

Beverly Arts District 2.0 Plan

Sustainable, Distinctive, Collaborative

DECEMBER 2018

Acknowledgements and Credits

Acknowledgements

This plan would not be possible without the enthusiasm, energy and commitment of Beverly's creative community. We are grateful to the many individuals who participated in our Advisory Committee and attended our focus groups for sharing their perspectives and knowledge to guide this plan. We are deeply impressed by the breadth and depth of creative activity among Beverly's residents, and have worked hard to capture what we heard through the plans values, goals, and strategies. We owe a particular debt of gratitude to the plan's Advisory Committee, a group who shaped the core vision and values, hosted our meetings, and leveraged their networks to ensure that this process engaged a wide range of ages, experiences, and perspectives. We are also indebted to our partners at the City of Beverly and Beverly Main Streets who dedicated their time, energy, and resources to ensure the process resulted in a meaningful document that can provide guidance and recommendations appropriate to the local context.

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Table of Contents

ACKNOWLEDGEMENTS AND CREDITS	3
ACKNOWLEDGEMENTS	3
CREDITS	3
KEY FINDINGS	6
BEVERLY ARTS DISTRICT 1.0	10
LAUNCHING THE DISTRICT	10
THE DISTRICT TODAY	14
A PATH FORWARD	15
BEVERLY ARTS DISTRICT 2.0	18
DISTRICT VISION AND VALUES	18
OUTREACH AND ENGAGEMENT	20
BEVERLY ARTS AND CULTURE ASSETS	22
OPPORTUNITIES	26
GOALS FOR THE BEVERLY ARTS DISTRICT	30
PRIORITIZED GOALS, STRATEGIES AND TIMELINE	31
METRICS: VALUES IN ACTION	41
DISTRICT MANAGEMENT STRUCTURE AND FUNDING MODELS	46
NON-PROFIT MANAGEMENT MODEL	46
MUNICIPAL MANAGEMENT MODEL	46
RELEVANCE TO BEVERLY	47
DISTRICT MANAGEMENT AND FUNDING SUMMARY	48
CONCLUSION AND NEXT STEPS	50
YEAR ONE PRIORITIES AND PARTNER ROLES	50
ACTION STEPS AND STAFFING	50
APPENDICES	53
APPENDIX A: LIST OF PARTICIPANT AFFILIATIONS IN INTERVIEWS AND FOCUS GROUPS	54
APPENDIX B: ADVISORY COMMITTEE MEETING NOTES	55
APPENDIX C: NOTES FROM FOCUS GROUPS	58
APPENDIX D: ARTS AND CULTURE ASSETS IN BEVERLY	77
APPENDIX E: SWOT ANALYSIS MATERIALS	80
APPENDIX F: DISTRICT MANAGEMENT AND FUNDING MODEL DETAILS	82

The Red Fence Gallery
sponsored by
BEVERLY ARTS DISTRICT
Beverly Arts District
with thanks to the Loring Building
Conservation Association and the
Beverly Cultural Council
"Joining the Circle"
by Anne Lee-Chay
(2014)

KEY FINDINGS

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Key Findings

Since launching the Beverly Arts District in 2015, downtown Cabot Street has continued to grow as a hub of creative activity in Beverly. Community action to reopen the Cabot and Larcom Theatres ensured the survival of key cultural anchors in the District. The expansion of Atomic Café and the growth of creative businesses along Cabot Street has enlivened the district. Beverly Main Streets' banner and sign programs have helped the district establish a stronger identity as an artistic, vibrant place. The City of Beverly's efforts to improve the public realm for pedestrians through sidewalk improvements and working with Beverly Main Streets to redesign the public plaza at Ellis Square have also contributed to the District's appeal. Montserrat College of Art continues to infuse the area with creative energy and activity.

This plan recognizes that along with consistent support and coordination among partners and cultural enterprises, identifying a sustained funding stream, which may come from multiple sources, will be necessary to build successfully on recent progress. This progress includes promotion of the Beverly Arts District and cultural enterprises throughout Beverly as well as growth among creative activities, public art, placemaking efforts, and a growing value placed on arts and culture throughout the City. Identifying funding streams and determining how to best utilize those funds to support actions recommended in this plan will be a component of the first year of implementation. The first year of implementation will also focus on identifying a successful administrative structure and partner roles and prioritizing core activities to administer and carry out the plan.

This plan brought together representatives from key arts and culture anchors, District partners, and creative entrepreneurs into an Advisory Group that engaged in visioning exercises, recruited focus group participants, and helped identify implementation priorities. This group has been an invaluable resource and their energy and commitment are a strong foundation for implementing the goals and objectives of this plan.

Vision and Values

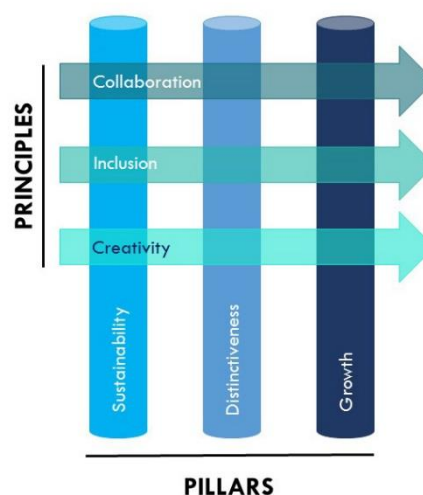
This planning effort generated a draft vision statement to be refined as part of the implementation effort:

As a physical space, the Beverly Arts District is a hub for artists, creative businesses, and arts and cultural experiences that help foster artists' success and increase visitation and financial support of the arts. The space is distinguished through innovative, creative, and unique public art, historical connections, and signage that immediately convey that Beverly is a community that values arts and culture. As an organization, the Beverly Arts District supports arts and culture wherever it happens in Beverly, by any local artist or local institution. The organization helps to coordinate partnerships, alliances, and communications to foster the presentation, promotion, sale, and experience of art in all its forms. The District's partners recognize arts and culture as an economic driver for the city and collectively work to help artists and cultural institutions thrive, to attract new arts experiences, to build arts education and career pathways through partnerships with local schools, and to promote the city as a creative destination.

Six core values emerged to guide this vision:

- sustainability
- distinctiveness
- growth
- inclusion
- collaboration, and
- creativity and innovation.

These values provide three pillars—sustainability, distinctiveness, and growth—that serve as a foundation for a successful district, and three principles—inclusion, collaboration, and creativity & innovation—that can guide how success will be achieved.



Key Opportunities

Outreach through focus groups with creative seniors, students at Endicott College, local organizations, and creative professionals identified the following areas of opportunity: partnerships, staffing, funding, community connections, community art space, communication, visual distinctiveness, public art and events, and district services for artists. These opportunities are closely linked and suggest a broad recognition that there is a need for increased coordination among the many arts and culture venues, institutions, organizations and artists as well as a need to have a dedicated, funded staff position to manage those partnerships and relationships. In addition, building connections among artists and the broader community, developing arts space open to the Beverly creative community, and increasing communication and promotion of existing activities are high priorities. A desire for a more distinct visual character for the district and increased public art and events is widely shared. Facilitating access to information, insurance, funding, and professional development represents an opportunity to strengthen connections between the District and the community of artists in Beverly.

Plan Goals

Five goals organize the strategies for achieving a shared vision for the future of the Beverly Arts District:

1. Establish A Sustainable Management And Funding Structure For The Beverly Arts District.
2. Strengthen Beverly Arts District's Role as a Portal to Arts and Culture Throughout the City.
3. Establish A Distinctive Character For The Beverly Arts District Through Public Art and Creative Placemaking.
4. Expand Access To Opportunities For Creative Development, Participation, And Expression In Beverly.
5. Strengthen Physical Infrastructure in and Connections to the Beverly Arts District.

Implementation Priorities

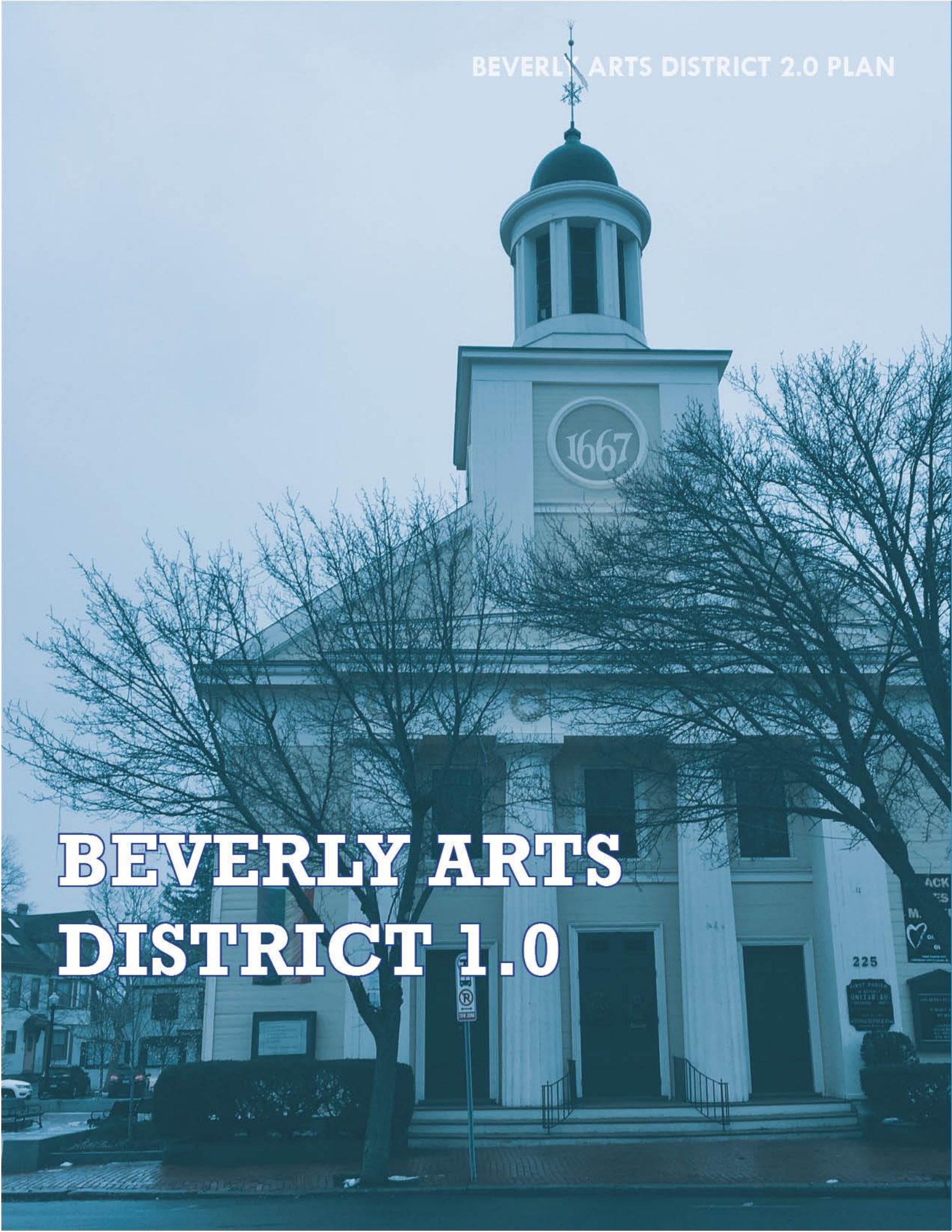
The Advisory Group identified a subset of objectives as priorities for implementation in the first year following completion of this plan. These include:

1. Create a work plan and budget for implementation
2. Refine the draft vision to become a shared vision
3. Identify a preferred management structure, and
4. Initiating transition to a sustainable management structure,
5. Coordinate grant applications,
6. Identify sustainable funding sources,
7. Initiate process of establishing sustainable funding model,

8. Share plan findings with general public
9. Increase visibility of Beverly arts and culture assets on regional arts calendar,
10. Create opportunities for public to donate to the District directly,
11. Establish a public art team for Beverly,
12. Initiate a public art planning effort for District gateways,
13. Research opportunities to increase affordable housing for artists
14. Promote existing opportunities for Beverly residents to engage with arts and culture, and
15. Design a plan to upgrade the physical infrastructure of the District.

BEVERLY ARTS DISTRICT 2.0 PLAN

BEVERLY ARTS DISTRICT 1.0



Beverly Arts District 1.0

Launching the District

With three performing arts venues and a private arts college located in its historic downtown, Beverly, Massachusetts, has been growing as a hub of arts and culture for decades. In 2010, Beverly Main Streets published *Downtown 2020: A Strategic Plan for Downtown Beverly*, that set a direction for Beverly Main Streets' action plan. The strategic plan identifies strengthening and expanding the Main Streets district's creative sector as the first of its core strategies. In 2011, Montserrat College of Art commissioned a feasibility study for developing a gathering place for Beverly's artists and creative community in downtown Beverly. Later that year, Montserrat College of Art, Beverly Main Streets and the City of Beverly submitted a joint application for a National Endowment for the Arts Our Town grant to develop a plan for a cultural district along downtown Cabot Street. After the plan's completion in 2013, the partners agreed to apply for state-designation of a cultural district along Cabot Street with Beverly Main Streets as the managing entity. The Beverly Arts District was established by the Beverly City Council in 2014 with the following goals:

1. Facilitate collaborations among artists, spaces, businesses and organizations;
2. Create an identity we can build on;
3. Offer new opportunities for residents and visitors to create and experience art;
4. Build a support system for artists;
5. Leverage the resources and strengths of the Beverly Main Streets program.¹

In 2014, the decision by the owner of the Cabot Theatre and Larcom Theatre to put the properties on the market left the future of those key cultural anchors uncertain and delayed the process for securing state designation from the Massachusetts Cultural Council. With the successful rescue and reopening of The Cabot in November 2014 by the Cabot Performing Arts Center, a new organization founded by residents of Beverly and the North Shore, the Beverly Arts District secured its state designation in the spring of 2015. The Larcom Theatre was ultimately purchased by a local investor in 2016 and continues to operate as a multipurpose performance venue.

Priorities and Contributions of Beverly Main Streets

As the designated managing entity, Beverly Main Streets (BMS) took the lead in implementing recommendations for the District articulated in the cultural district plan produced by Community Partners Consultants and in line with the strategic priorities of the BMS *Downtown 2020* plan.

Management, Funding and Promotion

Following a public outreach campaign, BMS established the name of Beverly Arts District and embraced the acronym BAD for the District brand. Beverly Main Streets also established a Beverly Arts District Committee as part of its organizational structure. At the time, the Massachusetts Cultural Council provided \$5,000 in funding to each cultural district to be matched by the local managing entity or partners. At Beverly Main Streets, a match of \$5,000 was approved by its Board. With this \$10,000 in annual support, Beverly Main Streets hired a local artist to design a logo, which was then featured on promotional stickers and buttons. Beverly Main Streets built out a website for the District with an artist directory, began commissioning artists for murals and sign projects in the District, and transitioned a volunteer to a paid staff

¹ Beverly Main Streets Website, "Beverly Arts District," accessed on May 25, 2018, at: <https://www.beverlymainstreets.org/bev-arts-district/>

position (approximately 12 hours per week) to coordinate with artists, maintain a social media presence, and promote the District. When the funding from the Massachusetts Cultural Council was eliminated for established districts, the staff position for the District was also cut due to lack of funds.

Identifying and Responding to Artists' Priorities

With the launch of the Beverly Arts District, Beverly Main Streets recognized the need to engage the arts community to identify its priorities. Beverly Main Streets started an arts leaders group with faculty from Montserrat College of Art, Endicott College, and local arts leaders who had been involved in planning and launching the District. Two priorities emerged from that group: affordable housing for artists and affordable, subsidized health insurance for artists. Without a viable avenue through which to address health insurance, Beverly Main Streets focused on promoting and supporting the City of Beverly's proposed artist live/work zoning.

Programming the District

Beverly Main Streets initiated a number of new signature events and programs to activate the Beverly Arts District.

- **Open Studios:** Beverly Main Streets launched this event as a free opportunity for artists to show their work. As part of their support for the event, Beverly Main Streets matched artists with space in the Beverly Public Library, developed an event map, and chartered a shuttle to bring visitors to remote studios in Beverly Farms. In order to cover costs of organizing the event, BMS introduced a participation fee in the second year; the resulting decline in participation led the organization to discontinue the event.
- **Friday Night Music Series in Ellis Square:** Though successful initially, BMS discontinued this event due to lack of funding and volunteer support.

A number of other events and programs organized under BMS' banner, including ArtsFest and the BLOCK parties, continue to activate the District area. However, these are not specifically Beverly Arts District events.

BMS also partnered with the City of Beverly in the redesign of Ellis Square, a public plaza in the center of the district that can function as an outdoor site for arts and cultural programming. Additional details on this improvement project are provided in the section describing joint priorities below.

Public Art

Expanding public art within the Beverly Arts District was a key objective of the original cultural district planning process. That plan included a juried public art selection process. While execution of the selected piece of art stalled due to lack of funding, BMS continues to pursue smaller scale opportunities to increase the presence of public art in the District.

- **Lightpole Banner Program:** This program issues an annual call for banner designs from local artists. Selected designs are featured on light pole banners along Cabot Street in the Beverly Arts District and along Rantoul Street, a major thoroughfare to the west of the District.
- **Red Fence Gallery:** The BMS Beverly Arts District Committee solicits public art for installation on a 5' x 4' fence situated between 266 and 268 Cabot Street. The Red Fence Gallery has featured six installations since 2016.

Priorities and Contributions of the City of Beverly

The City of Beverly is one of the three partners in the cultural district designation. The City has supported and provided City resources for the launch and operation of the Beverly Arts District. In 2014 the Beverly City Council voted to approve Beverly Main Streets as the managing entity of the Beverly Arts District and to support the application for state cultural district designation with the Massachusetts Cultural Council. Beverly's Planning and Development Department ("Planning Department") has prioritized partnering with

BMS and Monsterrat College of Art on projects that improve the public realm within the District and strengthen the conditions for artists to thrive. The primary priorities and contributions from the City of Beverly have been improving the physical infrastructure and public realm, commissioning public art, and developing policy in support of arts and culture. The City has also dedicated staff time to developing grant applications for arts and culture projects within the District and provided public works and public safety resources for activities within the District.

The City views programming and events as a critical component to the success of the District and supports BMS programming efforts by providing in-kind staffing services from the Department of Public Services and Police Department. Recently the Planning Department has coordinated lunchtime events at Vietnam Veterans Memorial at Ellis Square programming with live entertainment, games, activities, and food trucks.

Planning for Artists Needs

The Planning Department heard the statements from artists and BMS about the lack of affordable housing and studio space. In 2014, these concerns were integrated into the planning process for the Beverly Bass River area. In 2016, the Planning Department introduced an artist live/work space zoning amendment after consultation with artists, residential developers, and review of similar ordinances.

- **The Beverly Bass River District Vision and Action Plan** of 2014 affirms a vision of an Industrial Arts neighborhood and integrating live/work space as a recommended use.
- **Article XVI, Artist Live/Work Requirements** passed as an amendment to the City's zoning ordinance in 2016. In addition to allowing artist live/work as a use in the City's downtown and commercial neighborhood zones. Conceived as amendments to encourage artisans to flourish in Beverly, the zoning ordinance amendment package also included new "maker space" and "brewery" uses. Two artist live/work units were created in 2018, when the Beverly Planning Board approved its first artist live/work special permit.

Public Realm Improvements

The City of Beverly has prioritized improving the public realm in the District, and throughout the City, through the addition of sidewalk bumpouts and other pedestrian safety elements. Improvements to the Cabot Street and Knowlton Street intersection in the heart of the Beverly Arts District were completed in 2017. In addition, the Planning Department has initiated a series of planning studies for downtown Beverly that explore topics of particular relevance to the Beverly Arts District. These include:

- **City of Beverly Bicycle Network and Pedestrian Priority Plan, 2015**
- **Downtown Beverly Parking Strategy Report, 2017**
- **Downtown Beverly Hotel Feasibility Study, due fall 2018**

The City continues to prioritize improvements to the District through applications for Complete Street funding through the Massachusetts Department of Transportation (MassDOT). In 2015, the City adopted a Complete Streets policy. In 2016, the City was awarded funding for a Complete Streets reconstruction of Broadway, a major connection to the District from Rantoul Street and the Beverly Depot Train Station. Improvements included narrowing the roadway with bump-outs and chicanes, complete renovation of the sidewalks, and new landscaping, street trees, and period lighting. The project was largely completed in fall 2017 with final touches completed in early 2018. The City received an additional \$400,000 Complete Street grant in the summer of 2018 to implement streetscape improvements along Cabot Street from Winter Street to Abbott Street. Total project cost is expected to be \$1.4 million and launches the first phase of work to make Cabot Street within the District safe and welcoming to all modes of travel.

The City has worked closely with BMS on the redesign of the Vietnam Veterans Memorial Plaza at One Ellis Square ("Ellis Square"), explained in detail in the section on shared priorities below. The City is also coordinating the installation of a public art piece for Ellis Square, as discussed below. The City continues to

fund the façade and signage improvement program. The program, which is managed by BMS and the Planning Department, helps fund façade improvements and business signs in the downtown.

The City is implementing recommendations made in the “Downtown Beverly Parking Strategy” to improve access to public parking downtown, improve functionality of the parking system, and enhance the customer experience through new technologies. The City issued a \$2 million bond to purchase parking kiosks and replace existing parking meters. The City is expected to transition to the new system in October 2018. One of the core objectives of the Parking Strategy is to support continued growth and economic prosperity in downtown by providing a modern and convenient technology while better managing existing public parking facilities. As a hub of performing arts venues in Beverly, this improvement to parking technology is expected to enhance the Beverly Arts District as a destination.

