

MASS MoCA

2024–2030

Strategic Plan

MASS MoCA is a center for creative exploration and uncommon connection that amplifies the global artistry of our time while contributing to the vitality and vibrancy of our city.



MASS MoCA's origin story centers on the epic adventure of transforming an abandoned factory site in North Adams, Massachusetts, into the largest multidisciplinary contemporary art museum in North America.

The audacious idea to convert these mid-1800's factory buildings, built originally by Arnold Print Works on a sprawling 24-acre site, into artistic and cultural use was one that few could fathom possible at the time. Those who did possessed an unflappable commitment for what the adaptive re-use effort on this scale could become for contemporary artists, and, for the economic recovery of the local community of North Adams that was still reeling from decline following the closure of the Sprague Electric Company in 1985. Because of the original vision of Thomas Krens and the tenacious leadership of Joseph Thompson — who were joined by the unrelenting advocacy and support of the Board of Trustees, small businesses, and art-world philanthropy — a crucial capital investment from the Commonwealth of Massachusetts saved the day, and MASS MoCA officially opened its doors to the public in May 1999.

From day one, MASS MoCA became a vibrant platform for artists while building a workforce that would be able to lean into the rigor of diverse aesthetics, processes, techniques, materials, and the specialized problem-solving needed for projects of scale. The fiduciary responsibility of the board and the management team developed a flexible 'can do' approach that provided the essential mooring for the operations. In combination, they miraculously kept MASS MoCA running while averting any number of existential close calls and hair-raising challenges.

Twenty-five years on, MASS MoCA's accumulated know-how has evolved with every artist we've worked with, and all are inexorably linked to who we are as an organization. Year after year, we have experienced how artists pursue their ideas and what doing so entails in the process of making: how they/we handle challenges and problem-solve, how they/we scale operations and practices, how they/we confront and adapt to ambiguity and risk, and how they/we contribute to new possibilities in service to more than ourselves.

By continuously exploring the complex fabric of artistic practices and new art made with MASS MoCA, we are an indispensable home for artists who stretch toward what has yet to be created, in a place that moves at the pace of beautiful possibilities.

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Message from the Board Chair



MASS MoCA is a place of vision and inspiration.
It is a place for intertwined arts and community.
It is a home for artists and for everyone.

The MASS MoCA 2024–2030 Strategic Plan provides the vision for MASS MoCA’s next phase. It weaves together our innovative past, our vital present, and our vibrant future, and underscores our uniqueness as a creative campus. The plan describes our process of building on our remarkable assets and capacities to demonstrate for a new era how a contemporary art museum can be a catalytic contributor to the work of artists worldwide, as well as to its own rural community.

In developing MASS MoCA’s strategic plan, our board and staff leadership worked extensively together and consulted widely over a two-year period to enlist knowledgeable and diverse perspectives about MASS MoCA’s past and ambitions for the future. We have examined carefully what MASS MoCA has achieved to date, while taking stock of the current moment to reaffirm with fresh eyes what is vital to carry forward and imagine anew.

We have workshopped our aspirational wish lists and made urgencies transparent and priorities clear. We have focused on our synergies and distinctiveness to craft a shared vision.

I am grateful for all of the input, debate, optimism, and clear-sightedness from everyone who has helped to shape this, and for resoundingly endorsing our vision moving forward.

A future made *with* MASS MoCA is the future we all want.

Mariko Silver

Mariko Silver
President and CEO
The Henry Luce Foundation

Message from the Director

My appointment follows the astonishing tenure of MASS MoCA's founder, which began during the lingering uncertainty of the global pandemic, and coincided with the final year of MASS MoCA's previous strategic plan. I was presented with the timely charge of mapping MASS MoCA's future direction and vision, while zooming toward the organization's 25th anniversary.



The unusual chance to begin by simultaneously absorbing and thinking in the past, present, and future felt like how I imagined a time traveler would approach the job – keep every portal wide open and at full strength.

Layering this with my experiences in arts ecosystems and urban centers around the world illuminated familiar parallels with MASS MoCA's abiding purpose. Yet what so spectacularly differs (at least in my experience) are the sheer number of miraculous forces that came together in making MASS MoCA what it has become. In every way, MASS MoCA's strength is that it is far more than the sum of its parts.

