born to Read	\$500	
MSAD #72	MSAD #72	Brownfield	Humanities: Born to Read	\$500	
Reading Program by Nutrition Aids	Extension	South Paris	Humanities: Born to Read		
			Humanities: Born to Read Total	\$1,000	\$0
Technology Development	Denmark Public Library	Denmark	Library Community Grant	\$4,227	\$15,852
Archival Preservation	Hamlin Memorial Library	Paris	Library Community Grant	\$2,320	\$7,600
Rumford Bicentennial Oral History	Rumford Public Library	Rumford	Library Community Grant	\$20,000	\$129,279
			Library Community Grant Total	\$26,547	\$152,731
ADA	Bethel Library Association	Bethel	Library Construction Grants	\$3,000	\$6,000
2,504 Square Feet Expansion	Dixfield - Ludden Memorial Library	Dixfield	Library Construction Grants	\$35,000	\$350,000
Energy Conservation	Hiram - Soldiers Memorial Library	Hiram	Library Construction Grants	\$2,100	\$4,200
4,200 Expansion	Norway Memorial Library	Norway	Library Construction Grants	\$35,000	\$606,000
			Library Construction Grants Total	\$75,100	\$966,200
Consultant Visit	Dixfield Historical Society	Dixfield	Museum / Archives Preservation Program	\$250	\$500
Archival work	Dixfield Historical Society	Dixfield	Museum / Archives Preservation Program	\$2,400	\$10,000
Consultant Visit	Hamlin Memorial Library	Paris	Museum / Archives Preservation Program	\$250	\$500
Consultant Visit	McLaughlin Foundation	South Paris	Museum / Archives Preservation Program	\$400	\$800
Kate Starbird and Marryman Herbaria	McLaughlin Foundation	South Paris	Museum / Archives Preservation Program	\$4,114	\$8,317
Archival Project	Waterford Historical Society	Waterford	Museum / Archives Preservation Program	\$2,400	\$6,200
			Museum / Archives Preservation Program Total	\$9,814	\$26,317
			Oxford County Total	\$156,131	\$1,246,295



# LEWISTON-AUBURN CASE STUDY

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## Case Study Context

Lewiston and Auburn are adjacent cities separated by the Androscoggin River, located about 35 miles north of Portland. Often referred to as the twin cities, the two communities have a combined population of just under 60,000, while the Lewiston-Auburn metropolitan statistical area (MSA) has a population of just under 90,000.

With the Androscoggin River as a source of power, the twin cities were early beneficiaries of the industrial revolution. The textile industry in Lewiston and the shoe industry in Auburn were both well established by the time of the Civil War. A steady stream of workers from the farms of northern Maine and eastern Canada, many of them of French Canadian descent, was drawn to the area by factory jobs. They were joined, first, by Irish immigrants and, later, by Eastern Europeans. The diverse demographic mix created by the industrial development of the area and the workforce it drew strongly influenced its cultural development and heritage.

Like many communities whose economies were dominated by traditional manufacturing industries through the mid-twentieth century, Lewiston-Auburn has undergone a difficult economic transition in recent decades. The textile and shoe factories in the area provided decent paying jobs and economic stability until the postwar years. The subsequent dramatic shrinkage of those industries resulted in a long period of economic decline, population loss, and the depletion of civic and cultural resources.

Recent years, however, have brought signs of economic resurgence. While the area has continued to lose population during the 1990s, there are signs that population is stabilizing. Employment has increased and unemployment has dropped below already healthy state and national levels. While personal income still lags the national average, the poverty rate is also below average. The area has also experienced somewhat of a cultural revival. Through the efforts of L/A Arts, a grassroots cultural development and promotional organization, and other educational institutions and arts organizations, the two communities offer a wide range of performances, exhibits, and educational programs using both nationally-known and local artists.