Public Art

In 2017, City staff together with the Beverly Veterans Advisory Commission launched a juried public art process to solicit proposals for a Vietnam Veterans Memorial sculpture. The new sculpture would replace an earlier memorial, which was removed during the Ellis Square redesign effort. The jury selected the artist Jane DeDecker of Colorado and her depiction of a young draftee waiting for the bus to take him off to the induction center and ultimately to war. In addition to the sculpture, the plaza will feature several bronze and granite markers that convey the history and details of the Vietnam War and the historical significance of the One Ellis Square location. The markers will also include the names of the eleven Vietnam veterans from Beverly who were killed in action. In 2018, the City of Beverly is leading a fundraising effort to commission and install the final sculpture in Vietnam Veterans Memorial Plaza. The total cost of the project is estimated at \$60,000-\$80,000.

Priorities and Contributions of Montserrat College of Art

Montserrat College of Art is recognized as a key anchor for arts and culture in the Beverly Arts District and is one of the District’s three partners. Its faculty, students and alumni infuse the District with their creative energy. The College’s galleries, sponsored lectures, and other programs contribute opportunities to engage in and experience the visual arts in the District. Numerous creative businesses founded by Montserrat alumni have opened in the Beverly Arts District and throughout Beverly. These businesses have helped enliven the streetscape and enhance Beverly as a destination.

The 2013 plan, which laid the foundation of the Beverly Arts District, assigned responsibility to Montserrat for implementing the public art element of the District planning process. The College was the lead applicant for the cultural district and its primary responsibilities were to host an artist residency, raise funds to complete a public art installation, and support other public art initiatives. The College has participated in grant applications for arts and culture programming in the District by encouraging its educators to craft interesting projects and often taking the necessary role of fiduciary agent. It has also supported artists interested in bringing public art to Beverly, most recently hosting Miranda Aisling’s Tiny House exhibition on the Montserrat campus in summer 2018.

Artist-in-Residence

After completion of the plan, Montserrat hosted the winner of the public art competition, Anna Schuleit-Haber, to refine her *Beverly Oracle* concept as an artist-in-residence at Montserrat College of Art. Through this position, Ms. Haber worked with Montserrat students and project interns, and began the work of collecting poems and stories to be featured as part of the installation. This project was eventually put on hold due to a lack of funds to build and install the Oracle structure.

Public Art

Montserrat also secured funders for the public art project, but fell short of its fundraising targets. The College continued to support public art efforts for the District. In 2014, faculty and students designed and painted an artistic crosswalk design near Ellis Square. Montserrat students were also commissioned to paint a public piano positioned outside of Montserrat College of Art on Cabot Street.

Shared Priorities: Beverly Main Streets and the City of Beverly

Public Realm Improvements

Beverly Main Streets led the effort to redesign the Vietnam Veteran's Memorial Plaza at One Ellis Square – a central public plaza within the District – to be more inviting to visitors and better able to accommodate arts and culture programs. BMS raised \$100,000 to fund reconstruction of the plaza. The City of Beverly sponsored the Community Preservation Act grant application for \$177,663, dedicated \$60,000 in construction funds, and provided City staff to manage and construct the project. Local landscape architect and BMS Board Member Matt Ulrich, of UBLA, contributed his time and expertise. The project was completed and the plaza reopened in 2017.

Public Art Policy

Beverly Main Streets convened a representative from the Beverly Cultural Council and an experienced curator to review completed public art plans and draft a public art policy for the City of Beverly. This effort was put on hold in 2015 after local artists raised concerns about imposing rules and guidelines on public art in Beverly.

During the Beverly Arts District 2.0 planning process, a City Councilor, with support from the Mayor's office, revived the idea of a public art policy for the City of Beverly. The Councilor put forth a draft Public Art Policy for consideration by City officials. Beverly City Council adopted the Policy in June 2018 and requested that the City establish a temporary committee in fall 2018 to consider and draft the parameters of a Public Art Policy.

The District Today

Today the Beverly Arts District is known for its successful integration of arts and creativity into the revitalization of an historic, walkable retail corridor. The growth of creative businesses in Beverly and their impact on the look and feel of the Beverly Arts District is a key driver of the District's identity. Montserrat's expanded presence downtown with multiple galleries and educational space, as well as its active faculty and alumni, anchors the visual arts within the District. The revived Cabot Performing Arts Center, Larcom Theatre, newest venue 9 Wallis, long-term success of Chianti as a music venue, and the North Shore Music Theater have established Beverly as a dynamic destination for the performing arts. The rebranding of the Beverly Historic Society as Historic Beverly in 2017 positioned the society as an important cultural anchor for the District, linking the City's future to its history heritage. The historic museum in the Cabot House is the only museum located within the Beverly Arts District. Beverly Arts District is looked to by other communities as a model of a cultural and downtown renaissance.

Remaining Challenges

In the midst of the District's successes, challenges remain. These fall under the categories of funding, staffing, and coordination.

Funding

In establishing the District in 2014, the three partners did not designate a dedicated funding source for district management. The services agreement between Beverly Main Streets and the City of Beverly does

not include managing or programming the Beverly Arts District. That agreement stipulates that Beverly Main Streets will be responsible for business outreach, event coordination, and managing the Beverly Main Streets District façade and sign improvement program on behalf of the City.

After the Massachusetts Cultural Council discontinued its funding for designated cultural districts after their first year of operation, the BMS Board of Directors required that BMS establish a new, dedicated revenue source to support the District outside of the organization's annual operating budget. For that purpose, BMS launched a Bacon and Brews fundraiser that generates around \$8,000 annually. Funds raised can be used to support the District.

Staffing

With the loss of continued Massachusetts Cultural Council funding, the Board of BMS discontinued matching funds for the district, and BMS eliminated its part-time staff position dedicated to the Beverly Arts District. The loss of a dedicated staff person has resulted in insufficient capacity among the District partners to effectively manage the District. District partners – the City of Beverly, Beverly Main Streets, and Montserrat College of Art – currently provide in-kind staff support to improve and program the District, but none currently has capacity to manage the District nor coordinate arts and culture activity across the city.

Coordination

The final challenge facing the District is the lack of consistent communication and coordination among the rich set of diverse arts and culture anchors in Beverly. While many of the key institutions have strong relationships and work with each other frequently, they do not coordinate to support the District nor use the District to amplify their efforts. Independent artists have been reluctant to work on the operational side of the cultural district. Early attempts at coordination among artists, creative businesses, and cultural institutions suggest the need for a new approach that generates greater enthusiasm among artists and inspires artists and volunteers to contribute time and energy to support District initiatives.

A Path Forward

Recognizing these challenges, the City of Beverly and Beverly Main Streets applied for technical assistance from the Arts and Culture Division of the Metropolitan Area Planning Council (MAPC) to produce a vision and strategy for the next phase of the Beverly Arts District including a sustainable approach to managing and funding the District. In January of 2018, MAPC convened an Advisory Committee made up of representatives from major arts and cultural anchors and community organizations, community arts leaders, and the three original District partners: Beverly Main Streets, the City of Beverly (through the Planning Department), and Montserrat College of Art. This plan outlines the work of the Advisory Committee in crafting a shared vision for the District and the process of engaging key stakeholders through focus groups. In addition, it summarizes lessons on district management and funding from three successful cultural districts in Massachusetts and recommends a series of action steps to achieve a set of shared goals for the District's future.

BEVERLY ARTS DISTRICT 2.0 PLAN



BEVERLY ARTS DISTRICT 2.0

Beverly Arts District 2.0

District Vision and Values

Draft Vision Statement

As a physical space, the Beverly Arts District is a hub for artists, creative businesses, and arts and cultural experiences that help foster artists' success and increase visitation and financial support of the arts. The space is distinguished through innovative, creative, and unique public art, historical connections, and signage that immediately convey that Beverly is a community that values arts and culture. As an organization, the Beverly Arts District supports arts and culture wherever it happens in Beverly, by any local artist or local institution. The organization helps to coordinate partnerships, alliances, and communications to foster the presentation, promotion, sale, and experience of art in all its forms. The District's partners recognize arts and culture as an economic driver for the city and collectively work to help artists and cultural institutions thrive, to attract new arts experiences, to build arts education and career pathways through partnerships with local schools, and to promote the city as a creative destination.

Six core values emerged to guide this vision:

- sustainability
- distinctiveness
- growth
- inclusion
- collaboration, and
- creativity and innovation.

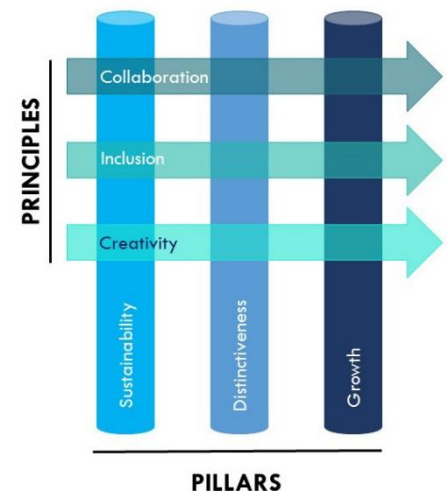
These values provide three pillars—sustainability, distinctiveness, and growth—that serve as a foundation for a successful district, and three principles—inclusion, collaboration, and creativity & innovation—that can guide how success will be achieved.

Pillars

These values represent the core elements of a successful Beverly Arts District. They will guide the implementation process by providing a framework for prioritizing action and assessing progress.

Sustainability

The Beverly Arts District is both a physical space (as defined by the Massachusetts Cultural Council's "Cultural District" designation) and an organizational entity supported both formally and informally by multiple partners (government, arts and culture institutions, non-profits, and artists) that come together in a structured manner to achieve the District's vision, goals and objectives throughout Beverly. The three official partners of the Beverly Arts District are Beverly Main Streets, Monsterrat College of Art, and the City of Beverly. An equitable and sustainable funding and management plan must be established in order for the goals and objectives in this plan to be achieved.



Distinctiveness

The physical boundaries of the Beverly Arts District are distinguished from other parts of the creative Beverly community through innovative, creative, and unique public art, historical connections, and signage that immediately convey to visitors that they are in a community that values arts and culture.

Growth

The Beverly Arts District partners recognize arts and culture as an economic driver for the city and collectively work to help artists and cultural institutions thrive, to attract new arts experiences and to promote the city as a creative destination.

Principles

These values guide the approaches used to achieve the next iteration of success for the Beverly Arts District. They provide a framework for the processes and programs that will be integral to implementing the recommendations in this report.

Inclusion

The Beverly Arts District organization supports arts and culture wherever it happens in Beverly, by any local artist or local institution and expands access to the arts for all residents. Artists and creative professionals from all disciplines, all ages and life-stages, and representing diverse cultural backgrounds visit and value the district as a hub of arts and culture in Beverly.

Collaboration

The Beverly Arts District organization encourages and helps to coordinate partnerships, alliances and communications with and among artists, venues, businesses, institutions and local elementary and secondary schools to foster the presentation, promotion, sale, and experience of art in all its forms.

Creativity and Innovation

The Beverly Arts District attracts artists, creative businesses, and arts and cultural experiences that are unique on the North Shore to help foster artists' success and improve tourism metrics.

Outreach and Engagement

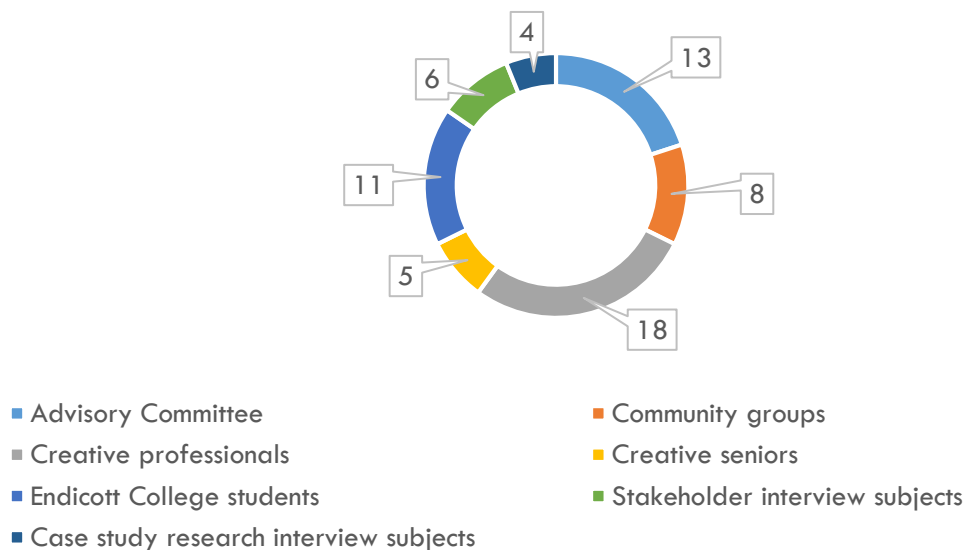
Community Engagement

City staff, Beverly Main Streets and project partners worked together with the Metropolitan Area Planning Council (MAPC) on a community engagement strategy for the Beverly Arts District 2.0 planning process. The proposed vision and recommendations outlined in this document were developed using public feedback provided by over 64 Beverly creatives, residents and key stakeholders. Varying engagement methods included an Advisory Committee, focus groups, webinars, and interviews to guide the recommendations provided. A complete list of participant affiliations is included as Appendix A.

Why engage for this process?

One of the key challenges identified by project partners is engaging artists in programming and implementing the Beverly Arts District. To better understand the range of experiences and impressions of the Beverly Arts District, our engagement strategy targeted three categories of creative residents: creative seniors, creative professionals, and students involved in creative educational programs. In addition, our strategy identified key community groups to identify areas of opportunity and collaboration in the next phase of the Beverly Arts District. Engagement plays a key role in the way this plan was drafted as well as the implementation and next steps for moving the Beverly Arts District forward. The engagement strategy we used allowed us to capture key information about the current assets of Beverly as well as opportunities and challenges that informed strategies for the District.

Total numbers



Advisory Committee

The advisory committee members consisted of thirteen individuals from different parts of the Beverly arts community including representatives from arts anchors, creative businesses, institutions, artists and college students. The Advisory Committee convened three times during the process in order to provide strategic advice on defining success in the project, the process for engagement, the vision for the Beverly Arts District 2.0, as well as the final recommendations and goals of the plan. Their insight, diligence, and care is essential for the plan success. Notes can be found in Appendix B.



Focus Groups

Three focus groups hosted by key partners in Beverly included creative seniors, Endicott College students, creative professionals, key community groups and City Councilor representation. Participants live or work in many different areas of Beverly and many were life-long residents. Discussion questions covered areas such as assets and challenges to the arts district, opportunities to strengthen the district, and funding and governance for the next phase of the Beverly Arts District. Notes can be found in Appendix C.



Interviews

Six one-hour interviews that were conducted with key stakeholders to inform the plan included small businesses, faith based organizations, community development organizations, and funders. These longer in-depth conversations provided context, history and delineated options for actions in the future.

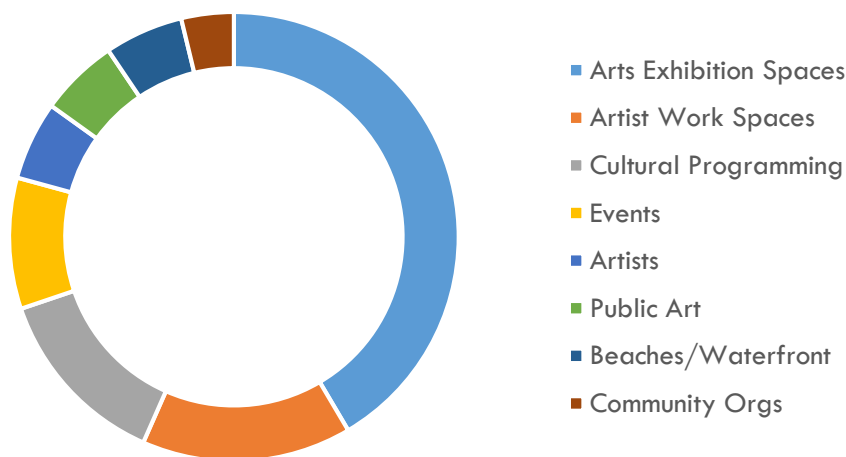
Case Study Research

As the project developed, it became clear we needed to understand different funding and governance models for cultural districts in the region. Case study interviews were conducted with three organizations including the Fenway Alliance, Natick Center Associates and the Town of Barnstable. These case studies provided key insights into possibilities for how the Beverly Arts District could be structured.

Beverly Arts and Culture Assets

Beverly's arts and culture assets are the foundation for the success of the Beverly Arts District. Montserrat College of Art and the Cabot Theatre shine as beacons for the arts within the District. The growth of creative businesses in the District speaks to the strength of Beverly's community of creative professionals and the importance of their contributions to the Beverly Arts District. Through our Advisory Committee meetings and focus groups, six categories of arts and culture assets rose to prominence in relation to the Beverly Arts District: arts exhibition space, artist work space, cultural programming (including classes, lectures, and other ongoing programs), events, public art and artists. The full set of categories identified is included in the graph below.

**Beverly Arts and Culture Assets
by Category**



With four theaters, four galleries (including those at Montserrat and Endicott Colleges), a history museum, and businesses and organizations with regular performance schedules, arts exhibition space is an important asset for Beverly as whole. The District itself is a hub of arts exhibition activity. This is reflected in the frequent mention of exhibition spaces among focus group participants. Participants identified artist work spaces, including studios and parks where artists work outside in nicer weather as important assets as well. Cultural programming and events were also identified as a key strength of Beverly's arts and culture community. A complete list of arts and cultural assets identified through the outreach process is included as in Appendix D. This list is intended to be a starting point for future cataloging and tracking arts and culture assets in Beverly rather than an exhaustive survey. Figure 1 highlights the geographic range of Beverly's arts and culture assets. A clear concentration of assets is visible within the Arts District boundary with a ring of assets extending to the neighborhoods beyond as well. Figure 2 showcases the range of assets present within the boundaries of the District.

Beverly Arts and Culture Assets

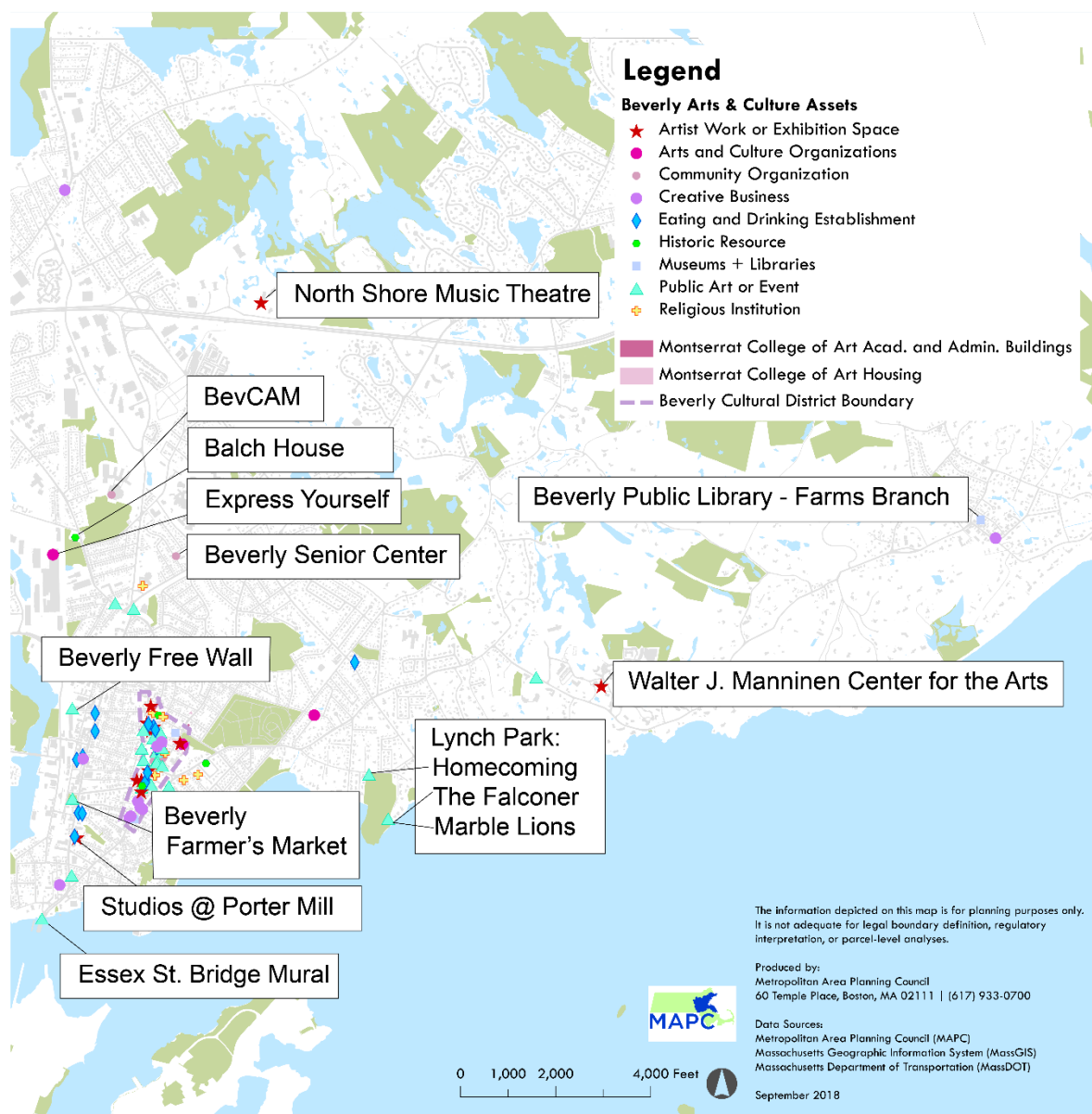


Figure 1: Arts and Culture Assets Across Beverly

N.B. The assets shown above and on the opposite page are not a comprehensive list and should be seen as a starting point from which to develop a more comprehensive asset map. Assets outside the boundary of the district are likely to be underrepresented. Eating and drinking establishments and community organizations are shown if they were identified through the planning process as contributors to the arts and culture community in Beverly. Religious institutions are highlighted if they are located in the district or identified as important resources by participants in the planning process.

