



# Albion Arts Corridor

## Cultural Economic Development Strategy



Prepared for the Town of Wakefield  
Prepared by the Metropolitan Area Planning Council  
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## Preface

The Town of Wakefield received a technical assistance grant from the Metropolitan Area Planning Council to work on a cultural economic development strategy for Downtown Wakefield with a particular focus on Albion Street. The project kicked off in September of 2016 and wrapped up in the Spring of 2017. The purpose of the plan is to engage arts and culture as part of a broader economic development strategy for downtown Wakefield. While a strong arts and culture sector can make Wakefield an even more exciting and enriching place to call home, it can also serve as a key driver of economic development that creates jobs, supports small businesses, and increases Town tax rolls. The plan lays out short- and long-term action steps that can be taken by the Town and its partners to develop the Albion Arts Corridor and the surrounding Downtown into a thriving arts and culture destination.

In addition to providing recommendations and action items, the following report takes stock of the assets that are already present in Wakefield, provides a review of existing conditions, and an inventory of existing cultural assets. The report presents key takeaways from an extensive community outreach process that was conducted for the project, in addition to outlining the economic benefits of growing the arts and culture sector in the Downtown. Zoning changes to incentivize cultural and arts uses, mixed use development, and additional residential development in the Corridor are also examined, as these uses would all contribute to more activity and vibrancy in Downtown Wakefield.

Recommendations include strategies for supporting Wakefield's creative economy, creating and marketing a distinct arts and cultural identity for the Downtown, positioning the Albion Cultural Exchange Building as an anchor institution for arts and culture, and encouraging redevelopment that can support and grow a thriving arts and culture district.

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# Executive Summary

## Overview

The **Albion Arts Corridor Cultural Economic Development Strategy** engages arts and culture as part of a broader economic development strategy for downtown Wakefield. While a strong arts and culture sector can make Wakefield an even more exciting and enriching place to call home, it can also serve as a key driver of economic development that creates jobs, supports small businesses, and increases Town tax rolls. The plan lays out short- and long- term action steps that can be taken by the Town and its partners to develop Albion Street (the Albion Arts Corridor) and the surrounding Downtown (defined roughly as the areas between Main Street and North Avenue south of Lake Quannapowitt) into a thriving arts and culture destination. The report includes recommendations for achieving this vision that are structured around five major goals:

- Creating a distinct arts and cultural identity for Downtown and the Albion Arts Corridor.
- Transforming Albion Street into an active street and focal point for arts and culture.
- Redeveloping the Albion Cultural Exchange Building into a permanent arts and culture center.
- Marketing arts and culture in the Downtown.
- Zoning and redeveloping to support and grow a thriving arts and culture district Downtown.

These recommendations are based off of a review of the Town's existing assets, an analysis of feedback heard through an extensive community engagement process, and an overview of the economic development benefits of increasing arts and culture opportunities in the Downtown.

## Historical Identity and Cultural Assets

The Town of Wakefield is a scenic New England town with a strong historical identity tied to individual creativity. The Town is rich with arts and cultural assets including people, places, and activities. Cultural assets are defined broadly and include creative individuals, arts and cultural organizations, organizations, venues for the arts including outdoor areas and natural features, historic buildings and sites, annual events, festivals, traditions, and local products. The Town today has over 40 core creative businesses and around 20 different arts and culture organizations that support artists or various aspects of Wakefield's culture. The Town also has some beautiful venues that host theatre, music, and visual arts and has over 100 places listed on the National Register. Wakefield has regular festivals and events that incorporate or feature art or culture in some form and boasts an impressive community of active artists with over 60 individuals registered with the Arts Collaborative of Wakefield, a group whose mission is to support Wakefield's visual arts and craftsmen. There are also a number of venues Downtown that host arts- or culture-related events, including the library and the Americal Civic Center. The Albion Cultural Exchange in particular has been a tremendous asset for the Downtown, drawing a number of people out for arts and culture events as part of the First Thursday program. The building has great potential to be permanently redeveloped into an arts and culture center and to serve as an anchor for arts and culture activities in the Downtown.

## Demographics

The Town of Wakefield has significant Irish and Italian populations and there are a number of events throughout the year that celebrate the Town's heritage. Wakefield is also an affluent and highly educated community with a growing senior population. By 2030, the number of households in Wakefield is projected to increase by almost 14%, with the most growth in households with a householder over 60 years old. This demographic information is important to consider because retirees and seniors who have disposable

income and free time are often interested in supporting the arts. Research also demonstrates that educational attainment has a high positive association with attendance at visual and performance arts events. Higher family household income also has a positive link with attendance at particular types of performance art events.<sup>1</sup> The median household income for Wakefield residents is \$83,573 and almost half of the residents have a bachelor's degree.

## Community Outreach

Through an extensive community outreach process, MAPC learned that there was great enthusiasm for growing arts and culture in Wakefield. We heard many great ideas from the community on how arts and culture could be more actively incorporated and featured throughout the Downtown. These ideas ranged from integrating more art into existing parks, doing guided tours of arts, culture, and history Downtown, identifying properties and/or sites that could be converted into artist lofts, creating more permanent spaces for art to be displayed, and better utilizing spaces such as the Americal Civic Center. The community suggested that more art in general around town, artist studio space, galleries, and more venues for artists to perform were critical for Wakefield's success as an arts and culture destination. We also heard that more general issues in the Downtown needed to be addressed to draw more people in, such as parking management, more active landlords, streetscaping, lighting, and signage. Another suggestion that came up frequently was to designate one central organization that could manage arts and culture activities. The number of groups hosting different activities and sponsoring different initiatives in the Downtown was viewed as being uncoordinated.

## Market For the Arts

Through research, MAPC discovered that active promotion of the creative economy yields many benefits. According to Americans for the Arts, studies on consumer behavior show that tourists that seek out arts and authentic cultural experiences such as festivals and performances are more likely to stay longer at their destinations and spend more at local businesses. Attendees of arts events spend an average of \$24.60 per person beyond the cost of admission for their event on items such as meals, retail, childcare, transportation, and parking.<sup>2</sup> Considering the cost of admission for events in community-based arts centers and venues typically ranges from \$20 - \$50<sup>3</sup>, the local economic impact of each event attendee is potentially two-fold.

There is great potential to take advantage of these trends in Wakefield. In fact, consumers in and around Wakefield spend more on average for admissions to arts and culture events, arts and crafts, and media subscriptions than county and state-level counterparts. Wakefield consumers also have comparatively higher spending potential (SPI) in these categories compared to the US average.<sup>4</sup> Seniors in particular tend to be generous supporters of the arts and charitable organizations.

There is currently high demand within the regional arts and culture market for artist studio space, classes, and cultural events. The Albion Arts Corridor and ACE Building are well poised to meet some of this demand. In addition to meeting demand, gallery space in the building can serve the community by

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<sup>1</sup> National Endowment for the Arts, "A Decade of Arts Engagement: Findings from the Survey of Public Participation in the Arts, 2002-2012"

<sup>2</sup> Americans for the Arts Economic Prosperity IV, 2012

<sup>3</sup> Ticket prices for concerts at Natick Center for the Arts start at \$22; Mosesian Center (Watertown) start at \$20, theatre performances at Arlington Center for the Arts start at \$25, Stoneham Theatre start at \$45.

<sup>4</sup> ESRI Business Analyst

allowing better access to art and culture while also providing exposure to artists who can showcase and sell their work. Classes or educational programming in the building can contribute to the local economy by generating jobs as well as fostering appreciation for the arts.

Outside of the ACE building, MAPC also learned through a survey that respondents had a high level of interest in seeing more performance space in Wakefield. A facility dedicated to performance arts in Wakefield's Downtown or in the Albion Arts Corridor can potentially meet the high level of resident interest in live performances and bring in more consumer spending at local restaurants and businesses. Working studios, space for arts programming, and exhibition space are lacking and needed in the Town. Potential uses that should be prioritized for the Albion Arts Corridor should include these three types of spaces. Artists' work space in particular is in high demand at the regional level.

### Albion Cultural Exchange

The Albion Arts Corridor and ACE Building have great potential to meet some of this market demand. The property and building at 9 Albion Street, also known as the Albion Cultural Exchange (ACE) Building, is currently owned and managed by the Town of Wakefield. The building comprises three levels and has a footprint of approximately 2,480 square feet, or a gross area of 7,440 square feet. The Town and the ACE Committee have made significant strides in repurposing the space, enabling the ground floor to be actively used for arts and culture events and programming organized by the Albion Cultural Exchange Committee. The events have been well attended and have demonstrated that there is interest within Town to support arts and culture programming within the building. The ground floor is, however, the only floor currently in use; it still retains the layout of its former use, and much of the space is divided into closed offices and therefore unsuitable for a gallery setting. The basement and second levels are currently not in use due to accessibility issues and lack of functioning bathrooms. In order to continue the momentum of the Albion Cultural Exchange Committee and to realize the full potential of the building as an arts and culture center, significant updates and renovations will be required.

The building should be renovated into a permanent arts and culture center that includes working studios, space for arts programming, and exhibition space. MAPC recommends the following structure through the renovation process and subsequent operation as a arts center. Management of the building can remain as the responsibility of the Department of Public Works' Buildings Manager. In order to lead programming at the building, the Town should hire a Cultural Affairs Coordinator to sit within the Town Administrator's office or another department deemed appropriate by the Town Administrator and Board of Selectmen. This coordinator can work with the ACE committee to continue programming and to evolve the building through renovations. The Cultural Affairs Coordinator can also manage leases within the building and develop an annual strategy for leveraging arts and culture for economic development Downtown. The Cultural Affairs Coordinator should also staff an Arts and Culture Economic Council, made up of various stakeholders who work with both artists and local businesses in Downtown Wakefield (e.g. members of the Albion Cultural Exchange Committee, Events Planning Committee, Merchants Group, Main Streets Group, Wakefield Lynnfield Chamber of Commerce, etc.). The council should meet at least semi-annually and should advise the Cultural Affairs Coordinator on annual work planning and ideas for arts and culture events. The Cultural Affairs Coordinator should make (at minimum) an annual report to the Board of Selectmen on arts and culture activities in the ACE Building and throughout Town. It is also important to note that Town Counsel and other leaders should carefully craft lease agreements that protect the Town from liability risks.

## Zoning and Redevelopment

MAPC staff reviewed the zoning along Albion Street in order to assess opportunities and/or barriers to spurring economic development and generating arts and cultural activities in the Downtown. Staff worked with the Town to specifically look for ways to incentivize cultural and arts uses, mixed use development, and additional residential uses in the corridor. These uses would all contribute to more activity and vibrancy in Downtown Wakefield and potentially attract people who are interested in supporting arts and culture. MAPC recommends creating either an optional Arts and Culture Overlay or a new underlying arts and cultural zoning district for Downtown Wakefield. The new zoning should include a clear purpose, site plan review, arts and culture definitions, procedures, and dimensional requirements. Shared parking and design review should also be explored as part of this zoning.

## Summary of Recommendations

### Create a distinct arts and cultural identity for Downtown and the Albion Arts Corridor

- **Establish an organizational structure to promote the arts.** A Town Cultural Affairs Coordinator can develop an annual strategy for leveraging arts and culture for economic development and facilitate partnerships between informal groups, town committees, and local businesses. The Cultural Affairs Coordinator can staff an Arts and Cultural Economic Council made of various stakeholders who work with artists and businesses in the Downtown.
- **Diversify arts and culture offerings to meet wider demand.** A Town Cultural Affairs Coordinator could coordinate promotions between businesses and arts organizations, encouraging retailers to host arts and culture events while directing arts patrons to local restaurants and stores. Experience-based arts and culture exhibitions can broaden the arts' reach within the community.
- **Identify additional venues to host performances.** Wakefield's school auditorium spaces and the Americal Civic Center represent ideal spaces for arts and culture events – they can be more frequently leveraged.
- **Strengthen resources available to existing artists.** The Arts Collaborative of Wakefield's (ACW) directory is a valuable resource for connecting local artists and should be strengthened. Wakefield should explore other ways to connect and support its artists, such as providing opportunities for artists to participate in temporary public art projects, continuing to actively integrate arts and culture into existing festivals, hosting events such as Open Studios, and providing technical support to artists who may want to open a gallery and need assistance in running a business.
- **Attract new artists and creative enterprises.** Tracking and marketing available studio space can help with recruiting or expanding creative businesses. Coordinating outreach to existing creative businesses in other communities that may want to open another location in Wakefield is another effective strategy.

### Albion Street as a Focal Point for Arts and Culture

- **Install wayfinding elements Downtown.** Local artists can help in designing signage that makes Downtown more visitor-friendly and alerts residents to artistic and cultural events or businesses.
- **Implement streetscape improvements.** Parklets, bike lanes, crosswalks, and landscaping can encourage foot traffic by creating a friendlier pedestrian environment. Creative temporary streetscaping can also directly involve artists.
- **Improve building facades.** The Town can work to link artists to local businesses who would like to upgrade their storefront facades or window displays.

- **Activate Albion Street to draw foot traffic.** Pop-up galleries, food vendors and pedestrian-only outdoor events can build a festival atmosphere that makes Albion Street a natural draw.

### **Redevelop the Albion Cultural Exchange Building into an Arts and Culture Center.**

- **Create a long term plan for management and programming of the building.** The building should ultimately function as an incubation space and include studio space, programming, and exhibition/rehearsal space. The DPW Buildings' Manager and a Town-hired Cultural Affairs Coordinator can work together to manage and program the building.
- **Explore redevelopment opportunities for the site.** The transformation of the building into a true arts and culture hub will require architectural plans, fundraising, advocacy, and further study, but can give Wakefield a competitive advantage in arts and culture for decades to come.

### **Market Downtown Wakefield as an Arts and Culture Destination.**

- **Create a website to feature arts and cultural assets.** An interactive site can feature artist profiles and a well-maintained Town Calendar to get the word out about events.
- **Use technology to market the arts.** Apps, social media, and other technologies can help artists and business owners to engage with potential customers in more exciting ways. Geo-linked apps can help interested visitors learn about the Town's history, assets, and events in real time as they move about Downtown.
- **Promote the Albion Cultural Exchange building as an anchor for the arts.** First Thursday, Open Studios, and similar events cater to a wide audience and grow the number of arts-supporters in Wakefield. Active programming during the anticipated renovation period will be critical to maintaining a presence as an arts hub and institution.
- **Cross-promote with local businesses.** Later business hours, coupons, and well-placed advertising can help drive attendees of arts and cultural events towards other Downtown businesses like restaurants and retail. The Wakefield Main Streets organization's newsletter presents an opportunity to market the arts among the business community and encourage collaboration.
- **Consider applying for cultural district designation.** The Massachusetts Cultural Council's designation can result in increased marketing and priority funding when the state allocates funding to the arts.

### **Encourage zoning and redevelopment that can support and grow a thriving Arts and Culture District in Downtown.**

- **Modify zoning and encourage mixed use development.** New residential and mixed use development can create a critical mass of customers for both arts and culture endeavors and local businesses.
- **Remove regulatory barriers.** A zoning bylaw can help to clarify, encourage, and facilitate creative enterprises and arts and culture uses. A streamlined permitting process for artistic and artisanal uses can reap large dividends.
- **Create incentives for landlords to invest in their properties.** Well-maintained and attractive Downtown properties can make the area a more vibrant and pleasant space in which to linger.

# Introduction and Study Context

## Project Background

The Albion Arts Corridor Economic Development Strategy aims to provide action items that will grow, enable, and encourage the artistic and cultural community in Wakefield, Massachusetts. While a strong arts and culture sector can make Wakefield an even more exciting and enriching place to call home, it can also serve as a key driver of economic development that creates jobs, supports small businesses, and increases Town tax rolls. In collaboration with the Town of Wakefield and the Albion Cultural Exchange Committee, MAPC staff have assembled recommendations for enhancing and growing the arts and culture sector in Wakefield.

Building on the momentum of the Albion Cultural Exchange Committee, a group of individuals who have already begun to enliven the arts and culture scene in Downtown Wakefield, this report includes detailed actionable strategies that can make Downtown Wakefield a thriving arts and cultural destination, with Albion Street and the Albion Cultural Exchange building at its core. Recommendations range from short term, easily implementable improvements like public art or sidewalk benches to longer term and more challenging changes like zoning code revisions that support arts and culture and allow for development types that Wakefield residents support.

A strong community outreach campaign has helped MAPC to learn about the vision for arts and culture in Wakefield, and about the strong assets that already exist in the community and might be marketed more broadly. This report provides collected data on Wakefield's market for the arts, confirming that residents' ideas for cultural activation remain feasible in light of local market realities. Similarly, a review of Wakefield's zoning code within the Downtown and Albion Arts Corridor is examined in tandem with proposed artistic and cultural uses to identify challenges and opportunities.