Our history will serve us well as we navigate the evolving questions (and responsibilities) posed to art and cultural institutions today, which have shifted dramatically from those that gave rise to MASS MoCA's start-up years. We are traversing a markedly different time, and while every era can claim its distinguishing features, ours involves carrying the rather heavy baton of putting things back together after the unprecedented impacts of the global pandemic, the compounding challenges of climate change, a deeply divided democracy, inconceivable wealth concentration (also mirrored in our cultural institutions), our national reckoning with systemic race inequality, and a diminishing societal confidence in our public institutions. The internet, once seen as a profoundly equalizing force through a world wide web of knowledge access, now presents us with complex terms and conditions, ethics and exposure risks. The social media channels meant to connect us are also exploitable super-spreaders that transmit a staggering manipulation of facts and influence. Considering that data has become more valuable than oil in the global marketplace – for those that can extract it from our devices and digital footprints –

we cannot yet begin to grasp the implications of generative artificial intelligence as it makes its way into our everyday lives. "We hold these truths to be self-evident," as a binding concept in our society, is no longer an assertion we can take for granted. The arts, education, and humanities are ever more crucial for navigating the road ahead.

MASS MoCA's extensive strategic planning process acknowledges these complex human-centered challenges, and asserts the ever-green purpose of our role in the arts ecology and in our community. In committing to our shared goals, we have revisited the age-old question of why art matters and reaffirmed how unfailingly the question is continuously answered by every culture on earth, over successive centuries and decades, and through the seemingly unknowable moments right in front of us. We have important work to do.

MASS MoCA is that extraordinarily indescribable yet deeply felt place of vibrant connection to the epic explorations of artists who show us and tell us something substantive about who we are, and who we can be. It is a place where we trust art to be what it is in all of its mysteries and gifts, so that it can invite and replenish our sense of wonder at the speed of our most spirited ideas.

MASS MoCA is built for this moment, and this is our time.

A handwritten signature in black ink, appearing to read 'K. Edmunds'.

Kristy Edmunds
Director, MASS MoCA

Introduction



MASS MoCA's 7-year Strategic Plan (the fourth since MASS MoCA began) conveys our shared goals from a 'whole-of-institution' lens to focus our decision-making on strengthening what MASS MoCA is uniquely situated to contribute to the contemporary arts ecology from our local geography.

We operate a massive, retrofitted former factory site in rural Massachusetts that has become a globally regarded creative home for contemporary artists working in all art forms, while emerging as an anchor institution for the City of North Adams' economic recovery.

Our start-up ethos entailed an all-consuming willingness to innovate 24/7 in order to keep the lights on, pay the bills, and accomplish art-world miracles. MASS MoCA garnered a reputation for finding low-cost solutions to high-impact endeavors – be they capital expansions or major art projects – while existing within hyper-thin operating margins. For decades we've proudly touted just how far we can stretch a dollar to pull off visionary things "at a fraction of the cost than anywhere else." With MASS MoCA's future now essential to community growth and vital for spurring creative opportunity, our vision will require us to combine nimbleness and ingenuity with longevity.

We are necessarily building our capacity and defining the highest and best approaches for tangibly directing our investments (time, resources, creativity). At this dynamic juncture we are moving MASS MoCA from breathless short-term precarity to extended planning and resourcing cycles that allow for both long-term visioning and operational agility. By expanding our stakeholders and resource position, applying knowledge gleaned through rigorous experimentation/research, and embracing technologies that support sustainability, MASS MoCA will strengthen our local economy and the creative ecologies of contemporary artists.

As we adjust our sails for the next chapter, we've embraced a vision that includes extensive opportunities for how we can better support artists, designed an environmental transformation for the place we call home, and reimagined what an art museum can be – through what MASS MoCA can continuously become.

We seek to reach this 'North Star' by achieving six interconnected, strategic goals in three phases. While not entirely linear or exactly sequential – since time doesn't move in a straight line, nor does MASS MoCA – each phase and each goal is interconnected, mutually supporting, and overlapping by logic and design.

Three Phases



Phase 1 / Ready

MASS MoCA has been building the plane while flying it since before day one. After a major physical expansion in 2017, followed by the upheaval of the global pandemic, the 2021 unionization of the staff (United Auto Workers, Local 2110), and bringing on the first new director after more than 30 years under our founder, we are re-imagining the plane while flying it into a culture characterized by exponential change and transformative opportunities.

Our current work requires us to increase our capacity and readiness across all departments to meet MASS MoCA's next chapter in programming our 300,000 square feet of visual art

exhibition space, produce a dynamic performing arts calendar, and look after our now 24-acre campus while sustaining and deepening our community commitments. This includes shoring up our systems, policies, and resources to reduce the strain on our operations, while committing to longer-term planning horizons. We're focusing on our investments in people (artists, stakeholders, and employees), analyzing the strengths and vulnerabilities of our physical infrastructure (including systems and equipment), and preparing to implement a sweeping digital technology framework to aid our efficiency, productivity, creativity, and communications.