Beverly Arts District Map

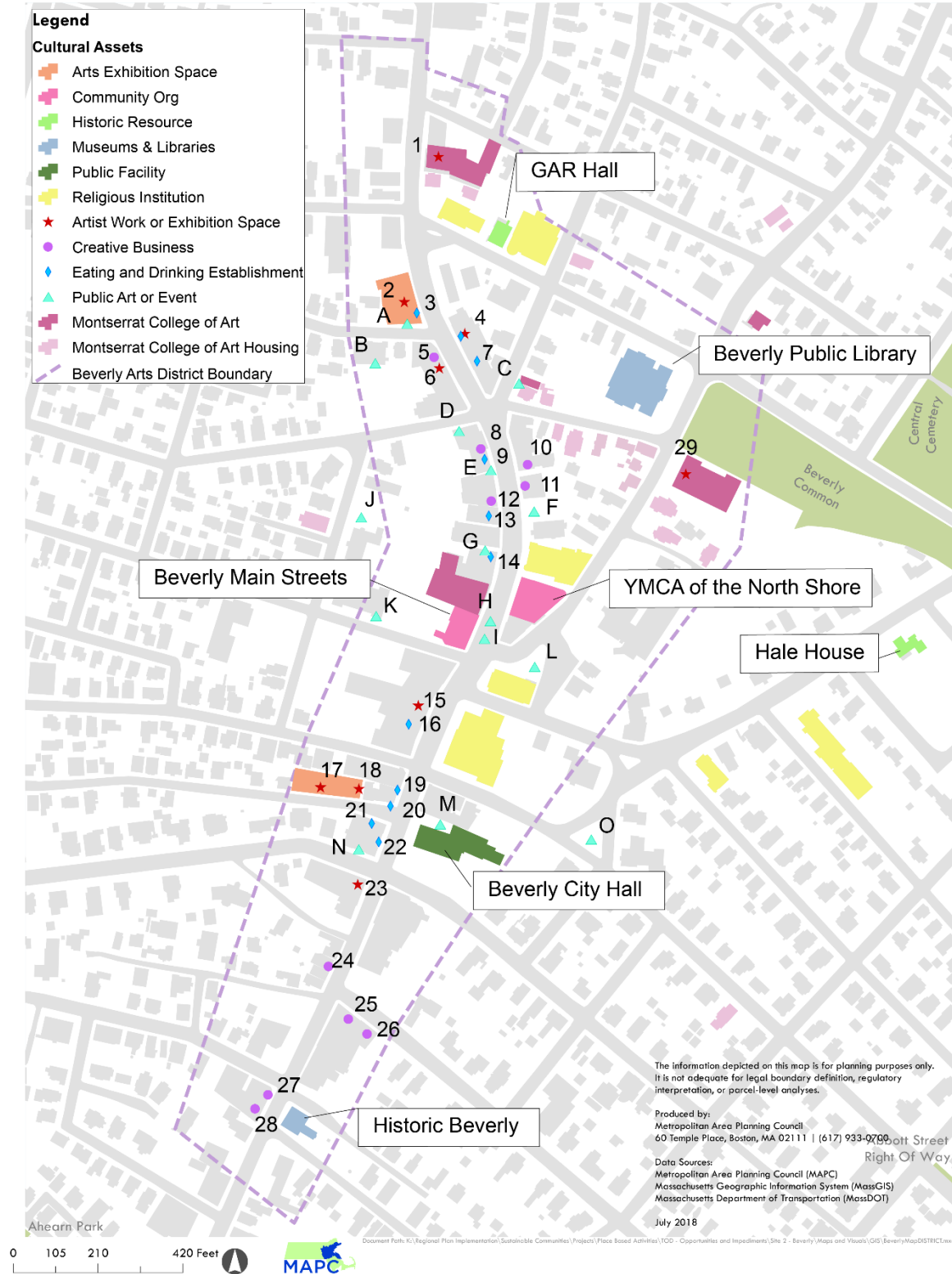


Figure 2: Arts and Culture Assets Identified by Focus Group Participants in Beverly Arts District

BEVERLY ARTS DISTRICT MAP: ASSET LIST

Numbered Arts and Culture Assets	Public Art and Events
1. Montserrat 301 Cabot Gallery	A. Cabot Theatre Mural
2. Cabot Theatre	B. American Legion Building Mural
3. Streetside Bar	C. 1 Knowlton Street Mural
4. Chianti	D. Pond Street Mural
5. Roost and Co.	E. Red Fence Gallery
6. Mingo Gallery and Custom Framing	F. Virgin Mary in the Garden Statue
7. Cityside Diner	G. Ellis Square Social Mural
8. Cabot Street Books	H. Arts Fest Beverly
9. Atomic Café	I. Cabot Street Block Party
10. Good Neighbor	J. Virgin Mary in the Garden Statue
11. Field House	K. Virgin Mary and Angel & Child Façade Sculptures
12. Revive Dance Xchange	L. Ellis Square Vietnam Veterans Memorial
13. Soma	M. Olympian Place Monument
14. Ellis Square Social	N. Odd Fellows Building Wall Plaques
15. 222 Cabot Street Studios	O. Soldiers and Sailors Monument
16. Bonefish Harry's	
17. Larcom Theatre	
18. 9 Wallis	
19. A&B Burgers	
20. What's Brewin Café	
21. La Victoria	
22. Tartine	
23. Clay Dreaming Pottery Studio	
24. Paper Asylum	
25. Steez Design	
26. Good Mojo Tattoo	
27. Art by Alyssa	
28. The Salty Cottage	
29. Montserrat College of Art Hardie Building	

Opportunities

Focus group participants helped identify areas of opportunity to strengthen the Beverly Arts District. Forty-two topic areas of interest emerged from focus group discussions, with twelve strongly associated with opportunities to enhance the District and build on existing strengths. A full list of topics covered by the focus groups and an overview of our analysis of the feedback we received is included as in Appendix E.

Partnerships

Creative professionals, creative seniors, and representatives from community groups all identified partnerships as an important opportunity for strengthening the Beverly Arts District.

- **Partnerships for district management.**
Partnerships are seen as crucial for leading and managing the District.
- **Partnerships for community programming.**
Participants highlighted opportunities for partnerships among performance venues, restaurants, and the community to provide community programming and coordinate district offerings. Participants identified the Cabot, Larcom, North Shore Music Theatre and Montserrat as potential programming partners.
- **Partnerships for expanded visibility.**
Participants identified potential partners to increase the visibility of the arts and artists in Beverly. BevCAM was identified as a partner to extend the impact and visibility of the District. Local banks and insurance companies in the District were noted as partners for expanding pop-up art shows in the District. Creative Collective was seen as a partner for expanding the visibility of creative activity in Beverly.
- **Partnerships for student engagement.**
Students at Endicott College face physical and psychological hurdles to participating in the Beverly Arts District. Partnerships among Endicott College faculty and Beverly Arts District businesses and artists to design student assignments and projects that send

PARTNERSHIPS COMMENTS

You need a central body with leaders empowered to do something...

The leadership of the District should be a consortium of creative business owners, restaurant owners...

Have a board with the Cinema and studios downtown to oversee it and assign the staff position.

The Larcom... might be receptive to having a small performance by a local musician or group.

See if North Shore Music Theatre can... donate their space for the good of the community.

Montserrat could build some of the space that folks want – workshops, class structures, things on the weekend; they could be a driving force in some of those activities.

Some restaurants will coordinate with events, stay open late for performers, coordinate to get patrons to events on time.

BevCam – we should look into getting them involved. Walt is always looking for new programming. They could do a program about all the creatives in Beverly.

People at TD Bank, People's United want to push the arts; you can ask them [to do pop-up gallery shows]

I wonder if John Archer is in the loop? He has an insurance company and started the Danvers Art Association.

The Arts District needs a relationship with Creative North Shore.

students into the District would help overcome those challenges.

My experience of the District is through a documentary photography class. The projects were all based in the city and it forced us to go out to meet new people. Maybe adding projects in the curriculum here to make us go there [would help get us more involved].

Staffing

The importance of staffing the Beverly Arts District was emphasized by representatives of community groups and by creative professionals. Participants discussed strategies to staff the District as well as appropriate roles and responsibilities of future district staff.

- **City as key partner in staffing district.** The City of Beverly was identified as an important partner for supporting the District, however there were mixed perspectives about whether district staff should be City employees. Some advocated for the District to be managed by municipal staff. Others would like the District to stand alone as a separate, staffed organization.
- **District staff needs to connect to the community.** The work of building connections among the arts community and communicating with the broader community is the primary role of a District staff person. The staff person would need to spearhead efforts to strengthen the Beverly Arts District.
- **District staff requires adequate financial support.** Creative professionals recognize that funding is required to staff the District sustainably. Many believe funding to support a full-time staff position will be necessary for success.

Funding

Community groups and creative professionals emphasized the need for new funding sources to strengthen the District. Community groups see the City of Beverly as a key partner for funding the District through a percent for art program, parking revenue, or a municipal staff position. Creative professionals and students also see promise in membership fees as a revenue stream to support the District.

STAFFING AND FUNDING COMMENTS

The City needs a staff person to help coordinate and communicate this activity.

[District management] has to start with the city - they designate how land is consumed.

[The Arts District] should stand on its own with its own personnel.

You need an arts district liaison to the greater community, someone to connect and convene.

That person should come from a creative background and be thinking out of the box and be willing to take risks.

Communicating district activities is a full time job.

The District needs enough funding to fund and sustain a staff person.

I would like to see the city begin to fund the arts district in a way it is not doing now including a percent for art program.

If the City and Massachusetts Cultural Council do not step up and fund the district, it will not succeed.

I think starting something as simple as taking a percent of our cash and putting it into a public art fund; that sounds like an easy first step for administration to take.

[Fund the District] through membership fees.

Community Connections

- **Connecting the arts community to the broader community.** Creative professionals and individuals representing community groups saw a need for stronger connections among the local arts community, families, and businesses. Participants feel that Beverly is home to a vibrant, diverse arts community with many active creative professionals and see an opportunity to help build bridges between that community and the larger population of the city.
- **Supporting creative businesses.** Creative businesses serve as a bridge to the broader community and help connect Beverly residents to arts and culture locally.

Community Art Space

Participants in all four focus groups saw opportunities to establish a community arts space that could serve as a hub of arts activity in Beverly and strengthen the Beverly Arts District. Having a physical place for artists to meet each other that feels inclusive and welcoming is important to creative professionals, creative seniors, students, and community groups.

- **Specific opportunities for developing community arts spaces.** Participants identified specific buildings that could become community arts spaces, including:
 - Briscoe Middle School
 - GAR Hall
 - St. Mary's School
- **Community Art Space supporting a variety of activities.** Creatives in Beverly expressed a desire for spaces where they could engage in hands-on learning, meet for coffee and conversation, exhibit and sell work, host dinners and events, and network with artists of different age groups and backgrounds.

Communication

Participants in all focus groups want better ways to communicate with each other and learn about what is happening in Beverly's arts community. Event notifications, email lists, networking opportunities, and other communication outlets were identified as potential avenues for improving communication about the arts.

COMMUNITY AND COMMUNICATION COMMENTS

Every time I am going to something art based, I find out that there are amazing things and amazing people here. I want more events to meet people who are doing cool things.

At the Arts and Culture Summit at the Cabot there were a lot of creative people there, it would be great to broadcast that message to the wider public.

The District needs staff who... can connect the creative entities with the broader community.

It is also important to get people involved to help us as artists, getting the community to be excited about the art district.

The key is sharing the energy – I think there needs to be buy-in from the most visible business owners that line the street of the District.

Building our local economy and supporting local entrepreneurs and businesses is key to keeping people in Beverly experiencing these cultural places.

There is no place specifically for artists to hang out together; it would be great to have a regular meeting [place].

Create a central pipeline for letting people know about arts and connecting people on volunteerism and space.

[We need a] central Beverly-focused arts calendar that people will go to!

Visual Distinctiveness

Creative professionals, students and creative seniors agreed that improving the visual distinctiveness of the District would strengthen the District. The presence of murals has been effective at marking the District as a creative place, and creatives are interested in seeing new approaches as well. Participants are looking for a big impact visually and elements that distinguish the Beverly Arts District from Rantoul Street and other areas of Beverly.

If parents are visiting Montserrat, they need to say, “Wow! Where am I?” So they get out of their cars and explore – you need a strong visual impact.

Public Art and Events

Creative professionals, seniors, and students all identified events in the District as opportunities to bring people together, increase awareness of the District and strengthen its identity as a hub of arts and culture activities. Ideas for events in the District ranged from curated art events, public art workshops, pop-up art shows, artists’ talks at the Cabot, and festivals that combine food and art.

All focus group participants mentioned public art as an important element of establishing a distinctive look for the District. While many individuals saw the existing murals as an important strength, some creative professionals expressed an interest in expanding public art to include a wider range of disciplines and art forms to distinguish Beverly from Lynn and Salem where mural projects are thriving.

District Services for Artists

Students and professional artists expressed an interest in an arts district that supported their needs. Students are most interested in opportunities to exhibit and sell their work. Working artists expressed interest in having the District facilitate access to insurance, financing, and other resources necessary to do larger scale projects and public art.

It would be cool to ease the burden on artists who are just trying to get by; the artists would appreciate for life to be a bit easier - you have to incentivize why you should stay here. If there is a program that’s put together for artists and it is all-in, [That artist] might say “I live in Somerville, but I am going to move to Beverly because they have this all-in program.”

PUBLIC ART AND EVENTS COMMENTS

It would be good to have street art that was different from Salem’s [mural-based] El Punto Urban Art Museum or Beyond Walls in Lynn. Maybe something tile-based or something to experience without needing to go into a shop or destination.

I love what is being done on the side of walls - it is great to see that take off- to round a corner and see a mural is spectacular.

There are beautiful parks and beaches that could have art and events; there is wall space for murals.

[I want to see] outdoor music, participatory, temporary (chalk) – doing something together.

Events should define the District rather than signage... I would thrive on that kind of activity.

We could do public workshops that were outside – public art workshops. If the community sees that happening; things might be hands-on for people.

Pop-up sales or exhibits for students [would get me excited about the District].

Goals for the Beverly Arts District

The goals identified for the Beverly Arts District build on the vision and values for the District and leverage the opportunity areas identified by focus group participants and Advisory Committee members for strengthening the District. Five goals organize the strategies and action steps to achieve the next level of success and sustainability for the Beverly Arts District.

Goal #1: Establish A Sustainable Management And Funding Structure For The Beverly Arts District

This goal ensures the long-term sustainability of the Beverly Arts District by establishing a sustainable funding stream to support a staff position to manage the District and creating organizational structures to support coordination and collaboration among arts and culture organizations, the City of Beverly, Montserrat College of Art, and Beverly Main Streets to guide the District's future.

Goal #2: Strengthen Beverly Arts District's Role as a Portal to Arts and Culture Throughout the City

This goal promotes a thriving community of artists, creative professionals, and cultural organizations by disseminating information about living and working in Beverly, integrating arts and culture into planning initiatives, incentivizing creativity through policy and procedural changes, developing cultural facilities, and coordinating funding opportunities.

Goal #3: Establish A Distinctive Character For The Beverly Arts District Through Public Art and Creative Placemaking

This goal advances a distinctive visual character for the Beverly Arts District public realm through a coordinated public art strategy and coordinated community development efforts through creative placemaking.

Goal #4: Expand Access To Opportunities For Creative Development, Participation, And Expression In Beverly

This goal safeguards opportunities for artists to grow their creative work and promotes development of new programs to support broad access to artistic and cultural expression in Beverly by partnering with local secondary and higher education institutions, businesses, and community organizations.

Goal #5: Strengthen Physical Infrastructure in and Connections to the Beverly Arts District

This goal ensures that public realm improvements leading to the District draw visitors into the District. Wayfinding, public art and branding establish the District as a gateway to the arts in Beverly. Strategies to promote cross-marketing of the District with arts and cultural venues and events beyond its boundaries ensure that the District connects visitors to the wider array of arts and cultural offerings in Beverly.

Prioritized Goals, Strategies and Timeline

Strategies are grouped by time-frame for initiation and by topic. Numbers in far-left column indicate prioritization ranking. Colored bars indicate estimated timeframe for completion of each strategy.

GOAL #1: ESTABLISH SUSTAINABLE MANAGEMENT AND FUNDING STRUCTURE FOR BEVERLY ARTS DISTRICT			YEAR				Topic/Notes
DESCRIPTION: Ensure the long-term sustainability of the Beverly Arts District. Establish a sustainable funding stream to support the district, create organizational structures to support coordination and collaboration among arts and culture organizations, the City of Beverly, Montserrat College of Art, and Beverly Main Streets to guide the district's future, and create new committees responsible for increasing district programming and public art throughout the city.							
IMMEDIATE: YEAR ONE			1	2	3,4	5	
MANAGEMENT: Set up sustainable management structure, vision, budget and work plan.							Management
1	1.1	Establish short-term ad-hoc Beverly Arts District Implementation Committee (BADIC) to develop and execute short-term work plan to advance a sustainable management structure for the Beverly Arts District. The work plan will focus on establishing roles and responsibilities for District partners; identifying candidates for key roles; identifying short-term and long-term staffing needs for District management activities; determining cash and in-kind support to be provided by District partners; and establishing an appropriate financial structure (501c3, independent, accounting, etc.).					
1	1.1	Establish preferred management structure for Beverly Arts District that: (1) formalizes leadership role of city, arts and culture institutions and organizations, BADAC and creative professionals in achieving a shared vision for the district; (2) establishes roles & responsibilities; (3) secures cash and in-kind commitments from partners; (4) identifies candidates for key roles; (5) establishes an appropriate financial structure (501c3, independent, accounting, etc); and (6) creates appropriate committees for coordination toward goals.					Elements (3), (4), and (5) will need to extend into years 2-4 for completion.
1	1.2	Allocate Beverly Planning Department staff time to schedule and staff meetings and support work of Beverly Arts District Implementation Committee.					
2	1.3	Based on recommendations from the Beverly Advisory District Implementation Committee, draft an RFP for district managing entity that (1) formalizes leadership role of city, arts and culture institutions and organizations, BADAC and creative professionals in achieving a shared vision for the district; (2) establishes roles & responsibilities; and (3) creates appropriate committees for coordination toward goals.					
3	1.4	Create and gain consensus from primary partners on shared vision for BAD.					
4	1.5	Prioritize near term objectives for each goal and create a reasonable and realistic 5-year budget for BAD implementation.					