The restructuring and diversification of the Lewiston-Auburn economy has, perhaps most significantly, made the area look, in economic terms, much more like the nation as a whole. Its manufacturing sector has become less dominant and more diverse, and the service sector has experienced strong growth, particularly in health, financial, professional, and business services. Companies such as Tambrands Inc., Peoples Heritage Bank, Liberty Mutual, Telemark Inc., FISC, and Dingley Press have located or expanded facilities in the area in recent years.



## Overview of New Century Program Grant-Making in the Region

The New Century Program has provided 14 grants totaling \$64,632 to 11 organizations in Lewiston and Auburn. This includes six Humanities Project Grants totaling \$17,132, four Arts and Heritage Grants totaling \$8,000, two Arts Community and Infrastructure Grants totaling \$18,000, one Historic Preservation Grant totaling \$20,000, and one Archival Preservation Grant totaling \$1,500.

The grants are for a wide range of activities. These include an archaeological excavation, theatrical and dance productions, a photographic exhibit, a historic preservation project, an oral history video, and literary and creative writing education. Broadly speaking, the grants support three types of objectives: 1) education; 2) preservation, documentation, and promotion of the area's history and cultural heritage; and 3) enhancement and expansion of the area's cultural offerings. (See attached table "Grant Activity in Lewiston-Auburn.")

## Preliminary Assessment of Impacts

### Educating the Community's Workforce

Twelve of the 14 projects have clearly identifiable educational elements. Some projects are designed primarily for educational purposes, while others incorporate educational elements as a secondary feature. These educational components are aimed at variety of audiences and take place in a variety of educational settings. Most are targeted to elementary and secondary school students.

#### ✦ *Improving the educational performance of youth and adults*

Three of the projects were developed primarily as educational programs. Two of these were aimed at high school students and a third at adults.

- The Hayes Homestead Archaeology Project has been incorporated into the educational curriculum of low-performing freshman students at Edward Little High School in Auburn. The project involves artifactual recovery and archeological research at the Herbert Hayes Homestead in Auburn, home of a prominent local family from the mid-nineteenth to the mid-twentieth centuries. The project seeks to explore the cultural history of the area through interpretive analysis of the homestead. It incorporates qualitative historical and archaeological approaches as part of an interdisciplinary service-learning project undertaken by students. Activities include archival and genealogical research, creation of a site map, excavation and cataloguing of artifacts, and preservation and curation of artifactual material. Student projects are assessed to determine if students have achieved the Maine State Learning Results in core disciplines. Between 40 and 80 students participate in the program annually.



### **Herbert Hayes Homestead Archaeology Project.**

The New Century Program awarded approximately \$7,600 to the Auburn School Department for the Edward Little High School's Herbert Hayes Homestead Archaeology Project. The Homestead consists of the remains of a house and barn that were part of a farm owned by a prominent Auburn family from the mid-19th to the mid-20th century. Following the death of the farm's last inhabitant in 1949, the structures fell into disrepair and were eventually torn down. The project uses an archaeological dig as the focal point for an innovative team teaching approach combining English, mathematics, science, and history and aimed at ninth graders who are performing below grade level. Students participate in a range of activities, including excavating and cataloguing artifacts from the site, and conducting related scientific, historical, social, and cultural research. The project has generated considerable interest and enthusiasm within the school and the community-at-large. Teachers report improved academic performance on the part of students and continued extracurricular participation among some as they progress to higher grade levels. Adult residents of the area have also donated time to the project. Currently, plans are being made to develop a portable exhibit of the artifacts for display at prominent locations throughout the community. Longer-term plans are being developed to rebuild the structures in conjunction with the local vocational school to house a local historical museum.

- The Bates College Bates/Community Humanities Seminars is a voluntary summer literature seminar targeting motivated high school students in Lewiston-Auburn and Oxford Hills. According to the funding proposal, the project was expected to have 35 participants in the summer of 2000.
- *Lewiston/Auburn People Then and Now* was a writing program sponsored by the Lewiston Public Library through which local residents documented their educational experiences using a technique known as "lifewriting." The program provided participants with creative writing instruction as part of the story writing process. Twenty adults ranging in age from 33 to 87 enrolled in the program, which met weekly over a six-week period.