These findings enable MAPC to provide a series of recommendations that aim to activate the Albion Arts Corridor as a center of arts and culture, with compound economic benefits for the rest of Downtown and Wakefield more broadly. In addition to these ideas for city government, artists, local businesses, developers, and others, this report aims to inspire and excite local champions of the arts, who have the passion and drive to turn the vision into a reality.

## Study Area

Wakefield's Downtown is roughly defined as the area between Main Street and North Avenue south of Lake Quannapowitt. The two main streets in Wakefield each have different characteristics, strengths, and challenges. North Avenue is a heavily auto-oriented, north-south connector that forms the western boundary of Wakefield's business district. The commuter rail station is also located on North Avenue at the intersection of Albion Street. For transit commuters, the avenue serves as a gateway for the Town. Main Street is the historic commercial core of the Downtown with the majority of restaurants and retail. There are a number of historic buildings along Main Street, including the Beebe Library, Wakefield Town Hall, and the Unitarian Universalist Church of Wakefield, to name a few. Albion Street connects North and Main and has a quirkier, more artsy character. These three corridors function as the economic, historic, and cultural heart of Wakefield. Knitted together by impressive municipal buildings, historic churches, an array of mostly independent businesses and proximity to the Wakefield Common and the lake beyond, Downtown typifies many of the best attributes of historic New England Towns.

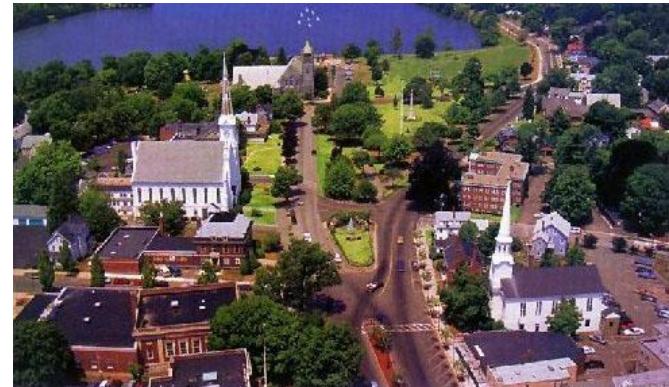


Figure 1: Wakefield, the Common, and Lake Quannapowitt

## Albion Street

There is significant potential for arts and culture to expand and grow throughout the Downtown. This study examines Albion Street in particular as a possible starting point to foster this type of growth. Albion Street currently has a small cluster of creative economy businesses, ranging from artists' studios, arts education services, design services, publishers, and performance arts. Specific businesses include Kidcasso and Create

Artisan Studio, two locally owned businesses that have helped engage residents of all ages in artistic work. Near the intersection with North Avenue, the Furniture Whisperer offers furniture design and consulting services. A unique gift store for pets called Gone to the Dogs offers an opportunity for browsing retail while LB Music School and Movement Dance Studio offer music and dance lessons respectively. Albion Street has a history of hosting a number of arts and crafts stores and has great potential to serve as a locus for creative activities within Downtown Wakefield.

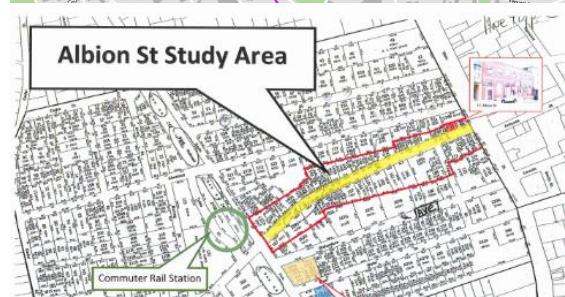
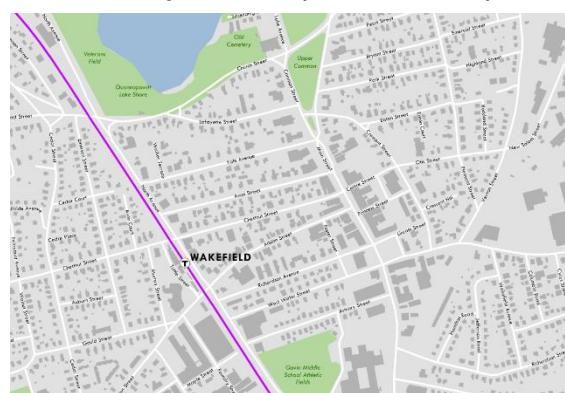


Figure 2: Wakefield & the Albion Street study area

In addition to existing creative endeavors along Albion Street, the corridor also presents an ideal space for transit-oriented development as the core of Wakefield's revitalized arts community. Albion Street is book-ended by the MBTA Commuter Rail stop at the intersection of North Avenue and the Albion Cultural Exchange Building (ACE Building) near the intersection of Main Street. With an eclectic mix of architectural styles and floorplate sizes, Albion has a unique, even quirky aesthetic. The majority of its building stock meets the sidewalk, creating

a mostly tight street wall that makes for a very walkable environment. The street as is has mostly one- and two-story buildings with potential for added density.

Although Albion Street is the focus of the study, the recommendations detailed in this report should be applied with a much broader brush. Arts and culture can and should be incorporated throughout the Downtown. Connections to the various assets throughout the community should be considered in order to most effectively promote arts and culture and related economic development.

# Wakefield Today

## Cultural and Historical Identity

From its earliest days as an established Town, Wakefield has been a place full of people making things and expressing themselves creatively. The Town, which traces its history to as early as 1639, broke away from Reading in 1812. After splitting from Reading, the Town originally took the name of South Reading, later renaming themselves after Cyrus Wakefield, a resident and philanthropist, in 1868. A former grocer, Wakefield was an entrepreneur who began an industry that employed craftsmen and earned his fortune turning imported reeds into elegant and innovative wicker and rattan furniture. His firm perfected certain industrial elements of the refining process, but “there was enormous individual design and creativity [involved] in the production of... thousands of chairs, buggies, rugs, tables, and other items” (Bertrand). True pieces of art, many of the Wakefield Rattan Company’s products are on display at the Wakefield History Museum. Wakefield Rattan Company merged with Heywood Brothers of Gardner, Mass. in 1897 and, as Heywood-Wakefield Company, continued to manufacture rattan products in Wakefield until 1930. While the then-renowned Wakefield Rattan Company eventually closed for good, Cyrus’ creative mark on the Town endures.



Figure 3: Wakefield Wicker, Source: Nancy Bertrand

In addition to the rattan industry, Wakefield was also home to a number of other industries in the 1800's, particularly after the Boston and Maine Railroad arrived. The shoe industry thrived in Wakefield in addition to the ice industry which involved harvesting ice from local lakes. The Hartshorne House, on the shores of Lake Quannapowitt and Wakefield's oldest home, actually housed ice industry workers at one point in its history. Other large companies that located in Wakefield near the beginning of the 20<sup>th</sup> Century included Miller Piano Factory and the Winship Boit & Company (Harvard Knitting Mills).<sup>5</sup>

Although the Town of Wakefield is no longer a flourishing manufacturing center, it is still the home of one very notable business that again harkens back to Wakefield's history of craft. The Guillow airplane company is located on New Salem Street near Downtown Wakefield. The company opened in 1926 and sells small balsa wood construction kits of combat aircrafts.<sup>6</sup>

The Town of Wakefield also interestingly used to be the home of Pleasure Island, an 80 acre theme park, located at the site of the present Edgewater Park office complex and Reedy Meadow Conservation Land. The park first opened on June 22, 1959 and was open for 11 years before closing in 1969. After Disneyland and Pacific Ocean Park in California, Pleasure Island was the third grand-scale family park built in America. More than 5,000 people attended its opening day.<sup>7</sup> Friends of Pleasure Island is an active group that works to preserve the memories and memorabilia from the park.

Wakefield today is known as a historic and scenic New England town with a beautiful lake that draws hundreds of people for different activities throughout the year. Wakefield is also recognized for having an active community, a strong school system, and a popular youth sports program.

<sup>5</sup> <http://www.wakefield.ma.us/about-wakefield>

<sup>6</sup> [http://homewnewshere.com/middlesex\\_east/article\\_9ae393d6-7d8a-11e5-8665-37f441876f78.html](http://homewnewshere.com/middlesex_east/article_9ae393d6-7d8a-11e5-8665-37f441876f78.html)

<sup>7</sup>

[http://archive.boston.com/news/local/massachusetts/articles/2009/06/25/opened\\_50\\_years\\_ago\\_in\\_wakefield\\_pleasure\\_island\\_didntlast\\_long\\_but\\_the\\_memories\\_live\\_on/](http://archive.boston.com/news/local/massachusetts/articles/2009/06/25/opened_50_years_ago_in_wakefield_pleasure_island_didntlast_long_but_the_memories_live_on/)

There are significant Irish and Italian populations in Town and there are a number of events throughout the year that celebrate the Town's heritage. Every August, the Town hosts Festival Italia, a street festival and celebration of Italian Culture where Downtown Wakefield is transformed into a mini Little Italy. In the past, the Town had also hosted a Shamrock Festival. Harrington's pub Downtown is a popular spot that offers live traditional Irish music on Friday and Saturday nights in addition to hosting classes in Irish set and Céilí dancing. There are also other festivals that have become traditions in Town and that provide opportunities for an engaged community to come together to celebrate. These include the Holiday Stroll, an annual holiday fair that takes over the Downtown in December, and Festival by the Lake, a festival on the shores of Lake Quannapowitt which features crafters, local organizations, live music, and local food.

Most of the annual events and festivals incorporate or feature art in some shape or form. Whether it's local artists putting their work on display or high school students performing live art, art is a theme that is often highlighted. Festival by the Lake features local arts and crafters. The Annual Holiday Stroll includes a high school window painting program where students decorate the windows of local stores to celebrate the holidays. Wakefield Fright Night features hundreds of carved pumpkins shaped by the high school art department. Signature events throughout the history of Wakefield, such as the Midsummer Night that occurred from 1994-2008, have even been able to attract nationally known performing artists as well as local acts.

The Town's buildings and public spaces reflect the strong historical heritage in Wakefield as well. According to the Wakefield Historical Society, Wakefield boasts over 100 buildings and sites that are on the National Register of Historic Places. The Americal Civic Center, the Wakefield Common, the Town's train depot, and a number of historic homes, including Hartshorne House, are among the sites on the list. Many are kept active today through events held by the Historical Society, the Wakefield Center Neighborhood Association (WCNA), and other local groups. Wakefield's History Museum, located at the historic West Ward School, opened in 2010 and keeps the Town's history alive with a number of changing and fixed exhibits.

### Albion Cultural Exchange

Although craft has been an integral part of Wakefield's history and culture, there has never really been a true hub for arts and culture activities in the Town. As mentioned, arts and culture have been woven throughout festivals and shows and events have been hosted in buildings such as the Beebe Memorial Library and the Americal Civic Center. However, there was never a physical space that was dedicated in its entirety to hosting arts and culture.

The Albion Cultural Exchange building presents that opportunity and can serve as a physical anchor for the Town's arts and culture identity. The Town-owned building at 9 Albion Street is a classic 1920's structure that previously served as the business offices of the Wakefield Municipal Gas & Light Department. Although it is in need of renovations in order to serve as a permanent center for arts and culture, it has many characteristics that make it an ideal location for hosting arts and culture events, a gallery, and possibly even artists' work spaces. First of all, the location of the building on the Main Street end of the Albion corridor is ideal for drawing foot traffic from Main Street's restaurants, shops, and civic buildings. Hosts of events here can also direct patrons of arts activities back onto Main Street to visit other local shops and restaurants and help to support the local economy. The Albion Cultural Exchange Building also has unique architectural features along with a number of separated spaces on the 2<sup>nd</sup> floor that used to serve as offices and could easily be converted to artist work space.

Recognizing the opportunity that the building represents, the Town's Board of Selectmen appointed a committee to repurpose the building into a cultural exchange and incubator for cultural activities. As building renovations are being planned, the Albion Cultural Exchange Committee has made the strategic decision to activate the space and introduce it to the community as a hub for arts and culture through a

series of pop up events. The group has been hosting First Thursdays here since June of 2016. Events have highlighted a wide range of arts and culture and have been thoughtfully crafted to appeal to different age groups and demographics. Examples include a wreath making work shop, a paint and sip event, a culinary workshop, art walk and art show, as well as an introduction to Qi Gong. The group has also thought broadly about their connection to the broader Downtown and planned a number of events that offered incentives to participants to also frequent other local businesses on Albion Street or around the corners on Main and North Avenue. They have cross promoted local restaurants and featured local businesses in events such as the Art Walk.

## Arts and Cultural Assets

While the Albion Cultural Exchange building is already being recognized by the community as an important arts and cultural asset, there are a number of other assets in Wakefield that have been around for a number of years and contribute to the Town's arts and culture identity. Cultural assets are defined broadly and include creative individuals, arts and cultural organizations, organizations, venues for the arts including outdoor areas and natural features, historic buildings and sites, annual events, festivals, traditions, and local products.

For a Town of its size, Wakefield possesses a number of exciting cultural and artistic assets; businesses that offer art classes to students young and old, a historic and beloved library, unique stores that cater to a range of hobbies, and the aforementioned strong calendar of cultural events, many of which take place on the shore of Wakefield's beautiful and centrally located Lake Quannapowitt. As previously mentioned, the recently established Albion Cultural Exchange in Downtown Wakefield has also provided a jolt of energy to an artist community looking for space to convene and show their work. In order to get a baseline for the existing arts and cultural assets in Wakefield, MAPC staff inventoried these assets using several methods, including asking the public to identify assets through an online map, interviewing key stakeholders, and reviewing maps and business data. The list of existing arts and culture assets identified in Wakefield is broken out by category below.



Figure 4: Fright Night at the Beebe Library



Figure 5: Festival Italia

**Table 1 – Cultural Assets**

<b>Creative Core Businesses</b>	Presto Music Wakefield Woodworker Dance Studio of Wakefield Frame Shack Cordani Furniture Whisperer Wakefield Uncommon WCAT Zagaria Music Academy
Print Graphics	
Resurom Systems Inc	
Pastore Associates Inc	
Crown Jewels of New England	
Wakefield Jewelers	
Quilters Common LLC	
Give Kids Music	
Wakefield Daily Item	
Towne News	
Remote Facilities Consulting	
Hawkes Media Group	
Technology Shop	
CSS Architects Inc	
Jeff Stikeman Architectural	
Mt. Vernon Group	
Phoenix Architects	
Salemi Associates Architects	
Scott & Scott	
D'Ambrosio Landscaping	
Gary Marshall LLC	
HAA Design	
MTM Interiors	
Quadrata Inc	
T Stop Inc	
Cam Media Inc	
Westlake Fabrications	
Nichols Photography	
Paul Mozell Photography	
Peter Noel Photography	
Create	
Kidcasso Art Studio	
Onset School of Music	
Sarrin Music Studios	
Wakefield Music	
Movement Dance Studio	
	<b>Arts and Culture Organizations<sup>8</sup></b>
	Arts Collaborative of Wakefield
	Wakefield Arts & Crafts Society
	The Center for Performing Arts
	Wakefield Center Neighborhood Association
	Wakefield Cultural Council
	Wakefield Historical Society
	Wakefield Music Boosters
	Wakefield Historical Commission
	Wakefield Garden Club
	Friends of Lake Quannapowitt
	Linden Tree Coffeehouse
	Wakefield Repertory Theater
	Middlesex Concert Band
	Events Planning Committee
	Albion Cultural Exchange Committee
	Merchants Group
	Wakefield Main Streets
	Historical Commission
	Recreation Committee
	Friends of Pleasure Island
	<b>Arts and Culture Venues</b>
	Unitarian Universalist Church of Wakefield
	Wakefield/Lynnfield Methodist Church
	Albion Cultural Exchange Building
	America Civic Center
	Veterans Memorial Auditorium (Galvin Middle School)
	Savings Bank Theatre

<sup>8</sup> Includes organizations with exclusive arts and culture focus as well as organizations that have worked tangentially with arts and culture in the past.