Three Phases



Phase 2 / Aim

Our next phase focuses on tending to and expanding our networks and participation in the arts ecosystem globally, while engaging in large-scale, civic infrastructure and community planning projects wherever MASS MoCA's involvement is critical, mutually beneficial, and can generate momentum for public-private partnerships to flourish. Our work in Phase 2 is about extensive planning while linking art world ecologies* with local community systems**.

***Art world ecologies:**

From a collegial and programmatic standpoint, MASS MoCA will more intentionally expand our national and international participation with colleague institutions and networks to exchange knowledge and develop initiatives that directly support the mobility of artists (of all disciplines), curators, scholars, creative producers, and their work; we will collaborate with partners on projects that embolden artistic, intellectual, and cultural enrichment. MASS MoCA will co-develop and co-host convenings/conferences associated with the issues informing our professional fields, to redound benefit to the arts ecology here and beyond our creative campus.

****Local community systems:**

Through creative place-making efforts we will continue to commit to key civic initiatives with the City, region, and the Commonwealth that are informed by, and will benefit, our primary communities. These communities are: North Adams (including residents, businesses, organizations, and government agencies), the Berkshires region and the Commonwealth of Massachusetts (transportation, recreation and tourism, education, environmental agencies/groups, and economic development), and intersect with our national network of artists and creatives, foundations, philanthropists, and art and culture organizations/agencies.

Three Phases

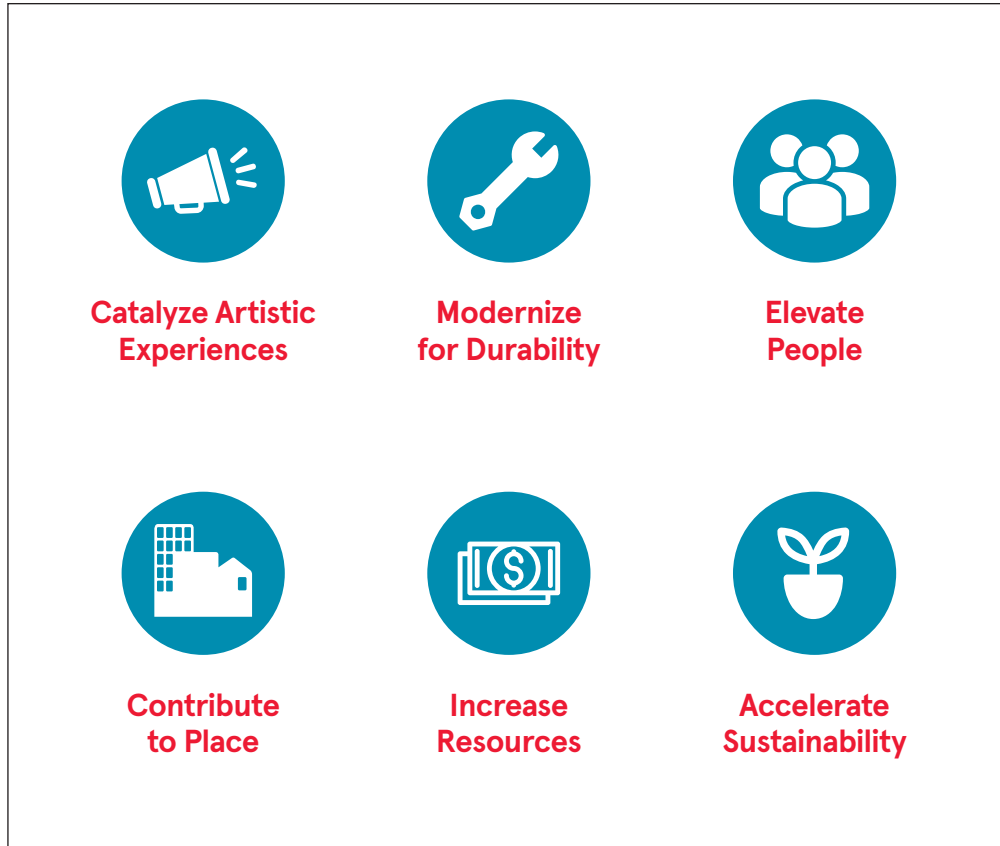


Phase 3 / Go

Drawing from our achieved operational stability and solid planning, we will have the wind at our back to implement MASS MoCA's campus transformation. The most sweeping change centers on achieving greater environmental sustainability across our campus by implementing a holistic greening of the exterior grounds, courtyards, and hardscapes – the next great MASS MoCA expansion. This priority both serves as an urgent contribution to helping address the world's climate crises and advances the sustainability of our mission.

