MASS MoCA A CASE STUDY:

ADAPTIVE REUSE + CULTURAL CAPITAL = URBAN REVITALIZATION
WHAT IS ADAPTIVE REUSE?
ADAPTIVE REUSE

Reuse of an usually older building or site for a purpose different than the one it was originally intended for.

Buildings chosen for adaptive reuse usually have a societal and/or historical significance.

- Land Preservation
- Reduction of Urban Sprawl
- Brown Site Cleanup
- Cultural Conservation
- Historical Preservation
- Neighborhood Revitalization
ret·ro·fit
/ˌretrōˈfit/
Verb
Add (a component or accessory) to something that did not have it when manufactured.
Noun
An act of adding a component or accessory to something that did not have it when manufactured.
Synonyms
modify
MoMA P.S.1
USA
MUSEO UNIVERSITARIO DEL CHOPO

México
TEN Arquitectos
TATE MODERN

England

Herzog & De Mueron
FUNDIDORA
México
LEED

• LEED stands for Leadership in Energy and Environmental Design

• It was created in The United States by the U.S. Green Building Council

• LEED is currently the most-widely, internationally accepted form of environmental building code

• You do not have to be a designer, engineer, contractor
• or architect to be a LEED Certified member. Lawyers,
• Developers, hotel managers and many other have
• Taken the exams and joined.

• There are currently 170,000 LEED accredited
• Professionals and 16,000 member companies
• Within the LEED network.

LEED is configured to regulate 7 main areas of the design & operations process:

1. Sustainable Sites
2. Locations & Linkages
3. Water Efficiency
4. Energy & Atmosphere
5. Awareness & Education
6. Material Resources
7. Indoor Environmental Quality
1. Sustainable Sites:

When choosing where to place a hotel, the owner(s), developers and engineers must consider choosing a zone where their building will have minimal environmental impact for the worse. These sites are commonly referred to as Brownfields.

Sometimes, as in the case of Fundidora Parque here in MTY, that means choosing an abandoned, industrial site. By using the buildings that existed before, they constructors cut-down on material usage. Furthermore, they are not having to cut down tree or dynamite earth to build!
1. Sustainable Sites:

Near to Fundidora will also be the FIRST LEED Plantinum Certified building in Mexico! Designed by architect Iñaki Echeverria.

http://inakiecheverria.com/
1. Sustainable Sites:

Sometimes developers will even go a step further and choose a brownfield site that has been contaminated by toxic waste. These projects are favorably looked upon by most governments and therefore often time gain government funding. They can also serve to revitalize a community and improve the health of local residents.

For inastance, recently in the New York Municipality, Queens, a Chinese developer paid 6 million dollars to renovate a Brownfield. This project will create 100’s of jobs, dozens of homes and 3 hotels!
Ritz-Carlton: Washington DC, USA
Mass MoCA Campus
Main Entrance
WHERE IS THIS PLACE?
North Adams, Berkshire County, Massachusetts, USA
NORTH ADAMS, MASSACHUSETTS

Population: 13,708

Density: 257.2Km2

Area:
Total: 53.3Km2
Land: 52.9Km2
Water: .3Km2
THE TOWNSHIP’S HISTORY
Factories in North Adams

- 1700s – 1800s: Due to the proximity of the Hoosic river North Adams and towns like it became mill towns, manufacturing everything from shoes to iron war ships for the Civil War
FACTORIES in NORTH ADAMS

- 1860 – 1942 the factory that now houses the Mass MoCA complex was The Arnold Print Works

- Had the latest equipment for printing cloth

- Large government contract for army clothing

- By the end of the 1890’s 25 of the 26 buildings that make up the campus were built
FACTORIES in NORTH ADAMS

- North Adams was once a vibrant and electronics textile mill city

- During the 1960’s the textile and electric industry began to change in ways that were detrimental to the survival of the North Adams factory and mill culture

- Sprague electric was able to hang-on until 1985. The factory became the main employer for the city
The SPRAGUE ELECTRIC FACTORY that closed in 1985

- North Adams was a Company town
- Sprague employed over 4,000 of the 20,000 towns inhabitants
Williamstown, Massachusetts
Six Miles, 14 minutes between the Sterling and Francine Clark Art Institute and Mass MoCA
“OMG. WTF!”

The 2013 Season Announcement is Here
Click Here for Details

The user’s guide to WTF Tickets
How, when, and where to get them
THE BEGINNING OF MASS MoCA
BEGINNING of MASS MoCA

- Thomas Krens, the 20 year Director of the Guggenhiem was at the time the Director of The Williams College of Art

- Inspired by an art fair he attended in Cologe where artist rented abandoned factories to display thier art, he decided the Sprague Factory would be a perfect site to reuse as a contemporary art museum
BEGINNING of MASS MoCA

- Krens won approval from NA Mayor John Barrett III

- 1988: Massachusetts State Legislature gave a $22 million dollar bond to start MASS MoCA
BEGINNING of MASS MoCA

- Other monies came from:
  - $9.4 Private funding for construction
  - $5.6 Private contributions for programming and operating

Renovation Team - Phase One
Project Architects
Bruner/Cott + Associates, Inc., Cambridge, MA

Feasibility Study:
Bruner/Cott + Associates, Inc., Cambridge, MA
F. O. Gehry + Associates, Inc., Santa Monica, CA
Venturi Architects, Philadelphia, PA
Skidmore, Owings & Merrill, New York, NY
MASS MoCA TODAY
BROWNFIELD SITE TO LARGEST CONTEMPORARY ART SPACE IN THE WORLD

- The museum finally opened in 1999, more than a decade after it was first conceived.