Beebe Library and Steps at Library  
The Common  
Lake Quannapowitt  
Lucius Beebe Memorial Public Library  
Wakefield History Museum

Creations Cafe  
Dunkin Donuts  
Harrington's Pub  
New Jade Garden  
Laurie's 909 Catering  
Massimo's Ristorante  
Morena's Cucina Rustica

**Major Historic Places**  
Hartshorne House  
West Ward School  
Americnal Civic Center  
Old Burying Ground  
Wakefield Town Hall  
Soldiers and Sailors Monument  
The Bandstand  
The Rockery  
The Hiker Statue  
The Floral Way

My Brothers Place  
Nicks Pizza  
Nonno's Pizzeria  
North Ave Diner  
Phu-Ket Thai Restaurant  
Sabatino's Restaurant  
Sakura Organic  
Subway  
Wakefield House of Pizza  
Zuzu's Cafe  
Alano  
Florence's Fashions  
Gallet Collection  
J'Adore  
Rada Boutique & Upscale Consignment  
Gone to the Dogs

**Events**  
Artisan Fair at The Item  
Albion Cultural Exchange 1<sup>st</sup> Thursdays  
Rotating Monthly Art Show at the Beebe Library  
Festival by the Lake  
Floral Way Festival  
Concerts on the Common  
Sweetser Lecture Series  
Fourth of July Parade  
Summer Movie Series at the Lake  
Festival Italia  
Fright Night  
Holiday Stroll  
Farmers Market  
Arts Collaborative Art Show  
Plaza Jazz at Beebe Library  
Christmas Tea at the Hartshorne House  
Wakefield Heritage Day

**Individual Artists**  
Janiel Allman  
Susan Altman  
Jessica Andersen  
Nick Atwater  
Richard Bardet  
Marcia Boston  
Leon Brown  
Lisa Burke  
Anne-Marie Cardosi  
Lori Del Genis  
Carrie Dennehy  
SooKhim Eriksen  
Erik Eskedal  
Alyssa Fedorchak  
Richard Ferarri  
Constance Festo Lafond  
Cheryl Frank  
Elinor Freedman

**Complementary Businesses**  
Artichokes  
Bamboo House  
Brothers Deli Restaurant  
China Eatery  
Cravings

Kathy Frey  
Ann Marie Gallivan  
Sarah Guerin  
Laura Hackel  
Judy Hartman  
Doug Henning  
Gregory Hiller  
Beverly Hinckley  
Kevin Janelis  
Joanne Joly Kay  
David Kay  
Dawn Kenney  
Kajsa Lafond  
Michele Lauriat  
Laureen Luszcz  
Leslie Scott-Lysan  
Mary MacKey  
Barbara Malek  
Lennie Malvone  
Regina Martine  
Frank McDonough  
Rick Mercer  
Daniel Noren  
Jon O'Brien  
Pam Perras  
Susan Randolph Frey  
Margaret Redfern  
Sarah Lynne Reul  
Keiko Richter  
Nancy Roll  
Amy Ropple  
Mike Salvatore  
Michelle Sarafian  
Joy Schilling  
Cydney Scott  
Emily Sevigny  
Shweta Singhvi  
Diana Sironi  
Laura Marie Small  
Sydney Smith  
Linda Tedeschi  
Joe Tringale  
Jim Vaiknoras

George Watchko  
David Watts Jr  
Andrea Willey  
Elizabeth Wiltshire  
Natalie Joly  
Russell Banks

**Locally Significant Products**

Guillow Toy Airplanes  
Rattan

As shown in Table 1 above, The Town of Wakefield has over 40 core creative businesses<sup>9</sup> and around 20 different arts and culture organizations or Town committees that support either individual artists, specific mediums of art, various aspects of Wakefield's culture, or events that promote bringing the community together. For example, the Wakefield Repertory Theatre is a group whose mission is to preserve theater through the presentation of a variety of theatrical productions with actors of all age groups. The Unitarian Universalist Church hosts the unique Linden Tree Coffeehouse music series. Linden Tree Coffeehouse was formed in 1985 and annually hosts twelve acoustic music concerts featuring local and national singer-songwriters.

While groups like Wakefield Center Neighborhood Association, Friends of Lake Quannapowitt, and the Garden Club are not exclusively dedicated to arts and culture, they do often tie arts and culture into their events. For example, Wakefield Center Neighborhood Association hosts the annual Festival by the Lake which includes local arts and crafts. The objective of the Wakefield Garden Club is to further the advancement of gardening and to cooperate in civic betterment. Their signature event is the Floral Way Festival and they also maintain the Welcome to Wakefield sign. It is great to have a number of organizations and committees that promote arts and culture in some form, but it is also important to think about the synergies that could be created through bringing some of the organizations together to work on promoting arts and culture in a cohesive manner.

The Town also has some beautiful venues that host theatre, music, and visual arts. These spaces include the Savings Bank Theatre (at Wakefield Memorial High School) and the Veterans Memorial Auditorium (at Galvin Middle School). The Americal Civic Center has been home to a number of visual arts shows, including the annual Spring event with the Arts Collaborative of Wakefield, where artists display their art alongside students.



Figure 6: Veterans Memorial Auditorium, Savings Bank Theatre, and Linden Tree Coffeehouse.  
Credit: Wakefield High School Theater Arts & Linden Tree Coffeehouse

The Wakefield History Museum is located at the historic West Ward School, an 1847 school building in Wakefield. The museum is the home of the collection of the Wakefield Historical Society and contains thousands of artifacts, paintings, photographs, and antiques preserving the Town's historic and cultural heritage. There are over 100 places listed on the National Register of Historic Places in Wakefield. One example is The Old Burying Ground which was established in 1689. Hundreds of early Puritan settlers are buried here and there are a number of beautiful examples of Puritan gravestone art. The Hartshorne House is another notable and important historical house in Wakefield. It is Wakefield's oldest home, dating to 1681, and located directly on the lake. Throughout history, it has been a private residence, a tavern, and, as mentioned previously, once even housed icehouse workers who worked for the adjoining Morrill-Atwood Ice Company.

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<sup>9</sup> Defined by NEFA.



Figure 7: Captain John Poole gravestone & Hartshorne House  
Credit: Nancy Bertrand, 2016

## Events

Another critical piece of Wakefield's existing cultural landscape is its strong tradition of festivals, events, and holiday celebrations. Cultural celebrations like the popular Festival Italia, first held in 2010, help activate Main Street, Albion Street, and the neighboring waterfront. The Wakefield Event Planning Committee (EPC) plays an instrumental role in organizing Festival Italia and the popular Holiday Stroll each year.

Downtown spaces like the Beebe Library and the Americal Civic Center hold a number of recurring and one-off cultural events that draw residents to the Downtown. The Beebe's "Plaza Jazz" series brings live music to the library's stairs on Main Street during warm months. Fright Night features hand carved pumpkins from students at Wakefield High School and the Annual Festival by the Lake is a festival on the shores of Lake Quannapowitt which features crafters, local organizations, live music, and local food.

The new series of First Thursday events at the Albion Cultural Exchange has added to this tradition of events in Wakefield and is exclusively focused on celebrating arts and culture. As mentioned previously, these events have included arts shows, paint nights, cooking demonstrations, holiday wreath making events, a capella concerts, and even an introduction to "Qi Gong" healing with Donald Wong. The group also put together Art Week in early October that featured an art walk where participants could view art at various businesses throughout the Downtown. In addition to local artists and student art, one of the exhibitions actually included the private collection of Henry Diltz Rock & Roll Photography.



Figure 8: Albion Cultural Exchange Sampling of Past Events

Wakefield boasts an impressive community of active artists despite its relative lack of studio and exhibition space. Through focus groups with artists, MAPC staff found that many artists were working directly from their homes. Many local visual artists are registered with the Arts Collaborative of Wakefield, a group whose mission is to support Wakefield's visual arts and craftsmen. The group provides opportunities for local artists to network with one another. Sixty-one artists are registered with the Arts Collaborative of Wakefield; some earn a portion of their income from their artistic work, while others do not. These artists have a wide array of skills, from professional photography to quilting, dollhouse building to custom boot making.

In addition to the visual artists represented through the Arts Collaborative of Wakefield, there is also a performance art presence in the Town. The public schools in particular have strong performing arts programs that have been recognized on the local, state, and national levels. Both the Galvin Middle School and the Wakefield Memorial High School have state of the art facilities. The Wakefield Repertory Theatre operates out of the Wakefield/Lynnfield Methodist Church and presents a variety of theatre productions with community members of all ages.

### Local Products

Products that are created or manufactured locally are also an important part of the Town's cultural identity. Perhaps the most famous historical locally manufactured products were rattan and wicker products. The industry, founded in Wakefield in about 1855 grew to envelope eleven acres and brought thousands of people to work in the Town through the 1920s. In addition to the refinement of the raw material of wicker and rattan, "there was enormous individual design and creativity that went into the production of individual products such as chairs, buggy and trolley seats, baskets, rugs, and tables".<sup>10</sup> Guillow toy airplanes also started out in Wakefield in 1926 and are still present in the Town.

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<sup>10</sup> Nancy Bertrand, 2016

## Cultural Core Businesses Map



Figure 9: Wakefield Creative Businesses with highlighted Albion Arts Corridor

## Demographics

### Population and Households

In addition to understanding the Town's existing cultural assets, it's also important to understand the demographics of the community, particularly because research demonstrates that certain demographics tend to frequently attend certain types of arts and culture events. Educational attainment, income levels, and age are all associated with participation in different types of arts events, particularly visual and performance arts<sup>11</sup>.

The Town of Wakefield had 24,932 people and 9,994 households as of the 2010 Census and is expected to grow by about 1,400 households through 2030. The 2015 American Community Survey actually estimated that Wakefield had around 10,005 households as of 2015. With several developments in the pipeline for the Town, it is likely that actual household growth will be close to the projection. Channeling some of this demand for housing into the Downtown near the Albion Street Corridor would help create the activity and vibrancy that attracts both artists and creative activity. Some of the housing provided Downtown and along the Albion Street Corridor should provide affordable options for artists who want to be in the hub of the creative activity as well.

Table 2 below shows that the population projected to increase the most in Wakefield is those age 65-74. Retirees and seniors who have disposable income and free time may be interested in supporting the arts. However it's important to also find ways to attract young people, particularly millennials, as well who also have more disposable income and can help to support a vibrant arts and culture sector. Part of this may mean providing more mixed use multi-family housing in the Downtown, close to the commuter rail station, near retail and amenities.

Table 2 – Wakefield Population Change by Age

Wakefield Population Change by Age 1990-2030, MAPC Stronger Region Projections							
Age	1990	2000	2010	2020	2030	Change 2010-2030	% Change 2010-2030
0-4	1,660	1,593	1,401	1,266	1,302	(99)	-7%
5-19	4,298	4,438	4,377	3,903	3,650	(727)	-17%
20-34	6,209	4,637	4,240	4,413	4,254	14	0%
35-54	6,523	8,219	7,889	6,974	7,142	(747)	-9%
55-64	2,276	2,168	3,354	3,862	3,256	(98)	-3%
65-74	2,176	1,770	1,850	3,118	3,621	1,771	96%
75+	1,683	1,979	1,821	1,877	2,899	1,078	59%
<b>Total</b>	<b>24,825</b>	<b>24,804</b>	<b>24,932</b>	<b>25,413</b>	<b>26,124</b>	<b>1,192</b>	<b>5%</b>

Source: MAPC Projections

<sup>11</sup> National Endowment for the Arts, "A Decade of Arts Engagement: Findings from the Survey of Public Participation in the Arts, 2002-2012"

Table 3 – Wakefield Household Projections by Age

Wakefield Household Projections by Age				
	2010	2020	2030	Change 2010- 2030
				% Change 2010-2030
Age 15-29	762	737	693	(69)
Age 30-44	2,590	2,573	2,745	155
Age 45-59	3,350	3,057	2,735	(615)
Age 60+	3,292	4,345	5,223	1,931
<b>Total</b>	<b>9,994</b>	<b>10,712</b>	<b>11,396</b>	<b>1,402</b>
				<b>14%</b>

Source: MAPC Stronger Region Projections

### Race and Ethnicity

Wakefield is a predominantly white community with a 93% white population. As you can see on the next page, compared with the county, the region, and the state, Wakefield has less overall diversity. When comparing Wakefield with direct neighbors, there is a more similar break out of race. Increasing diversity and being proactively welcoming to people who come from many different backgrounds is a critical goal in and of itself. Having a diverse population will also enrich the diversity of cultural opportunities and offerings in Town.

Table 4 – Population Percentage by Race/Ethnicity, Wakefield vs. Comparison Locales

Population % by Race/Ethnicity, Wakefield and Comparison Locales							
City, Town or Region	2010 Population	% White	% African American	% Native American	% Asian	% Hispanic or Latino	% All Other
<b>Wakefield</b>	<b>24,932</b>	<b>93.0</b>	<b>0.9</b>	<b>0.1</b>	<b>2.6</b>	<b>2.3</b>	<b>1.1</b>
Middlesex County	1,503,085	76.5	4.4	0.1	9.3	6.5	3.2
Massachusetts	6,547,629	76.1	6.0	0.2	5.3	9.6	2.8
<b>Other locales of interest</b>							
Boston	617,594	47.0	22.4	0.2	8.9	17.5	4.1
Lynnfield	11,596	93.5	0.4	0.0	3.3	1.7	1.1
Melrose	26,983	89.5	2.3	0.0	3.8	2.5	1.9
Reading	24,747	92.4	0.7	0.0	4.2	1.5	1.1
Saugus	26,628	89.6	2.0	0.1	2.7	4.0	1.7
Stoneham	21,437	90.5	1.6	0.1	3.4	3.0	1.5
Metropolitan Boston (MAPC)	3,161,712	72.2	7.9	0.1	7.5	9.1	3.0

Source: 2010 Census

## Income and Education

The Town of Wakefield is an affluent community with 41.6% of households earning over \$100,000 and a median household income of \$85,573. The community is also highly educated with 94% of the population earning a high school degree or higher and 47% a bachelor's degree or higher. Research demonstrates that educational attainment has a high positive association with attendance at visual and performance arts events. Higher household income is also highly associated with attendance at particular forms of performance art.<sup>12</sup>

*Table 5 – Household Income Distribution*

Household Income Distribution, Wakefield and comparable locales							
	2015 Households	% < \$20k	% \$20-44k	% \$45-60k	% \$60-74k	% \$75-99k	% >\$100k
<b>Wakefield</b>	<b>10,005</b>	<b>10.3</b>	<b>11.0</b>	<b>12.7</b>	<b>10.3</b>	<b>14.2</b>	<b>41.6</b>
Middlesex County	585,642	11.9	12.3	12.2	8.3	12.3	43.0
Massachusetts	2,549,721	15.6	15.3	13.6	9.1	12.5	33.9
Boston	256,294	24.2	14.9	13.3	8.4	10.4	28.8
Metropolitan Boston (MAPC)	1,250,545	14.7	13.5	12.4	8.4	11.9	39.2

*Source: 2015 American Community Survey*

## Previous Studies

Wakefield has done a number of planning studies for the Downtown that are relevant to this study and are summarized below.

### Market Assessment and Business District Composition Analysis (2016)

Most recently, FinePoint Consultants led a market assessment and business district composition analysis for the Downtown in 2016. The study area was concentrated on North Avenue, Main Street, and Albion Street roughly between the Lake and the intersection of North and Main Streets. After reviewing the Downtown area's businesses, demographics, and capacity for new economic development, the report recommended thinking creatively about new uses that provide consumers with opportunities to socialize and recreate in addition to shopping. The report also suggested more active marketing of the Downtown and recruitment of new businesses, considering residential development on upper floors Downtown, improving the appearance of some of the Downtown businesses, and creating organizational partnerships in order to move the dial on creating a more vibrant Downtown. Of particular note, the report recommended continuing to explore possibilities for creating an arts and culture venue and attracting other related uses to the Albion Cultural Exchange Building.

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<sup>12</sup> National Endowment for the Arts, "A Decade of Arts Engagement: Findings from the Survey of Public Participation in the Arts, 2002-2012"

### **Wakefield Economic Development Master Plan (2004)**

The Wakefield Economic Development Master Plan, published in 2004, analyzed existing conditions and proposed zoning, use, and urban design changes to maximize the potential of five critical locations in Wakefield: Main Street, Lake Quannapowitt, North Avenue, Crystal Lake, and most relevant to this study, the “North Avenue Development Area.” The report examined the transit oriented development nature at the intersection of North Avenue and Albion Street adjacent to the commuter rail station. As it stood in 2004, the report found that there was an inadequate “mix of uses... [that] limit[ed] the potential for additional residential and commercial development.” The report called out Albion Street as “a critical but weak link between North Avenue and Downtown whose retail character needs to be reinforced.”

Streetscape improvements, suitable for a prominent intersection at the rail gateway to the Town, would help to draw activity to Albion Street, Main Street and beyond. One-story commercial buildings and “minimal streetscape” designs limit the intersection’s vitality. The Plan for the Albion and North intersection advocated denser uses, a revised parking strategy, streetscape improvements, and parcel aggregation as a means of encouraging mixed use development to make Downtown Wakefield more vibrant and economically sustainable.