#### **+ *Developing arts education***

Two projects involved cultural exhibits or productions that included educational programs for elementary and/or secondary school students. A third project involved the preservation of a historic building that already offers educational programming. Three other projects incorporated educational experiences into the preparation of a cultural exhibit or performance. These educational opportunities were aimed at elementary and secondary students.

- *Lewis Hine: The Child Labor Photographs in Maine*, an exhibit by the Creative Photographic Art Center of Maine of early 20th photographs by noted social photographer Lewis Hine, has hosted about a dozen visits by elementary and secondary students from Lewiston-Auburn and Eastport, where the exhibit was also displayed. The curator of the exhibit prepared a handout for student groups and



sends it to teachers in advance of the visits, and sometimes serves as an informal guide to these groups. (The exhibit is on display through March 2001.)

- *Manny's War*, a play about a Maine resident who served in World War II and became a Nazi prisoner of war, was developed and produced with the support of a New Century grant. The production included two special performances for high school students at reduced cost, attended by about 300 students. The playwright prepared a brief study guide for teachers that was distributed in advance of the project.
- A New Century grant funded roof repairs to the historic Foss Mansion in Auburn, home of one of the city's leading shoe manufacturers of the early 20th century. The building is owned by the Woman's Literary Union of Androscoggin County. The Literary Union conducts tours of the Foss mansion for elementary school students as part of the social studies curriculum, and hosts a small number of other special school functions.
- The West Auburn School Historical Society received a New Century grant to produce *Schoolhouse Memories*, a video documentary about the history of the West Auburn One-Room School House. Interviews of former teachers and students at the school were conducted by a group of home-schooled children and videotaped by two high school students.
- The Young Folk Dancers Community Outreach Project is a project sponsored by the local Franco Folk Arts Cooperative through which area children learn traditional dances from several of the community's ethnic communities and perform the dances in various community settings. According to the grant proposal, about 25 home-schooled youths aged eight to 15 were expected to participate in the program.
- A New Century grant supported the creation and performance of *A Frog Stuck in the Ice: A Franco-American Story*, a play about the power of discovery of cultural heritage, based on the memories of members of the local Franco community. The play was produced under the sponsorship of L/A Arts. One of the creators of "A Frog Stuck in the Ice" participated in L/A Arts artist-in-residency program and Cultural Heritage Chronicles Program at the Lewiston Middle School. The Cultural Heritage Chronicles Program seeks to enable students to both experience and add to the process of chronicling local cultural heritage.

#### + *Enhancing educational content*

Four grants supported the development of materials with educational content.

- *Schoolhouse Memories*, the video documentary on the West Auburn One-Room School House, will be shown to elementary school students in preparation for field trips to the site.
- A New Century grant supported the production of *Chantons*, a CD of significant French songs performed in an alternating French-English pattern, showcasing and preserving the area's Franco-American cultural heritage. The CD, produced under the sponsorship of L/A Arts, was distributed free of charge to schools and libraries and accompanied by a guide explaining the derivation and context of the songs and



the lyrics. In addition to teaching children about the area's heritage, the alternating French-English patterns are intended to educate children in the French language. The combined cultural heritage and language aspects support the Maine Learning Results, which states that students must study language and culture in an integrated fashion.

- Two New Century grants supported the development of an annotated photojournal of two dance projects by the Bates Dance Project.

## Improving the Social Capacity and Civic Infrastructure of the Community

### + *Promoting positive community image*

A large number of the New Century grants in Lewiston-Auburn focus on preserving, documenting, and raising awareness of the area's history and cultural heritage. The focus on cultural heritage seems to simultaneously reflect and stimulate a growing recognition that the community has too often turned its back on its past, and that unearthing and embracing this past is one of the keys to community renewal. As one grantee stated in its grant proposal in underscoring the importance of reacquainting residents with their ethnic roots, "[the area's] long history of self-deprecation, especially among its large Franco American population, is legendary." Projects that explicitly focus on cultural heritage include the following:

- The exhibit of Lewis Hine's early 20th child labor photographs includes photographs taken in Lewiston. In an interview, the curator of the exhibit noted the limited documentation and knowledge of the area's industrial and labor history. She pointed to the observation by some former mill workers that the closing of the mills had been followed by a reluctance, almost embarrassment, within the community about discussing this part of the community's past. One of the purposes of the exhibit is to generate interest in revisiting this era.

