

# Anne Gadwa Nicodemus

Metris Muckety-Muck  
(she/her)



PO Box 1272  
Easton, PA 18044  
484.548.0073, Ext. 203  
gadwa@metrisarts.com  
www.metrisarts.com

## PROFILE

---

- Founded and leads consulting business that provides planning, research, and evaluation to improve and measure cultural vitality
- Demonstrated success connecting clients with critical resources including impact studies, needs and asset assessments, white papers, and “think” pieces and presentations
- Strong writing, public speaking, and analytical ability
- Extensive experience crafting and facilitating focus groups (virtual and in person) and conducting key-informant interviews
- Detailed knowledge of arts and cultural policy and experience as a former nonprofit arts manager and artist
- Proven track record analyzing large secondary datasets including: Census 5% PUMS, DataArts (formerly Cultural Data Project), National Center for Charitable Statistics, and American Community Survey
- Designed and analyzed over ten surveys for comprehensive arts-related research projects

## EDUCATION

---

Humphrey School, University of Minnesota, Minneapolis MN  
Master of Urban and Regional Planning, May 2009  
Concentration: Art and Community/Economic Development

Oberlin College, Oberlin OH  
B.A. May 2001  
Majors: Dance, Biology

## EXPERIENCE

---

Metris Arts Consulting, Minneapolis MN & Easton PA (May 2009-present)

*Metris Muckety-Muck*- Founded arts/urban planning consulting business. Recent projects include:

- Culminating report and recommendations from a first-of-its-kind major city effort to confront the ways in which its racial history has/has not been memorialized through monuments through a comprehensive, community-focused engagement process
- Theory of change and literature review resource documents about place-based arts and culture, social cohesion, and equitable community wellbeing for a group of national foundations
- Theory of change and logic model for the National Endowment for the Arts’ creative placemaking grant program
- A series of reports and case studies commissioned by Local Initiatives Support Corporation that analyzes how arts and culture add to equitable community development efforts
- A planning process to better understand how NeighborWorks America’s network of nearly 250 affordable housing and community development organizations uses arts- and culture-based strategies and creative expression to pursue their goals, and the challenges they face doing this creative community development

- A report that highlights annual changes in the economic health of Minneapolis' creative sector
- A comprehensive field scan of the dance ecology and 20-year retrospective impact evaluation for the New England Foundation for the Arts' National Dance Project
- A case study on how an arts café fosters activism in Harare, Zimbabwe
- Developing an arts and cultural plan for a small city in greater Minnesota
- An evaluation of how five case study art spaces, developed by the nation's leading nonprofit arts developer, benefit in-house artists and arts organizations, their neighborhoods and regions
- A report that provides a window into California's nonprofit arts and cultural ecosystem using the California Cultural Data Project, the National Center for Charitable Statistics, the American Community Survey, and other sources

Project for Regional and Industrial Economics, Minneapolis MN (August 2007-May 2009)

*Research Assistant*- Completed user-friendly database on artists and their occupational characteristics for more than twenty metros, cities, and states out of the Census 5% PUMS sample. Supported artist needs assessment survey for the City of San José, CA. Designed sessions for a national conference on creating effective city cultural plans. Reviewed academic literature on arts and cultural policy.

Community Planning and Economic Development, Minneapolis MN (June-August 2008)

*Business Development Intern*- Coordinated art elements of a strategic, private-led initiative to foster livability of a major downtown arterial.

In the Heart of the Beast Theatre, Minneapolis MN (September 2005-August 2007)

*Financial Manager*- Managed finances for a nonprofit puppet and mask theater with a \$1M annual budget. Supervised employees. Participated in strategic planning.

Independent choreographer/dancer, New York NY & Minneapolis MN (March 2002-June 2006)

Created and produced original dance and multidisciplinary performances. Coordinated fundraising, publicity, press, and technical and design elements.

Movement Research, New York NY (May 2001-August 2005)

*Operations Manager*- Oversaw activities of a non-profit experimental dance organization.