### **Housing Production Plan (2014)**

It is also worth noting that the Town recently completed a housing production plan because introducing new residential is a key component to activating and reinvigorating Downtown Wakefield. The Town’s Housing Production Plan (HPP) provided updated demographic analysis and sought to quantify the Town’s need for various types of housing in the period from 2015-2020. The report calls for a wider mix of housing options in terms of cost, size, tenure, and multifamily vs. single family homes. Wakefield’s Mixed Use Overlay Districts, “which include specified areas in and near... Downtown along Main Street, North and Albion Streets,” include areas where housing is allowed in mixed use buildings without any restrictions on their type of tenure. While buildings may not exceed 4 stories or 50 feet in height and an open space requirement is included in the Zoning Bylaw, the Downtown area provides perhaps the Town’s best opportunity to reach its housing affordability goals given the relatively dense, older-suburban nature of most of Wakefield. These goals include over 200 new affordable housing units by 2020, where “affordable” is targeted at those households earning less than 80% of the area median income.

### **Albion Streetscape Design Recommendations (2014)**

Vanasse Hangen Brustlin Inc. (VHB) also made some recommendations on streetscape improvements that could be implemented to improve the aesthetic appeal of Albion Street. Streetscape improvements are an important urban design consideration for drawing people into this area and once again for creating a thriving arts and culture district. VHB recommendations for enhanced streetscape are summarized in the diagram below.

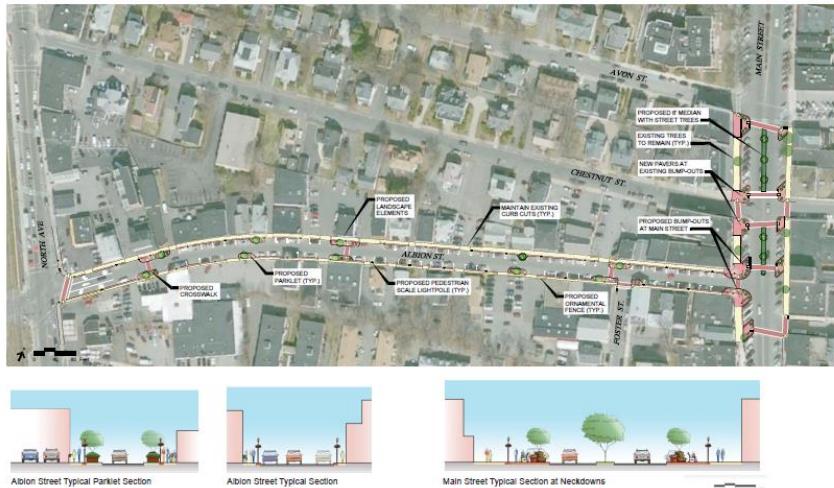


Figure 10: VHB Albion Street Design Renderings

### Main Street Corridor Study for Reading, Wakefield and Melrose (2012)

MAPC worked with the Towns of Reading and Wakefield and the City of Melrose on a transportation plan for Main Street, which is a critical corridor for all three communities. The report took input from three community meetings, and provided recommendations for reducing auto traffic and promoting walking, biking, and use of the commuter rail and buses. The study recommended streetscape improvements including better signage and lighting designed to make pedestrians more comfortable, as well as interventions to narrow roadway widths for shorter pedestrian crossings and reduced vehicle speeds. Improvement of pedestrian conditions around Lake Quannapowitt was also highlighted as a critical goal, and specific interventions for improving the corridor's bicycle infrastructure were listed. Main Street's commercial sections were rendered to show alternative parking and bike lane layouts, aimed at improving safety and walkability.

### Wakefield Open Space and Recreation Plan 2005-10 (2004)

MAPC assisted the Town on an update to Wakefield's original 1986 Open Space and Recreation Plan (OSRP), as part of the 2004 Master Plan process. The updated OSRP reaffirmed Wakefield's commitment to increasing and improving the Town's open space and green areas, to protecting water resources, and to using zoning and other land use regulations to create and protect open space. Key recommendations for the five years that followed included obtaining funding to design a Town-wide greenway system, creating a local land trust, and hiring a consultant to assess expansion and improvement of playing fields, athletic areas, and tennis courts, among other actions.

# Vision

## Community Engagement and Outreach

With the vision of creating a thriving arts and cultural corridor in mind, MAPC worked with the Town and the Albion Cultural Exchange Committee to facilitate an extensive outreach process to hear from the community about the future of arts and culture in Wakefield, the community's sense of the existing arts and cultural assets that already exist in Wakefield that could inform planning efforts; and the willingness of the community to support additional arts and cultural programs and amenities.

MAPC staff participated in several ongoing events in Wakefield, including the October First Thursday and December Holiday Stroll event. MAPC staff also hosted a public forum on November 17, 2016 and facilitated two artist focus groups on December 19, 2016 to learn more about the concerns, challenges, and opportunities of the artist community in Wakefield and their thoughts on growing Wakefield as an arts and culture destination. Staff also designed an online survey and mapping tool that allowed participants to give us their feedback over a longer period of time. 116 interested residents, artists, and local business owners responded to the Albion Cultural Strategy Survey either online or on paper. In addition to broader outreach, MAPC staff also conducted interviews with key stakeholders, including business owners, and individuals active in the arts and culture community.





Figure 11: MAPC and Wakefield community outreach

## Key Themes and Takeaways

Quotes from the November Public Meeting
“Arts and culture help people process complex issues and can foster a sense of community”
“Art gives color to life, stimulates the mind, invites imagination, adds joy to life”
“Culture means many nations and ideas showing their values through visual arts, music, dance, and puppetry”
“Arts and culture mean communication, connections, and shared experiences”
“Arts and culture give joy and meaning to the human experience”

Overall there was great enthusiasm for growing arts and culture in Wakefield and people seemed to value the community development and economic development benefits that a more concentrated effort to promote arts and culture would yield. We heard many great ideas from the community on how arts and culture could be more actively incorporated and featured throughout the Downtown. These ideas ranged from integrating more art into existing parks, doing guided tours of arts, culture, and history Downtown, identifying properties and/or sites that could be converted into artist lofts, creating more permanent spaces for art to be displayed, and better utilizing venues such as the Americal Civic Center.

At a November public meeting, we asked the public to give us feedback on what types of arts- and culture-related uses they would be most supportive of seeing along or near Albion Street. Table 6 below shows these uses in the order of how much support each garnered. Outdoor music, innovation and production space, and outdoor cafés topped the list. People felt less enthusiastic about multi-family residential, but notably were fairly supportive of mixed use buildings that included

residential.

*Table 6 – Downtown Use Preference Feedback Results*

**Total Exercise Results\***

Types	Positive	Neutral/Cautious	Negative
Outdoor music	94%	6%	0%
Innovation/production space	88%	12%	0%
Outdoor café/seating	88%	6%	6%
Street trees/plantings	85%	12%	4%
Arts/cultural center	83%	13%	4%
Artist live-work space	76%	19%	5%
Mixed use w/ residential	74%	22%	4%
Pedestrian improvements	73%	20%	7%
Plaza w/ seating	73%	21%	6%
Pop-up programming	71%	11%	18%
Mixed use w/ office	68%	21%	11%
Murals/public art	68%	18%	14%
Pocket park	68%	29%	4%
Bicycle infrastructure	65%	27%	8%
Multifamily residential	29%	48%	24%

Source: MAPC Use Preference exercise results

\*Interpretation of comments as “Positive / Neutral / Negative” is a subjective exercise – results represent MAPC’s best effort at translating qualitative statements into quantitative tally.

At the public meeting, MAPC staff also asked people to comment on what Downtown Wakefield needs in order to become a thriving arts and cultural destination. Some of the most popular suggestions included more art in general around Town (art displayed within local businesses, murals and arts in alleyways, installments throughout public spaces Downtown), artist studio space, galleries, and more venues for artists to perform, such as a coffee shop that can host live music, poetry readings, etc. People also mentioned general characteristics of the Downtown that could be improved in order to attract more people such as parking management, more active landlords willing to invest and re-invest in their properties to create new development, nicer streetscaping, lighting, and signage Downtown. The image below compiles the feedback that we heard regarding what Wakefield needs to become a thriving arts and culture destination.



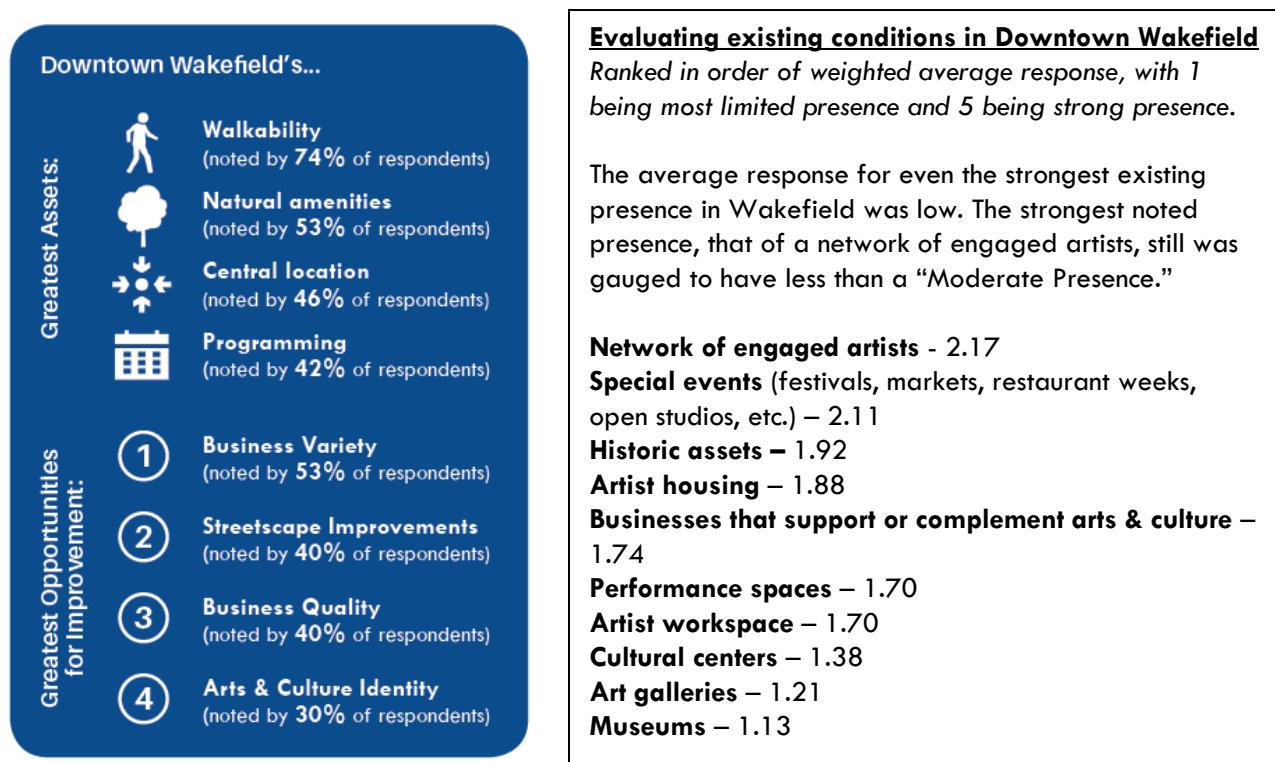
Figure 12: Wakefield public feedback word cloud

Through the survey, we asked even more specific questions about the types of arts and culture uses and programs that participants would support. The survey results indicated a clear enthusiasm overall for greater cultural amenities in the Town with 70% of participants indicating that they would be interested in participating in arts and cultural programs and events in Wakefield. The highest percentage of people were most interested in seeing cinema or live theater space (41.28% said they were very interested) followed by live music, dance, or theatre performances (33.94% were very interested) and then public art installations (33.03%). Survey participants also mentioned that they thought having one central website or organization through which arts and culture and other activities and events are facilitated would be helpful

for communication and marketing and ensuring that many people are aware of these opportunities. Right now it feels like, even though there are a wide array of activities going on, they are not always coordinated or clearly communicated. Interestingly, despite the number of cultural assets that already exist in Town, survey participants felt that there was significant room to grow. As you can see in Table 7 below, participants were asked to rank various groupings of cultural assets based on how present they felt that they were in Wakefield. The ranking was from 1-5 with 5 indicating that the participant felt there was a very strong presence and 1 indicating that participants felt there was a very weak presence. None of the groupings received a ranking of 3 or above. This may be indicative of the fact that many Wakefield residents are unaware of the existing arts and cultural assets in Town and they may need broader promotion.

See below for some of the highlights from the survey.

*Table 7 – Downtown Wakefield’s Assets and Opportunities*



#### **Critical assets for a thriving arts & culture community**

**53%** listed **Special Events** like festivals, markets, open studios, etc. as a critical driver of arts & culture

**46%** mentioned **businesses that support or complement arts & culture**

**38%** mentioned **performance spaces**

In addition to these conversations, MAPC also facilitated focus groups with artists. An arts center in particular was a popular idea with artists. Many stated the need for a place to do work outside of their home as well as a need for space where they can feature or present their art. At the focus groups, artists talked about the many benefits to common studio space including cross-pollination, interaction with other

artists, and ideas and opportunities regardless of medium. They also discussed the need for more galleries, studios, museums, more dedicated promotion of the arts, education on the value of the arts, and an established organization or staff person to really advocate on behalf of the arts community.

Through our visioning and cultural assets inventory work, MAPC staff discovered that participants were highly invested in seeing the arts and culture initiative succeed, but people felt that despite the amount of arts and cultural assets already present in the Town, there needed to be much more work done in Town to add additional arts and culture space and to really succeed as an arts and culture community and destination.

# Arts and Culture as an Economic Tool

Through our visioning work and arts and cultural asset collection, it became clear that there was an interest in growing arts and culture in Wakefield, but it was still important to understand more about how arts and culture can support a local economy and to determine if there was an existing market to support arts in the area.

## Overview of Economic Impact

In order to better understand the economic potential for arts and culture, MAPC staff looked at the economic impact of the broader creative economy in addition to examining specific opportunities for arts and culture and creative industries to thrive in Wakefield.



Figure 13: The Creative Economy

For the purpose of this analysis, we are utilizing the term “creative economy” as defined by the New England Foundation for the Arts (NEFA) in a 2007 study called *The Creative Economy: A New Definition*. The creative economy is described as having three interrelated components: the creative cluster, referring to creative industries; the creative workforce, referring to people in creative occupations, and creative communities, referring to geographies.<sup>13</sup> In order for a creative economy to thrive, it must have assets within each of these components (see diagram to the left).

Through research, MAPC discovered that active promotion of the creative economy yields many benefits for both regions and local communities. For example, in a long-range, nationwide study of the economic impact of the arts conducted by Americans for the Arts<sup>14</sup>, research showed that places with a thriving creative economy have a competitive economic edge because they

improve the area’s quality of life and create vibrant areas that attract additional economic activity. The study cited that arts promote true prosperity by fostering creativity, allowing people to build bridges between cultures, and expressing community values. Arts have also proven to improve academic performance, spark innovation, drive tourism, and support a wide range of industries.<sup>15</sup>

The U.S. Bureau of Economic Analysis reported in 2013 that the arts and culture sector is a \$699 billion industry, which represents 4.3% of the nation’s gross domestic product (GDP), higher than the banking and utility industries. Between 1998 and 2013, total output of goods and services in the arts and culture industry increased by 20%, or \$183 billion nationwide, even during one of the greatest recessions the

<sup>13</sup> *The Creative Economy: A New Definition*, New England Foundation for the Arts, 2007

<sup>14</sup> *Arts & Economic Prosperity IV*, American for the Arts, 2010

<sup>15</sup> *10 Reasons to Support the Arts*, American for the Arts, 2015

country has ever experienced. In fact, the total output of arts and culture industries in 2013 was \$1.10 billion dollars, surpassing the pre-recession peak of \$1.08 billion in 2007.<sup>16</sup>

Creative industries, as defined by NEFA, consist of core and peripheral creative enterprises that produce or distribute cultural goods and intellectual property. These core industries encompass creative enterprises and fall under the four-digit NAICS<sup>17</sup> codes in the summary below. For the more detailed six-digit types of creative businesses that fall below the creative industries delineated in the table below, see Exhibit 3.