5	1.6	Identify and fill necessary committees, task forces, etc. for priority objectives (including fundraising, public art, and programming coordination).					
FUNDING: Coordinate grant applications and establish sustainable funding sources for district.			1	2	3,4	5	Funding
1	1.7	Create and promote opportunity to donate to the District implementation effort through the Beverly Main Streets donation web page, linked from Advisory Committee organization and District partner websites.					
	1.8	Host semi-annual meetings with arts organizations and artists interested in pursuing key grants (NEA, ECCF, etc.) and determine how to collaborate on multi-partner applications.					
	1.9	Establish funding source for Beverly Arts District to support district management and funding for public art and creative placemaking within the district and its access points.					
		Consider establishing a service agreement with BAD managing entity to staff district management and programming.					
6		Consider various city-wide and district funding tools using an assessment/fee structure, such as business improvement districts and parking benefits districts to fund district staffing and programming.					
		Explore innovative approaches to promoting opportunities to support the Arts District, e.g., annual event, special notices about donation opportunities with water bill mailings, stickers or other rewards provided to those who donate, "Donate Now" button on organization websites, crowd-funding platforms, raising maximum local Cultural Council grant for districts, etc.					
	1.10	Consider employing membership model with fee structure as mechanism for arts and culture anchors to help fund district management and operations.					
	1.11	Work with Beverly Cultural Council to establish funding categories (like CPA) that align with BAD priorities.					
	1.12	Create annual report of funding progress, spending, impacts and use to set next priorities.					
7	1.13	Raise or get commitment for funds to complete near-term priorities identified by Beverly Arts District Implementation Committee.					
NEAR TERM: YEAR TWO			1	2	3,4	5	
STAFFING: Hire staff to manage operations of the district.							Staffing
8	1.12	Hire staff to manage day-to-day operations of Beverly Arts District.					
EVALUATION: Develop strategy to evaluate progress toward goals to aid in work planning and grant writing.							Evaluation

9	1.13	Develop strategy for evaluating progress toward district goals using metrics developed in Beverly Arts District 2.0 plan and use evaluation to guide decision-making and strengthen fundraising efforts. Update annually based on work plans and priorities.				
DATA COLLECTION: Collect data on metrics to aid in evaluation.						Data Collection
10	1.14	Collect data on metrics of success (see pages 39-42).				
GOAL #2: STRENGTHEN BEVERLY ARTS DISTRICT'S ROLE AS A PORTAL TO ARTS AND CULTURE THROUGHOUT CITY			YEAR		Topic	
DESCRIPTION: Promote a thriving community of artists, creative professionals, and cultural organizations by disseminating information about living and working in Beverly, integrating arts and culture into planning initiatives, incentivizing creativity through policy and procedural changes, developing cultural facilities, and coordinating funding opportunities.						
IMMEDIATE: YEAR ONE			1	2	3,4	5
COMMUNICATION AND PROMOTION: Share work of Beverly Arts District 2.0 Plan with public and increase visibility of Beverly arts and culture activities on regional arts calendar.						Communication and Promotion
1	2.1	Raise awareness of the new District vision and values by sharing information at upcoming events in Beverly, on the BAD website hosted by Beverly Main Streets, and by sharing links to the information through Advisory Committee organizations and District partner websites.				
1	2.2	Promote the use of the EssexCountyCreates.org calendar for artists and organizations to advertise their events and activities.				
NEAR TERM: YEAR TWO			1	2	3,4	5
COMMUNICATION AND PROMOTION: Develop, market and promote Beverly's art and cultural identity through the district brand and coordination and partnership with other entities including the Essex County Creates calendar, Beverly Cultural Council, ArtsFest, and Beverly's creative community.						Communication and Promotion
	2.1	Develop, market, and promote Beverly's arts and cultural identity. Coordinate promotion of various artistic, cultural, and historic assets including buildings, spaces, and events through the brand of the Beverly Arts District.				
1	2.3	Share social media content posted by artists and organizations on BAD social media.				
	2.4	Encourage cross-promotion and partnerships among Beverly arts and cultural assets and events.				
	2.5	Collaborate with Beverly Cultural Council to promote grantee projects and events.				

2.6	Promote arts and cultural events via Beverly Arts District brand in public spaces throughout Beverly to promote the District as a citywide resource for arts and culture.				
PROGRAMMING: Host events, exhibitions, and help artists host pop-up art events.					Programming
2.7	Host and expand annual open studios event to include all local artists.				
2.8	Host annual Arts Fest event.				
2.9	Host annual Arts Fest Community Art Exhibition for local artists.				
2.11	Support artists in their endeavors to host pop-up galleries (facilitate introductions, track available spaces, promote on social media, etc.).				
PLANNING: Integrate arts and culture into Beverly planning initiatives including harbor planning and redevelopment of public facilities.					Planning
2.10	Engage arts and cultural resources as part of strategy for waterfront and harbor development. Engage art and design into harbor planning through a juried or curated public art and design process.				
2.14	Prioritize inclusion of community arts spaces in public buildings and adaptive reuse of historic resources throughout Beverly. Explore potential reuse of the Briscoe Elementary School as a community arts center.				
PROFESSIONAL DEVELOPMENT: Support professional development of artists by consolidating information about working as an artist in Beverly and hosting workshops for artists on business side of artistic practice.					Professional Development
2.12	Create and maintain one-stop hub of information on BAD webpage (on BMS site) about working as an artist in Beverly.				
2.13	Host workshops for artists, student artists, and creative professionals on insurance, financing, and business development issues of concern to artists. Collaborate with organizations such as Arts and Business Council of Greater Boston and local banks and insurance companies to develop programs and facilitate connections for artists needing assistance in these areas.				
MID- TO LONG-TERM: YEARS 3-5		1	2	3,4	5
2.15	Engage artists in marketing and promotion of Beverly's historical and cultural resources.				Communication and Promotion
2.16	Inventory arts and cultural resources with historic resources and strengthen connections between historic preservation and arts and culture planning in Beverly.				Planning

9	2.17	Establish formal partnership between Montserrat College of Art and Endicott College faculty to expand opportunities to connect students with the Beverly arts and culture scene through coursework, projects, and theses.				Coordination
10	2.18	Engage art and design into wayfinding in Beverly through a juried or curated public art and design process.				Planning
11	2.19	Collaborate with Beverly Community Access Media (BevCAM) to promote arts and culture in Beverly through creative programming and programs that highlight Beverly's creative community and that promote the Beverly Arts District as a sponsor.				Communication and Promotion
12	2.20	Create, promote and maintain a list of graduates contributing to Beverly's creative economy like MIT's 35 Innovators Under 35 list. Host cohorts for networking sessions and events in Beverly Arts District.				Visibility
GOAL #3: ESTABLISH A DISTINCTIVE CHARACTER FOR THE BEVERLY ARTS DISTRICT THROUGH PUBLIC ART AND CREATIVE PLACEMAKING			YEAR			Topic
DESCRIPTION: Advance a distinctive visual character for the Beverly Arts District public realm through a coordinated public art strategy and coordinated creative placemaking efforts.						
IMMEDIATE: YEAR ONE			1	2	3,4	5
PUBLIC ART: Appoint a Public Art Team and create, adopt a public art policy that reflects Beverly's wealth of artistic talent, and begin planning for use of Public Art to mark District gateways.						Public Art
	3.1	The City Council and Mayor Cahill's Office will invite and appoint a temporary Public Art Team of no more than 7 people that consists of one representative each from the Planning Department, the City Council (as appointed by the Council President), Beverly Main Streets, Montserrat College of Art, and three artist representatives from Beverly's art community selected mutually by the Planning Department and Council representative.				
1	3.2	Support implementation of proposed Beverly Public Art Policy: Create and adopt a city public art policy that reflects Beverly's wealth of artistic talent. Implement policy recommendations. Develop a temporary and permanent public art and historic resources maintenance plan that applies to works in public buildings and in town-owned public spaces. Develop a public art deaccessioning and storage plan. Develop a policy for maintenance of public art on private properties. Adopt a policy aligning with recognized public art maintenance standards that will govern the maintenance and repair of temporary or permanent public art commissioned by the City of Beverly; this may include murals on public buildings, wayfinding, sculptures in public plazas and parks, and branding signage for BAD and arts and cultural organizations.				Update this strategy upon completion of Public Art Team policy recommendations. Assign timeframe to subtasks.

13	3.14	Engage Public Art Team and Beverly Arts District Implementation Committee to initiate planning for using public art and design to create gateways at the entry to the Beverly Art District from the north along Cabot Street, from the west along Broadway and Wallis Street, and from the area near Historic Beverly.					
NEAR TERM: YEAR TWO			1	2	3,4	5	
PUBLIC ART: Establish funding for public art and coordinate efforts to expand public art through creative placemaking, redevelopment of public facilities, and design review process.							Public Art
2	3.3	Establish funding streams for creating and maintaining public art assets, e.g. through budgets for maintenance of outdoor spaces, percent-for-art, and parking benefit district funds, etc.					
3	3.4	Support creative placemaking initiatives within Beverly Arts District that engage innovative approaches, represent a wide range of artistic disciplines and contribute to a unique identity for the Beverly Arts District. Murals, temporary façade sculptures, etc.					
5	3.6	Integrate art directly into renovation of GAR Hall through inclusion of spaces suitable for performance and rehearsal, gallery spaces, and inclusion of temporary or permanent public art in building and landscape design.					
6	3.7	Facilitate integration of public art into urban design and public realm by including artists on design review committees and including art as required or preferred component of RFPs.					
POLICY: Minimize barriers to public art and creative activities embedded in land use regulations and general ordinances.							Policy
4	3.5	Evaluate zoning and general ordinances to minimize barriers to increasing public art and creative activities on facades and in public realm.					
FACILITIES: Integrate community arts spaces into new developments in and near the district.							Facilities
7	3.8	Prioritize integration of community arts spaces into development and restoration projects in and near the district, including at the GAR Hall and the St. Mary's school building. Include spaces for exhibitions of emerging artists and established artists.					

MID- TO LONG-TERM: YEARS 3-5			1	2	3,4	5	
8	3.9	Explore potential to create small outdoor gallery structures to display a variety of creative works from arts and craft disciplines on a temporary basis in parks and open space in and near the Beverly Art District.					Public Art
9	3.10	Integrate art and design into aesthetically unique and functional benches and bike racks around district.					Public Art
10	3.11	Expand cultural experiences in public spaces, building on the existing music program at the Beverly Farmer's Market.					Public Art
11	3.12	Activate alleyways, rooftops on renovated or new buildings, walls as mural or projection space or exhibition of temporary 3-D artworks.					Public Art
12	3.13	Hire conservator to detail maintenance requirements of public art assets and develop citywide maintenance plan for current and future public art.					Public Art
13	3.14	Implement public art and design plans generated by BADIC to create gateways for the entry to the Beverly Art District from the north along Cabot Street, from the west along Broadway and Wallis Street, and from the area near Historic Beverly.					Public Art
14	3.15	Explore opportunities and strategies to integrate artist living and working space, performance space and shared eating space in new developments to support a vibrant community of artists in Beverly Arts.					Facilities, Planning
GOAL #4: EXPAND ACCESS TO OPPORTUNITIES FOR CREATIVE DEVELOPMENT, PARTICIPATION, AND EXPRESSION IN BEVERLY			YEAR			Topic	
DESCRIPTION: Safeguard opportunities for artists to thrive in Beverly. Allow artists to grow their creative work and partner with local secondary and higher education institutions, businesses, and community organizations to develop programs that support broad access to artistic and cultural expression in Beverly.							
IMMEDIATE: YEAR ONE			1	2	3,4	5	
PLANNING: Research opportunities and options to increase access to affordable housing for artists in Beverly.							
4	4.4	Engage with relevant state agencies to research options for using land use policies to increase affordable housing and workspace for artists in Beverly.					

COMMUNICATION AND PROMOTION: Promote opportunities to engage in arts and culture activities in Beverly, particularly those targeting families with children and new residents.						
7	4.7	Promote arts and culture classes, camps, and vacation programming targeted to families with children and new residents provided by arts and culture organizations, libraries, and Historic Beverly.				Programming
NEAR TERM: YEAR TWO			1	2	3,4	5
EXPANDED EMPLOYMENT: Connect local students with arts internships.						Expanded Employment
1	4.1	Establish connections with local businesses and organizations to employ high school students in arts internships through the existing high school internship program for seniors. Internships should align with student interests with needs of arts and cultural organizations and local artists.				
CULTURAL EQUITY: Promote socially engaged artistic and cultural programming and expand student access to the arts in Beverly through university-subsidized ticket programs.						Cultural Equity
2	4.2	Promote socially engaged artistic and cultural programming that enhances the diverse cultural fabric in Beverly.				
3	4.3	Initiate programs at Montserrat College of Art, Endicott College, and Gordon College to subsidize tickets and entrance to arts and cultural venues in Beverly.				
PLANNING: Expand access to affordable housing for artists near Beverly Arts District.						Planning
4	4.4	Operationalize research into policies to incentivize development of affordable housing available to artists within walking and biking distance of the Beverly Arts District and commuter rail stations. Draft zoning language for approval by Beverly City Council.				
PROFESSIONAL DEVELOPMENT: Support professional development of artists by connecting local artists to regional resources for support on branding, marketing, and promotion.						Professional Development
5	4.5	Connect artists with local and regional professional development opportunities through regional organizations like New England Foundation for the Arts and Essex County Community Foundation. Connect local artists to resources on branding, marketing, and promoting their skills and services. Montserrat College of Art and Endicott College will work in partnership with BAD and Libraries to fund and host opportunities that will strengthen the development of Beverly's arts and cultural community.				
LONG-TERM: YEAR 5			1	2	3,4	5
6	4.6	Work with arts organizations to increase opportunities for residents of all ages, backgrounds and abilities to engage in a variety of creative educational experiences including but not limited to meta-working, woodworking, literary arts, game design, music, theater, and fiber arts, and visual arts.				Programming

8	4.8	Promote collaborations among arts and cultural community, local businesses, libraries, and schools to create more opportunities for Beverly-based artists to work in-residence or to sell, show, or perform artistic works as part of library and school programs and at local businesses. Set annual goal for increasing number of individual opportunities for Beverly-based artists and arts and cultural organizations to practice, show, and perform work in these public programs and private businesses.						Expanded Employment
9	4.9	Establish program to recognize outstanding creative retail and service businesses for their contributions to the district, possibly with awards for creative storefronts, supporting creative entrepreneurs, creative programming, etc. Collaborate with local banks and insurance companies to sponsor an annual award for creative contributions to Beverly made by businesses and entrepreneurs.						Visibility
10	4.10	Collaborate with artists and organizations to create neighborhood arts programs that activate the residential neighborhood between Rantoul Street and the Beverly Arts District and highlight the presence of artists in Ward 2.						Visibility

GOAL #5: STRENGTHEN PHYSICAL INFRASTRUCTURE IN AND CONNECTIONS TO THE BEVERLY ARTS DISTRICT			YEAR				Topic
DESCRIPTION: Public realm improvements strengthen the district and draw visitors into the district. Wayfinding, public art and branding establish the district as a gateway to the arts in Beverly. Strategies to promote cross marketing of the district with arts and cultural venues and events beyond its boundaries ensure that the district connects visitors to the wider array of arts and cultural offerings in Beverly.							
IMMEDIATE: YEAR ONE			1	2	3,4	5	
PUBLIC REALM: Upgrade physical condition of the public realm within the Beverly Arts District to reflect the value placed on the arts in Beverly.							Public Realm
1	5.1	Design a plan to upgrade and maintain the physical infrastructure of the arts district to ensure that it is walkable, accessible and reflects the value we as a city place on the arts. Include streetscape elements, lighting, trees, etc.					
NEAR TERM: YEAR TWO			1	2	3,4	5	
PUBLIC REALM: Expand presence of the arts in the public realm through creative wayfinding and district gateways and the banner design program.							Public Realm
1	5.2	Establish wayfinding design process that builds on public art plan for District gateways. Convene artists, arts and cultural institutions, and City of Beverly's Planning Department, Engineering Department, and the Parking-Traffic Commission to design creative wayfinding signage that marks the gateways to the Beverly Arts District. Use signage to provide information about the location and distance to arts and culture destinations within and outside of the district.					

2	5.3	Continue banner design program. Expand program by alternating calls for established artists with calls targeting local college students and local high-school students. Explore potential to sell products such as bags made from decommissioned banners to promote the Beverly Arts District, generate funding for programs and compensate artists for their work.				
PLANNING: Improve district accessibility through bike share program and integrate the arts into green infrastructure projects along the waterfront.						Planning
5	5.6	Explore possibility of entering into bike share agreement in partnership with Salem's system or other bike share providers in the region.				
7	5.8	Identify opportunities for artists to design green-infrastructure earthworks along waterfronts and water bodies in Beverly. Develop call for artists and integrate artistic elements into green infrastructure programs.				
MID- TO LONG-TERM: YEARS 3-5			1	2	3,4	5
3	5.4	Convene artists, local bicycle shops, Historic Beverly, and City of Beverly's Planning Department, Engineering Department, and the Parking-Traffic Commission to develop implementation plan for bicycle and pedestrian improvements recommended in the Bicycle Network and Pedestrian Priority Plan of 2015.				Planning
4	5.5	Collaborate with Essex Coastal Scenic Byway, Essex County Community Foundation, and other regional cultural assets to promote the Arts District and connect the district to regional arts and culture initiatives.				Planning
6	5.7	Collaborate with Peabody Essex Museum and City of Salem to create arts activities and waterfront public art that builds artistic connections across the Danvers River.				Regional Collaboration
8	5.9	Collaborate with Beverly Recreation Department, Historic Beverly, Endicott College, and Beverly Open Space and Recreation Committee to develop Beverly Arts District sponsored and branded arts and cultural programming for Beverly's beaches and waterfront parks.				Public Realm
9	5.10	Develop arts and culture map of Beverly distributed through district businesses and cultural anchors displaying arts and cultural destinations and assets throughout the city.				Communication and Promotion
10	5.11	Publish creative newsletter distributed through district businesses and cultural anchors that displays local assets and events and profiles local creative professionals.				Communication and Promotion

Metrics: Values in Action

Progress toward a successful cultural district will track with the values that guide a shared vision for the District. In this chapter, we present metrics that begin to measure progress toward the goals identified for the District and the values that underpin those goals.

Goal #1: Establish A Sustainable Management And Funding Structure For The Beverly Arts District

PILLAR: Sustainability

PRINCIPLE: Collaboration

A sustainable Beverly Arts District is supported by a dedicated funding stream, coordinated through clearly defined partnerships among Beverly's arts and culture anchors, organizations, and civic institutions, and staffed at a level appropriate to achieve annual goals. To achieve sustainability, Beverly's arts and cultural community will work together to strengthen the Beverly Arts District. Meeting as equal partners with a shared commitment of time and resources to the Beverly Arts District, Beverly's arts and cultural community sets the direction for the District's future.

Management Metrics	Funding Metrics	Staffing Metrics
# organizations attending board meetings	Municipal \$ allocated to district	# FTE staff for district
Average hours allocated in meetings and communication by board organization staff	Partner \$ allocated to district	Staff hours allocated to district work by partner organizations (self report)
# Joint initiatives executed/year	\$ raised through grants or private sources	# Volunteers for district events and initiatives
# Individuals and organizations participating in committees	\$ raised through events	# Volunteer hours committed to district events and initiatives
	\$ raised through membership or other mechanism	
	# partner organizations contributing funds to support district operations	

Goal #2: Strengthen Beverly Arts District's Role As A Portal To Arts And Culture Throughout City

PILLAR: Growth

PRINCIPLE: Creativity and Innovation

PRINCIPLE: Inclusion

A successful Beverly Arts District witnesses growth in participation, the number and variety of arts and cultural events and programs throughout the city, visibility of artists and cultural assets through all media platforms, and the amount and variety of public art in Beverly. By emphasizing the creativity and innovation that infuses Beverly, the District strengthens the conditions for artists to thrive in Beverly. All aspects of district management, outreach and programming are ignited with a creative spark and an appreciation for new ideas and approaches. Inclusion of artists and creative professionals from all disciplines, inclusion of all ages and life-stages, and inclusion of culture and heritage and diverse cultural backgrounds strengthens the District.

Communication and Promotion Metrics	Planning and Coordination Metrics	Programming Metrics	Professional Development Metrics
# annual visitors to BAD website	# cross-marketed events and programs in Beverly among district partners	# visitors to Beverly arts destinations	Registration / attendance at professional development workshops
# local news items on Beverly arts and cultural programs	# participants annually in meetings to coordinate arts and culture activities and programming in Beverly	# visitors to Beverly arts events and festivals	# Montserrat / Endicott / Bev Public Schools alumni starting businesses in Beverly
# regional news items on Beverly arts and cultural programs		% increase annually in # of programs and events with district affiliation	# Artists, creative entrepreneurs receiving insurance/financing through local programs.
# events posted to Essex Creates calendar		# programs offered in partnership with or serving underrepresented populations.	

Goal #3: Establish And Maintain A Distinctive Character For The Beverly Arts District

PILLAR: Distinctiveness

PRINCIPLE: Creativity and Innovation

A distinctive Beverly Arts District is immediately recognizable as a special place in Beverly infused with arts, culture, and creativity through its streetscape, parks and open spaces, facades, signage and storefront window displays. Art of all disciplines enlivens the District. Creativity and innovation captures the creative and entrepreneurial spirit that infuses the Beverly Arts District. It guides a collaborative effort to achieve visual distinctiveness that integrates all artistic disciplines into the public realm on Cabot Street. Creativity and innovation reminds district partners of the importance of igniting all aspects of district management, outreach and programming with a creative spark and an appreciation for new ideas and approaches.

Public Art Metrics	Public Realm Metrics	Facilities Metrics
Adoption of public art policy	% funded creative placemaking concepts	SF of cultural facilities and community arts space in Beverly
# public art installations in Beverly Arts District annually	# partners coordinating on creative placemaking concepts	SF of artist work space in Beverly.
# artists creating public art in Beverly Arts District	# artists on RFP review committees for public realm projects	# artists appointed to RFP review committees for new development projects.
# emerging artists creating public art in Beverly Arts District	# development projects featuring public art component	# artists on development team for new development projects.
# signature, destination art installations in Beverly Arts District	% public realm improvement budgets spent on public art	# of artist live/work units.
# gateways to District featuring public art	# artist-designed benches, bike racks, and street furniture	

Goal #4: Expand Access To Opportunities For Creative Development, Participation, and Expression In Beverly

PILLAR: Growth

PRINCIPLE: Inclusion

A successful Beverly Arts District is distinguished by growth in the number of partners involved, the number of events and programs offered in partnership with the District, the visibility of the District through all media platforms, and the amount and variety of public art in Beverly. A welcoming district reduces barriers to participation and responds to the varied interests and needs of the city's arts and culture community. Artists find housing they can afford and connect to a local, thriving arts and culture community. Schools, churches, and local businesses partner with the creative community to expand arts and culture offerings, opportunities for artists to work, and increase exposure to arts and culture for the broader community. This in turn drives increased participation in District events and promotes the District's long-term sustainability and programming growth.