## PUBLICATIONS

### REPORTS

*Chicago Monuments Project: Recommendations for the Current & Future Collection.* With Susan Fitter Harris. Chicago, IL: City of Chicago Department of Cultural Affairs and Special Events, 2022.

*WE-making: How arts & culture unite people to work toward community well-being.* With Rachel Engh, Ben Martin, and Susannah Laramee Kidd. Easton, PA: Metris Arts Consulting, 2021.

*Deep Roots Wide World.* With Chris Walker. Washington, D.C.: Local Initiatives Support Corporation, 2017.

*The Many Sides of Fountain Square.* With Rachel Engh. Washington, D.C.: Local Initiatives Support Corporation, 2017.

- We Are, All of Us Together, Beginning a Good Life.* With Rachel Engh. Washington, D.C.: Local Initiatives Support Corporation, 2017.
- Arts, Culture, and Community Outcomes: What Four LIISC Projects Accomplished.* With Chris Walker. Washington, D.C.: Local Initiatives Support Corporation, 2017.
- Not Just Murals: Insights into Artists' Leadership in Community Development.* With Rachel Engh and Chris Walker. Washington, D.C.: Local Initiatives Support Corporation, 2017.
- More than Storefronts: Insights into Creative Placemaking and Community Economic Development.* With Chris Walker and Rachel Engh. Washington, D.C.: Local Initiatives Support Corporation, 2017.
- Culture Pulse: 5-Year Analysis of Arts and Culture Nonprofits in Cuyaboga County.* With Rachel Engh. Cleveland: Community Partnership for Arts and Culture, 2017.
- Moving Dance Forward: NEFA's National Dance Project at 20 and Critical Field Trends.* With Rachel Engh. Boston: New England Foundation for the Arts, 2016.
- The Minneapolis Creative Index 2015.* With Rachel Engh and Gülgün Kayim. Minneapolis: City of Minneapolis, 2016.
- Creative Capital Artists Look Back: 1999-2015.* With Ann Markusen. New York: Creative Capital, 2016.
- Adding It Up.* With Rachel Engh and Christopher Mascaro. Minneapolis: Pillsbury House + Theatre, 2016.
- GRMN Creates: an arts and culture roadmap.* With GO collaborative and Markusen Economic Research. Grand Rapids: City of Grand Rapids, 2015.
- How Creative Spaces Foster Civic Engagement: A Case Study of the Book Café (Harare, Zimbabwe).* With Florence Mukanga-Majachani. The Hague, Netherlands: Hivos, 2015.
- Cutting Teeth on Creative Placemaking: The Southeast Houston Arts Initiative.* Houston: University of Houston, 2012.
- "Track-It Hennepin Indicators 2012: Baseline Indicators and Data Roadmap." In *Plan-It Hennepin: Creative Placemaking for Downtown Minneapolis*. Minneapolis: Hennepin Theatre Trust, Artspace Projects, Walker Art Center, 2012.
- California's Arts and Cultural Ecology.* With Ann Markusen, Elisa Barbour, and William Beyers. San Francisco: James Irvine Foundation, 2011.
- How Art Spaces Matter II* and *How Artist Space Matters*. Minneapolis: Artspace Projects, Inc. with support from LINC and Bush Foundation, 2011 and 2010.
- Creative Placemaking.* With Ann Markusen. Washington, DC: The Mayors' Institute on City Design, a leadership initiative of the National Endowment for the Arts, 2010. Reprinted in Korean by the Arts Council Korea, 2014.
- San José Creative Entrepreneurs Project: Artists' Resource and Space Study.* With Ann Markusen and Pat Shifferd. San José: City of San José in partnership with the Center for Cultural Innovation, 2008.

## JOURNAL ARTICLES

“Arts and the City: Policy and Its Implementation.” With Ann Markusen. *Built Environment*. 46, no. 2 (2020).

“City Creative Industry Strategies: Unique American Cases.” With Ann Markusen. *Aspen Review Central Europe*. 4, no. 4 (2015).