*Table 8 - Core Creative Industries by 4-Digit NAICS Codes*

NAICS	Industry (Example creative enterprises under each industry in italics)
<b>Group 1: Cultural Goods Production</b>	
3231	Printing and Related Support Activities <i>Commercial printing, digital printing, books printing, etc.</i>
3259	Other Chemical Product and Preparation Manufacturing <i>Photographic film, paper, plate, and chemical manufacturing</i>
3271	Clay Product and Refractory Manufacturing <i>Vitreous china, fine earthenware, and other pottery product manufacturing</i>
3272	Glass and Glass Product Manufacturing
3323	Architectural and Structural Metals Manufacturing <i>Ornamental and architectural metal work manufacturing</i>
3332	Industrial Machinery Manufacturing <i>Printing machinery and equipment manufacturing</i>
3343	Audio and Video Equipment Manufacturing
3346	Manufacturing and Reproducing Magnetic and Optical Media <i>CD, tape, and record reproduction</i>
3372	Office Furniture (including Fixtures) Manufacturing <i>Custom architectural woodwork and millwork</i>
3399	Other Miscellaneous Manufacturing <i>Jewelry, silverware, musical instrument, art goods manufacturing</i>
<b>Group 2: Cultural Goods Distribution</b>	
4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers <i>Photographic equipment and supplies wholesalers</i>
4239	Miscellaneous Durable Goods Merchant Wholesalers <i>Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers</i>
4241	Paper and Paper Product Merchant Wholesalers
4249	Miscellaneous Nondurable Goods Merchant Wholesalers <i>Book, periodical, and newspaper wholesalers</i>
4431	Electronics and Appliance Stores <i>Radio, television, camera, photographic supplies, and other electronics stores</i>
4483	Jewelry, Luggage, and Leather Goods Stores <i>Jewelry Stores</i>
4511	Sporting Goods, Hobby, and Musical Instrument Stores <i>Sewing, needlework, musical instrument stores</i>
4512	Book Stores and News Dealers <i>Book stores, record stores</i>

<sup>16</sup> U.S. Bureau of Economic Analysis, Arts and Culture Production Satellite Account News Release 2015

<sup>17</sup> North American Industry Classification System (NAICS)

<b>NAICS</b>	<b>Industry (Example creative enterprises under each industry in <i>italics</i>)</b>
4539	Miscellaneous Store Retailers <i>Art dealers</i>
7121	Museums, Historical Sites, and Similar Institutions
8129	Other Personal Services <i>Photo labs</i>
<b>Group 3: Intellectual Property Production and Distribution</b>	
5111	Newspaper, Periodical, Book, and Directory Publishers
5121	Motion Picture and Video Industries <i>Video production and distribution, movie theaters</i>
5122	Sound Recording Industries <i>Record production and distribution, music publishers, recording studios</i>
5151	Radio and Television Broadcasting <i>Radio networks and stations, TV broadcasting</i>
5152	Cable and Other Subscription Programming
5191	Other Information Services <i>News syndicates, libraries and archives, internet publishing and broadcasting</i>
5322	Consumer Goods Rental <i>Video tape and disc rental</i>
5413	Architectural, Engineering, and Related Services <i>Architectural and landscape architecture services</i>
5414	Specialized Design Services <i>Interior design, industrial design, graphic design, etc.</i>
5418	Advertising, Public Relations, and Related Services <i>Advertising agencies, media representatives</i>
5419	Other Professional, Scientific, and Technical Services <i>Photography studios, commercial photography</i>
6116	Fine Arts Schools
7111	Performing Arts Companies <i>Theater and dance companies, musical groups and artists</i>
7115	Independent Artists, Writers, and Performers
7121	Museums, Historical Sites, and Similar Institutions <i>Historical sites, zoos, botanical gardens, etc.</i>

Source: New England Foundation for the Arts, 2007

In 2013, the core creative enterprises of the creative industry (e.g. independent artists and artisans, performing arts, museums, design services, architecture, and film) employed 4.7 million workers nationwide, or 3% of the entire country's workforce. In the same year, these industries collectively paid \$339 billion in compensation, or a 4% share of the country's total. Remarkably, core creative enterprises generated only 18%, or about one out of every five dollars, of total profit within the creative economy. The remaining 82% was generated by peripheral creative enterprises, such as publishing, manufacturing, and retail.<sup>18</sup> For instance, a video production company, a core creative enterprise, may generate profit from its film but the equipment and supplies used during the production process must be manufactured by a peripheral enterprise. Therefore, core creative businesses can exert a positive economic impact on other local merchants when they do well. In the Table 9 on the next page, peripheral creative enterprises are also listed by six-digit NAICS code for reference.

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<sup>18</sup> U.S. Bureau of Economic Analysis, Arts and Culture Production Satellite Account News Release 2015

Table 9 - Peripheral Creative enterprises by 6-Digit NAICS Codes

NAICS	Description
<b>Group 1: Cultural Goods Production</b>	
323114	Quick Printing
325910	Printing Ink Manufacturing
327215	Glass Product Manufacturing Made of Purchased Glass
327420	Gypsum Product Manufacturing
327991	Cut Stone and Stone Product Manufacturing
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing
333315	Photographic and Photocopying Equipment Manufacturing
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing
334613	Magnetic and Optical Recording Media Manufacturing
336612	Boat Building
<b>Group 2: Cultural Goods Distribution</b>	
423620	Electrical and Electronic Appliance, Television, and Radio Set Merchant Wholesalers
423920	Toy and Hobby Goods and Supplies Merchant Wholesalers
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers
451120	Hobby, Toy, and Game Stores
451212	News Dealers and Newsstands
453220	Gift, Novelty, and Souvenir Stores
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)
<b>Group 3: Intellectual Property Production and Distribution</b>	
511210	Software Publishers
532220	Formal Wear and Costume Rental
532299	All Other Consumer Goods Rental
541820	Public Relations Agencies
541860	Direct Mail Advertising
541890	Other Services Related to Advertising
611519	Other Technical and Trade Schools
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures

Source: New England Foundation for the Arts, 2007

### Wakefield's Creative Economy

Using the four digit NAICS codes of core creative industries as a guide, the number of existing creative enterprises in Wakefield's creative industries between 2015 and 2016 was estimated using a combination of quantitative and qualitative data sources.<sup>19</sup> These sources include a local business inventory provided by InfoUSA and interviews with local merchants, artists, and arts and culture organizations to identify

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<sup>19</sup> These core creative businesses were also listed above in the Cultural Assets Inventory section.

enterprises and artists across different disciplines. Since many performers, visual artists, writers, and craft artists may not derive the majority of their income from their creative work and are therefore not registered as businesses, these estimates are likely to be on the lower range of the actual figures and their economic impact can be easily understated.

*Table 10 - Wakefield Creative Enterprises and Individual Artists by Core Creative Industries, 2015-2016*

NAICS	Industry ( <i>Example Wakefield business in italics</i> )	Estimated Employers	Estimated Employees
<b>3231</b>	Printing <i>Resurom Systems Inc, Print Graphics</i>	3	20-35
<b>4239</b>	Retailer		
<b>4483</b>	Wakefield Jewelers, Quilters Common, Towne News & Smoke Shop	4	5-15
<b>4511</b>			
<b>4512</b>			
<b>5111</b>	Publishing <i>Wakefield Daily Item</i>	1	20-50
<b>5121</b>	Film, Radio and TV Production <i>Hawkes Media Group, Remote Facilities Consulting</i>	3	15-30
<b>5191</b>	Information Services <i>Wakefield Library</i>	1	20-50
<b>5413</b>	Design Services		
<b>5414</b>	CSS Architects, Phoenix Architects, HaA Product Development,		
<b>5418</b>	D'Ambrosio Landscaping, MTM Interiors	14	40-90
<b>5419</b>			
<b>6116</b>	Arts Schools and Services <i>Create Artisan Studio, Kidcasso Art Studio, Dance Studio of Wakefield, Onset School of Music</i>	7	25-60
<b>7115</b>	Independent Artists: Visual Arts, Crafts, Photography <i>Wakefield Woodworker, Presto Music, Sarah Guerin</i>	71	80-100
	<b>Totals</b>	<b>104</b>	<b>225-430</b>

Sources: InfoUSA 2015, Artist Collaborative of Wakefield Directory 2016, in-person interviews

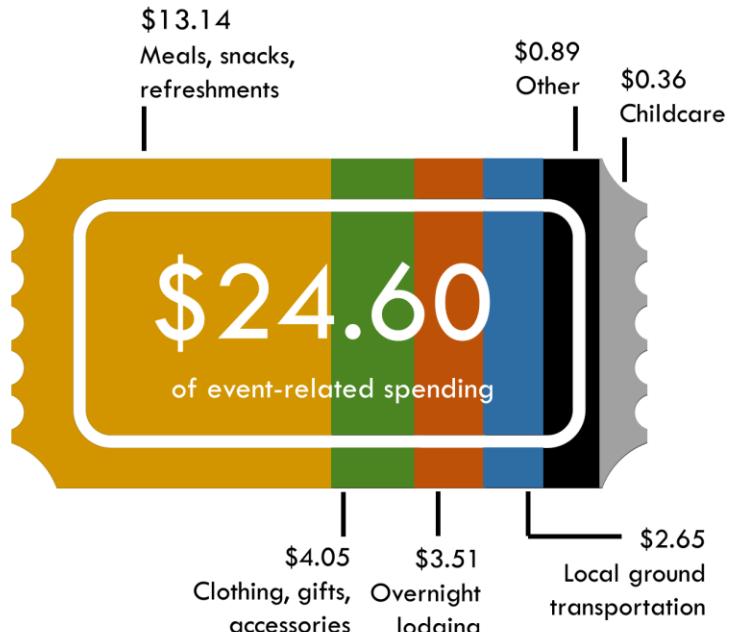


Figure 14: Americans for the Arts breakdown, MAPC graphic

are more likely to stay longer at their destinations and spend more at local businesses. Moreover, attendees of arts events spend an average of \$24.60 per person beyond the cost of admission for their event on items such as meals, retail, childcare, transportation, and parking.<sup>20</sup> Considering the cost of admission for events in community-based arts centers and venues typically range from \$20 - \$50<sup>21</sup>, the local economic impact of each event attendee is potentially two-fold.

The Albion Cultural Exchange (ACE) building at 9 Albion Street has great potential to be the anchor arts institution for the Arts Corridor, serving as the site of diverse cultural functions that draw more people to the Downtown area and further energize the local creative economy. Providing working studio space for artists within the building will also help to bring a human element to the building and to generate more around-the-clock activity. The Arts Collaborative of Wakefield (ACW) and the Albion Cultural Exchange Committee have hosted several well-attended arts and cultural events such as art exhibitions, classes, and performances in the ACE building. However, the building is in need of renovation and upgrades in order to expand the types of uses and programming that can be hosted within the space.

There is currently high demand within the regional arts and culture market for artist studio space, classes, and cultural events. The Albion Arts Corridor (AAC) and ACE Building are well poised to meet some of this demand. In addition to meeting demand, gallery space in the building can serve the community by allowing better access to art and culture while also providing exposure to artists who can showcase and sell their work. Classes or educational programming in the building can contribute to the local economy by generating jobs as well as fostering appreciation for the arts.

As you can see from the preceding table, Wakefield already has several assets that can be channeled into The Albion Arts Corridor (AAC) to create a thriving arts and culture scene in Town. Wakefield's walkability, natural amenities, central location, and diverse business mix have great potential to attract locals and regional visitors Downtown. Arts and culture can further strengthen Wakefield's economy by driving regional tourism and increasing patronage to local merchants.

According to Americans for the Arts, studies on consumer behavior show that tourists that seek out arts and authentic cultural experiences such as festivals and performances,

<sup>20</sup> Americans for the Arts Economic Prosperity IV, 2012

<sup>21</sup> Ticket prices for concerts at Natick Center for the Arts start at \$22; Mosesian Center (Watertown) start at \$20, theatre performances at Arlington Center for the Arts start at \$25, Stoneham Theatre start at \$45.

The renovation of the ACE building will contribute to the vitality of the AAC. Businesses along Albion Street as well as North Avenue and Main Street will benefit from the increased pedestrian activity generated by visitors to the ACE building.

# Market Analysis

## Overview

The Town of Wakefield has a creative economy with untapped potential. Wakefield is home to a significant population of full-time and part-time artists and artisans. These artists were identified via the Arts Collaborative of Wakefield's artist registry or self-identified during the public engagement process of this project. Additionally, the AAC currently has a small cluster of creative economy businesses, ranging from artist studios, arts education services, design services, publishers, and performance arts. Research on the market potential of Wakefield's creative economy was conducted using the following methods:

- Contextual market research on local demographics and consumer characteristics;
- An online survey that was distributed widely to Wakefield residents to evaluate their level of participation in, and demand for, arts and culture activities;
- Interviews with local arts and culture advocacy groups and owners of local creative economy businesses to understand challenges and opportunities of the local arts and culture scene; and,
- Two focus groups limited to local artists to assess their needs and challenges.

## Trade Areas

The AAC market analysis builds on FinePoint Associates' 2016 Market Assessment of Wakefield's Downtown by focusing on the market opportunities and barriers specific to the local arts and culture industry. Since the Albion Street corridor was included as a subarea in the larger Downtown business district as defined by FinePoint's report, this market analysis for the arts will share the same primary and secondary trade areas identified in the FinePoint report.

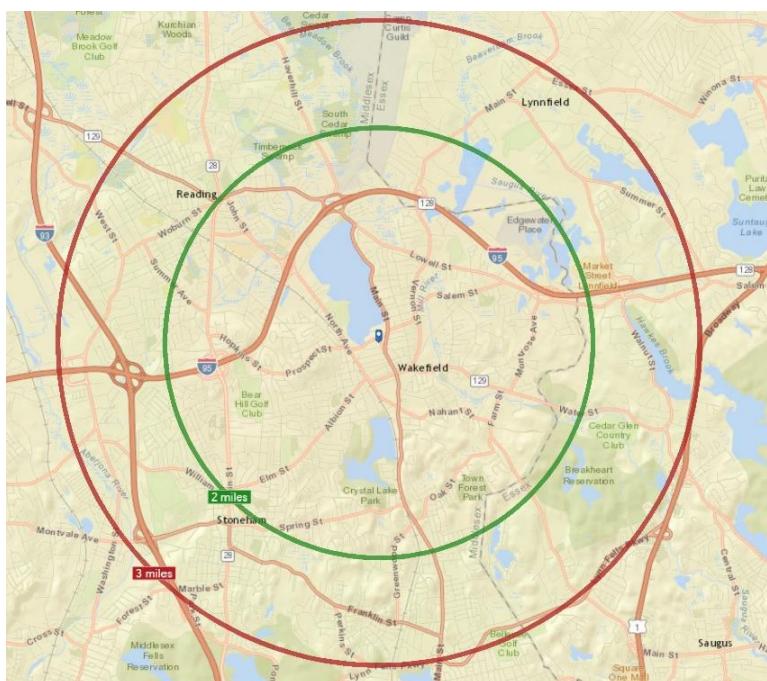


Figure 15: Two- and Three-Mile Radius Around Downtown

## Consumer Characteristics

The National Endowment for the Arts (NEA) conducted a nationwide survey on public participation in the arts between 2002 and 2012. Survey results show that educational attainment and family household

### Primary Trade Area (TA1)

The primary trade area for the AAC is a 2-mile radius of the entire business district which can be covered by a drive time of approximately 5 minutes. TA1 will be an area from which most of the steady, repeat business is derived. Most of Wakefield's boundaries are within TA1 and it therefore fully captures the resident market segment.

### Secondary Trade Area (TA2)

The secondary trade area is a 3-mile radius of the business district and includes portions of Wakefield's abutting communities: Reading, Stoneham, Melrose, Saugus, and Lynnfield.

income are two economic indicators with a high positive association with attendance at visual and performance arts events. Higher family incomes have a particular association with performing arts events, although there is some variation by type of event. Educational attainment has a strong positive link with both visual and performance arts events attendance.

While TA1 and TA2 have similar demographic profiles, both trade areas have higher educational attainment, income levels, and larger senior populations than Middlesex County, Essex County, and Massachusetts – suggesting that visual and performance art can likely capture significant spending from consumers within Wakefield and its surrounding communities.