Employment Metrics	Planning Metrics	Professional Development Metrics	Cultural Equity Metrics
Employment growth among local creative businesses	# units of affordable housing in Beverly near the District.	# professional development workshops offered annually	% employment of underrepresented populations, youth, and seniors.
# high school students employed as interns at district businesses and organizations		# participants in professional development workshops.	# students attending arts and cultural events and buying tickets at Beverly arts and culture venues
# opportunities to showcase and sell work through district organizations and venues.		# classes offered to general public in arts and culture techniques and disciplines	# socially engaged programs offered through Beverly Arts District and partners
# artist residencies offered through Beverly organizations and institutions		# disciplines represented in classes	# cultures represented through artistic and cultural offerings in Beverly Arts District
Sales volume for local creative businesses		# participants in arts and culture classes open to general public.	
		# arts and culture camps and programs for families.	
		# participants in arts and culture camps and programs.	

Goal #5: Strengthen Physical Infrastructure In And Connections To The Beverly Arts District

PILLAR: Distinctiveness

PRINCIPLE: Inclusion

Connections to the Beverly Arts District enhance its distinctive character by drawing pedestrians into the District through glimpses of art, pathways marked with artistic features, and signage that highlights the area as a hub of creative activity and destinations. Well-maintained streets and sidewalks in and around

the District with excellent bicycle and pedestrian infrastructure enhance the District's identity as an inclusive environment welcome to all ages and abilities. Pathways to the District are easy to identify and gateways to the District are clearly marked. Visitors to the arts and culture destinations outside the District learn about the District through branding and promotional materials.

Public Realm Metrics	Planning Metrics	Communication and Promotion Metrics	Regional Collaboration Metrics
% fully accessible pedestrian crossings	\$ raised for Complete Streets improvements for Cabot Street	# promotional materials distributed	# regional partners engaged in Beverly Arts District programming.
# of crosswalks improvements to be more pedestrian-friendly (e.g. bump-outs, painted crosswalks).	# downtown planning projects with explicit consideration of connections to Arts District		# regional art projects in design or implementation phase.
# artistically designed, pedestrian-scaled street lights installed	# artist-developed green-infrastructure projects in planning or implementation stage.		# regional art projects completed
# sidewalk improvement projects initiated annually.	# artists involved in bicycle and pedestrian network planning		
Public plaza or park improvements (outdoor performing venues)	# public art projects integrated into bicycle and pedestrian network planning		

BEVERLY ARTS DISTRICT 2.0 PLAN

DISTRICT MANAGEMENT AND FUNDING MODELS

District Management Structure and Funding Models

The Beverly Arts District has achieved remarkable success since its launch in 2014 and designation in 2015 and District partners seek to build on that success with a sustainable management and funding model that provides clarity on the roles and responsibilities among its partners. The following case studies illuminate alternative management and funding structures that can inform a financially sustainable approach for Beverly. Short summaries of each case are provided below. Please see full case write ups in Appendix F. Information about these case is also available on the Arts and Planning Toolkit (www.artsandplanning.org).

Non-profit Management Model

With responsibility for managing the Beverly Arts District housed within Beverly Main Streets, an independent 501c3 organization, the non-profit-management model is most similar to the current management structure in Beverly. The Natick Center Cultural District and the Fenway Cultural District are both managed by non-profit entities that predated the cultural districts' formation. Both organizations operate their districts within scopes of work that extend beyond district management responsibilities.

Municipal Services Agreement Model

District Name: Natick Center Cultural District (NCCD)

Managing Entity: Natick Center Associates (NCA)

<http://www.natickcenter.org/>

Natick Center Associates is an independent 501c3 located in downtown Natick. Founded over 40 years ago with a mission of supporting downtown economic revitalization, the organization's Strategic Plan, 2015-2020, recommended its merger with the Natick Center Cultural District and helped guide that process. NCA's responsibility for managing the Natick Center Cultural District was formalized through a Memorandum of Understanding with the Town of Natick in 2015, which allocated \$80,000 from the Town's operating budget toward management of the District.

Year Designated: 2012

Consortium Membership Model

District Name: Fenway Cultural District

Managed by: Fenway Alliance

<http://fenwayculture.org/>

The Fenway Alliance is an independent 501c3 and a consortium of twenty-one major cultural, arts, and academic institutions located in the Fenway Cultural District. A membership service and advocacy organization since 1977, the organization is funded through a variety of sources including membership fees, grantwriting and fundraising. The Alliance leverages the strength of its member institutions to extend their impact and promote neighborhood revitalization and community development with links to higher education and arts and culture.

Year Designated: 2012

Municipal Management Model

A municipal management model would mark a significant departure from the district's current management structure. The Town of Barnstable initially hired staff in the planning department to manage the town's

Artist Shanties program in the village of Hyannis. This position transitioned to manage the HyArts Cultural District after the district received state designation in 2012 and has since expanded to encompass the Arts Barnstable program that includes all seven villages. The Barnstable Village Cultural District is managed separately by the Executive Director of the Cape Cod Art Center, the anchor arts institution for Barnstable Village. Other than the full-time staff position, the Town has not established a separate budget line to support district programming and management activities.

District Names: HyArts Cultural District; Barnstable Village Cultural District

Managing Entities: Town of Barnstable Planning Department (HyArts Cultural District)

<http://artsbarnstable.com/arts>

The Town of Barnstable began its support of arts and culture in Hyannis with the Artist Shanties program of 2005. Using Adams Grant funds from the Massachusetts Cultural Council, the town hired an Arts and Culture Coordinator to manage a growing number of arts programs and facilities including the artist shanties, a public outdoor performance space, and a cultural campus. That staff person also assumed responsibility for marketing and promoting the HyArts cultural district when it received state designation in 2012.

Cape Cod Art Center

<https://www.capecodartassoc.org/>

The Cape Cod Art Center is an independent 501c3 founded in 1948. Its mission is 'to promote the creation and appreciation of visual art by providing a supportive environment for education and exhibitions.' It manages facilities that include galleries and studios and runs receptions and special events throughout the year including Art in the Village. It helped launch the Barnstable Village Cultural District in 2014 and became the financial agent for the Barnstable Village and HyArts Cultural Districts at that time.

Years Designated: 2012 (HyArts); 2014 (Barnstable Village)

Relevance to Beverly

The Beverly Arts District currently resembles the two non-profit management models. While Beverly Main Streets is the designated managing entity, the City of Beverly and Montserrat College of Art are also named partners for the District. Unlike Natick Center Associates and the Fenway Alliance, Beverly Main Streets serves a geographic area that is more than twice the size of the Beverly Arts District. For this reason, Beverly Main Streets cannot easily re-organize its mission to make the District its primary focus.

Exploring a consortium membership model would be worthwhile in Beverly. While the scale of arts and culture activity is smaller in Beverly than among the members of the Fenway Alliance, maintaining a high level of formal involvement and commitment from venues like the Cabot Theatre, Chianti, North Shore Music Theatre, and others and from institutions including Montserrat College of Art and Endicott College would strengthen the District and help ensure greater diversity of revenue sources. Natick Center Cultural District has seen participation in its membership program grow over the years with a sliding scale of membership fees to encourage broad engagement.

The key lesson from Natick and Barnstable is that municipal funding translates into meaningful impact. The success of Barnstable's investment into arts and culture facilities, including the Artist Shanties, Aselton Park and the staff position in their Planning Department, has shown enough impact that the Town has expanded its arts program to all seven villages. Natick has grown the number and variety of district-sponsored events from seven in 2015 to nineteen in 2018. The increased visibility and capacity to engage the public with a full-time staff has also expanded their membership program and ability to fundraise and secure grants.

District Management and Funding Summary

	Natick Center Cultural District	Fenway Cultural District	HyArts and Barnstable Village Cultural Districts
Funding	<ul style="list-style-type: none"> • MOU with Town of Natick dedicates funding and outlines roles and responsibilities. • Additional funds are raised through membership and events. 	<ul style="list-style-type: none"> • The three-tiered funding approach of grant funding, member institutions, and corporate partners program provides the organization the opportunity to sustain the Fenway Cultural District programming. 	<ul style="list-style-type: none"> • Operating budget of Barnstable covers full-time staff position in Planning Department for HyArts District. • No funding source is explicitly dedicated to the Districts. • Revenue generated by arts and culture programs helps fund the Districts.
Staffing	<ul style="list-style-type: none"> • Paid, full-time Executive Director of Natick Center Associates assumes responsibility for district management as primary role. 	<ul style="list-style-type: none"> • Paid, full-time Executive Director and Assistant Director of the Fenway Alliance manage the District in addition to other activities. • The activities from the cultural district address the mission, vision, and needs of the organization. 	<ul style="list-style-type: none"> • Paid full-time Arts and Culture Coordinator in Planning Department assumes responsibility for HyArts Cultural District management. • Volunteer Executive Director of Cape Cod Art Center assumes responsibility for Barnstable Village Cultural District management in addition to other responsibilities.
Coordination	<ul style="list-style-type: none"> • Committees and subcommittees provide a formal structure for coordination among arts and culture anchors, businesses, and residents. 	<ul style="list-style-type: none"> • Executive Committee and Fenway Cultural District Committee provide regular and ad-hoc opportunities to coordinate among district anchors and partners. 	<ul style="list-style-type: none"> • Annual calendar coordination meeting coordinates events and programming among partners.
Promotion	<ul style="list-style-type: none"> • Website, social media, and a shared calendar are tools to promote district assets and events. 	<ul style="list-style-type: none"> • Website, social media, shared community calendar are tools used to promote district assets and events. 	<ul style="list-style-type: none"> • Publishing district maps • Press releases • Websites and social media • Coordination with Main Street BID and Chambers of Commerce.

CONCLUSION AND NEXT STEPS



Conclusion and Next Steps

Beverly's creative community has demonstrated a strong interest in building on the city's foundation as a nurturing environment and destination for arts and culture. The Beverly Arts District, located in downtown Beverly around a convergence of arts and culture assets and institutions, remains a promising mechanism for organizing and enhancing arts and culture in the city. It provides a natural location where Beverly's creative activity can achieve greater visibility and impact. With a renewed effort to explore a sustainable management structure and funding model, the District can play an important role in promoting Beverly's strengths in art, creative enterprise, heritage, and cultural expression.

Year One Priorities and Partner Roles

This planning process highlighted the latent interest in using the Beverly Arts District to strengthen arts and culture throughout Beverly. To leverage this interest and achieve the long-term vision for the District, establishing a process for implementing year one priorities is critical. These priorities include the following:

- Beverly Main Streets establishes an online mechanism for supporters to donate to the implementation of the Beverly Arts District 2.0 plan on its website.
- The City of Beverly establishes an engaged implementation committee to develop and execute the plan's year one work plan, to include:
 - Identifying funding for short term implementation;
 - Identifying and establishing a preferred sustainable management structure;
 - Identifying and exploring viability of long-term, renewable funding sources for District operations and programming;
 - Disseminating information about the Beverly Arts District implementation process to the general public; and
 - Encouraging widespread use of new Essex County Creates arts calendar.
- The City of Beverly establishes a Public Art Team as requested by the Beverly City Council and Beverly Mayor's Office. The City establishes a mechanism for coordinating Beverly Arts District 2.0 Plan implementation with work of the Public Art Team.
- The City of Beverly initiates pre-planning work with Beverly Arts District implementation committee and Public Art Team to select District gateways to be marked through public art and creative placemaking.
- The City of Beverly initiates research into policy options to increase artist work space and affordable housing.

Action Steps and Staffing

Implementing the set of strategies identified for Year One will require the City of Beverly and Beverly Main Streets to contribute in-kind staff capacity to the effort.

City of Beverly Staffing Contribution

With the City of Beverly's launch of a Public Art Team and the need for coordination among that group and the Beverly Arts District 2.0 implementation process, the City of Beverly is best positioned to assemble

and staff the Beverly 2.0 Implementation Committee. Membership of the Implementation Committee should include the following:

- representatives from key arts and culture anchors,
- representatives from the three District partner institutions,
- representatives from the Beverly Arts District 2.0 Advisory Committee,
- local artists, and
- creative enterprises.

A liaison to the Beverly Public Art Team should be appointed as part of the formation of the Implementation Committee. This Committee ought to meet at least quarterly for one to one-and-a-half hours each session over the first year of implementation. The minimum staffing required to establish and maintain a Beverly Arts District 2.0 Implementation Committee is estimated as follows:

Total Estimated Staffing Hours per Meeting **55 hrs**

As the Committee host, City of Beverly staffing responsibilities and time for this committee will include the following:

- Meeting Invitations and Logistics **10 hrs**
 - Inviting committee members
 - Setting meeting dates
 - Reserving meeting venues
 - Tracking participation
- Preparing meeting materials **15 hrs**
- Meeting Notes **15 hrs**
 - Recording meeting notes
 - Distributing meeting notes including
 - decisions made
 - outstanding tasks with deadlines
 - responsibilities assigned
- Monthly Communications with Committee Members **15 hrs**
 - Updates on implementation effort
 - Reminders of pending deadlines

Averaged over 13 weeks between meetings, this commitment is equal to approximately 2 hours per week, with the understanding that some weeks will require more time and others less.

Total Estimated Staffing Hours per Week **4 hrs/week**

In addition, the City of Beverly will contribute in-kind staff time for Planning Department staff and other relevant City staff to attend committee meetings and participate in the implementation effort through project initiation and management, permitting, and coordination with the Mayor's Office, City Council, and other government entities. For example, the City of Beverly will initiate pre-planning work for public art at District gateways and exploring policy options to increase the supply of affordable housing for artists in Beverly.

Beverly Main Streets Staffing Contribution

For Beverly Main Streets, in-kind staff support will include the following:

- Temporary donor solicitation dedicated to implementation of the Beverly Arts District via the Beverly Main Streets website,
- Participation in Beverly Arts District 2.0 Implementation Committee meetings,
- Review and comments on Work Plan developed by Implementation Committee,
- Managing responsibilities and projects prioritized and assigned during Committee meetings,
- Sharing information about Beverly Arts District 2.0 plan and implementation process, and
- Encouraging use of Essex County Creates arts calendar.

The minimum time commitment for staffing this implementation effort will include the current staff time required for managing District-related activities, preparation for and attendance at 4 meetings annually, and the additional time required to initiate and manage implementation projects assigned to the Beverly Main Streets.

Implementation Committee Member Contributions

The first year of implementation will be a largely volunteer effort to establish a sustainable management structure and renewable funding sources for district operations. The minimum volunteer time commitment for Implementation Committee members will include the following:

- Participation in quarterly meetings,
- Completion of tasks agreed upon by the Implementation Committee,
- Disseminating information about the Beverly Arts District 2.0 plan and implementation process, and
- Contributing to the Essex County Creates arts calendar.

Appendices

APPENDIX A: LIST OF PARTICIPANT AFFILIATIONS IN INTERVIEWS AND FOCUS GROUPS

APPENDIX B: NOTES ON ADVISORY COMMITTEE MEETINGS

FEBRUARY 26 MEETING

MAY 7 MEETING

JULY 18 MEETING

APPENDIX C: NOTES FROM FOCUS GROUPS

BEVERLY CREATIVE SENIORS

COMMUNITY GROUPS

CREATIVE PROFESSIONALS

ENDICOTT COLLEGE STUDENTS

APPENDIX D: ARTS AND CULTURE ASSETS IN BEVERLY

APPENDIX E: SWOT ANALYSIS MATERIALS

ANALYSIS HANDOUT

SWOT RESPONSES COMBINED

APPENDIX F: DISTRICT MANAGEMENT AND FUNDING STRATEGIES

NON-PROFIT MANAGEMENT MODEL

MUNICIPAL MANAGEMENT MODEL

Appendix A: List of participant affiliations in interviews and focus groups

- Porter Mill Studios
- Beverly Cultural Council
- Beverly Main Streets Board of Directors
- Beverly City Council
- Historic Beverly
- North Shore Music Theater
- Monserrat College
- Ward 2 Civic Association
- Rotary Club
- Beverly Farmer's Market
- Endicott College
- Express Yourself
- Students
- Retired Artists
- Writers
- Business owners
- Fashion Designers
- Game Designers
- Beverly High School
- Photographer

Appendix B: Advisory Committee Meeting Notes

Notes on Advisory Committee meeting - February 26 Meeting #1

Date of meeting: Monday February 26, 2018
Location hosted: Cabot Theatre
Time of meeting: 11:30 am – 1:30 pm
Number of attendees: 15
MAPC Staff: Annis Sengupta, Regional Arts & Culture Planner
Carolina Prieto, Community Engagement Specialist

Meeting Participants

Name	Affiliations
Jo Broderick	Montserrat College of Art
Paula Conrad	Owner of Express Yourself
Heather Demarkis	Manager, Clay Dreaming
Sue Goganion	Executive Director, Historic Beverly
Josh Hester	Firsthand Supply; Swiftkurrent
Andrew Houle	Local artist; coordinator of Comic Con; Porter Mills
Kathleen Moore	Endicott College and BMS Board
Brenda Murphy	Beverly Cultural Council; local artist and fashion designer; BMS Board
Karen Nascembeni	General Manager, North Shore Music Theatre
Joseph Slepoy	Live Music / Talent Manager, Round Table Entertainment
Casey Soward	Cabot Theatre
Gin Wallace	Executive Director, Beverly Main Streets
Aaron Clauson	Director of Planning, City of Beverly
Denise Deschamps	Economic Development Planner, City of Beverly,
Darlene Wynne	Assistant Planning Director, City of Beverly

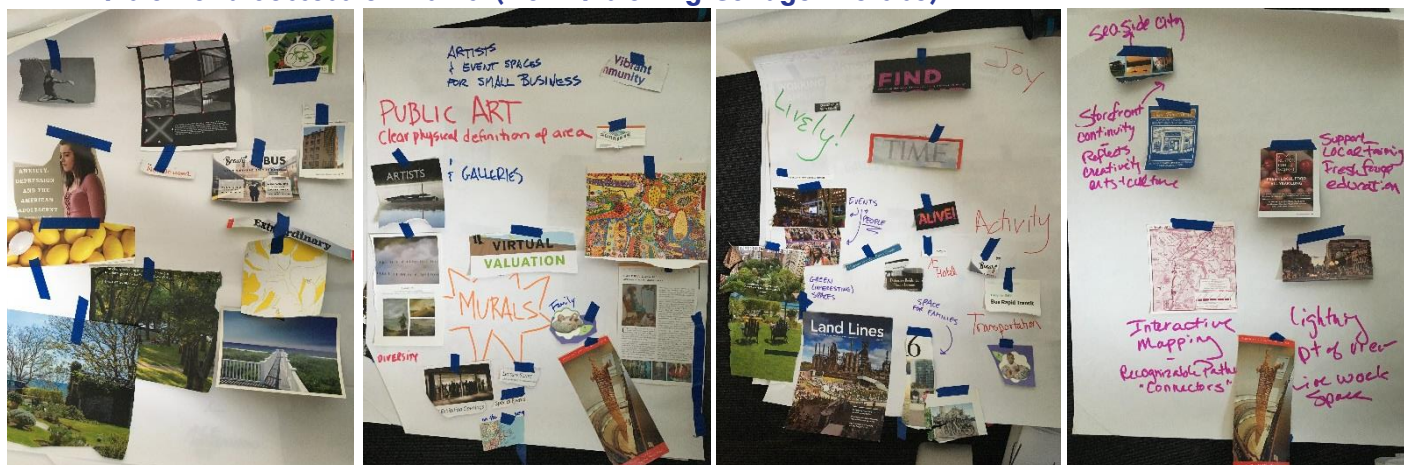
Favorite Arts and Cultural Assets

Favorite Arts & Cultural Assets	Frequency and Notes
Montserrat College of Art	3 "students bring new blood and fresh ideas"
The Cabot Theatre	3 "has important financial impact"
Events and Activity	3 ("Block parties", "Cabot Street scene", "Activity in the arts")
Beverly Main Streets	1
Endicott College	1
Cultural social capital in Beverly	1
The Hale Farm	1 "An underused historic asset"
North Shore Music Theatre	1
Red Fence Gallery	1

Questions/Comments:

Are we focusing on how to connect with people outside of Beverly and bring them in?
Or are we more focused on how to strengthen connections to the local community in Beverly?
Can we have more opportunities to interact as an advisory group besides three meetings?
Online platform for sharing information, e.g. Slack, Facebook group, Google group, etc.

Vision of a Successful District (from Visioning Collage Exercise)



Vision Themes and Comments:

Inclusive, Creative Identity

We will be on the map
 Storefront continuity will reflect creativity and arts and culture
 The District will feature a clear physical definition of the area
 The public realm – sidewalks, lighting – will have something that makes it stand apart from everything else.
 There is more public art
 There are more murals
 The District will be a vibrant community
 The District will feel lively and alive
 There will be diversity both in the types of art in the District and in the audiences reached
 The District will be better able to support folks who need more (white lemons)
 The District will bring more quality and depth to the art scene in Beverly as well as more diversity.

New Creative Programming and Events

We need more events, exhibitions, lecture series, special events, especially those that can help bring families downtown
 The District will feature a new music festival that extends down to the beach
 The District will have more events that bring people downtown and more consistently.
 The District will feature tours of distinctive residences

More Support for Artists

There is a strong artist community with galleries and art schools
 Working artists are supported
 New artist live/work space will support the arts district
 Students will be able to find affordable places to live after graduation

New Arts Spaces and Supporting Businesses

The District will feature bigger galleries and better shows
 Student artists and the arts community will be served by a new art store with
 A workshop area to meet as a community
 Opportunities to rent printmaking equipment and purchase framing supplies
 The District will be supported by a hotel (mentioned twice)
 The District will have more community spaces
 The District will feature more spaces and activities appropriate for kids and families
 E.g. Shipping container park with businesses and playspace in Lynnfield Marketplace

More Event and Performance Spaces

Young artists and art programs like the children's music schools will connect to performance space through the arts district.