#### **Lewis Hine's Early 20th Century Child Labor Photographs**

The New Century Program awarded the Creative Photographic Art Center of Maine in Lewiston \$3,000 to mount an exhibit of *Lewis Hine's Early 20th Century Child Labor Photographs*. Lewis Hine was a professional photographer and Progressive era reformer who traveled the country photographing children working in various industries and agriculture for a decade starting in 1907. Hine visited Maine twice as part of this endeavor, photographing child laborers outside the cotton and woolen mills of Lewiston in 1909, and in the sardine canneries of Eastport and Lubec in 1911.

The exhibit is intended to raise awareness of the state's industrial and social history, to demonstrate the use of photography as a tool for influencing public policy, and to stimulate thinking about the link between the state's own recent past and contemporary international child labor issues. It has been displayed at two locations, in Eastport during the summer of 2000, and at the Center, where it will remain until March. It highlights Hine's Maine photographs, which have never before been exhibited in the state, supplementing them with other examples of Hine's work along with explanatory notes placing the photographs in the industrial and social context of the period. A number of lectures have been held in conjunction with the exhibit. It has been viewed by an estimated several thousand visitors, including about a dozen middle and high school groups, and has received favorable media mention.



- The Hayes Homestead excavation is intended not only to recover artifacts of the area's agricultural and domestic life over the span of a century, but to integrate these items with a larger exploration of the community's social and cultural history.
- The roof repairs to the historic Foss Mansion in Auburn will help to ensure the preservation of not only an architecturally significant residence, but an important physical link to the city's past as an early industrial center.
- A grant to the Androscoggin Historical Society will support preservation of aging archival material, including local maps and photographs.
- The video documentary about the history of the West Auburn One-Room School House is intended to develop an historical record of this important part of the community's educational history through first-person accounts of former teachers and students.
- The *Chantons* CD celebrates the area's French heritage and is intended to help fuel the movement to revive Franco-American culture and language. It exposes children with Franco-American roots to music that connects them with their parents' and grandparents' culture, while introducing children of other ethnic backgrounds to the area's cultural history.
- The Young Folk Dancers Community Outreach Project, by teaching and performing traditional dances from several of the community's ethnic communities, is intended to reacquaint the area with its ethnic roots through exploring and teaching its folkways to its youth. It hopes to enhance an awareness of multiculturalism in general while nurturing both personal pride among those children whose roots are being recognized and admiration from their peers.
- *Lewiston/Auburn People Then and Now*, not only uses the childhood educational experiences of participants as the topic of its "lifewriting" training, but encourages participants to donate their stories to local libraries and historical archives. The program's trainer also hopes to convey a broader message about the importance of passing stories from the older to younger generation, both at the level of the individual and the entire community, to provide a sense of continuity and connectedness.

#### ✦ *Highlighting the region's cultural history*

In addition to projects that seek to record and preserve actual history, two projects use drama to convey a message about the importance of cultural history.

- A theme of the theatrical production of *A Frog Stuck in the Ice* is the power of discovery of cultural heritage. Created by three Maine artists, the play focuses on a woman interested in reconnecting to her Franco-American cultural roots and the resistance she encounters from her father
- One intention of the producers of the play *Manny's War* is to "demonstrate how communities can call attention to the lives of their individual members, showing how each plays a tangible role in the abstraction called 'history'."