Phase 3 involves a comprehensive capital campaign, informed by a freshly conceived MASS MoCA master plan that will prioritize the integrative 'greening' of the MASS MoCA campus. The capital campaign will fuel a major transformation of our exterior spaces – while also attending to critical upgrades for interior spaces after decades of high use. The campaign for greening MASS MoCA will significantly expand the operating endowment to ensure a resilient future.

Six Goals



Interconnected, mutually supporting, and overlapping by logic and design — like a constellation.



Catalyze Artistic Experiences

MASS MoCA is a dynamic contemporary art museum at the forefront of generating public connection with contemporary artists and exploring the ideas that their work ignites in culture, through their practices, lived experiences, and aesthetics.

Without a permanent collection, MASS MoCA can focus on our programming with artists who are in a continuous dialogue with the world around them in the creation of new works. With exceptional accompaniment from our curators, creative producers, fabricators, designers, administrators, educators, technical operators, and MASS MoCA's leadership, we ensure that artists can realize projects that draw from their exceptional practices while also supporting long-gestated ideas yet to be made. To catalyze artistic experiences we need to enhance meaningful ways of connecting people to what makes these artists so inspiring, and to how our work in the arts opens us to new ways of perceiving the world that we inhabit together.

Made with MASS MoCA emboldens us to share and exchange the extensive research and knowledge taking place behind the scenes before the completed artwork bursts to life in our soaring spaces, throughout its duration with us after completion, and as it moves beyond MASS MoCA.

Made with MASS MoCA reflects our entrusted relationships with artists, where going beyond the fence line of the familiar is not only possible, it is an elemental collaboration that powerfully includes our audiences and supporters.



Catalyze Artistic Experiences

Key Objectives:



Expand access to visitors to experience how we do what we do and why we do it. Access to what goes on behind the scenes and what is vibrantly placed front and center are both opportunities to share MASS MoCA's story in more dimensional ways. We aim to increase public visibility of what time, space, and resources at MASS MoCA do for artists, and, in turn, the larger arts ecosystem.



Increase resources for visual and performing artists to maximize their projects in development with MASS MoCA. Give artists more time to work, longer planning periods for exhibitions and performances, the right mix of resources needed, and upgraded spaces to live and work in while they are bringing their ideas to life with MASS MoCA.



Integrate our community engagement and education initiatives across all programming areas within and outside of MASS MoCA. This includes the expansion of connections with partnering organizations, foundations, and schools/colleges to deepen access and public understanding of our long-term loans, changing exhibitions, select performing arts residencies, and presentations with those artists whose practices seek community engagement.



Refine and resource the vision and financial strategy for our long-term art loan program. Develop a sustainable, dynamic plan for the regular rotation of our key long-term art loans, including an elegant process for retiring and/or extending those currently on view. Convey our criteria and process for decision-making, and pursue a resource strategy for all long-term loan agreements that encompasses the entirety of the duration (storage, install, maintenance, and staffing, de-install, return, and gallery re-set).



Evaluate and re-evaluate existing program models at key inflection points in all areas, and insist on identifying new opportunities and frameworks that ensure we are evolving with artist aspirations and meaningful cultural engagement.

“Made with MASS MoCA” expresses our investment in an ecosystem in which we accompany the ideas and work of artists to reach their – and our – fullest potential.



Modernize for Durability

MASS MoCA has been modernizing our historic c.1800's factory buildings since day one, while actively sustaining a local workforce that has the know-how, technical skills, and acumen necessary to look after our unique home, the art in our galleries, studios and stages, and the artists working within our spaces. We must now set our sights on infrastructure investments, new technology, and durable systems that will enhance our efficiency and sustainability.

Our maturing stewardship requires MASS MoCA to shift from an existential mindset of lowest possible cost for temporary solutions, to an approach that identifies long-term alternatives with engaged resource partnerships. We are focusing on innovative approaches that will achieve greater material longevity that are no less ingenious as a short-term fix, but far more durable. Currently, and with few exceptions, we are operating with equipment, technology, and a campus design and maintenance strategy that have served us well but have exceeded their useful life. With a comprehensive campus facilities assessment and digital infrastructure plan, both completed in 2023, we are ready to make a sweeping investment in MASS MoCA's durable future.



Modernize for Durability

Key Objectives:



Build the capital reserves necessary for ongoing maintenance, training, and service upgrades for the long term. The 2023 comprehensive facilities assessment identified approximately \$10M in direct expenses for essential infrastructure and strategic maintenance work that will be phased over the next 5 years.