*Table 11 - Demographic Profiles*

	TA1	TA2	Middlesex and Essex Counties	Massachusetts
<b>Population</b>	42,917	90,122	2.3 million	6.8 million
<b>Number of households</b>	16,773	34,120	897,863	2.6 million
<b>Median age</b>	44.0	44.0	39.9	39.8
<b>% senior population</b>	19%	18%	15%	16%
<b>Average household size</b>	2.4	2.5	2.5	2.5
<b>Median household income</b>	\$90,929	\$92,648	\$80,949	\$69,456
<b>Per capita income</b>	\$44,576	\$45,585	\$43,592	\$38,442
<b>% of 25 or older with bachelor's degree or higher</b>	47%	49%	49%	42%

*Source: US Census 2010 and 2016 MAPC/ESRI projections*

### Demand Analysis

In addition to examining trade areas, MAPC staff also collected feedback from Wakefield residents to understand more about the demands for arts and culture. Feedback collected during the November 17, 2016 public meeting and ongoing online survey showed that while one in two residents have attended a festival in Town in the past 12 months, most have not participated in an arts- or culture-related class, visited a gallery, or visited the history museum in Wakefield. The low level of participation suggests that some of these venues or programs either do not exist in the community and/or residents are not aware of them.

In the past 12 months, how many times did you participate in the following in Wakefield?

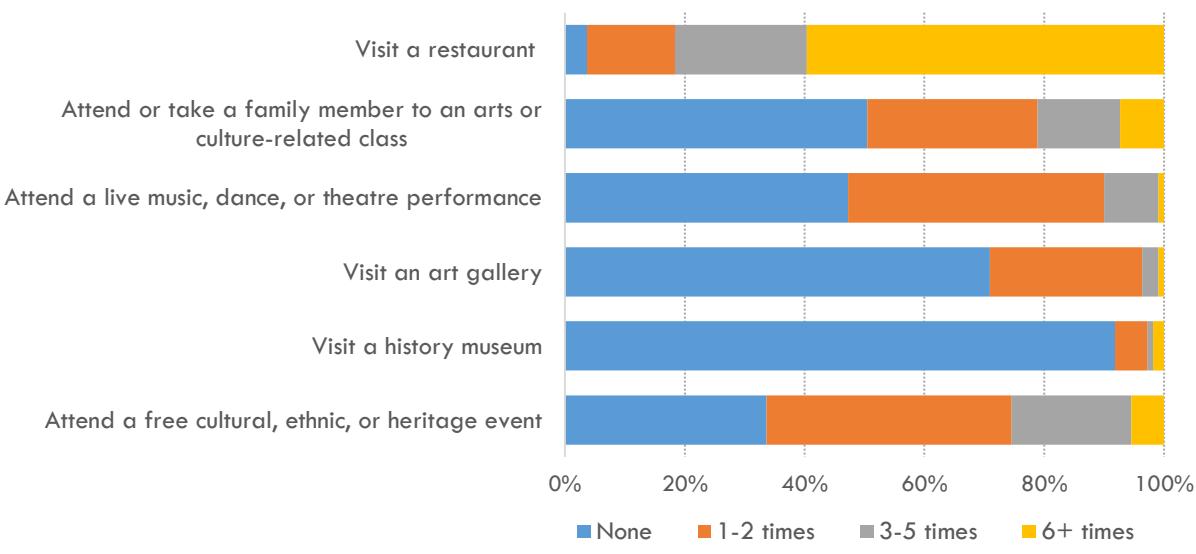


Figure 16: Survey Results: Participation in Arts and Culture Related Events

A significant portion (38%) of residents agree performance spaces are critical in supporting a thriving arts and culture scene in Wakefield. Furthermore, most residents are willing to pay to attend local performances, such as live theatre or concerts. Ninety-five percent of residents surveyed online and in person indicated they would be willing to pay at least \$10 for admissions to performances: 40% were willing to pay between \$10 and \$20 and 55% were willing to pay more than \$20. In fact, only 13% of those surveyed indicated that cost was a barrier to participating in arts and cultural events.

Survey respondents also expressed high levels of interest in seeing more performance spaces in Wakefield, indicating a demand for this type of space.

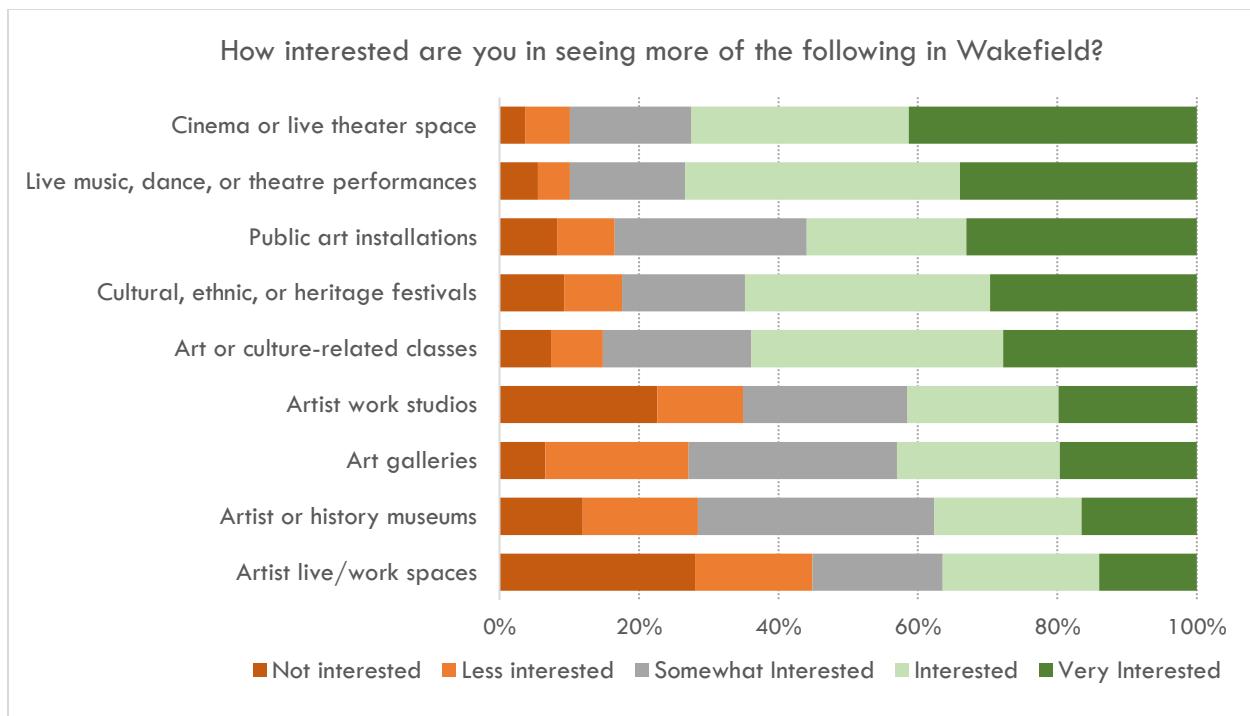


Figure 17: Survey Results: Interest in New Types of Arts and Culture Spaces

Environmental Systems Research Institute's (ESRI) analysis of the Bureau of Labor Statistics' Consumer Expenditure Survey shows that consumers in the Wakefield TA2 region on average spend more for admissions to arts and culture events, arts and crafts, and media subscriptions than its county and state-level counterparts. Wakefield consumers also have comparatively higher spending potential (SPI) in these categories compared to the U.S. average.

Table 12 - Consumer Expenditure on Entertainment/Recreation Fees and Admissions

Category	TA1		TA2		Middlesex and Essex Counties		Massachusetts	
	Avg. spent*	SPI**	Avg. spent	SPI	Avg. spent	SPI	Avg. spent	SPI
<b>Tickets to theatre, operas, or concerts</b>	\$88.46	168	\$93.46	177	\$87.91	167	\$74.45	141
<b>Tickets to movies, museums, or parks</b>	\$95.86	144	\$100.30	151	\$102.32	154	\$87.57	132
<b>Arts, crafts, toys, games</b>	\$129.73	129	\$135.42	135	\$138.73	138	\$122.93	123
<b>Magazine or newspaper subscriptions</b>	\$64.20	153	\$67.55	161	\$60.76	144	\$53.70	128

\*Average spent per event, product, or service per household. \*\*SPI, Spending Potential Index, amount spent per event, product, or service relative to a national average of 100.

Source: U.S. Bureau of Labor Statistics Consumer Expenditure Survey 2013-2014, ESRI Analysis

Furthermore, consumer behavior data compiled by industry analysts ESRI<sup>22</sup> indicated that the residents in TA2 spend between 12% and 48% more on entertainment and recreation. The senior population (age 65+) in this region also tend to be generous supporters of the arts and charitable organizations.

Because of the strong demand indicated through the survey for additional performance art, MAPC staff took a closer look at this particular creative industry. The Town of Wakefield currently has a strong academic program for performance arts and performance venues in Wakefield have hosted many popular and high-profile events. However the Town currently lacks significant space dedicated to professional performance artists. Existing performance venues are found within facilities such as schools and churches, which limits the frequency, hours, and types of arts and culture events in Town. These venues have periodically hosted concerts and plays that have been well received by Wakefield residents and regional visitors. For instance, Linden Tree Coffeehouse is one of the longest-running coffeehouses in the Boston area and has drawn lovers of folk music for more than 30 years. The Reading Symphony Orchestra (RSO) also recently played at the Galvin Middle School.

Through interviews with other cultural centers that offer live theatre in the Boston area, MAPC staff found that most patrons come from their host communities, with the remaining group of patrons being regional visitors. A facility dedicated to performance arts in Wakefield's Downtown or in the AAC can potentially meet the high level of resident interest in live performances and bring in more consumers spending at local restaurants and businesses. Consumer expenditure in TA2 on fees and admissions to performances and concerts is estimated to be an average of \$93.46 each month. Using this estimate alone, a two-person household in TA2 can potentially generate an additional \$1,700 in revenue annually in performance arts events alone if each household also spends an additional \$50 in event-related expenditures such as meals and transportation. If a new arts and culture center in Wakefield captures 3% to 5% of the region's market share in theatre, concerts, and other performances, the additional local revenue generated can potentially be between \$1.7 million and \$2.9 million annually in performance arts alone.

In addition to residents and visitors, performance venues can target a third consumer segment that consists of performances artists looking for rehearsal space. Input collected from the survey indicated that there is need for rehearsal and performance space for musicians and theater companies. As noted earlier, performance arts are a core industry in the creative economy. Therefore having a well-established performing arts organization can potentially support other local businesses, such as restaurants, retail, design service providers, advertising agencies, and others.

*Table 13 - Existing performance facilities in Wakefield, 2017*

Facility	Location	Ownership and Operator	Capacity
Savings Bank Theatre	Wakefield Memorial High School	Town of Wakefield, operated by Wakefield Theatre Arts	250
Veterans Memorial Auditorium	Galvin Middle School	Town of Wakefield, operated by Wakefield Theatre Arts	710
Linden Tree Coffeehouse	Basement of Unitarian Universalist Church	Unitarian Universalist Church, venue for live folk music	120
Drill Hall	American Civic Center	Town of Wakefield, Recreation Department	500

\*Capacity is estimated.

<sup>22</sup> ESRI Tapestry Segmentation Analysis, 2016

Wakefield can explore opportunities to allow more performances at the Town-owned properties listed above.

### Potential Uses - Albion Arts Corridor

Feedback collected from the November 17, 2016 public meeting, online survey, and artist focus groups indicated that a strong network of local artists, availability of working and exhibit space for artists, and special events/festivals are a few of the most critical factors in supporting a thriving arts and culture scene in Wakefield. As seen throughout this report, Wakefield can build on its existing network of independent artists to attract more artists and create programming or festivals that revolve around local artists.

However, testimonials provided by these artists during focus groups clearly indicated that working studios, space for arts programming, and exhibition space are lacking and needed in Town. Potential uses that should be prioritized for the Albion Arts Corridor should include these three types of spaces in order to support the local arts and culture scene.

#### *Artist Studio Space*

Wakefield's local artists engage in a wide variety of creative work. Through interviews and responses to the online survey, an estimated 40% of Wakefield's artists, whether full or part-time, derive all or a portion of their income from their creative work.

Which of the following creative activities do you engage in?



Figure 18: Survey Results: Engagement in Creative Activities

Artist focus groups revealed that the availability and cost of working space is one of the biggest challenges to local artists' success. Artists indicated that they work in their homes or rent studio space in Boston, Amesbury, North Andover, and Beverly. Most are not seeking live/work space in the interest of separating their work from their homes. Moreover, the high cost of live/work spaces are often cited as a

barrier for artists. In general, artists that gave us feedback indicated a preference for work space alone because these units could be offered at a lower price point than a live/work space.

According to local artists, two types of work spaces are in demand in Wakefield: private studio space and an artist studio complex.

- A **private studio** allows a creative worker to work independently at their own studio, away from home, and is suitable for design services (graphic, digital, architecture, interior, etc.), writing, film, and video.
- An **artist studio complex** houses multiple artist studios and is typically found in old buildings that have been renovated or adapted for reuse. Many of these buildings are former schools or mills that already have floor plans that are suitable for artists' studios, e.g., several rooms between 150-500 square feet, large communal areas for shared equipment, long hallways and large ground floor spaces for exhibitions and events. To reduce costs even further, many artists choose to share one studio space.

#### *Target Customers*

Artists of all mediums and all achievement levels in both Wakefield and in the surrounding region would be target customers of studio space. The work space should aim to provide affordable access to an all-inclusive, productive work environment as well as a place for artists to display and market their work.

Wakefield artists expressed that the ideal studio space would provide shared equipment to reduce costs, such as slop sinks, kilns, printers, and wireless internet.

In independent focus groups, Wakefield artists emphasized the importance of a communal environment at studio facilities. One noted the benefit of “quiet collaboration”, where artists of different practices can support each other by providing diverse perspectives to spark creativity.

Case studies show that facilities that offer a communal environment, shared equipment, and shared programming spaces for classes and exhibitions experience the highest demand for space, and often have extensive waiting lists.

#### *Demand Analysis*

There is currently a pent-up demand for artist work space in Massachusetts. Interviews with staff from artist studios in the Boston area showed high or full occupancy rates, often with long tenure and little turnover. At ArtSpace in Maynard and Porter Mill Studios in Beverly, vacancies for work studios are often filled immediately and waiting lists range from 10 to 20 artists. Moreover, little marketing is needed to fill these spaces due to high demand. Almost all of the artists in Wakefield expressed that they are looking for studio space to either move their work out of their homes or to expand their work.

#### *Analysis of Competition*

Artist studio spaces, if offered in Wakefield, must offer affordable rental rates that include utilities and access to other amenities such as shared equipment and programming space to minimize competition. A summary of some of the current offerings in the region is on the next page:

*Table 14 - Available artist studio spaces in the greater Boston region*

	Description	Space size range in sq. ft.	Rent per sq. ft.	No. of Units	Amenities
<b>ArtSpace, Maynard</b>	Former Fowler Middle School building, total 55,000 square feet of studio space and black box theatre in basement level	150 – 1,000	\$8.90 per year	49	Heat, electricity, Wi-Fi, snow and trash removal, exhibition space, shared equipment
<b>Porter Mill Studios, Beverly</b>	Former mill building	115 - 375	\$130 - \$600 per month*	22	Utilities, exhibition space, classes, critique groups
<b>Joy Street Artists, Somerville</b>	Former warehouse	230 – 550	\$7.00 per year	52	Utilities, parking
<b>Western Ave Studios and Lofts, Lowell</b>	Former mill building, offers both work studios and live/work lofts	211 – 1126	\$9.66 per year	245	Heat, utilities, common space, parking. For additional charge: Wi-Fi, kiln, storage units, A/C units.
<b>Gates Block Studios, Lowell</b>	Former mill building	138 – 450	\$1.00 per month + \$49 flat fee for utilities	34	Common space, utilities

\*This rent is per month as opposed to rent per square foot.

#### *Programming Space*

In focus groups, artists indicated that having access to shared classroom and programming space on site is critical to the appeal of studio space available. Many consider programming – especially classes, workshops, and special exhibits - as a way to generate additional income and market their work, but cost to access such space is a barrier to most artists. Classes, workshops, and other programming also benefit the community by promoting the arts and generate value for the local creative economy.

Programming space can also be used for art exhibitions. According to local artists, availability and accessibility of exhibition space is a key component in their search for studio space. Many artist studio complexes have built-in exhibition space in the lobby area or along the facility's hallways, such as ArtSpace in Maynard and Porter Mill in Beverly. Other facilities may have programming space that can be easily converted into exhibition space.

#### *Target Customers*

Two market segments are identified for programming space: artists using the space to conduct trainings, workshops, and events, and patrons coming to the space for events. As detailed earlier, artist studio complexes that offer shared common or programming spaces for classes, exhibitions, and other events are often the most appealing to artists. These spaces help artist promote their work and increase exposure of the arts within the local and regional community.