#### ✦ *Increasing local capacity*

The grants played a clear and direct role in increasing local capacity in only a few cases. In other cases, the impact was more indirect. The most significant capacity-building grant was one to L/A Arts. While L/A Arts is already well-established and considered highly effective, one of the New Century grants it received enabled it to hire a grant writer to increase its level of outside funding. One of the hopes of the organization is that a dedicated grant writer will enable it find more grant sources that support its strategic objectives, and to be less driven by the priorities of traditional funders.

A few other grants had subsidiary capacity-building impacts. In one case, the director of the Androscoggin Historical Society was required to attend a seminar in archiving practices as a condition for receiving a grant. In another case, the director of L/A Arts noted that the organization gained technical knowledge of CD production as a result of sponsoring *Chantons*. More generally, the relatively simple, straightforward grant submission process may have encouraged some of the less established and technically-skilled organizations to submit grant proposals and, in the process, to strengthen their grant writing skills.

#### ✦ *Creating community collaboration and partnerships*

In most cases, the grants did not involve formal partnerships in program development and operation. The strongest partnership, and one with potential future importance, was between the Public Theater and Bates College in the production of *Manny's War*. The play was jointly produced the Public and the Bates Theater Department. The Public took the lead role in the production, while the play was written by a Bates faculty member and performed on the Bates campus with a combination of student and professional actors. (Because of the number of actors needed, a completely professional production would have been too costly.) The artistic director of the Public, who considers the collaborators as the area's two largest cultural institutions, sees the possibility of similar partnerships in the future. The grant application states that "[b]y bringing together an academic program with a professional arts organization, the project shows how cultural groups within the community can enrich one another through deep cooperation."

In other cases, the extent of partnerships was limited or informal. The Young Folkdancer's Community Outreach Project, while sponsored by the Franco Folk Arts Cooperative, has as cosponsors the Festival de Joie, an annual ethnic festival, and the local Greek Orthodox Church, which provided space for the dance classes. The Hine exhibit was coupled with six related lectures by local educators. The Hayes Homestead project received donated time from archaeologists, historians, other professionals. The production of *A Frog Stuck in the Ice* was tied to L/A Arts existing partnerships with the Lewiston Middle School. And several project sponsors worked with local schools to recruit participants and/or distribute educational materials.



### + *Generating civic and corporate involvement*

In most cases, these projects did not appear to generate a high level of civic or corporate involvement. In terms of funding, the grantees we interviewed and other grants for which we were able to review applications (13 of 14) obtained most of the match funding from internal funds of the sponsoring organization rather than dedicated funding from local corporate, governmental, or civic organizations. In terms of expressions of support, few of the 11 applications we were able to review included support letters from other organizations. One exception was *Chantons*, which had support letters from the libraries and school departments of both communities, and a civic organization. One project that seems to have generated somewhat spontaneous grassroots civic involvement is the Hayes Homestead project. Local professional and amateur archaeologists and historians have donated time to the project, and residents living nearby the site have informally watched over it.

Two factors mitigate to some extent this apparent lack of civic and corporate involvement. First, many of the projects are very small and, thus, neither have a high degree of visibility nor require a great deal of additional funding. Most sponsors appeared to have adequate internal funding on hand to meet match requirements. Second, some of the sponsors, such as L/A Arts, the Woman's Literary Union, and the Bates Dance Festival, are already receiving substantial corporate and/or civic support, which is reflected in their ability to provide substantial cash matching funds.

### + *Creating innovative programming models*

The Hayes Homestead excavation is one project that appears to be generating a lot of interest within the community and elsewhere in Maine as an educational model. The project uses a "kids as planners" model, in which young people work with teachers, town officials, archeologists, curators, and other community members to research, plan, lead, and implement a project. Teachers from other communities have inquired about the project and some have made site visits. Participating students have made presentations to an experiential learning conference in Portland and to the state archaeological societies of Maine and Massachusetts. Participating teachers say they have learned a lot about teaching methods, including how to combine in a team, and how to develop more innovative teaching materials and practices. Other teachers at the school have also approached them about incorporating the project into the teaching of their own courses.