“Creative Placemaking: How to Do It Well.” With Ann Markusen. *Community Development Investment Review*. 10 no 2 (2015).

“Fuzzy Vibrancy: Creative Placemaking as Ascendant U.S. Cultural Policy.” *Cultural Trends*. 22 no 3-4 (2013): 213-222. DOI: 10.1080/09548963.2013.817653

“Arts and Culture in Urban and Regional Planning: A Review and Research Agenda.” With Ann Markusen. *Journal of Planning Education and Research*. 29, no. 3 (2010): 379-391.

## BOOK CHAPTERS

“Creative Placemaking: Research, Theory and Practice.” With Ann Markusen. In *Creative Placemaking: Reflections on a 21st-Century American Arts Policy Initiative*. London and New York: Routledge, 2019.

“Cultural Plan Backs Up ‘Creative Capital’ Branding: A Creative City Initiative on Providence, RI.” *Chinese Creative Industries Forum 2012: The Making of Creative Cities*. Macau Cultural Bureau, 2012.

“The Arts, Consumption, and Innovation in Regional Development.” With Ann Markusen and Elisa Barbour. In *Creative Communities: Art Works in Economic Development*. Washington, DC: Brookings Institution Press, 2013.

“Spatial Divisions of Labor: How Key Worker Profiles Vary for the Same Industry in Different Regions.” With Ann Markusen. In *Handbook of Industry Studies and Economic Geography*. Edward Elgar, 2013.

## ARTICLES AND COMMENTARY

“Small is Beautiful: Creative Placemaking in Rural Communities.” *Grantmakers in the Arts Reader*. Vol. 25. No. 2., Summer 2014.

“Artists and Gentrification: Sticky Myths, Slippery Realities.” *Createquity.com*, April 5, 2013.

“Creative Placemaking 2.0.” *Grantmakers in the Arts Reader*. Vol. 23. No 2., Summer 2012.

“Need Community Development? Put Your Money on the Arts.” *MPR News*, September 27, 2011.

“From Creative Economy to Creative Placemaking.” *Creative Economy Website*. Otis College of Art and Design, October 2011.

## COMMISSIONED PAPERS

“Defining, Measuring and Comparing Returns on Public Investment.” With Ann Markusen. *Race to the Top: Investments in Human, Social, Cultural, Political, and Environmental Capital as Economic Development Strategies*. Lincoln Institute of Land Policy, 2010. Available at [lincolninstitute.edu](http://lincolninstitute.edu)

\* Most publications available through [metrssiarts.com](http://metrssiarts.com)