- Infused $56 million of public and private funds into the once impoverished town of North Adams.
- 2000  American Institute of Architects – National Honor Award for Design
- 2000  Historic Massachusetts – Eliot Award for Historic Preservation
- 2000  Massachusetts Historical Commission – Preservation Award
- 2000  National Trust for Historic – Preservation Honor Award
- 1999  Boston Society of Architects – Honor Award for Design Excellence in Adaptive Reuse
25 Buildings on 13 Acres
Facilities include:

- 19 light-filled galleries with more than 100,000 square feet of exhibition space, including a single gallery as long as a football field.
- 10,000-square-foot black box theatre with a clear-span 30-foot ceiling, which can accommodate up to 850 seats.
- 3,500 square foot lab theater.
- Outdoor cinema with a 50-foot-wide movie screen and a 70 mm projector.
- Two performance courtyards, one of which spans 22,500 square feet.
- Workshop and art fabrication facilities.
- 5,000 square feet of rehearsal and production support space.
- 60,000 square feet of office and retail space for commercial tenants in the communications, high tech, and new media industries.
Mass MoCA today

The campus of the Massachusetts Museum of Contemporary Art sits on 18 acres and has developed 418,000 of the 660,000 square feet of available building space.

10 YEARS OF DEVELOPMENT

1999
Size: 208,000 square feet. Grand opening of Mass MoCA campus; one commercial building.

2001
Size: 250,000 square feet. More commercial space is added.

2004
Size: 310,000 square feet. Retail, restaurant, and commercial space added to Hunter Center for Performing Arts; another commercial building added; expanded campus eastward.

2005
Size: 360,000 square feet. Added commercial building and a parking lot. Building is leased to the Northern Berkshire District Court.

2009
Size: 418,000 square feet. Added LeWitt building, one smaller gallery, and future satellite gallery of Clark Art Institute.
IMPACT: BEFORE and AFTER
Programming Partners

MASS MoCA seeks to expand the region's cultural landscape, encourage interactions between its constituencies, and allow cross-disciplinary projects that further the institutions' individual missions.

- Sterling & Francine Clark Art Institute, Williamstown, MA
- Jacob's Pillow Dance Festival, Becket, MA
- Williams College Museum of Art, Williamstown, MA
- Williamstown Theatre Festival, Williamstown, MA
- Norman Rockwell Museum, Stockbridge, MA
- Philadelphia Museum of Art, Philadelphia, PA
- Bang on a Can, New York, NY
- Williamstown Jazz Festival, Williamstown, MA
Organizations in the Mass MoCA Community with area Economic Levels Displayed
120,000 + VISITORS A YEAR
80% FROM OUTSIDE THE STATE
Local Revisiting Patrons Map
Find Your Dream Home

Why not buy the vacation home of your dreams in the North Berkshires? The area is packed with housing options, from elegant in-town Victorians, to century-old farmhouses in the hills, to acreage in North Adams or one of the surrounding communities where you can build the house of your dreams. The elements that make the North Berkshires a great place to visit also make it the perfect place to own a getaway; no matter what the season, the scenery is spectacular and MASS MoCA is presenting great art, music, film, dance and more.

To find your dream house, contact one of these local realtors or sellers.

- Steepleview Realty
- Century 21
- Moresi & Associates
- Scarafoni Associates
- Alton & Westell
IMPLAN INPUT – OUTPUT
STUDY: 2002

- In 2002 Mass MoCA and the local government conducted an input–output IMPLAN study, using Minnesota IMPLAN Group’s technology.

- This study is similar to American’s in the Arts Economic Prosperity Study.

- Data was used from museum records and the census.

- MoCA Created a 9.2 Million output in 2002.
- 5.6 towards museum budget.
- 1.9 infused into local business.
- 1.9 elevated household expenditures.
- Average yearly output 14 million.
## Economic Impact

Economic Impact of MASS MoCA

<table>
<thead>
<tr>
<th></th>
<th>Annual Budget</th>
<th>Visitors</th>
<th>% Non-local</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,000,000</td>
<td>120,000</td>
<td>80%</td>
<td>2007</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
<th>Induced</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programming and Events</td>
<td>$6,000,000</td>
<td>$1,838,017</td>
<td>$2,796,790</td>
<td>$10,634,807</td>
</tr>
<tr>
<td>Non-local Visitors</td>
<td>$3,941,357</td>
<td>$953,215</td>
<td>$1,184,420</td>
<td>$6,078,992</td>
</tr>
<tr>
<td>Total Output Impact</td>
<td>$9,941,357</td>
<td>$2,791,232</td>
<td>$3,981,210</td>
<td>$16,713,800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
<th>Induced</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Jobs</td>
<td>154</td>
<td>20</td>
<td>34</td>
<td>209</td>
</tr>
</tbody>
</table>
Economic Impact

Sectors With High Employment Impact

Sectors With High Economic Impact
CENSUS FINDINGS: 1998 - 2003

- Mass MoCA created 230 jobs from 1998 – 2003

- Annual Payrolls from 1998 – 2001 salaries increased 24 million

- Average salary went from $24,991 in 1998 to 27,114 in 2002 (8.5% increase)

- Small to medium businesses increased 12 – 15%

- The average visitor spends $38usd in North Adams
Tax Revenue

According to the census reports. Tax revenue between 1994 – 2003 in Berkshire County 75%, but in North Adams it increased 300%!