A number of other projects have used what appear to be innovative approaches to education and cultural materials development. These include *Chantons*, *Schoolhouse Memories*, the Bates/Community Humanities Seminars, and the involvement of students in the process of creating *A Frog Stuck in the Ice*.

## Improving the Product of Cultural Economic Development

At least 10 of the 14 grants have some bearing on cultural economic development. The grants supported the following activities involving performances, events, and exhibits with the potential to attract both local residents and visitors:



- the Hine photographic exhibit and related lectures;
- the creation and performance of *A Frog Stuck in the Ice*;
- the training and performance of young folk dancers through the Young Folk Dancers Community Outreach Project;
- the creation and distribution of the *Chantons* CD;
- the development and production of *Manny's War*;
- the physical preservation of the historically and architecturally significant Foss Mansion and the continuation of cultural events therein sponsored by the Woman's Literary Union;
- planned exhibits of artifacts excavated from the Hayes Homestead and the possible eventual construction of a local historical museum on the site;
- the development of the annotated photojournals of two Bates Dance Festival productions (two grants); and
- the production of the *Schoolhouse Memories* video.

#### ✦ *Improving important cultural tourist destinations*

Three of the grants support this objective. The first is for repair of the roof of the Foss Mansion. The mansion is an important part of area's economic and social history, an important architectural asset, and a potential anchor for revitalization of a deteriorated downtown neighborhood. It is the venue for a range of local cultural activities sponsored by the Women's Literary Union. It can also be used for small meetings and conferences. The second grant supporting this objective is for the Hayes Homestead project. In addition to preserving the site, the project will eventually involve development of a display of artifacts at the Little High School and of portable display units to be placed in various public spaces. The project's long-term goal is to have the local vocational school rebuild the house as a local historical museum. (This is a multi-year project that will require raising substantial additional grant funding.) The third project in this category is *Schoolhouse Memories* video, which, while not directly contributing to the preservation of the West Auburn One-Room School House, adds value to this historical site and may increase support for its continued preservation.

#### ✦ *Increasing Lewiston-Auburn's menu of cultural offerings*

Some of the projects funded by New Century grants involved performances and exhibits with significant audiences. Other projects promise to attract significant audiences. Two projects that have attracted large general audiences are *Manny's War* and the Hine photography exhibit. *Manny's War* was performed a total of eight times: twice for high school students, with total attendance of about 300; and six times for general audiences, with total attendance of about 1,400. The Public Theater's artistic director indicated that the production was attended by many war veterans, who are not among the company's traditional audience. He said it is too early to tell if the production will have a long-term impact on audience levels. The sponsors of the Hine photography exhibit did not collect attendance data, but the curator estimates that, between Lewiston and Eastport, attendance will total several thousand. A third project, *Chantons*, included an introductory performance of the songs on the CD at the Auburn



Library. In addition, up to 500 CDs have been or will be distributed to schools and libraries throughout the state.

*A Frog Stuck in the Ice* had not been performed when we conducted our Lewiston-Auburn site visit, but the director of L/A Arts estimated the audience for the single planned performance would be in the range of 500 to 700. Performances of the Young Folk Dancers Community Outreach Project will be held at schools, senior citizen centers, and at least one public venue.

✦ *Enhancing community image related to cultural heritage*

*Manny's War* and the Hine photographic exhibit, both of which attracted large audiences, also received favorable media attention in both the local and Portland media, including complimentary reviews in Portland papers. While the audience was primarily local, the Hine exhibit attracted non-local visitors, particularly during the Eastport phase, which occurred during the summer tourism season. The large audiences and favorable media attention have likely helped to enhance the area's reputation as a venue for cultural activities. The *Chantons* CD has also attracted local media attention.

It is too early to assess the impact of other projects involving exhibits or performances. One potential opportunity lies with the Young Folkdancer's Community Outreach Project. In conjunction with the project, there are plans for a filmmaker to produce videotape to be used as a marketing tool to recruit both participants and benefactors for future performances. The sponsors hope to arrange a public screening and will offer the video to the local public access cable television station.