The District will provide space and opportunities for young artists to perform

Event space is needed – there is a lack and we need more.

The Cabot is exciting, but it isn't enough

Better Defined Paths and Connections

The District will feature recognizable paths

from the District to the beach, BAD, the farm, festivals

Connection between BAD and Rantoul street will be stronger

We will overcome the disconnection among places by

Defining walking and biking paths among destinations

Create new ways to find Beverly's special places

Encourage visitors to follow paths to benefit the business community

The District will be strengthened by Bus Rapid Transit and transportation improvements.

The District will be supported by better transportation

Bike access to the District will be improved

Bikes will connect Beverly to Salem

New bike lanes on Rantoul Street will bridge the gap between the Beverly Depot and the arts district.

Bikes will be more readily available to help people get around the District and Beverly.

We will have more of an interactive map for the District and downtown

You can see the path with events – find out what is going on

In Gloucester, businesses sponsor artists

Stronger connections to natural resources

The District will include more green, interesting, beautiful public spaces

Beverly's proximity to the beach will be felt in the District – "we are a seaside city, the colors and images will make you feel it"

The District will highlight Beverly's natural beauty and surroundings

The arts district will support local farming and fresh food education

Success in One Word:

Ongoing Collaboration

"It-place"

Constant

People

Diversification

Unique

Lively

Inclusive

Amplification

Cohesive

Interactive

Destination

Aesthetically Pleasing

Public Art

Atmosphere

Barriers to Success in One Word:

Constant

Sharing Information

Dark Areas

Change-haters

Collaboration

Budgetary

Zoning

Aesthetic

Funding

Resources

Participation

Leadership

Branding

Isolation

Cost of Living

Parking

Green Spaces

Hotel

Space (to make and show art

Next Steps

Scheduling Focus Groups

Setting up communication platform

Sharing meeting notes

Scheduling second Advisory Group meeting

Appendix C: Notes from focus groups

Beverly Creative Seniors Focus Group Notes

Date of Focus group: Wednesday March 28, 2018
Location: Beverly Senior Center
Number of attendees: 5

Major Takeaways

Beverly Arts and Culture Assets:

Porter Mill

- “Porter Mill - I was there once or twice when wicked art was there and did art paint nights, and had a friend with a show there; but I almost never think to go there.”
- “There is almost monthly a new show or gallery - Porter Mill; there is twice a year an open studios where artists open studios to visitors.”

Clay Dreaming

- Peter Rockwell, Norman Rockwell’s son, lives in Beverly and works with clay at Clay Dreaming. He goes in there on his walker.

Endicott College

- “[Endicott College is] outside the arts district but ridiculous to exclude in terms of cultural activities; Shouldn’t be limited by the geography of the arts district”

Creative seniors:

- “We are very powerful as seniors - the things we know, what we’ve done, the people we know; we’ve got it; I can see some things happening under your radar but inspired by things together.”
- Margo Jones: Beverly Arts Guild - makes costumes and masks; art teacher; line-dancing class teacher at Senior Center

Montserrat galleries and activities

Larcom Theatre

- “Larcom Theatre is owned by a guy who is so open to the arts.”

Atomic Cafe

Arts Fest Beverly

Cabot Books

- hosts open mic for poets and prose writers once a month

Churches:

- The Episcopal Church is showing carvings of Norman Rockwell’s son.

Summer music series on the Common.

Writers workshops

- Held at Beverly Public Library and Cummings Center

Senior Center:

- We want more arts here at the senior center, we need more space here;
- There is a poetry slam at the senior center every two months
- Senior knitting - 12:30 Tuesdays at Senior Center

Ideas to strengthen the Arts District:**Sidewalk Poetry:**

- "In Peabody the library has a way of making stencils if you write a poem or haiku - there is something that lasts in the rain and they are having a workshop and all over town people will put writing on the sidewalk. That would be so neat to have through downtown Beverly."

Artist commissioned painted utility boxes:

- "In Salem, you see these great big power boxes - they have taken and commissioned artists to paint it - everywhere there is one of those power boxes, they are all different and creative; one time I saw someone painting one and almost called the police until I realized what they were doing."

Music matinees at The Cabot

- "The Cabot Theatre is a beautiful old theater. It would be great to have matinee shows with a fiddle player, guitar player - little recitals and concerts in that setting for seniors or at lunch hour for people on lunch break."
- "If there could be funding for this or minimal admission fee – subsidized somehow, that would be great."

Music and poetry at Ellis Square:

- "The underused square in town would be a perfect place for music and poetry."

More street musicians:

- "We need more street musicians - where used to live there were competitions for young people to play music."

Partnerships with Music Schools to bring in young musicians:

- "Young musicians need a place to get out there - they are trained, they are good."
- "Berklee College has a program with Salem where they come up once a month during the summer in front of the Old Town Hall to perform. There are a few music schools; get in touch with them and draw on them; that might be a source for low-cost talented people who would come up and perform; it could be guitarists or small groups during the winter in the theatre or other settings as well year round."
- "The Larcom might be receptive to having a small performance by a local musician; or group; or seniors."

More public art:

- "Public art and ideas for things that everyone can see, these are great ideas."
- "I love what is being done on the side of walls - it is great to see that take off- to round a corner and see a mural is spectacular."

A gathering space for artists:

- “There is no place specifically where artists or senior artists hang out together; it would be great to have a regular meeting; coffee, with practicing senior artists - not necessarily professional but at least trained and practicing; I know there are more than those around this table.”
- “It should be a little bit intergenerational - a goal in my life is to get to know people a decade or two older and younger - to enlarge footprint in life; senior artists coffees would be terrific – to build some kind of community.”
- “I would like to see inter-age, any age group but also want to see a senior group; our point of view and what we need is quite different from someone who is 22 or 25.”
- “Danvers has that big artists building just when you turn to marina - that building is a glorious building - they have an open Wednesday mornings for any artists that want to come and work on their projects to come into the space in the first floor - that is the kind of thing I was talking about; brick building route 62 towards 128 on your left;
- “They have been struggling financially with that space - they are partially successful; it is a big building; it other communities could share, maybe it would work better.”
- “The City should look for spaces like that that are underused that could be more used by other artists of any kind; the acoustics in Porter Mills are good, you can have music there.”

Annual Art Walk

- “I would love to see an annual walk through of all the galleries and tour of Monserrat - an art walk; when there are shows at the galleries to have a group get together.”

Community access to North Shore Music Theatre

- “See if they can make a commitment to donate their space for the good of the community - and have performances for low prices.”

Connecting art and history

- “Historic houses had shows on the local TV stations - artists would donate paintings that would be featured on the program. The paintings would be sold for the benefit of the historic society.”

Barriers to seniors’ participation in the District:

Communications

- Barbara wanted to see the Rockwell exhibit – heard about it in the newspaper – but can’t get a time; there is nobody there at the church; churches don’t have the money to put it on (as an open show);

Difficult to access some venues:

- Endicott College has so many cultural events; their site is very hard to navigate --- in terms of funding the right building and places to park. Sometimes it is worthwhile to get through it.
- The cost of events is often too high

Transportation:

- “I have not figured out Boston traffic - there is so much I would like to see, and I would like to see real communication with the Senior Center for small trips to some of the shows - local and regional.”
- “Patty is on the staff at the Senior Center as activities director - we can start that - we have one little bus, it could be an initiative for other communities as well.”
- Parking can be very difficult, especially in the winter.

Lack of centralized communication

- Is there “a grant for funding to set up a really cool website associated with Facebook as well?”
- “I am missing out on a lot. I hear about things after the fact that I didn’t even know about and Beverly is not a big, big city and it is so scattered sometimes - venues and stakeholders, getting the word out.”
- “It is really hard to find out what is happening”
- Churches and other venues have limited staff to make events more frequently accessible:

Needs of seniors:

Transportation:

- “I would love to see a bus from here to the Cabot.”
- “Some seniors need to use the ride, but hundreds of them are independent and have their own vehicles; seniors are not decrepit old people - we have people who support us, or you get in your own vehicle...”
- Parking

Senior discount – subsidized activities

- “See if the Music Theatre would offer shows for low prices.”

Clear and constant Communication on arts and culture in Beverly

- “We need a clearinghouse through Beverly Main Streets of what is going on already so people who are living in Beverly and are interested in the arts can find out.
- “A studio artist with an opening last Friday at the studio building - lots of people don’t know about the building [Porter Mills].”
- “It would be great to have one site with all of the goings on in Beverly, one source of information for all the arts related activities so people don’t have to go to the individual sites.”
- This clearing house is for what is happening and it is posted on some site somewhere -this is for what is already here – one website that has everything.”

How much would you be willing to pay for arts and culture activities?

- “I think the Cabot prices are terrific, especially for their matinees; they have to make money; their matinee prices never change; \$9 for movies”
- The Cabot’s music performances are too expensive.
- \$30 for music performances is too expensive and stops me from going
- \$5-7 for matinee music performances.

Who should partner with the District?

- The Cabot Theatre
- “The Cabot’s supporters include everyone with money.”
- Individual artists
- “I believe in grassroots; I could see taking to Cameron about throwing something on Facebook about getting senior artists together at the Atomic Cafe; instead of some of these things getting delayed by the wheels of bureaucracy.”

Communications Preferences:

- Staying in touch with each other, having opportunities to network and make connections
- Sharing contacts from this meeting
- Having publicity for the arts district in the newspapers, talking about it more as an arts district.

- Getting notifications for events
- “It is different if it is on a website than getting a notification - the place texts or emails this is happening.”
- “One of the things they don’t do well here is contact for what is going on; they have been doing it more on Facebook than the Senior Center does; if you like them it gets on your own Facebook page - under the Beverly Council on Aging Facebook page - reminder through Facebook about today’s meeting.”
- Facebook is a major source of communications

Community Groups Focus Group Notes

Date of Focus group: Monday March 14, 2018
 Location hosted: Webinar
 Number of attendees: 8

Major Takeaways

Beverly Arts and Culture Assets:

- North Shore Music Theatre
- Cabot Theatre
- Larcom Theatre
- Artsfest
- Montserrat Gallery
- Concerts at The Cabot
- Gallery openings
- Free live music outside
- Trails and Sails
- Theaters
- Waterfront
- Cabot Theatre
- Historic Beverly
- Beverly Homecoming
- GAR Hall (future asset)
- Mingo Gallery
- Porter mill
- Bev historic society
- Andy Bablo

How are we defining art?

- how is what ECCF does different from what we are doing on this call?

How do your organizations contribute to the Beverly Art Scene?

- Ward 2 Civic Association – renovation of the GAR Hall – it is near the Cabot – undertaking that to return it to community use – anything the community foresees – flexible seating – meetings, art

shows, we are working on it now, it is a couple of years out, but that will be part of the venues in the mix; they haven't decided whether it will be for a rental cost or for free; they haven't made a decision on that. It will be available to the community either paid for free.

- Program manager for Creative County initiative – Essex County Community Foundation – artists culture summit at The Cabot; next one in fall 2019; just closed deadline of applications for creative placemaking public art grants; we will be doing those grant programs over next 2 years, dec. 2019 and work with MAPC to create cultural planning workshops in subregions of Essex County through March 2019. Working on details now; March 2019-Dec 2019 doing county wide cultural action plan to do as a region; Essex County Creates Website launched as regional arts and culture calendar – hoping everyone registers and starts posting as artists, venues, organizations; - \$750,000 for two year pilot program.
- Montserrat is putting on dozens of exhibitions and free public programs all year round; continuing education classes for younger and older adults; free public lectures and workshops; we love people getting more engaged about what is happening in the galleries; relaunched an art walk where a bunch of open businesses were open later in conjunction with our art sale; want more people in the doors for an incredible line up of free public programming;
- Mingo
- Porter mill
- Bev historic society
- Andy Bablo
- Others
- Things to do; see at locations
- Rotary Club is more of a supporter – we are part of the community and want to continue to support that
- Historic Beverly does history programs, help people research history and how to research historic houses, we own two 17th century properties that feature static interpretations; offer free shakespeare at hale farm; work with montserrat a number of times – community art exhibit; we have six museum galleries with exhibits at The Cabot house;
- Currently the farmer's market has a 16 week season starting mid-June; we have live music at each market; it is a free event – no need to pay to be there – in a public space that has not had any programming in it in 2-3 decades; also a member of Beverly Homecoming Committee; we host some live free music events during homecoming week – end of July, first week of August; in role as City Councilor – connecting artists with grant funding through Cultural Council and through other city committees; Harbor Management Authority is helping to fund Tidal Shift public art project – and mural under bridge on waterfront; bringing attention to spaces, connecting artists to spaces and opportunities; Farmer's Market at Veteran's Memorial Park.
- North Shore Music Theatre's 5 show season starts in June – Maim, Peter Pan, Mama Mia, Jeckly and Hyde, Hairspray, Christmas Carol; education program started 2 years ago with classes from 8-108; adult classes very popular, incorporating more adult stuff as well; public speaking opportunities, looking for something other than going to the gym – expanding each year and creating more aspects for adults to learn and cultivating youth ages 8-18 through summer classes – production class, fall-winter and vacation week classes.
- Ward 2 Civic Association – distribution of information to people in the community – getting people together for meetings and gather info and working at Siemasko and Verbridge architects, do a lot of work on Rantoul Street and The Cabot Theatre- new bar area eg. The new development on Rantoul Street has impact on historic fabric downtown;

Barriers to Arts and Culture in Beverly –

- Money –
- [Money] that would be the number one thing –

- I think one of the things in operating the farmer's market or attending open studios is that we are getting a lot of artists supporting artists, which is really good; but we are not expanding the reach beyond a culturally connected crew; but I see that as a barrier
- I would agree [that we need to expand the arts community] – partly I think it is a culture-wide lack of visual education that people get so they don't think of contemporary art as something they are qualified to consume – how do we at Montserrat extend the invitation in a way to entice different kinds of groups – garden club; come in for a special tour, bridge the gap – it is intimidating; I think sometimes it is designed to be elite and make people feel uncomfortable – programming, signage can help.
- It is a problem of being invisible to the broader community – some people who support arts and culture don't visit the places that are doing arts and culture; if it were part of regular activities it would be better. Saw a page about arts and culture in Beverly, the museum was not in there, you have at least one museum in community; we think of the large scale activities, there are a lot of people...
- Marketing is a weakness for the arts in this community – small groups are trying to market on their own to their own small groups; broader marketing that crosses over would draw more people; talked about all things in one place
- If you are familiar with the arts district, you know what is included, if you are not in that world you don't. It would be interesting if there were more visual cues so someone in the space knows where they are and what is going on – loud language for that
- Building our local economy and supporting local entrepreneurs and businesses is key to keeping people in Beverly experiencing these cultural places
- Are the artists getting paid adequately for what they are doing? They can afford to live there because we are paying them for their art appropriately
- There needs to be a balance between the different art groups – there is a heavy concentration of visual arts. You have places like NSMT, The Cabot, Larcom, there was a large concentration of what can we do visually art wise; how do we foster the performing arts and film and dance? How do we encompass that as well? How do we not focus on one type of art?
- And culture – the history of Beverly and what is going on?

Solutions – what would make the District stronger?

- I think a way of getting a young family represented at some of these events, to extend the invitation to galleries and museums – Sue is doing this well with vacation programming for kids; getting them into the galleries and cultural events; if we are showing youth how they connect to our arts and culture; in twenty years there will be a pay off
- The arts and culture summit at the Cabot – there were a lot of creative people there, it would be great to broadcast that message to the wider public –
- ECCF uses a cross-sector strategy to include all sectors – business, philanthropic, municipal – in all work we are doing over the next couple of months; builds awareness and support over time; that is very much a part of our strategy; had 40 some odd applications for the 10 projects we'll be funding; people are already talking across sectors to make a better environment for arts to thrive;

Beverly Arts District in particular –

- What does it do, do people relate to it?
- We reference the District all the time at Montserrat – we think of the college as an integral part of the District and an engine for creative things happening along Cabot Street and beyond; we think of ourselves as a partner with so many other constituents that make up the District; it is an important identity at Montserrat?
- NSMT is sort of removed from the downtown portion of it, personally I do go to the Cabot, and go to restaurants; what would be great is more educational opportunities in the District – opps that

support each of the organizations; more adult education as well; missing in salem and bevelry; people want to learn how to do what artists do; I would use it more if there were more educational opportunities – stuff I could get involved in hands-on – I learn kinesthetically; things I could get involved in; great having a creative making space – blacksmithing forge; things I have done before but I have to go to waltham for stuff – somewhere in essex county to go and learn hands on would be beneficial; artists row in salem there are a bunch of hands on workshops – wood turning, hat making; not just arts and crafts; learning the process behind all that; not just looking at a piece, watching something, but actually creating something.

- A forge would be a great asset –
- I want to do welding – it is a skill that is useful outside of art – how do we make art useful outside of art for art's sake
- Singing lessons, karaoke night
- Along the lines of the paint bars – trying out the art, fostering that if there is something they are interested in.

Funding and Staffing: What would be next – how should it be funded –what would be the benefit people would expect from the distirct

- I would like to see the city begin to fund the arts district in a way it is not doing now including a percent for art program;
- for me, I think it is going to be difficult to advance the arts district to establish a place where the community is connecting to arts and culture without a dedicated manager for the District or public art in general for the city;
- as a city councilor and someone who has put up a lot of creative programming into the community because it connects to our organization mission – without city funding proper management of district, we don't have a chance of solidifying the presence of our arts district
- If the city can support diverse creative offerings downtown, but I also picture people trying to start creative businesses; starting a business is hard in itself, but without support frm the city it is going to be really hard to hold up your business; having someone who can think about what do we do with all these people into creating things on the weekends? Can we host a market to incubate creative businesses; someone dedicated to managing the District and brainstorming with all of these organizaitons
- That person should come from a creative background and be thinking out of the box and be willing to take risks
- Would city be willing to raise parking fees to help fund a position – the fees are so low now,
- That is all changing in July – parking fees are going up, there was some conversation about Aaron that you could create a dedicated income stream from parking fees to support a particular area; currently those funds are going into a parking revolving account because the whole parking program is expanding; nothing will shift with that for two years
- I think starting something as simple as taking a percent of our cash and putting it into a public art fund; that sounds like an easy first step for administration to take – by public art, I mean performance art, visual art and cultural connections
- I would like to see percentage of development go towards arts – a small percentage going to that so it feels like the neighborhood is getting a contribution to the neighborhood.

Role: What role would you play to improve the arts district and the arts in Beverly?

- Montserrat could build some of the space that folks want – workshops, class structures, things on the weekend to do; driving force in some of those activity, event space and experiential things; we are open to exploring opps to do that in galleries and outside of our walls
- Historic Beverly is always happy to collaborate with people, I love to promote everyting is going on; I have been part of things like this a lot; part of Boston Creates in Boston. The planning process

is great; to move forward it needs money behind it; partly from the city and private sources; non-profits are really stretched; I would like to see people with deeper pockets contributing as well.

- The Farmers Market can offer a venue with 300-500 people on a weekly basis in the summer time; I continue to expand performance participants, try to consciously say, “what am introducing people to?” It is awesome that kids who have never seen live music performance, see it here. I will continue to offer that cultural programming; space is available through collaboration – 3-7 local art therapy organization will run craft table this year, really good collaboration for both of us; happy to have other cultural programming and connections
- On the City side, I continue to advocate for percent for art and a position in planning department to manage the cultural district; not to take away from what Beverly Main Streets has done – having a creative person dedicated to supporting the arts district would make a huge difference.
- Do other cities have a position like that?
- Salem has a position as a result of a public art planning process – one recommendation was to hire someone. We are not close to adding that position, but I think a possibility; there are other communities that do percent for art in some capacity. More attainable for administration; different thresholds...
- Could broaden existing position to include role of cultural liaison; a person in newburyport took on herself to advocate to mayor that there is a need, wrote up a scope of work, made it happen herself; there are enough people and the Beverly planning dept is very forward thinking but stretched very thin.
- It seems that Beverly wants to hang their shingle on the idea of being an arts and cultural place – but we aren’t investing in it and that is where the disconnect is coming in. City needs to step up more in the initiative. We have a lot to grow from.

Creative Professionals Focus Group Notes

Date of Focus group: Wednesday March 28, 2018
Location hosted: Clay Dreaming
Number of attendees: 18

Major Takeaways

Ideal arts district has visual distinctiveness and public art

- “If I walk down Cabot Street, I could be walking down Rantoul, it would be the same. Can you make it a little bit different? Historic areas force people to [design with] a certain look or charm. It is a pretty big area.”
- “Design elements [are important].”

“Public art”

- “More murals.”
- “Trying to put murals on buildings.”
- “Putting murals on buildings is great.”
- “A mural on the brick side of a building; [the owner] would be open to it if the city could link him up with an artist.”
- “Utility boxes painted.”
- “Doing public art, spaces along the corridor are very limited; Ellis Square is an option, but it can’t be that big for public art. Not like there is a lot of green space and open space in the District.”
- “I asked the Sterling insurance to do a show in the windows; then TD Bank asked if they could do a show in the bank. I showed there last May or June; there are a lot of spaces in the corridor that could show artwork; many of the restaurants and stores; lots of places you can do it; in the bookstore for example.”
- “[People interested in doing something similar should] Make an appointment with owner/manager and work it out.”