Upgrade MASS MoCA's marquee performing arts spaces — the Hunter Center and Club B10. The Hunter Center theater is one of the great workhorses for performing artists to develop and present their work. It is also a community gathering space that has been in continuous use for more than two decades. We must modernize the Hunter Center's technology, enhance its acoustics and sightlines, replace seating systems, and build a dedicated programming reserve. Our smaller venue, Club B10, serves as an important space for presentations in a more intimate setting. With a concentrated design strategy and dedicated new investment, Club B10 can become a hub for interdisciplinary creative development grounded in performing arts, film, and digital design practices.



Invest in major upgrades for MASS MoCA's iconic Building 5 gallery. The expansive Building 5 gallery is a national treasure and one of the most significant contemporary art 'rooms' in North America. Literally the size of a football field, the open expanse enables art projects at rare scale and immersion. We must bring greater infrastructural support to assure creative prototyping and flexibility to our fabrication efficiency for supporting artists' work and the long-term development of projects that B5 necessitates. Commissioning reserves are vital for artists whose work at this scale warrants years of creative development.



Establish Digital Infrastructure and Strategy. We will implement the suite of hardware and software recommendations that are urgently needed; expand the IT Department (currently, a department of a single person); and work to identify and attract significant public and private support to fund these critical improvements. We will modernize our modes of digital and physical communication to engage a global community, assess the impact of AI and other emergent technologies on our operations, program, and work/processes and, as appropriate, engage in the field and seek relevant partnerships to support this work.



Enhance MASS MoCA's Campus Tenant Economy and Ecology. In addition to housing the performing and visual arts spaces of MASS MoCA, our campus is also home to 50 business tenants in approximately 110,000 square feet of leased space, concentrated in several campus buildings. MASS MoCA is re-evaluating these facilities to responsibly update its leasing operations throughout MASS MoCA's campus. We are building our sales and service team, and we are budgeting for investments to address long-needed upgrades to the common use/public areas that will enhance our attractiveness and lease-space amenities.

We will reverse course from deferment to being proactive in modernizing our systems, equipment, and core areas of our campus infrastructure — physical, technological, and environmental — to successfully transition from precarity to reliable efficacy.



Elevate People

By elevating people, MASS MoCA strives to be the best employer we can be for our spectacular staff who strive to be the best that they can be, while achieving a virtuous circle of mutual respect and esteem.

With new executive and board leadership in place, we have rigorously lifted wages, salaries, and equity for our staff, successfully recruited and added new positions to better distribute a demanding workload, and increased our investments in highly progressive employee benefits. We have enacted a Director’s Cabinet for inclusive institutional decision-making, formalized a department of People and Culture, and generated staff-led committees for input and action in areas that are best informed by employees. There is more to do, and MASS MoCA’s strategic plan commits us to prioritizing competitive pay and meaningful jobs in an energetic culture, with benefits that make a material impact on people’s lives.

In equal measure, MASS MoCA expects all staff – part-time, full-time, seasonal, brand new and long serving – to elevate people through our daily acts, professionalism, and welcoming disposition to each other, our volunteers, supporters, stakeholders, colleagues, community, and adventurous visitors.

In all facets of MASS MoCA, we believe in creating equitable conditions for artists while advancing diverse voices in our programming, our organization, and in our community. We are committed to the principles of diversity, equity, access, and inclusion, and to evolving our knowledge, attitudes, and policies in order to demonstrably advance these principles.

How we elevate people speaks volumes about who we are as an organization and contributes to the wider public appreciation of the importance of art, artists, culture workers and diverse cultures in our lives, communities, economy and the human experience.

Six Goals



Elevate People

Key Objectives:

- **Be an employer of choice in our region**, where all employees are engaged, supported in their growth, and have the tools necessary to both do their work well and advance in their careers with competitive compensation and progressive, reliable benefits.
- **Extend our fullest institutional support for artists' creative endeavors** with the willingness, know-how, and resources to collaborate and present their projects in the spectrum of their life's work.
- **Communicate often, and communicate effectively.** To build shared awareness organization-wide, all staff are empowered to ask for the information they need to accomplish their work.
- **Endow the MASS MoCA LemonAid Fund** pilot program that responds to employee hardship and special opportunities, as a durable benefit to our employee culture.
- **Negotiate future union contracts** to productively address the authentic interests of our represented employees and our creative workplace culture. Ensure an open process that recognizes the national objectives of the UAW, respects the 501(c)3 governance structure of MASS MoCA, and delivers our employees reliable compensation and benefits.
- **Engage with North Adams and the Northern Berkshires community** of volunteers, cultural leaders, businesses, nonprofit organizations, and community members in ways that better inform our decision-making, and contribute to theirs, on major civic initiatives.
- **Expand access to audiences of all ages** that enhances their experiences with art, artists, and the ideas of our time.
- **Grow our community of members and patrons** who voluntarily and generously support our mission by being responsive partners in philanthropy, impact investing, and creative community initiatives.