#### *Demand Analysis*

In regards to the patron market segment, residents were surveyed online as well as in person at the November 17, 2016 public meeting on how much they are willing to pay for arts and culture programming

and events. An overwhelming majority (93%) expressed that they are willing to pay a minimum of \$10 per event or class. Half of all respondents indicated that they are willing to pay more than \$20 per event or class.

*Table 15 - Local willingness to pay for arts and culture*

	<b>Unwilling to pay</b>	<b>Less than \$10</b>	<b>\$10 to \$20</b>	<b>More than \$20</b>
<b>Art or music classes</b>	4%	3%	43%	50%
<b>Art exhibitions</b>	7%	31%	44%	18%

### *Rehearsal space*

#### *Target Customers*

The target customers of rehearsal space include musicians, theatre companies, dance companies, and other performance artists. Rehearsal space can be rented on an hourly basis or for longer terms such as monthly and annually.

#### *Demand Analysis*

While demand for rehearsal space was not indicated via results of the online survey and interviews with Wakefield artists, further conversations with performance artists in the greater Boston region revealed that there is clear demand for rehearsal space at the regional level. This type of space is often difficult to find due to physical limitations and requirements, which include soundproofing, adequate size to accommodate large performance groups, and availability of storage for equipment. Provision of rehearsal space in Wakefield could potentially fill a market niche that could draw regional artists and foster a community of musicians, actors, dancers, and other performance artists.

## Preliminary Operations Analysis: Albion Cultural Exchange

The building at 9 Albion Street, the former Municipal Gas & Light Department offices, has been identified by Wakefield's arts and culture advocates as a property with redevelopment potential as an arts and culture center to serve as an anchor institution for the Albion Arts Corridor. The building has been utilized since 2016 by the Albion Cultural Exchange (ACE) committee. The Albion Cultural Exchange Committee has hosted several arts and culture events in the building including art exhibits, cooking classes, and live performances. These events and programs have brought additional exposure to Albion Street and Main Street businesses as well as additional pedestrian traffic to Downtown. The continuing popularity and success of these events and programs suggest a rising demand for arts and culture activities in Downtown Wakefield.

This preliminary operations analysis provides a high-level overview of the building's existing conditions and a summary of operational requirements for the property to function as a sustainable arts and culture center following necessary renovations.

### Existing Conditions

The property and building at 9 Albion Street, also known as the ACE Building, is currently owned and managed by the Town of Wakefield. The building comprises of three levels and has a footprint of approximately 2,480 square feet, or a gross area of 7,440 square feet. The Town and the ACE Committee have made significant strides in repurposing the space and enabling the ground floor to be actively used for arts and culture events and programming organized by the committee. The events have been well attended and have demonstrated that there is interest within Town to support arts and culture programming within the building. The ground floor is, however, the only floor currently in use; it still retains the layout of its former use and much of the space is divided into closed offices and therefore unsuitable for a gallery setting. The basement and second levels are currently not in use due to accessibility issues and lack of functioning bathrooms. In order to continue the momentum of the Albion Cultural Exchange Committee and to realize the full potential of the building as an arts and culture center, significant updates and renovations will be required.



Figure 19: First floor of ACE building



Figure 20: First floor looking towards building entrance



Figure 21: Access to second level via spiral staircase

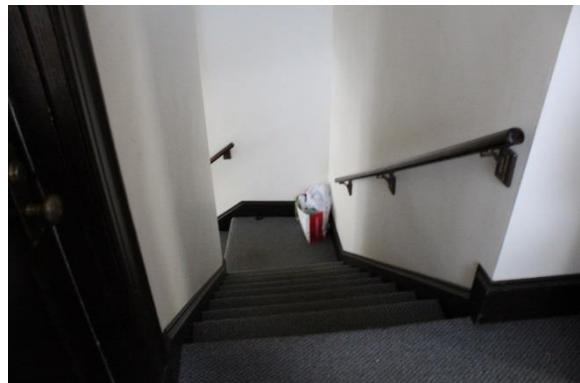


Figure 22: Access to second level via stairwell



Figure 23: One of several second level spaces



Figure 24: View of second level hallway



Figure 25: Exposed ceiling wires on second level



Figure 26: Basement level

## Organizational Requirements

### *Ownership*

As previously stated, the property and building at 9 Albion Street are currently owned and maintained by the Town of Wakefield. In order to ensure that there is a long term strategy for maintaining the Albion Cultural Exchange as an arts-focused building, it will be critical for the Town to set up a structure for operations, maintenance, and programming within the building. There are a few different options for how to set up this structure, including exploring establishing a ground lease with a nonprofit or keeping the building under Town ownership and designating Town staff and committees that are in charge of various aspects of the operation.

There are advantages and disadvantages to both scenarios (Town-owned and nonprofit-owned). For example, the nonprofit scenario would require a strong organizational partner with a reliable history of managing and programming arts related centers. However, a nonprofit owner would minimize financial and operational risk for the Town and may open the door for more grant funding and/or fundraising opportunities. The Town-owned scenario would ensure that the momentum that the Town has created thus far through the Albion Cultural Exchange Committee would continue and would allow the Town direct oversight to ensure a successful renovation and operation. The Town would likely have to draw a significant amount of funding from their own budget however, as grant opportunities for renovation and/or operation may be more limited. In the case of the ACE building, the Town feels that the most successful option for renovation and operation of the Albion Cultural Exchange would be to maintain ownership of the building.

Within the Town-owned scenario, MAPC recommends the following structure: management of the building can remain as the responsibility of the Department of Public Works' Buildings Manager. In order to lead programming at the building, the Town should hire an Cultural Affairs Coordinator to sit within the Town Administrator's office or another department deemed appropriate by the Town Administrator and Board of Selectmen. This coordinator can work with the ACE committee to continue programming and to evolve the building through renovations. The Cultural Affairs Coordinator can also manage leases within the building and develop an annual strategy for leveraging arts and culture for economic development. The Cultural Affairs Coordinator should also staff an Arts and Culture Economic Council, made up of various stakeholders who work with both artists and local businesses in Downtown Wakefield (e.g. members of the Albion Cultural Exchange Committee, Events Planning Committee, Merchants Group, Main Streets Group, Wakefield Lynnfield Chamber of Commerce, etc.). The council should meet at least semi-annually and should advise the Cultural Affairs Coordinator on annual work planning and ideas for arts and culture events. The Cultural Affairs Coordinator should, at minimum, make a semi-annual report to the Board of Selectmen on arts and culture activities in the ACE Building and throughout Town. Under the Town-owned scenario, Town Counsel and other leaders should ensure to carefully craft lease agreements that protect the Town from liability risks.

### *Redevelopment*

Feasibility of the building's redevelopment will require further advocacy, studies, and fundraising efforts by the current Albion Cultural Exchange Committee and Town staff (including a potential new Cultural Affairs Coordinator). The Town will be tasked with moving the redevelopment process through three critical phases:

i. Pre-development

- Conduct more thorough market analyses to determine community needs and opportunities.
- Convene local officials, business owners, citizens, and potential investors to build community support and buy-in.
- Create a line item in the Town budget to help support some of the renovation costs for the building.
- Identify funding or financing sources that the municipality could potentially apply for in order to pay for the renovation of the building.

- Create a separate Friends of the Albion Cultural Exchange Group to conduct marketing and capital campaigns to raise necessary startup funds for proposed renovations.<sup>23</sup>
  - Identify and pursue funding sources such as grants, loans, tax credits, etc.
  - Issue Request for Proposal (RFP) for project site redevelopment.
- ii. Pre-construction
- Develop design based on a market study.
  - Solicit and select construction bids.
  - Identify financing gaps.
  - Develop construction timeline.
- iii. Construction
- Monitor construction schedules and budgets.
  - Obtain approvals from authorities for occupancy.

### *Operation*

The DPW Buildings Manager will be responsible for day-to-day management, maintenance, and operation of the building upon completion. The Cultural Affairs Coordinator would be responsible for programming the center and would work with the Town's media staff to promote the center and establish partnerships with local organizations and Downtown businesses. The Town will also need to adequately budget for the day-to-day management and maintenance costs of the building.

The Lynn Auditorium and the Peabody Wiggin Auditorium are two examples of auditoriums that are municipally owned and managed by municipal staff and may serve as models for Wakefield. On the next page, for reference, are structure and operations of arts and culture nonprofit organizations that are lead organizations for arts centers throughout the region. As you can see in the following chart, no two organizations are alike in their structure and operations. Each organization has a customized structure to fit its programming or funding needs. In this case, it would be Town staff that would be responsible for budgeting and fundraising for building costs, program development, lease management of potential artist studio and rehearsal space, and facility management.

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<sup>23</sup> The Massachusetts State Ethics Commission warns of conflicts of interest that can arise when a Town itself attempts to fundraise for a project; individuals and businesses that have separate dealings with the Town may feel undue pressure or feel coerced to contribute. While not illegal, these solicitations have to meet a number of ethics criteria, which can be found online here: <http://www.mass.gov/ethics/ethics-commission-issues-formal-advisory-opinion-on-fundraising-by-municipalities.html>

Table 16 – Comparable Arts Centers and Staff

Center Name	Lead Organization	Role of Lead Organization	Board Size	Staff size	Property Ownership
The Center for the Arts in Natick, Natick	The Center for the Arts in Natick	Program development, facility manager, fundraising.	13	6	Owned by TCAN
Mosesian Center for the Arts, Watertown	Watertown Arts on the Charles	Program development, facility manager, lease manager, fundraising.	14	3	Owned by Athena Health and Town of Watertown
River's Edge Arts Alliance, Hudson	River's Edge Arts Alliance, Inc.	Program development and fundraising.	20	1 FT, 4 PT	Leasing administrative office space at Hudson Public Schools
Mother Brook Arts and Community Center, Dedham	Mother Brook Arts and Community Center, Inc.	Program development, facility manager, lease manager, fundraising.	17	1	Owned by Town of Dedham
Hibernian Hall, Boston	Madison Park Development Corp.	Program development and facility management	11	5	Madison Park Development Corp.
Cultural Center of Cape Cod, South Yarmouth	Cultural Center of Cape Cod	Program development, fundraising, leasing manager, facility manager	40	3	Cultural Center of Cape Cod
ArtSpace Maynard, Maynard	ArtSpace Maynard	Facility manager, lease manager.	8	1	Owned by Town of Maynard

## Revenue and Expenses

### Revenue

The Town must determine how much revenue they would need to generate from the programming and the leasing of artist work space within this building versus how much they are willing to subsidize the space. Again, for reference, a review of seven<sup>24</sup> nonprofit arts and culture centers' most recent financial reports (IRS Form 990) show that, on average, the two most significant sources of revenue for arts and culture nonprofit organizations are contributions/grants and fees from program offerings (tuition, admissions, rent, etc.). However, some organizations rely heavily on fees as a revenue source, and vice versa. For instance, between 2013 and 2015, ArtSpace Maynard generated its revenue almost exclusively from leasing studio space to artists (96%, or approximately \$250,000). In contrast, Artists for Humanity in Boston and Hopkinton Center for the Arts derived more than two-thirds of their revenue from contributions and fundraising.

Table 17 - Revenue sources and annual share, arts and culture nonprofits

Revenue Sources	Average Revenue Share, Latest Reported Year
Contributions and Grants	42.2%
Program Service Revenue	52.6%
Investment Income	0.1%
Other Revenue	5.1%

Sources: IRS Form 990, between 2014 and 2015

<sup>24</sup> Arlington Center for the Arts, Mosesian Center for the Arts, Artists for Humanity, ArtSpace Maynard, Cultural Center of Cape Cod, Hopkinton Center for the Arts

Potential sources for grants may include:

- Mass Cultural Council's Cultural Facilities Fund, which can provide grants for the acquisition, design construction, repair, renovation, and rehabilitation of a cultural facility. This funding can also be used for feasibility and technical assessment grants related to a cultural facility, or for systems replacement grants for 20-year capital needs assessments. The ACE Building would be eligible for Cultural Facilities Funds only if a nonprofit tenant within the building is legally responsible for facility improvements per the terms of the lease due to restrictions on municipally owned buildings.
- Mass Cultural Council's Local Cultural Council funding can provide money to help cover operating costs. While private nonprofits are eligible for capital expense funding, municipalities are not.

By maintaining Town ownership of the ACE Building, certain restrictions on funding sources apply that would not be the case if the facility were owned by a nonprofit. Several of the Massachusetts Cultural Council's grant programs, like the Cultural Investment Portfolio, are restricted to nonprofit organizations only.

After renovations, the building can provide much needed studio, programming, and rehearsal space for local and regional artists. The first floor could function as flexible space for exhibitions, events, and other programming. The second floor has the potential to provide a net total of six to eight private or shared studio space between 300 and 500 square feet. The basement can provide additional programming or rehearsal space where noise issues can be minimized.

Using Table 14 as guidance, the Town should also keep in mind that they need to offer an affordable rental rate for studio space and provide shared amenities to remain competitive in the region. Different lease options can be offered to artists to ensure that the building is activated by creative activity throughout the year. Participation in open studios should be considered mandatory for artists renting space to benefit and promote arts and culture in Wakefield. A variety of lease terms can be offered to foster creative growth of the tenants where they can "graduate" and expand to a larger space within or outside of ACE to encourage reasonable turnover of the artists.

Gross leases offer an all-inclusive rent (base and expenses) and are predictable to both lessor and lessee. A gross lease may be ideal for an artist studio complex during the startup phase (up to 5 years) as a way for the lessor to generate a predictable, steady income in order to stay financially sustainable. Artist turnover can be encouraged by offering short lease terms on a monthly basis. Leases can also be restricted to artists that generate revenue from their creative work below a certain threshold to ensure the studio complex becomes an incubator space for newer artists.

Net leases can be explored when a studio complex is more mature and financially stable. The facility can offer a lower base rent compared to a gross lease but charge additional fees to cover contingencies in maintenance, utilities, access to shared amenities, etc.

#### *Expenses*

Most of the seven arts and culture nonprofits that MAPC staff reviewed reported a positive net operating income. The most significant share of expenses was for employee salaries and benefits, ranging from 30% to 70% of total annual expenses. Other substantial expenses include supplies, instructor fees, equipment rental, and utilities.

#### **Summary of Risks and Opportunities**

An arts and culture center in the AAC can have significant economic impact on Wakefield's Downtown economy. Repurposing a predominantly vacant building will increase the property's value and provide much needed space for an emerging local artist network. An arts and culture center will further elevate an already attractive Downtown Wakefield and help to attract additional activity.

Online survey and interview feedback demonstrated that residents are overwhelmingly supportive of having more arts and culture activities Downtown. Additionally, most respondents expressed a willingness to pay more than \$20, the higher range, for these activities.

### *Risks*

Potential challenges of an arts and culture center in the AAC:

- Renovation costs may be substantial and prohibitive. A more thorough feasibility study is warranted.
- Development of strong community partnerships to create arts and culture education and programs will be critical to the center's success in later phases.

### *Opportunities*

Through interviews conducted with local artists, there is a high and unmet demand for rental artist studio space, specifically those that facilitate the growth and development of an artist community. Vacancy rates of artist studio complexes in the greater Boston region are low or nonexistent; rental rates are kept highly affordable to eliminate barrier to entry. In light of high demand and low supply of affordable artist work space, an arts and culture center in Wakefield is well-positioned to meet the needs of a growing artist community and the surrounding region.

# Zoning

MAPC staff reviewed the zoning along Albion Street to assess opportunities and/or barriers to spurring economic development and generating arts and cultural activities in the Downtown. Staff worked with the Town to specifically look for ways to incentivize cultural and arts uses, mixed use development, and additional residential in the corridor as these uses would all contribute to more activity and vibrancy in Downtown Wakefield.

## Context and Analysis

MAPC analyzed the current zoning on Albion Street and in the Downtown as described in the Wakefield Zoning Bylaw, Chapter 190 of the Wakefield General Bylaws. Currently, Albion Street's underlying zone is Business, appropriate for the uses and the location in the Downtown.



Figure 27: Albion Street Zoning

There are also zoning overlays that regulate: Signage, Wireless Communications Services, and Mixed Use for the portions of Albion Street at the intersection of Main Street and at the intersection of North Avenue. The optional Mixed Use overlay is regulated by Chapter 190 Section 94: *Mixed use development*. Chapter 190 Section 32, *Multifamily dwellings, mixed-use development* may also be used to guide development on Albion Street because the entire segment of Albion Street between North Avenue and Main Street is within the 2500 ft. radius around the commuter rail station. We will refer to the Chapter 190 Section 32 provision as “the radius zone”.