Signage

- “Special zoning and signage in the arts district; if parents are visiting Montserrat, they need to say, “Wow! Where am I?” So they get out of their cars and explore – you need a strong visual impact.”
- “In the beginning of the cultural district, there was talk of doing something in the crosswalks – where each crosswalk is designed.”

Design

- “We also talked about a lighting project – we talked about lighting up all of the Main Street district with a lighting company to differentiate it from the surrounding area.”

Ideal arts district has more events

- The Block Party has been very successful because of the music, we have been doing those more - beer is the big draw; bands at the other end;
- Maybe there is a visual piece that could be added to that; if we could do some public workshops that were outside - steamrolling public art workshops; if the community sees that happening; some things that might be hands on for people

- “Events should define the District rather than signage to define the District. I would thrive on that kind of activity.”
- “When I visited Venice Beach they had an opening of all shops, galleries; a first Friday event that showcases all the artists’ work with complimentary wine and beer and drinks. [The event] invites the community out to walk and view all the art; something that could be regularly occurring first Friday, first Thursday; all shops open later than 8pm.

First Thursdays

- “Main Street tried to do that on First Thursdays - it is very expensive for the shop owners to maintain.”
- “For Friday night walks – it needs to be really consistent. It takes time to build a volume of traffic, so it needs to be a concerted effort and you won’t do it in the winter.”
- “We have this great theater. It would be great to have speakers/filmmakers come in to do presentations; Montserrat is doing that for their students.”
- People would pay for that.

Ideal arts district supports a more cohesive arts community

- “Every time I am going to something art based I find out there are amazing things and amazing people - more events to meet people who are doing cool things - creative agencies, toy companies.”
- “There is no way to share the energy - everything is a one-woman or one-man machine - needs to be something for people to share; I would find a list really helpful so I go to that list so I know everyone knows
- “The key is sharing the energy - I think there needs to be buy in from the most visible - business owners that line the streets of the District - some places you feel the energy.”
- “Beverly Main Streets is building a database for people living and working in Beverly.”

Ideal arts district functions as a hub of resources: insurance, financing, affordable housing

- “Artists also need to take care of the boring stuff; maybe lenders or insurers who are local - offering group health insurance. It would feel empowering if the boring aspect could be part of it - support local banks. We have bands that travel the entire world they are so famous, they go out from Beverly and come back - this place is a hotbed of awesome artists; and those artists would be more creative and had more freedom if didn’t have to worry about insurance and loans.”
- “I agree. I have a small food cart and my insurance from that is what covers my Porter Mills studio.”
- “In Bell Market - we did a skate park in there before and the hardest part was the insurance. The construction company I own had an insurance company that would cover it. The way it worked out was cool, but that isn’t available to everyone.”
- “In this map, what is circled here, it is really expensive real estate - the arts districts in other places are in the grimy parts of town; there are incredible parts of Beverly not being looked at. Atomic Cafe and Mingo are slogging it out to paying their mortgage; we should be pointing at the communities working their asses off to be here. Beverly is way bigger than Cabot or Rantoul - there are areas we should be pointing at - all artists should be able to afford a space to work; there should be things helping young and new artists to build them up and make them feel they can be here. Affordable live/work space - if we can pull some levers that would be helpful.”
- “It would be cool to ease the burden on artists who are just trying to get by; the artists would appreciate for life to be a bit easier - you have to incentivize why you should stay here; the first thing is rent; then going to a person to get insurance, bank accounts, etc. If there is a group that is put together; for an artist it is all in. [That artist] might say “I live in Somerville, but I am going to

move to Beverly because they have this all-in program.” This is a blue-collar town; you can get people to move here if you incentivize that. So you don’t need to worry about your cool new business - whatever you do for art, these guys have my back; not as much about showcasing art as about ‘we have your back.’”

- “I am thinking too; how do we keep alum from Montserrat and Endicott wanting to stay in this area? People have gone and can’t come back; people in their 20s can’t afford to live here anymore.”
- “Condos are filled - there are no places for single income people.”

Ideal arts district is a hub of information about arts activity in Beverly

- “Great for the arts district to be the hub.”
- “Let the District be the hub for information - artists can come to get access to information, resources, and events.”
- “I have mentioned to Jo Broderick - whenever I look through art magazines – Peducah, KY - or when I go to Provincetown to take classes at fine art work center... [the arts scene] is active all the time. With all of us and our capabilities can we not open it to Beverly at a wider scale? We need people to see it to draw people in; a website for that specifically - for the arts; all of us could do something in that regard.”

Ideal arts district generates more publicity for arts activities

- Having it posted in different places - announcing it more; it is hard to know what is going on - you get emails from Facebook groups. There is nowhere to see the events for the month
- “Historic Beverly is doing theater work at the Hale House as a hub to rebrand; but do people always know about it? We want people to know to come.”

Ideal arts district gets the community excited about the arts

- “A lot of businesses are open to showing work; but it is also important to get people involved to help us as artists, getting community to be excited about the art district - get people excited about our art work; how do we get the community to be excited about us as an art district if they are not artists?”
- “People don’t know what art is - if there is something huge that people participate in, you can encourage people to expand their understanding of art.”
- “A friend hosted Paint Nights in **Porter Mills** to get people who don’t think they are creative out there; not sure why it didn’t continue.”
- “Do we have people who are not artists - can we draw enough people to come to this?”

Beverly’s arts district needs a center for the arts

- Briscoe Middle School
- “Reuse Briscoe Middle School as center of arts community.”
- “It would be great for the District to encompass Briscoe – we need spaces where people can live/work that are affordable.”
- “There is nowhere to have a dinner in a cool space – I end up having events at Myopia - a place like Briscoe would be so great because it is the ugliest prettiest building in our whole community - incredible for people like me.”
- “A space like Briscoe would take a lot of buy in from the community - it would be in 100s of millions to bring it up to code; would need community buy in. Getting the energy is getting enough people to support it. The City is looking at [the Briscoe] for Public Works as well. They can have half of it. Something like the Cabot got a lot of backing and it is still there because of it; that

energy could become a resource for the whole community; could help sections that are not as well off right near there.”

Beverly's arts district needs stronger connections to the waterfront

- “Waterfront – waterfront on the Bass River there is a re-use committee. The area is being revised in zoning right now - not just have a parking lot for different companies - that is all happening right now and we could connect to it.”
- “In other art districts, there it is a secondary draw to the destination - what do people come for; without generating more traffic, the same 16 people go to the same events; we have a fantastic waterfront - people go there as a destination and the art is part of that.”
- “There are no waterfront restaurants - the riverfront can be a great place for exhibition space - the waterfront can evolve into a decayed artsy look; there needs to be more input from the city.”
- “This town is sitting on a gold-mine; four train stations and 7 beaches.”

Beverly's arts district needs to be staffed and needs leadership from the creative community

- “It is still disjointed - there hasn't been someone to spearhead bringing it all together; there is conflicting views of what could or should happen.”
- “Beverly Cultural Council can't take on that role. It focuses more on grant money; give out grant money to artists.”
- “We need communication, streamlining, affordability.”
- “The leadership of the District should be a consortium of all of the above: creative business owners, restaurant owners; etc.”
- “The City needs a staff person to help coordinate and communicate this activity.”
- “It has to start with the city - they designate how land is consumed.”

Potential partners:

- BevCam
- “BevCam. We should look into getting them involved. Walt is always looking for new programming – they could do a program about all of the creatives in Beverly.”
- “Someone is doing an open air art class, they could put it on and roll it into a kind of thing; I am amazed how many people watch BevCam.”
- Banks and Insurance Companies:
- “People at TD bank, People's United want to push the arts; Beverly Bank; a couple of those things have to answer to a higher power; you can ask them.”
- “Having those kinds of people as part of this whole group – it needs more publicity, reach-out.”
- “If we are making a list; I wonder if John Archer is in the loop - he has an insurance company Danvers Art Association started - why not invest in Beverly?”

Other comments: Make Beverly's arts scene more inclusive

- “I bet Beverly is more diverse than this room looks like right now - we need to consider - there is way more color in this town than just on Cabot Street; you have students who are diverse who could have an incredible future in the arts - that would be interesting to look at - I think this town is way bigger.”
- “It would be exciting to skew younger than some of the other organizations - pay attention to other races and people in the city.”

- “That was part of my original intent of coming here tonight - the students don’t have enough places to show their work; Briscoe is too beautiful to give away.”

Other comments: Support young artists and creative entrepreneurs to stay in Beverly

- “From Montserrat, a handful of people have come out and opened successful business.”
- “I wish there were more ways to develop the farm team - I could do connections to spaces.”
- “Other thing that is important to focus - Montserrat - it is important to keep that school here and downtown; it is in great shape financially; not worried about it; enrollment is up; young gentleman was second in command at MassArt.”
- “The high school has an internship program for seniors - kids in that program could work for the arts district.”

Where Artists Work in Beverly

At home:

- “Do a lot of the work at home - don’t have a specific spot; Montserrat, in their homes, Porter Mills - can’t think of any place that people do their work in the District”
- Work is done at studio at home; also studios at 222 Cabot - family dollar; studios are there, they do openings when it is nice out; go to openings at Mingo Gallery and Montserrat;

The Cabot

- “Cabot is a place, has a window storefront where artists teach.”
- “Cabot Cinema has been great with activations including artists just showcasing their work;
- “The Cabot with the street side bar - they are going to start using it for musicians, public can go in to listen to music; it is called the Streetside Bar.”
- “They are really open to different things; when the new owners first bought the Cabot and friends were making skate movies and they showed them there; they are open to doing things; from a creative standpoint, they will do anything; there are great people working there.”

The Larcom

- “I bet the Larcom is open to do programming.”
- 9 Wallis
- “9 Wallis.”
- The Common
- “People paint and do work there when it is nice out.”
- The public library
- “The library has call for artists once or twice a year.”
- Lynch Park
- “They used to have [art] lessons at Lynch Park and Barn.”
- Cummings Center
- “We [Express Yourself] exhibit once a year at Endicott College because it is the only place big enough for our large-scale set pieces.”

Montserrat

- “The kids put together an awesome event that they use the Cabot for at a reduced rate - there is something going on almost every day.”

Chianti

- “Chianti has live music all the time.”

The Castle

- “The Castle had a live comedy show last night - improv group thing.”
- “The Castle is hosting citywide Easter egg treasure hunt.”
- “They are letting people launch new games there; people in the gaming world can go there and have tests for their new games.”

Gentile Brewing Company

- “They are open to showing art; booked for a year.”

Atomic cafe

- “Many of the vendors throughout the area - are open to artists and working with artists - new place opened up have a lot of art from students hanging up for sale - many would be open to people approaching them.”

Endicott College Student Focus Group

Date of Focus group: Wednesday March 28, 2018
Location hosted: Endicott College
Number of attendees: 11

Major Takeaways

Students are aware of the arts activities on Cabot Street but do not participate in them

- “I know it exists, I have seen galleries and stuff.”
- “I know it exists, when I walk down Cabot Street, I see signs for an event or two but haven’t taken part.”
- “I know it exists, haven’t really fully experienced it firsthand.”
- “I can see it going through the main street in little pieces rather than having experienced it.”
- “I never knew it was an arts district, I knew about the Cabot. My uncle works with the Cabot and is best friends with the owners - really appreciated them saving it. Just think it is so cool how they did that.”

Endicott students do go to locations in Beverly to experience arts and culture

- Cafes – “Atomic Café is the one place people would go - more student geared locations for work. I am doing a project right now to interview local musicians - meeting at a cafe near them, learning about music.”
- “The Free Wall in Beverly. That is such an awesome area because of the water, the skate-park, train tracks and building. It is disconnected from the District, but it could be such a nice spot for things to happen. I have gone myself and see other people going there; it is right by the skate park - train depot, Beverly Depot; that is a really cool area - don’t know what the building is used for, maybe incorporated a free space area there expanding on [what is there now].”

Faculty and classes are an opportunity for students to interact with the District

- “My experience of the District is through a documentary photo class. The projects were all based in the city and it forced us to go out to meet new people. Maybe adding projects in the curriculum here to make us go there; have to be out and talking to people; experiential/experimental learning project could build connections.”

Ideal district would have public art and events during the school year to attract students

- “It should have a lot of visual impact - the look of the area.”
- “The public murals are what attracted me to realize this is an arts district - that public visuals is a good way to get people to feel more engaged with it.”
- “I don’t know if we do festivals or anything like that - when it is nice out that would be a good way to get people to go - would love to go to a bazaar - where there is food or art.”
- “Have events and create awareness - I have seen the murals but had no idea it was an arts district - events where artists can meet.”
- “If you like Beverly Main Streets on Facebook you will hear about their events.”
- “During the summer time Beverly Main Streets, we have block parties, always trying to have them while students are around - last one takes place in October, on Cabot Street, all summer long.”
- “I think [the events] are not taking place while students are here on campus.”
- “Activities or events that involve the community, making it have more of a socially justified purpose; being specifically aimed at a social impact, having a lot of college students around, that would be a huge draw.”

Endicott students face barriers to leaving campus

- “We are so isolated here - things come to us; we don’t go there often.”
- “As a freshman and sophomore, but once there is your own car - parking is an issue; park behind bank - not sure you are allowed.”
- “I get the impression that downtown Beverly is not open to being a college community because they want it to be more family based.”
- “I feel that way too.”
- “Parking.”
- “I love the parking fees - one quarter per hour is awesome instead of Boston.”

Students find cost and programming a barrier at North Shore Music Theatre and the Cabot

- “In terms of tickets, North Shore is way too expensive. They charge \$70-100; I could do \$30-40/ticket.”
- “The Cabot is more reasonably priced than NSMT; I feel like the Cabot has a lot of performances geared more toward older people - don’t know who performers are. If they were gearing it more toward younger audiences as well, it would help more people go into Beverly.”
- “Making it more of a variety of things - dance performance/dance companies; that would be amazing - I would definitely go; or a more affordable theater show - maybe Hair Spray.”
- “North Shore Music Theatre, the theater is so far away from everything else, it doesn’t make people go to Cabot Street.”

Upperclassmen are interested in having more places to make and show art in Beverly

- “I would love to see students be able to rent out space more and be able to go out of campus and be somewhere in Beverly to access photo studios something different from being in this setting.”
- “I was in the Artist and Craftsman Supply Store in Saugus - they do a pop up art sale - if you want to join it you can. Having things like that, catering to college students [would make me want to participate].”
- “Pop up sales or exhibits for students [would get me excited about the District].”
- “It would be cool to have an open studio in Beverly - if we had an opportunity to have a moderately priced location for exhibitions - that could be a really good way to bring up and exposing new artists in the scene.”

Students are interested in opportunities to bring different colleges in Beverly together

- I know Montserrat and Endicott are very split, even Gordon too, you wouldn’t know those three colleges are in Beverly - It feels like that is their spot in downtown and we are by the water; I feel like the students there... if there is something we could work together and do a collaboration
- “The District should be more prone to attracting people to the District - more events that could coincide with colleges coming together or attracting both of these colleges; hit a broad demographic. It is not a college town, but there are three colleges that border it - being more cultural as a college town - trying to hit on a broad spectrum of what college kids like.”
- “It is almost a conflict between Endicott and Montserrat - in the District - have a small tiny square that is an open studio or student lounge - creative bars where you can hang out and do work and network; worker space; maker space.”
- “If we had something off campus - if we could combine it with the Montserrat students as a group, it is such a large group, maybe it is a bigger draw.”
- “I would like to meet more people from Montserrat.”
- “I am always curious about them too.”
- “I didn’t know they existed as a school.”

The Student Activities Board is major source of information about events

- “The Student activities board, they send a weekly newsletter. It is not really art based. It would be nice to have art stuff in there. Everyone gets it too.”
- “In the weekly thing, they don’t include art events. They could include gallery things going on - that is a good way to get the word out. Students do check that weekly thing, if they added something there, it would get students more aware of what is going on there.”

Upperclassmen are looking for walkable communities to live in after graduation

- “The aspect of being able to walk within a town is important. “In Somerville and Rockport - walkability is huge for getting people to stay in an area. If I don’t need to drive to the next town to get things; making walkable areas - making it more visible. You could walk from here to Beverly if it was something that was a huge attraction of lots of things to do in a walkable space.”

Upperclassmen are interested in working in Boston and would be interested in living in Beverly if they could find affordable housing

- “More affordable housing. I could afford \$600 - \$800 per month if I were splitting that with a roommate - depending on including utilities. Having a laundromat in town. With utilities and laundry, prices go up to \$1600 – 1800/month. Within Beverly, it will be more expensive. I am just coming out of school; I have student loans under my name.”
- “Share housing? That seems sketchy, but share-buildings - dorm 2.0, apartment-dorm; equal sizes, spaces designed for younger adults not for families; when you have multiple bedrooms, equality throughout with common bathroom and kitchen space; thinking about not just a family town here; incorporate college kids, for kids to live here too.”
- I will be graduating - I am looking mainly in Boston; so it would be good to have more entry level marketing jobs in Beverly - now have an 1.5 hour commute everyday
- I would be drawn to work in Boston - how do you make something comfortable to come back to? The apartments near the train station are very pricey. I would love to live in them because they are mixed use but they are not affordable for someone just getting out of college.”
- “Discounted living/apartment rents.”

Upperclassmen would be interested in an arts center to access resources for starting out after college.

- “For studio artists, access to galleries that represent you in that area - you now have work here, so it is destination you remember. Being able to have more spaces available for younger demographics coming out of college would keep people willing to come back, staying in this area, presenting work here; keeps you constantly within this area; arts can go global - I have work in here for the next year or two.”
- “Having a community, creative space, that offers resources around here for artists - that would make me stay here. My goal is to get a job, keep my freelance business on the side. I need a creative space, photo studio with good lighting; being able to network, meeting more local people.”
- “It would be nice to have more galleries, more locations of businesses that show artwork not as the primary source of income and not be stressed about selling it. More cafes that offer a rotation of art to be shown.”
- The attraction of nightlife and day-life. If you have art cafes you hit on the older generations, middle aged, and hits on all of those in this broad store, arts is now working its way to this... really good opportunity for younger artists, that creates a real district feeling - arts is influencing everything.”

How does showing work happen?

- The cafe where I showed my work wanted to take a percentage out. I had to pay money to print them [the photos] and they didn't take any money whatsoever because I was working there at the time."
- "Where I work, they take 50%, which is kind of harsh; if they took 20% that would be more reasonable."

Students are interested in a membership structure for the District

- "I would want to have a trial period - a free 30 day trial - being able to talk about what to see more of, would probably sign up for something that was benefitting me."
- "I was part of a program like that - I had work in New Haven at an awesome art space. They were supposed to market me, but they didn't do it. I was supposed to have a gallery show when I rented it out as studio space. The space was really big and long - art all over the walls, make your own installations, all over the place." [example of what students would pay for]

Endicott students value the quaint look and feel of Cabot Street

- "They are planning to build two stories on top of a Cabot Street building - I feel like it takes away from the culture and historic - would hate to have a parking garage."
- "It takes away from the quaint look and feel."
- "Ruins the cute roofline of the street."

Appendix D: Arts and culture assets in Beverly

Based on feedback from focus groups, project partner input and site visits, the map below represents an updated inventory of arts and cultural assets in Beverly, with a focus on the Beverly Arts District. Data is up to date as of June 2018.

Educational Institutions

Montserrat College of Art (1, 23)
Endicott College

Artist Exhibition and Work Space

Performing Arts Venues

Cabot Theatre (2)
North Shore Music Theatre
Larcom Theatre (13)
9 Wallis (14)
Walter J. Manninen Center for the Arts

Galleries

Mingo Gallery and Custom Framing (5)
Montserrat 301 Cabot Gallery (1)
Montserrat Hardie Building Galleries (23):

- Montserrat Gallery
- Carol M. Schlosberg Gallery

Walter J. Manninen Center for the Arts Galleries:

- Heftler Visiting Artist Gallery
- Carol Grillo Gallery

Gallery at Porter Mill Studios

Artist Work Spaces

222 Cabot Street Studios (12)
Clay Dreaming Pottery Studio (18)
Montserrat Student Village Residence Hall and Studios
Studios at Porter Mill

Museums and Libraries

John Cabot House Historic Museum
Beverly Public Library

Public Art and Events

Public Art

Cabot Theatre Mural (A)
American Legion Building Mural (B)
1 Knowlton Street Mural (C)
Pond Street Mural (D)

Red Fence Gallery (E)
Virgin Mary in the Garden Statue (F, J)
Barrel House Mural (G)
Virgin Mary and Angel & Child Façade Sculptures (K)
Olympian Place Monument (L)
Odd Fellows Building Wall Plaques (M)
Soldiers and Sailors Monument (N)
Beverly Main Streets Art Banners
Beverly Free Wall
The Falconer Statue
Lynch Park Marble Lions
Vietnam Veterans Memorial at One Ellis Square (anticipated)
Essex Bridge Mural
15 Rantoul Street Mural
Beverly Gas and Tire Mural
Todd's Sporting Goods Mural

Events

Arts Fest Beverly (H)
Cabot Street Block Party (I)
North Shore Bacon 'n Brew Fest
Beverly Farmers Market
Beverly Homecoming
Trails and Sails
Harbor Fest
Beverly Regional Airport Air Show
Library Summer Music Series

Creative Businesses

Roost and Co. (4)
Cabot Street Books (6)
Good Neighbor
Field House (8)
Revive Dance Xchange (9)
Paper Asylum (20)
Steez Design (21)
Good Mojo Tattoo (22)
The Salty Cottage
Jackie's Tees
Art by Alyssa (23)
First Hand Supply
Tastebuds Kitchen
North of Boston Studios

Historic Resources

GAR Hall
Odd Fellows Building
Hale House
Balch House
Lynch Park and Carriage House
Hastings House

Community Organizations

Beverly Main Streets
YMCA of the North Shore
Historic Beverly
Guild of Beverly Artists
BevCAM
Beverly Council on Aging / Senior Center
Express Yourself

Restaurants, Bars, and Cafes

Chianti (3)
Atomic Café (7)
Soma (10)
Ellis Square Social (11)
A&B Burgers (15)
Bonefish Harry's
La Victoria (16)
Tartine (17)
Gentile Brewing Company
The Castle
Old Planters Brewing Co.
Channel Marker Brewing
Punta Cana Dominican Grill
Cityside Diner
Streetside Bar
En Fuego Cocina Mexicana
Crave
What's Brewin Café

Religious Institutions

Living Faith United Methodist Church
Dane Street Church
St. Mary Star of the Sea Catholic Church
First Parish Church
First Baptist Church
First Church of Christ, Scientist
St. Peter's Episcopal Church
Netcast Church

Appendix E: SWOT Analysis Materials

BEVERLY ARTS DISTRICT 2.0 FEEDBACK SWOT ANALYSIS SUMMARY

PROCESS

The vision statement below was drafted using language generated by Advisory Committee members at the first Advisory Committee meeting and adapted in response to feedback provided by Endicott College students, creative professionals, and creative seniors through a series of interviews and focus groups conducted in March and April, 2018. This draft will be further revised and updated with input from the Advisory Committee and feedback collected through additional interviews with district businesses and community groups in May.