All of our jobs at MASS MoCA are interdependent with artists who make and share their work with a public that supports us. Artists need reliable resources, people, and organizations that can elevate their extraordinary ideas. Ensuring that they can do so with the confidence that everyone at MASS MoCA has their back, has one another's backs, and is remunerated as the wondrous people who do all of that and more in their jobs is essential to MASS MoCA.



Contribute to Place

The City of North Adams is home to MASS MoCA and is integral to our governance, our campus, and our vision for the future.

The epic effort to convert the former factory built by Arnold Print Works in the 1800's, which Sprague Electric later operated until the 1980's, into what has become MASS MoCA, was to re-ignite optimism for a vast and empty parcel of languishing factory buildings in the city center. MASS MoCA sparked a radically different economic path via an arts economy that would build on cultural tourism, government and philanthropic investment, and the support of the North Adams citizenry to embrace a leap into the unfamiliar. Situated in the Northern Berkshires – which is renowned for its natural beauty, recreation, and cultural offerings – North Adams continues to face community recovery challenges that tourism alone cannot address without significant new development and investment.

North Adams has long articulated what the community and its leadership seek to realize in its recovery and in the potential of its creative economy. While there's only so much an art museum can do, MASS MoCA is interdependent with our community, and our dual mission affirms our unique role and responsibility. With strong leadership, a national and global network, and a holistic approach to MASS MoCA's future, our capacity to collaborate on mutually identified civic priorities with the City of North Adams is stronger than ever.

Six Goals



Contribute to Place

Key Objectives:



Support the community and City of North Adams in realizing its long-identified North Adams Vision 2030 plan as it intersects with the MASS MoCA campus.



Amplify the creative brand of the Commonwealth of Massachusetts.



Integrate intentional, community-centered design into a more beautiful, functional civic space for the future of North Adams. MASS MoCA will be an accompanying partner for several ambitious civic infrastructure projects: the reimagined Route 2 overpass which currently divides the downtown (and the southwest corner of MASS MoCA's property), the design and routing of the Williamstown-North Adams Adventure Bike Trail along MASS MoCA's campus to ensure multi-modal transportation is well developed, and support proactive design and public accessibility and participate in state/federal advocacy for the ailing Hoosic River flood chutes that surround MASS MoCA's campus and extend through 2.9 miles of the City of North Adams.



Provide pathways for artists to secure housing and studio/rehearsal space through place-making initiatives. Fulfill the 10x10 artist housing initiative in partnership with impact philanthropy, neighborhood development, and community integration services.



Determine maximal impact for developing MASS MoCA-owned properties (the now-condemned Leu building) with community stakeholders and businesses that add opportunity and amenity to the city, while also connecting MASS MoCA's leasing tenants to our adjacent businesses and neighborhoods.

When you think about it, it took 150 years to build up the manufacturing economy that fueled the highpoint of North Adams. It took one sweeping loss (the closure of Sprague) to set it into an era of decline until the formation of MASS MoCA that sparked the nascent beginning of a creative economy. Imagine the next 25 years as we achieve these transformative civic and environmental efforts.



Increase Resources

MASS MoCA has entered a watershed moment: we are an anchor for our community and a beacon for artistic chance-taking without sufficient reserves as an organization to fully weather unforeseeable adversity.

We are embarking on a path that envisions and asserts what a sustainable, artist-centered, and community-grounded contemporary art museum can uphold in the context of existential challenges – social, political, environmental – that demand urgent action by cultural institutions. We will need to enlist major investment partners to ballast all that MASS MoCA stands for, and can galvanize... the small and large transformations that underpin an economically resilient future.

Thousands of people now rely on MASS MoCA's stability, and for us to innovate while anchoring community development we must secure the resources that ensure our longevity.

Six Goals



Increase Resources

Key Objectives:

- **Pursue our resource development work with transparency, accountability, and 100% participation institution-wide.** As we have at each critical juncture in our past, we will continue to seek the powerful combination of public support and private philanthropy.
- **Expand the MASS MoCA board of trustees** to ensure representation that reflects our national and global reputation and to help meet our ambitious goals for the future.
- **Create new national participation and special affiliation groups** to engage new philanthropists, impact investors, and multi-generational supporters.
- **Complete a campaign feasibility study** by 2026 to affirm the scope and scale of our next comprehensive capital campaign which will include significant endowment growth.