## SELECTED TALKS

---

- “WE-Making: How Arts & Culture Unite People to Work Toward Community Well-Being.” *Activating the WE-Making Framework*. University of Florida Center for the Arts in Medicine. Webinar: October 5, 2021.
- “Creative Placemaking Reflections.” Commissioned lecture: Pratt Institute, Arts and Cultural Management Program. Brooklyn, NY: February 19, 2020.
- “Creative Placemaking from the Inside Out.” Keynote Address: *Old House Fair*. Centre County Historical Society. Bellefonte, PA: June 8, 2018.
- “Up from the Roots: Culture & Art in Community Development.” *Semaine de la Francophonie Creative Placemaking Summit*. Lafayette, LA: April 26, 2018.
- “Creative Placemaking in Action.” Keynote Address: *Making Our Place: Department of Heritage & Arts Winter Retreat*. Utah Department of Heritage & Arts. Salt Lake City, UT: January 18, 2018.
- “Book Talk: How to do Creative Placemaking.” With Ashley Hahn, Jason Schupbach, Lyz Crane, Rasheedah Phillips, Kira Strong, and Aviva Kapust. Philadelphia Mural Arts. Philadelphia, PA: February 13, 2017.
- “Evaluating the Outcomes of Arts Experiences: A Sampler.” With Renae Youngs, Sarah Cohn, and Cheryl Kessler. *Grantmakers in the Arts Conference*. Grantmakers in the Arts. Saint Paul, MN: October 17, 2016
- “Creative Placemaking.” Keynote Address: *Dallas Arts Celebration Day*. Dallas Area Cultural Advocacy Coalition. Dallas, TX: April 12, 2016.
- “City & Creative Industries.” *Aspen Review Café*. Aspen Institute. Prague, Czech Republic. November 25, 2015.
- “Creative Placemaking.” Keynote address: *Creative Sector Summit*. Asheville Area Arts Council. Asheville, NC: April 24, 2015.
- “Arts and Culture at the Core: Creative Placemaking to Foster Thriving Small Communities.” Five Wings Arts Council. Little Falls, MN: March 5, 2015.
- “How ARE Artists Saving Our Cities?” *The Accidental Preservationist*. James Martson Fitch Charitable Foundation. New York, NY: October 17, 2014.
- “Placemaking: Revolution or Evolution?” *GLA 2013 Conference: The New Creative Community*. Grantmakers in the Arts. Philadelphia, PA: October 6, 2014.
- “Creative Placemaking.” Keynote address: *Creative Placemaking Summit: How to use the arts as a tool for economic recovery*. Allegany Arts Council. Cumberland, MD: September 12, 2014.
- “Creative Placemaking.” Keynote address: *Arts Means Business*. LexArts. Lexington, KY: March 27, 2014.
- “From Creative Economy to Creative Placemaking: Opportunities for Public Sector Leadership and Strategic Investment in California.” *California Legislative Joint Committee of the Arts Informational Hearing: California’s Creative Economy*. Sacramento, CA; February 12, 2014.

- “Indicators, Metrics and Evaluations. Oh My!” Keynote address: *Art of Placemaking*. Providence, RI: November 7, 2013.
- “Arts and Culture at the Core: Creative Placemaking to Foster Thriving Small Communities.” Keynote addresses: *2013 Citizens’ Institute on Rural Design*. National Endowment for the Arts. Somerset, KY: October 29, 2013.
- “Creative Placemaking: Strengths, Challenges, Crossroads.” *Creative Time Summit: Art, Place, and Dislocation in the 21<sup>st</sup> Century*. Creative Time. New York, NY: October 25, 2013
- “Creative Placemaking: Lessons from the U.S. Experience.” Keynote address: *Arts Exposed Conference*. York Region Arts Council. Markham, Ontario: October 4, 2013.
- “Cultural Districts: Thinking Outside the Banner Box.” *Cultural District Development Panel*. Town of Brattleboro. Brattleboro, VT: September 21, 2013.
- “Hep to that: Creative Placemaking’s Implications for Louisiana’s Cultural Advocates.” Keynote address: *Culture Connection*. Louisiana Department of Culture, Recreation & Tourism. Baton Rouge, LA: April 23, 2013.
- “Creative Providence.” *Chinese Creative Industries Forum 2012: The Making of Creative Cities*. Hong Kong Institute of Contemporary Culture. Macau, China: November 4, 2012.
- “Creative Placemaking: Beyond the Bandwagon” *Midwest Arts Conference*. Arts Midwest. Grand Rapids, MI: September 14, 2012.
- “The Cultural Data Project: Insights from the Research Trenches.” *Engaging Data: Arts and Culture Research in the Digital Age*. WESTAF. Los Angeles, CA: April 13, 2012.
- “Creative Placemaking.” Keynote address: *The Gateway Cities Creative Placemaking Summit*. MassINC. Lowell, MA: April 11, 2012.
- “Creative Placemaking: How? Why? Outcomes?” With Ann Markusen. *City Cultural Planning*. University of Chicago Cultural Policy Center and Chicago Department of Cultural Affairs. Chicago, IL: February 23, 2012.
- “California’s Arts and Cultural Ecology.” Keynote address: *California Association of Museums Conference*. CAM, Pasadena, CA: March 4, 2011.

#### AFFILIATIONS

---

Member, American Planning Association  
 Member, American Evaluation Association  
 Member, Americans for the Arts  
 Member, Easton Area NAACP