ANALYSIS OVERVIEW

Feedback collected from the focus groups and interviews is rich in detail and ideas. The chart below begins to pull out topic areas frequently mentioned as district strengths, district weaknesses or needs, opportunities for the District to pursue, threats to district success. Among strengths, the prevalence of places where artists work is an important distinguishing feature of the District; however the District is perceived as needing a more distinctive visual character and identity anchored by a community art space. Staffing for the District to build partnerships and improve communication was also raised as a weakness, as was the need for affordable housing and services for artists. Threats identified included parking, transportation and a lack of communication and awareness about district events and activities.

Top Five Response Topics in each SWOT Category and % Topic Received of Total Responses in that Category							
Strengths Total:	48	Weaknesses Total:	76	Opportunities Total:	81	Threats Total:	52
Artist Work Spaces	35%	Visual distinctiveness	16%	Communication	12%	Parking And Transportation	21%
Performance Spaces	15%	Community Art Space	12%	Partnerships	12%	Communication	13%
Events	10%	Staffing	11%	Public Art	11%	Awareness	10%
Exhibition Space	10%	District Services for Artists	8%	Events	9%	Cost of Arts Programming	8%
Beaches / Waterfront	6%	Affordable Housing	8%	Diversity and Inclusion	7%	Partnerships	6%
Total Share of Category	77%	Total Share of Category	54%	Total Share of Category	52%	Total Share of Category	58%

SWOT Analysis

Beverly Arts District 2.0 Plan

FEEDBACK SWOT ANALYSIS SUMMARY

Topic	Assets	Weakness / Opportunity	Threats	AC Vision	Total
Total Response Frequency	34	185	60	38	317
Events	5	11	3	4	23
Partnerships	0	18	3	0	21
Community Art Space	0	15	1	4	20
Community Connections	0	17	1	2	20
Communication	0	12	7	0	19
Parking And Transportation	0	6	11	2	19
Visual distinctiveness	0	13	0	3	16
Public Art	3	9	1	2	15
Funding	0	12	3	0	15
Staffing	0	12	2	0	14
Diversity and Inclusion	0	6	3	4	13
Artist Work Spaces	8	2	1	0	11
District Services for Artists	0	9	0	0	9
Cost of Arts Programming	2	2	4	0	8
Bicycle and Pedestrian Connections	0	1	2	5	8
Broader Geography	0	2	0	5	7
Cultural Programming	7	0	0	0	7
Affordable Housing	0	6	0	0	6
Inter-College Connections	0	6	0	0	6
Information Hub	0	6	0	0	6
Marketing	0	4	2	0	6
Awareness	0	0	5	0	5
Beaches/Waterfront	3	1	0	1	5
Performance Spaces	0	2	0	2	4
Leadership Consortium	0	4	0	0	4
Performances	0	4	0	0	4
Exhibition Space	0	2	0	1	3
Distance between assets	0	0	3	0	3
Connections to Nature	0	0	0	3	3
Artists	3	0	0	0	3
Attracting Audiences	0	0	2	0	2
Type of Arts Programming	0	0	2	0	2
Unwelcoming To Students	0	0	2	0	2
Youth	0	2	0	0	2
Restaurants/Cafes	2	0	0	0	2
Walkability	1	0	0	0	1
Capacity	0	0	1	0	1
Permitting	0	1	0	0	1
Venue Staffing	0	0	1	0	1
Hotel	0	0	0	1	1
Paid Membership	0	0	0	0	0
Arts Education	0	0	0	0	0

Appendix F: District Management and Funding Model Details

As an element of work for the Beverly Arts District 2.0 Plan, MAPC initiated research into successful management and funding models employed by state designated cultural districts in Massachusetts. Three models and cases were identified:

- Municipal Services Agreement Model: Natick Center Cultural District
- Consortium Membership Model: Fenway Cultural District
- Municipal Management Model: HyArts Cultural District

Descriptions of these cultural districts and the management models that they exemplify are included below.

The Natick Center Cultural District and the Fenway Cultural District are both managed by non-profit entities that predated the cultural districts' formation. Both organizations operate their districts within scopes of work that extend beyond district management responsibilities.

Municipal Services Agreement Model

District Name: Natick Center Cultural District (NCCD)

Managing Entity: Natick Center Associates (NCA)

<http://www.natickcenter.org/>

Natick Center Associates is an independent 501c3 located in downtown Natick. Founded over 40 years ago with a mission of supporting downtown economic revitalization, the organization's Strategic Plan, 2015-2020, recommended its merger with the Natick Center Cultural District and helped guide that process. NCA's responsibility for managing the Natick Center Cultural District was formalized through a Memorandum of Understanding with the Town of Natick in 2015, which allocated \$80,000 from the Town's operating budget toward management of the District.

Year Designated: 2012

Major Takeaways

1. NCA made the Natick Center Cultural District central to its efforts to achieve broader economic development goals for Natick Center.
2. NCA uses committees and subcommittees to formalize relationships among and stay accountable to district partners, organizations and energized residents.
3. A Memorandum of Understanding with the town designates NCA as the managing entity for the District, delineates the Town's responsibilities for the District, establishes a Natick Center Cultural District Programming and Events committee, mandates a Town-designated "project representative" to act on its behalf as a member of the committee, and provides \$80,000 in funds for programming and events.
4. The subcommittee structure has given the Natick Center Cultural District flexibility to organize and engage new organizations and residents to contribute to the growth of the District.

Funding Sources

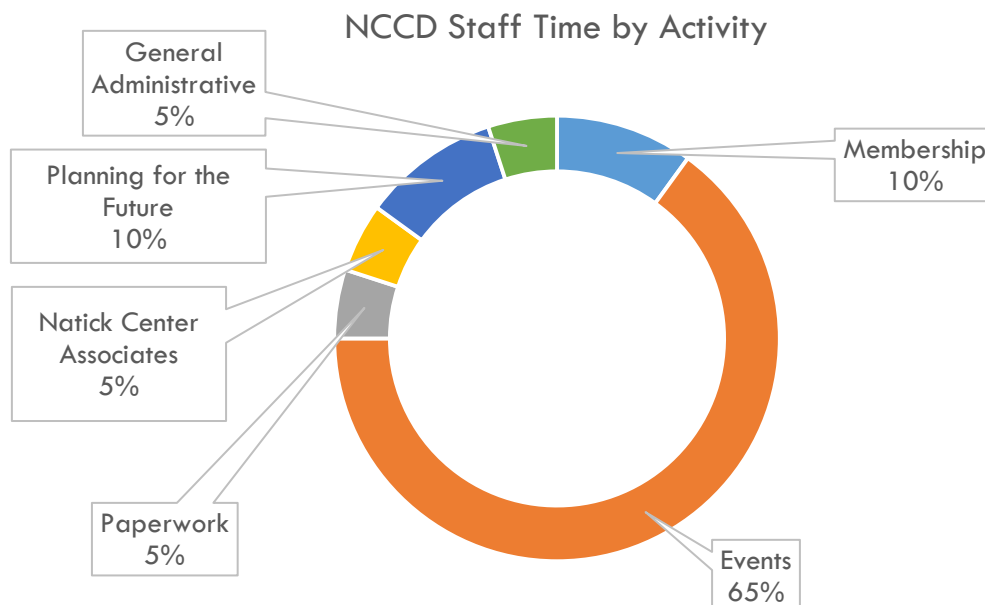
In addition to \$80,000 provided by the Town of Natick, NCA also offers a tiered membership model that nets approximately \$20,000 in annual revenue. An annual fundraiser, the Farmer's Market, and other

fundraising activities generate another \$28,000 collectively. Additional funds are raised through event sponsorships. Growth in fundraising, particularly through memberships, helped offset the loss of Adams Grant funding when the Massachusetts Cultural Council eliminated that program.

Membership Structure for Natick Center Cultural District	
NCCD Membership Category	Membership Fee
Individual or Individual Artist	\$ 25.00
Family	\$ 50.00
Sole Proprietor	\$ 50.00
Non Profit	\$ 50.00
Small business (less than 10 employees)	\$ 125.00
Business	\$ 600.00
Corporate	\$ 1500.00

Staffing

The Natick Center Cultural District is staffed by NCA. Staff includes a full-time executive director, a less-than-half-time administrative assistant, and a bookkeeper who works about 5 hours/week. Executive Director responsibilities include planning, coordinating, marketing, promoting and executing district-sponsored events throughout the year. In addition, the Executive Director is responsible for the administrative tasks associated with running a nonprofit, such as managing an annual membership drive, attending board meetings, running the Farmer's Market, and planning for future projects. Because events are the largest activity managed by cultural district staff, staff workload is heavier during the summer months during the peak of event season – between 40 and 50 hours per week with a lighter workload in the winter, between 30 and 40 hours per week. Events include weekly recurring events such as the Natick Farmer's Market, the Summer Concert Series, and the Family Performing Arts Series as well as annual recurring events including Multicultural Day, Spooktacular, and the Art Walk among others.



Measuring Success

In the Natick Center Cultural District Strategic Plan, 2015-2020, measures of success are identified for each of the plan's four pillars. The following metrics are identified for each pillar:

Pillar 1: Build Capacity for Arts and Cultural Development

- Number of events annually sponsored or co-sponsored by NCCD
- Social media interaction and page visits
- Number of visitors to NCCD events and organizations
- Number of visitors to consolidated online calendar

Pillar 2: Enhance Downtown Natick as a Community Gathering Place

- Improvements to downtown parking, TBD
- Increased use of public open space for arts and culture, TBD

Pillar 3: Foster Economic Development in Downtown Natick and the Community Overall

- Visitor count increases for annual events in downtown Natick measured by Natick Parks and Rec.

Pillar 4: Ensure the Long-term Stability and Success of the Cultural District

- Transition from separate governance to a combined organization with a shared Board, Executive Committee and full-time Executive Director
- Attendance at Board Meetings
- Coordination among Board members
- Consistent revenue stream to cover salary of full-time Executive Director

Tracking Metrics

As an organization, NCA does not consistently track data on these metrics except for those that can be tracked through web analytics software. The organization has successfully transitioned to a consolidated governance structure with consistent revenue to support the Executive Director's salary. In addition, the organization has started new events including Spooktacular, Multicultural Day, and a new Holi celebration. In addition, with their membership model, they are able to measure success through growth in memberships. Since the baseline established in 2011, the number of events that the Natick Center Cultural District organizes or helps to sponsor has grown from seven to nineteen.

Keys to Success

1. Build strong partnerships with cultural anchors, Town staff, and local chamber of commerce. Ask them to put money toward the District and programming.
2. Show businesses that you are focused helping their businesses thrive and giving them the opportunity to develop their own ideas.
3. Be open to new ideas and new people who want to start programming, letting things grow organically and providing opportunities to be part of the organization through subcommittees.

Consortium Membership Model

District Name: Fenway Cultural District
Managed by: Fenway Alliance

<http://fenwayculture.org/>

The Fenway Alliance is an independent 501c3 and a consortium of twenty-one major cultural, arts, and academic institutions located in the Fenway Cultural District. A membership service and advocacy organization since 1977, the organization is funded through a variety of sources including membership fees, grantwriting and fundraising. The Alliance leverages the strength of its member institutions to extend

their impact and promote neighborhood revitalization and community development with links to higher education and arts and culture.

Year Designated: 2012

Major Takeaways

1. The Fenway Alliance is an organization with over 40 years of expertise. They are a mature organization and their current executive director has been at the organization for 17 years. Their experience in the community positions them well to manage the Fenway Cultural District.
2. The activities from the cultural district address the mission, vision, and needs of the organization. The cultural district designation was a natural fit because it aligned well with what they were already programming in the area. Although it is not all of what they focus on, the cultural district is part of their work.
3. The three-tiered funding approach of grant funding, member institutions, and corporate partners program provides the organization the opportunity to sustain the Fenway Cultural District programming.

Funding Sources

Two thirds of funding for the Fenway Alliance comes from member institutions that are part of the Fenway Alliance. Twenty one institutions pay between \$5,000 to \$20,000 for this type of membership opportunity. One third of the funding for the District comes from a combination of grant writing and fundraising. Grants are submitted for specific programming such as public arts initiatives and signature festivals such as Opening Our Doors. Crowdsourcing for fundraising purposes occurs only one time per year, as the Fenway Alliance does not want to compete with their institutional partners that host many fundraising campaigns.

Corporate partners program

The corporate partners program funds much of the programming for the Fenway Alliance. Corporate members pay for a package and receive promotional marketing in festivals, promotion on the Fenway Alliance website, and access to meetings, individuals on the board and Fenway Alliance Executive Committee members.

Staffing and Measuring Success

The Fenway Cultural District is staffed by The Fenway Alliance. Staff includes a full-time executive director and an assistant director. Some of the desired qualities for an assistant director are the following:

- Festival work experience
- Grant writing
- Clear communication
- Ability to work with high status individuals / partners

Executive Committee

The executive committee is made up of institutional member leaders. They assist to decide the type of programming that is supported.

Fenway Cultural District Committee

The Fenway Cultural District Committee was developed when the organization applied for the cultural district designation and the renewal of the District. Since then, the volunteer committee is gathered on an ad-hoc basis depending on the needs of the organization. They are invited to organization events and gatherings.

Keys to Success

1. To successfully build a funding model, be clear about your intended use of the funding. The planned use of funds will guide fundraising work.
2. A cultural district committee is key to supporting your initiatives and making decisions about programming. You should establish a cultural district committee made up of various stakeholders including corporations, small businesses, arts related entities, artists, young people and others.

Municipal Management Model

District Names: HyArts Cultural District; Barnstable Village Cultural District

Managing Entities: Town of Barnstable Planning Department (HyArts Cultural District)

<http://artsbarnstable.com/arts>

The Town of Barnstable began its support of arts and culture in Hyannis with the Artist Shanties program of 2005. Using Adams Grant funds from the Massachusetts Cultural Council, the town hired an Arts and Culture Coordinator to manage a growing number of arts programs and facilities including the artist shanties, a public outdoor performance space, and a cultural campus. That staff person also assumed responsibility for marketing and promoting the HyArts cultural district when it received state designation in 2012.

Cape Cod Art Center

<https://www.capecodartassoc.org/>

The Cape Cod Art Center is an independent 501c3 founded in 1948. Its mission is 'to promote the creation and appreciation of visual art by providing a supportive environment for education and exhibitions.' It manages facilities that include galleries and studios and runs receptions and special events throughout the year including Art in the Village. It helped launch the Barnstable Village Cultural District in 2014 and became the financial agent for the Barnstable Village and HyArts Cultural Districts at that time.

Years Designated: 2012 (HyArts); 2014 (Barnstable Village)

Major Takeaways

1. The Town of Barnstable's investments in artist workspaces through the Artist Shanty program and performance venues through the Aselton Park and cultural campus development in Hyannis laid the foundation for a thriving arts community that the cultural districts build on.
2. Communication for the purposes of coordinated scheduling, marketing and promotion among district partners and organizations that run arts and cultural programming is the key responsibility for district staff.
3. One paid, full-time staff position within the Town allowed for the growth and expansion of municipal arts and culture initiatives.
4. Securing a dedicated funding source for cultural districts remains a challenge.

District Launch and Expansion

In 2005, a grant from the county launched the Artist Shanties program in Bismore Park, Hyannis. It is an incubator program for artists using seven sheds. The goal is to keep people from leaving Hyannis and to support the creative economy. In 2006, Aselton Park was transformed into an outdoor arts venue through the Growth Management Department as part of revitalizing downtown Hyannis. It created a walkway to

the sea from the downtown. In 2007, Barnstable purchased property in Hyannis and used it to create a community arts space and residential campus. Barnstable had started to brand the area as an arts campus before the launch of the District. That effort was staffed by many people wearing many different hats. There was an appreciation for the value of the arts from the top.

In 2012, the HyArts cultural district launched, and an arts and culture coordinator position in the Barnstable Planning Department was assigned to manage the cultural district as part of a set of responsibilities around supporting and promoting the arts in Barnstable's seven villages. In 2014, the Cape Cod Art Center, a 501c3 operating out of Barnstable Village, recognized the potential to extend its impact through a cultural district model that would coordinate arts and cultural activities in Barnstable Village. The Cape Cod Art Center was designated the fiscal agent for both cultural districts and manages accounts that fund the HyArts and Barnstable Village cultural districts.

Staffing

- HyArts Cultural District is staffed by the Special Projects, Arts and Culture, Coordinator in the Barnstable Planning Department. This is a full-time position tasked with managing the Arts Barnstable program and supporting and promoting the arts in all seven villages.
 - District management responsibilities primarily revolve around communication, coordination, and promotion, including the following:
 - Acting as a liaison for arts organizations and businesses; and
 - Marketing and promoting HyArts cultural district through:
 - Arts Barnstable Map
 - Walking Tour map
 - Releasing calls for artists.
- Barnstable Village Cultural District is staffed by the Executive Director of the Cape Cod Art Center. This is an unpaid, volunteer position whose primary responsibility is management of the Cape Cod Art Center. The Cape Cod Art Center operates two galleries and two studios for classes, demonstrations, and workshops, sustains a membership program for artists, and runs Art in the Village, an annual event.
 - District management responsibilities largely involve communication and coordination for marketing and promotion, including:
 - Convening partners for calendar coordination meeting
 - Communicating with partners to coordinate marketing of programs and collect data on impact; and
 - Managing financial accounts for both districts.
- Both districts engage in joint marketing, promotion, and coordination through informal communication and formal meetings.
 - Marketing activities include:
 - Facebook pages
 - Shared website: Arts Barnstable
 - Press releases from Town of Barnstable Arts and Culture Coordinator
 - Walking tour map distributed to chambers of commerce and kiosks on Main Street, welcome center kiosks, etc. by Town of Barnstable Arts and Culture Coordinator
 - Coordination activities include:
 - Attending an annual calendar coordination meeting
 - Sponsoring arts and cultural events

- Mobilizing and organizing volunteers
- Regular informal conversations with businesses, artists, and arts and culture organizations about events, activities, and marketing.
- Running programs targeted to artists
- Attending a Concierge Breakfast sponsored by the Main Street BID for all area hotels and motels to share information about the cultural districts and programming with their guests.

Funding

Neither cultural district has a dedicated revenue source though both are able to draw on revenue generated from other programs. The Sandy Neck excursion program for artists generates revenue that can be used by the Districts. The salary of the Arts and Culture Coordinator in the Barnstable Planning Department is covered from the Town's operating budget. That position was initially a part-time position half-funded by an Adams Grant from the Massachusetts Cultural Council, to support the Artist Shanties program and arts programming. It was eventually turned into a full time position: Arts and Culture Coordinator in the Planning Department; with half the salary covered out of the Town's operating budget. When the Adams Grant was cut, the town tried to have the position shared in another set of responsibilities but quickly realized a full-time staff person was needed.

Measuring Success

Because tourism is the primary driver of Barnstable's economy, success is largely measured in terms of the growth in visitation to Barnstable's village downtowns relative to the number of visitors passing through on their way to ferries and whale watching tours. Both districts use a combination of metrics tracked internally and those tracked by partner organizations, including:

- Sales trends (increase/decrease) and total dollars
- Visitors
- Event attendance tracked through crowd estimates and ticket sales
- Whale watch ticket sales
- Shanty Program revenue
- Visitors to Aselton Park and Cultural Campus
- Museum visitor counts
- Bus tour numbers
- Hotel rooms bookings and conferences (through Chambers of Commerce).

Keys to Success

1. Collaboration is the key. It is critical to establish relationships with the bigger venues and show that you care about what they are doing.
2. Communications and commitment are important both among partners and out to the greater community. It is important to get as many parties aware of what is happening and involved in the work. You may need to work to overcome misperceptions that people have about how the District will function and impact them.
3. Start slow and work your way up. People have to believe you are doing something that benefits them before they will buy into it.