- **Engage MASS MoCA staff, artists, trustees, donors, members, and all other stakeholders** in building a culture of philanthropy.
- **Strengthen stakeholder relationships:**

Trustees voluntarily commit time, financial contributions, and advocacy to support MASS MoCA's fiscal and reputational health through their governance and fiduciary oversight. Trustees ensure that we are delivering MASS MoCA's mission with practices and policies that are structurally sound, ideologically coherent, and strategically grounded, all while applying a creative and innovative spirit in all we do.

Government agencies and partners who sustain the Commonwealth of Massachusetts by supporting our role as an anchor institution that provides a durable impact for the city, region, and state and advances the public good through the arts.

Philanthropic Foundation partners who share in our commitment to support artists through long-term initiatives, help to bring about positive community impact, and who invest in strengthening our operations, physical plant, and financial sustainability.

Our vigilance to increase our resources will progress with laser focus through the concurrent phases described: from capacity-building that establishes an operating balance across departments, to growing our reserves and improving our physical plant while dramatically expanding our endowment to meet the realities of a changing world.



Accelerate Sustainability

Greening MASS MoCA

It is crystal clear that MASS MoCA's next 25 years must be grounded in investing in durable and environmentally resilient systems. Thus far, our redevelopment effort has focused on the conversion of numerous pre-existing factory buildings adapted for creative and cultural use (300,000 sq. feet), with the exteriors and grounds stabilized in a "cap and leave it" approach. It was — and remains — an expedient solution for a safe and functional site that has served hundreds of thousands of visitors for the past 25 years.

There are 5 buildings that remain largely untouched, and as tempting as it is to continue our successful renovation efforts and restore the entirety of these historic facilities, we have turned instead to prioritizing our exterior grounds and courtyards as an extension of MASS MoCA's creative commons. Through thoughtful landscape design and artistic intervention, MASS MoCA can significantly improve our structural and environmental stewardship, while enhancing the public experience and beautification of our 24-acre site.

Accelerating environmental sustainability does not begin and end with the greening of MASS MoCA's campus, but it will be the driving catalyst behind our holistic campaign and the lasting contribution of our seven year strategic plan.

MASS MoCA's campus is an evolving place of inspired belonging, informed by a history of extraordinary collaboration, and will continue to pursue new models for sustainability in the arts — one that serves as an example of rural innovation and public-private partnership, in which the world's artists and the local/Commonwealth community are empowered collaborators.

Six Goals



Accelerate Sustainability

Greening MASS MoCA

Key Objectives:



Pursue sustainable practices and improvements across campus in an organized, systematic way and prioritize resources and investments that continually improve upon our incredible home.



Prioritize capital improvements and initiatives through a path grounded in recommendations from a full facilities and systems assessment of the MASS MoCA campus, buildings, and properties. Harness advancements in new and green technologies which will transform MASS MoCA's future energy use and sustainability.



Prioritize the development of outdoor amenities, including reducing hardscape (asphalt) with permeable surfaces and adding thoughtful landscaping before further expansion into the remaining undeveloped buildings.



Invest in waste stream reduction advancements (e.g. water refilling stations) throughout the campus; encourage decreased consumption of single-use plastics throughout tenant businesses, and develop an e-waste policy framework.

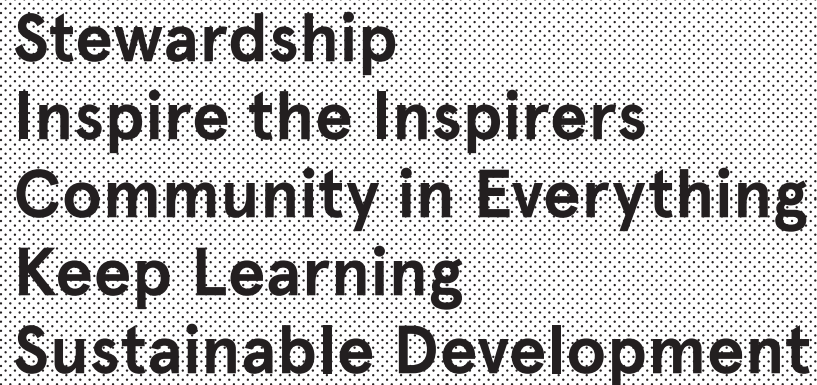


Support the regional development of alternative transportation.