✦ *Leveraging new resources and outside funding*

As noted earlier, most of the New Century grants did not directly leverage additional funding or other resources beyond the commitments of project sponsors, which were typically drawn from general revenues. The one clear exception was the grant to L/A Arts specifically to fund general grant writing activities. According to the director of L/A Arts, the hiring of grant writer has already yielded new funding and is expected to significantly increasing annual levels of grant support. One other example of leveraging is the Hayes Homestead project which, since receiving the New Century grant, received a significant commitment of professional times (150 to 200 hours) from the Maine State Museum employees for artifact identification and cataloguing, and for student training. In addition, the sponsor of the Hine exhibit received (in addition to other grants from New Century Fund participating agencies), a \$2,500 grant from the Maine Community Foundation.

✦ *Creating new markets for cultural products*

Some of the projects funded by the New Century grants have the potential to create new markets for cultural products, although it is too early to assess the extent to which they have actually done so. As noted, two of the projects, *Manny's War* and the Hine photographic exhibit, attracted relatively large audiences which, in the case of *Manny's War*, included a significant number of war veterans, not traditionally a large segment of the Public Theater's



audience. Both projects also garnered favorable media attention. At least four other projects, including *Chantons*, *A Frog Stuck in the Ice*, Young Folkdancer's Community Outreach Project, and the Hayes Homestead project, have the potential to support the development of the local market for cultural heritage products. Moreover, the extent to which any of the New Century grants have or will contribute to the area's already considerable reputation as a center of quality cultural programming may help to promote the area as a tourism destination, particularly from surrounding communities and regions.

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## Lewiston/Auburn New Century Projects

Project Name	Organization Name	Town	Program Type	Approved	Total Project
Chantons CD	LA Arts	Lewiston	Arts & Heritage Grants	\$2,000	\$14,300
If Wishes Were Horses, Beggars Would Ride	Bates Dance Festival	Lewiston	Arts & Heritage Grants	\$2,000	\$7,250
Lewiston/Auburn People Then and Now	Lewiston Public Library	Lewiston	Arts & Heritage Grants	\$2,000	\$4,770
Young Folkdancer's Community Outreach Project	Franco Folk Arts Cooperative	Lewiston	Arts & Heritage Grants	\$2,000	\$9,294
			Arts & Heritage Grants Total	\$8,000	\$35,614
Research/ Writer	LA Arts	Lewiston	Arts:Community & Infrastructure	\$10,000	\$10,000
Cultural Heritage Production	LA Arts	Lewiston	Arts:Community & Infrastructure	\$8,000	\$31,950
			Arts:Community & Infrastructure Total	\$18,000	\$41,950
Foss Mansion Repairs	Women's Literary Union	Auburn	Historic Preservation Grants	\$20,000	\$54,500
			Historic Preservation Grants Total	\$20,000	\$54,500
The Bates/Community Humanities Seminars	Bates College	Lewiston	Humanities Project Grants	\$3,000	\$6,000
Dancing Through The Lens	Bates Dance Festival	Lewiston	Humanities Project Grants	\$500	
Lewis Hine: The Child Labor Photographs in Maine	Creative Photographic Art Center of Maine	Lewiston	Humanities Project Grants	\$3,000	\$6,021
Hayes Homestead Archaeology Project	Auburn School Department	Auburn	Humanities Project Grants	\$7,632	\$18,649
Manny's War	The Public Theatre	Lewiston	Humanities Project Grants	\$2,000	\$30,469
Schoolhouse Memories	West Auburn School Historical Society	Auburn	Humanities Project Grants	\$1,000	\$3,836
			Humanities Project Grants Total	\$17,132	\$64,975
Archival Materials	Androscoggin Historical Society	Auburn	Museum / Archives Preservation Program	\$1,500	\$3,660
			Museum / Archives Preservation Total	\$1,500	\$3,660
			Lewiston/Auburn Total	\$64,632	\$200,699