As stewards of this beloved place (which makes up one-third of the downtown district of North Adams), we believe now is the time for us to transform what was ecologically compromised by the effects of an industrial past, and dare to reach for an environmentally sound, aesthetically generous, and climate-resilient future.

Guiding Principles

Our guiding principles assure that we are continuously aiming to make decisions that are financially and structurally sound, strategically grounded, operationally coherent, boldly creative, and emotionally mature. They underpin our ‘whole-of-institution’ ethos, and convey how we will reach the transformative goals of our 2024-2030 Strategic Plan.



Stewardship
Inspire the Inspirers
Community in Everything
Keep Learning
Sustainable Development

01

Stewardship

Stewardship involves a tangible conscious regard for MASS MoCA's mission, reputation, and long-term sustainability. Structurally, it entails the safeguarding of our assets. At its deeper essence, stewardship commits us to honoring the ethical responsibilities of service above the pursuit of one's own self-interest.

02

Inspire the Inspirers

MASS MoCA is dedicated to supporting artistic freedom and creating inspiring conditions that enliven our mutual endeavor with artists, which includes securing reliable resources. We get behind artistic practices and the many linkages that inform creative expression for the public to experience. We devote our facilities and resources (people, spaces, networks, knowledge, and funds) to ideas as they are evolving with the belief that art has the power to be transformative at every stage of creation and in all disciplines.



03

Community in Everything

MASS MoCA is continuously engaged with a dynamic constellation of communities, creative efforts, and abiding cultural and economic interests that include those of employees, artists, arts organizations, philanthropic foundations and patrons, educational institutions, other nonprofit organizations, businesses, government agencies, and cultural interlocutors globally and nationally. In equal measure, we are proudly part of the community of North Adams, the Berkshires, the Commonwealth of Massachusetts, and the national and international arts communities. We seek to build and maintain long-term, trusted relationships with our stakeholders by assuring open lines of communication, investing meaningfully, and adapting to ensure we remain relevant and responsive to the evolving needs and interests of communities near and far.

A large, bold, black number '04' is centered on a rectangular background filled with a fine, repeating pattern of small black dots.

Keep Learning

We wholly affirm the dignity of all people and the intrinsic value of every human being. We embrace inclusive cultural expression in all corners of MASS MoCA, and we generate emotionally dynamic spaces that enrich and enliven artistic experiences. We are committed to diversity, equity, access, and inclusion and to rooting out behaviors and processes that inhibit that commitment.

A large, bold, black number '05' is centered on a rectangular background filled with a fine, repeating pattern of small black dots.

Sustainable Development

Design to Accommodate Multiple Futures

We are interdependent with artists who dream new worlds into being through their art. To be adaptive for those worlds (now and for the future) and to ensure durability as an institution, we must anticipate and plan for the unexpected and remain nimble to take creative chances. We commit ourselves to a depth of planning that accommodates multiple futures, and strive to meet the needs of the present without compromising the ability of future generations to meet theirs.

Conclusion



As seemingly impossible as the proposition of MASS MoCA was from the outset, passionate people found the way to dream it into being. They did so with an intelligence and ambition that scaled to make everything it could out of what was available: an abandoned factory site on environmentally compromised land in a rural city that refused to give up on its community, and artists in pursuit of untested horizons in a place that welcomed such optimism.

MASS MoCA's current and future work brings to bear the exceptional leadership of our board and staff whose outlook (along with our stakeholders and partners) necessitates the same spirited persistence, optimism, and unwavering dedication to evolve what has been achieved in order to meet this era's cultural, economic, and civic imperatives. Our vision is as soaring as it is practical and focuses our informed risk-taking on innovations that will yield common-sense results. The goals of the 2024-2030 Strategic Plan are therefore as transformational by design as they are proactively responsible.

At its essence, our seven-year emphasis to intelligently expand our resources ensures that bold artistic freedoms will continue to thrive with civic and economic benefit to our communities, that the people who link arms and means to support ambitious creative work are elevated (materially and culturally), and that this now iconic not-for-profit arts organization can enact sweeping physical and technological transformations that will redound benefit to our environment and our community well into the future.

It is a momentous, inspiring charge — anything less and we wouldn't be drawing from the authentic best of what MASS MoCA is. At this 25-year inflection point, it is clear that we are an anchor *and* an instrument of change whose success and sustainability is interdependent with the recovery, betterment, and well-being of this place we call home. To achieve it we must imagine different and diversified resources, be both civic and entrepreneurially minded, while making the case for durable investments in MASS MoCA and the City of North Adams as our partners in common cause.

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