Table 18 – Overlay Districts Summary

Mixed Use optional overlay	§190-94	Not used by any development to date (enacted in 2004)
Multifamily dwellings, mixed- use development	§190-32	“Radius” zone with development incentives within 2500 ft. of the Wakefield MBTA commuter rail stop.  175 North Avenue developed with this zoning

## Incentivizing Albion Street's Zoning

MAPC has identified options that could incentivize arts and cultural uses and redevelopment of under-utilized parcels on Albion Street in order to advance the cultural economic development strategy.

*Table 19 – Comparison of Zoning Options*

Comparison of Zoning Options			
Zoning Option	Why Utilized	Benefits	Challenges
Create a new zone (also termed a new zoning district)	Specific provisions for what is often a distinctive area.	Allows for special regulations/review and incentives in the Downtown.	Creates an additional district that may not be that different from other areas in Town.
Amend existing zone	When the proposed changes are few, relatively minor and the existing zoning district is not used in many other parts of Town.	May be more straightforward and easier to implement.  New regulations may be applicable to other, similarly zoned areas as well.	Need to review carefully other areas with the same zoning designation.
Create an overlay (usually an optional zone)	Provides specific regulations for a defined area.	Can incorporate portions of different existing zones.	Additional regulatory layer can be difficult to understand.  Need to consider all the existing regulations that pertain to the area, such as a sign overlay.  Because it is usually optional, may not result in the future land use changes that are desired
Develop Special Provisions	Applicable to specific situations community-wide.	Targeted regulations, usually requiring a special permit.	May be confusing because it is not mapped.
Develop a 40R zone	Incentivizes housing  It is an optional overlay with as-of-right provisions coupled with mandatory design guidelines	Includes 20% affordable housing, an attractive option for artists.	Existing regulations (Radius Zoning) exceeds required 40R density, so there may not be an incentive to use 40R

**The two most practical options for Albion Street are:**

1) Create a new optional overlay, or 2) Create a new zoning district. The other two options, amending the existing zone would include the entire Business zone, and might not be desirable in such an extensive Downtown area; and developing special provisions would apply Town-wide, and again, would cover a larger area than is desirable.

Creating an overlay would add another overlay to an area that already has three. A more practical variation would be to amend the Mixed Use Overlay District (see the Mixed use development section, § 190-94) to incorporate specific incentives for arts and cultural uses. The objective would be to incentivize development, similar to the provisions in the Radius Zone (§190-32). The Mixed Use Overlay District would then be mapped over the entirety of Albion Street.

The Town could alternatively consider creating an entirely new base zoning district with provisions specifically tailored to the designated area. The district would be put on the use item table (§190-23). The new base district could be tailor-made for a list of arts and culture uses. Definitions could either be added in the new zone description, or in the Definitions Section. The new zone would also be put on the Official Zoning Map, using a different color to distinguish it from the Downtown and surrounding zones. Other regulations, such as parking and signage, could be specifically developed for Albion Street, making it a unique destination.

Either approach could be successful but nothing incentivizes development more than “as of right” uses and a straightforward permitting process, relying on clear, concise regulations and a strong site plan review process.

The new Albion Street zoning should include the following concepts:

**Purpose/Vision for the Area:** Describe the character the Town is seeking to create. For example: A vibrant, interesting, pedestrian-scaled area that is teaming with creative endeavors, whether they are artist's lofts, live/work spaces, galleries, theatre, recording studios, musical practice space, cafes and sidewalk cafes, outdoor and indoor exhibition spaces, shops and support services such as framing shops.

**Definitions:** Define Artist's Studios/Live/Work Gallery Space; Recording Studio/Live/Work Space

These definitions could be included in §190-4 so that they could be Allowed or Special Permit uses in other zoning districts in Wakefield as determined.

**Procedures:** Similar to existing §190-94 “Procedures”, a pre-application meeting is an excellent provision and saves both the Town regulatory staff/boards/commissions and the applicant time and effort.

The following use and dimensional requirements should be considered:

Economic cycles and lending practices fluctuate, so it may be prudent not to specify any percent for ground-floor retail. And, there could be lots within the district where ground floor residential makes sense, without space for retail. It should be stated that ground floor retail (arts) uses are strongly preferred and these should be allowed as of right. If the Town goes forward, developing new zoning strategies, a careful review of the use table is recommended, and all appropriate uses should be allowed as of right.

*Dimensions:*

**Lot Area:** No minimum lot area should be required. This should provide an incentive to keep the smaller lots on the north side of the street that create an interesting streetscape.

**Lot area per dwelling unit** could be established at between 500 and 750 sq. ft. The smaller dimension may encourage smaller, affordable spaces for artists. A next step could be to test the lot area per dwelling unit options to determine a “best fit” for the Albion Street area.

**A 50 ft. height limit**, with potential step-backs, maximizes current techniques for stick-built construction and may be appropriate for the underutilized areas at Albion and North Avenue, an important gateway nearest the Commuter Rail.

**Front setbacks** could be “contextual”, based on the adjacent properties to create a harmonious streetscape. Alternatively, they could provide a setback adequate for performance space or an outdoor café. Open space at 15% is encouraged, and could include rooftop gardens, atriums, and balconies.

**Parking:** Existing requirements in the Mixed use development bylaw allow legal on-street parking spaces to be utilized to meet the parking requirements. §190-94D (1) (b) should clarify that only the street frontage of the specific property may be utilized. In other words, if a lot is only 25 feet wide, only that space may be counted, and not any space from an adjacent lot. This provision may help small lots provide an additional dwelling unit.

It will also be appropriate to limit curb cuts, parking garage entrances, exits onto Albion Street and other areas so as to preserve pedestrian safety and the streetscape. Auto uses should be clearly secondary to lively pedestrian activity.

Another parking-related requirement that could be incorporated into new zoning is **provisions for bicycles** – both short-term parking and long-term (all day or longer) storage for employees and residents. Short-term bicycle parking can be shared along a street, and may make sense if the sidewalk is narrow in a particular spot.

Shared parking is also a strategy that can minimize lot area devoted to parking. A shared parking provision would allow different uses on the same lot, or lots within a certain distance, to share parking spaces according to the time of day of peak need. Shared parking can allow developers to utilize more space for productive uses that will help to enliven the corridor such as additional residential units or open space, for example. See Exhibit 5 of the Appendix for more information on Shared Parking.

The new zoning should also include refined site plan and design review standards.

If the zoning allows a variety of uses by-right, without the need for a special permit, a site plan and design review is appropriate. This should be conducted by the Zoning Board of Appeals. To assist with this review design guidelines should be developed to explain the community’s standards for new buildings so that they will be compatible with the vision for Albion Street. MAPC recommends reviewing the Site Plan Review requirements, adding design review, and developing appropriate design guidelines.

Among the items that could be included in the design guidelines are cues to enliven and beautify the Albion Street area as it is renovated/rehabilitated/reconstructed, such as:

- Street trees
- Pedestrian seating/performance/display space
- Window boxes
- Windows that can be raised to create “outdoor seating” experience in cafes and restaurants
- Pushcarts (design may need approval)
- Temporary A-frame signs (design may need approval)

Various arts and culture related definitions should be added to the zoning bylaw. Examples are below.

**Artist live/work space:** A single residential dwelling unit occupied by a Working Artist to both live and work, with a minimum of forty percent (40%) of the gross floor area of the unit used for Art Use by the artist residing therein.

**Working Artist:** A person who derives over 50% (or a substantial portion) of his/her annual income from art or creative work that is written, composed, created, performed or executed including, but not limited to: art directors, craft artists, fine artists (painters, printmakers, sculptors, photographers, illustrators, multi-media artists and animators); performing artists (dancer, actor, musician or singer); art teachers, painting restorers and/or other art-related workers. The artists should be able to present a recent body of work.

**Art Use:** The production of art or creative work that is written, composed, created, performed or executed for “one of a kind, limited” production, exclusive of industry-oriented distribution or production. Sale or display of the art or creative work may be accessory use to the production.

Other definitions:

**Artist Studios/Live/Work Gallery Space**

The use of all or a portion of a structure for both habitation and work by persons engaged in the creation, manufacture or assemblage of commercial graphic arts; fine arts, including but not limited to painting, printmaking, sculpting, or ceramics; art and document restoration; the performing and visual arts, including but not limited to dance, choreography, photography or filmmaking, or the composition of music (but not to include Adult Entertainment). Sales of artist-created work are also permitted in a portion of the space.

**Recording Studio/Live/Work Space**

The use of all or a portion of a structure for both habitation and work by persons engaged in sound recording and mixing, which studio may be used to record musicians, voice-over artists for advertisements or dialogue replacement in film, television or animation, or to record their accompanying musical soundtracks, to be stored on tapes, records, compact disks, computers or other storage devices.

## Renderings

Through this project, MAPC and the Town of Wakefield worked with Favermann Design to put together some initial concepts for branding and/or redeveloping sections of the Albion Street corridor. It is critical to think about branding and wayfinding in terms of creating a cohesive and creative arts and cultural identity for Albion Street and Downtown Wakefield. The Favermann Design concept is presented below and includes both ornamental benches and lanterns inspired by the rattan industry, an industry at the heart of Wakefield's historical and cultural identity. These designs were incorporated into a rendering of Albion Street that shows how the corridor might look if streetscape elements and more active arts uses were also present.



Figure 28: Rendering of Albion Street incorporating Favermann Design Concept and more active uses

Below is a view of a rendering closer to the North Avenue and Albion Street intersection to show what a potential new mixed used development could look like. The rendering incorporates arts and culture uses in addition to residential. This scenario shows a three story mixed use building with a black box theater at ground level, two stories of residential or artists' lofts above, outdoor seating on both the sidewalk and a portion of the roof, along with a green roof element.



Figure 29: Rendering of Potential New Mixed Use Development

# Recommendations

The following recommendations are organized around five major goals:

- Creating a distinct arts and cultural identity for Downtown and the Albion Arts Corridor
- Transforming Albion Street into an active street and focal point for arts and culture
- Redeveloping the Albion Cultural Exchange Building into a permanent arts and culture center
- Marketing arts and culture in the Downtown
- Zoning and Redeveloping to support and grow a thriving arts and culture district Downtown

In order for these action items to be implemented effectively, a number of different organizations and individuals should be involved. In addition to Town committees and staff, organizations such as Wakefield Main Streets, the Arts Collaborative of Wakefield, the Merchants Group, Wakefield Lynnfield Chamber of Commerce, the Beebe Library, and Wakefield schools have an important role to play. Individual businesses and property owners are also critical to implementing action items.

## Goal 1: A Distinct Arts and Cultural Identity

The following recommendations pertain to how the Town and its partners can increase arts and culture activities in the Downtown and strengthen opportunities for artists to engage with one another and with the Downtown and Albion Arts Corridor.

**Strategy A: Establish an organizational structure and/or partnership dedicated to promoting arts and culture in Wakefield**

### Actions

*1) Consider hiring a Town employee who could partner with arts and culture organizations and focus exclusively on the promotion of arts and culture in Town.*

A paid Town Cultural Affairs Coordinator could develop an annual strategy for leveraging arts and culture for economic development, could help to organize various groups working on arts and culture events, and could also help to program events in Town buildings such as the Albion Cultural Exchange. The Cultural Affairs Coordinator should make an annual report, at minimum, to the Board of Selectmen on arts and culture activities in the ACE Building and throughout Town.

Hiring a paid Town staff person would also send a strong signal to artists and the general public that arts and culture is an important priority for the Town.

*2) Bring together a committee that will be charged with assisting the Town Cultural Affairs Coordinator in developing programs and strategies for strengthening arts and culture Downtown.*

The Cultural Affairs Coordinator could staff an Arts and Culture Economic Council made up of various stakeholders who work with artists and businesses in Downtown. The council should meet at least semi-annually to reexamine the ideas and strategies that are working to promote economic development through arts and culture activities. An annual work plan should be developed, embraced and promoted by all council members and the Town.

*3) Strengthen partnerships between existing arts and culture focused groups and groups that are focused on promoting Main Street and small businesses in the Downtown.*

An Arts and Culture Economic Council is one way to bring together stakeholders from different groups that are working to promote the Downtown. In the meantime however, it is important to think through how existing Town committees and groups working on either arts and culture or promoting Main Street can

collaborate to strengthen the Downtown. Through MAPC outreach efforts, we heard from many people that they were confused about the number of different groups that are promoting different activities and aspects of the Downtown. People aren't always sure where to look to find out information about upcoming events or which groups to reach out to if they would like to get involved. Combining forces may result in increased manpower, more organized, integrated, and coordinated Town events and offerings and the ability to more clearly communicate one message about arts and culture to the community and general public.

A strong partnership between the various groups could draw more economic activity for businesses, more investment to Main Street to facilitate needed physical improvements, and a larger audience and more appreciation and support for arts and culture. Union Square Main Streets and Union Arts is a good example of an organizational partnership between a group focused on Downtown businesses and one focused on arts. Beverly Arts District is another good example outlined in more detail below.

One example of a partnership between local businesses and artists that has yielded great results is the Beverly Arts District (BAD) in Beverly, MA. BAD was launched in 2014 by Beverly Main Streets in partnership with the City and Monserrat College of Arts. BAD operates as a committee of Beverly Main Streets, which was charged through city ordinance to manage the Beverly Arts District. BAD also has sub-committees on the topics of programming, public art, and social media.

The partnership demonstrates that arts and culture is a priority for Main Streets, for artists, and for the City. Community members know where to look or who to contact in order to get information about events. Artists who may be interested in locating in the City or creative economy businesses also know who to contact. Below is an outline of the steps that Beverly Main Streets and the City went through in order to establish BAD.

- 2010: Beverly Main Streets launches the Downtown 2020 initiative which identifies using arts and culture as a key economic driver for revitalization
- 2012: BAD Advisory team wins an "Our Town" grant from the National Endowment for the Arts to create a master plan for a cultural district
- 2013: BAD Master Plan is completed
- 2014: Beverly City Council designates Beverly Main Streets as the managing entity of BAD
- 2014: BAD is launched!
- 2014: BAD applies to Massachusetts Cultural Council for designation as a Cultural District
- 2015: BAD is named the 28th Cultural District in the Commonwealth by the Massachusetts Cultural Council

Below are the goals listed on BAD's website:

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

(<http://beverlyartsdistrict.org/>)

## Strategy B: Diversify and increase Wakefield's arts and culture offerings within existing businesses Downtown

### Actions

*1) Explore additional opportunities for local dining establishments to provide performance space, such as live music, standup comedy, and open-mic events.*

There are examples of restaurants within Wakefield that already host live music, such as Harrington's Pub. Adding to this inventory and promoting more live entertainment would help to make Downtown Wakefield more of a destination.

*2) Identify more businesses that are willing to hang and sell local art.*

There are many opportunities for restaurants and retail establishments to hang and sell local art. Creations Café in Wakefield and Zuzu's Café are already hanging up art and others have displayed short-term exhibits in the past. If the majority of businesses in Wakefield were willing to display art on a regular basis this would help artists who are looking for a place to display their work and would strengthen the identity of Downtown as a place to see art and experience culture.



Figure 30: Creations Café



Figure 31: Zuzu's Café

*3) Encourage retailers to get creative in their spaces and to host arts- and culture- related events or experiences that might draw in more customers.*

Hosting arts and culture events within retail shops is also a creative way to draw in more customers and make them more aware of the products that a particular store has to offer.

*4) Encourage artists to offer experiences to potential customers; either to participate in art or to watch it happening while enjoying food and drink.*

Interactive displays of art can provide entertainment and offer people an experience that they cannot get by purchasing a product online or at a big box store. Watching people paint, create pottery, or carve for example could be a part of a social dinner experience. These are the types of activities that can happen within individual establishments Downtown or in a central location such as the Albion Cultural Exchange Building.

## Strategy C: Identify additional venues to host live performances, such as theater and live music

### Actions

- 1) Consider expanding the use of Wakefield's state-of-the-art school auditorium spaces to other performance troupes or performers.

Work with the schools to determine if there are certain times during the year when professional or adult amateur groups could have access to the state of the art theater space in both the Galvin Middle School and Wakefield High School. Shows at the Veterans Memorial Auditorium in the Galvin Middle School in particular would be advantageous because of the close proximity of Downtown and the ability to walk from a restaurant to a show or performance and vice versa. There are examples of professional groups that have performed in this space before, such as the Reading Symphony Orchestra in late 2016.

- 2) Consider incorporating a performance arts space into the Americal Civic Center.

In the short term, the Drill Hall (gym) space at the Americal Civic Center as it is now could likely host more performance arts and cultural programming than it currently does. The Heritage Room is already used for classes such as guitar and photography. Additional arts shows and performances could be set up in the Drill Hall to establish the Civic Center as a more prominent arts destination in the Downtown. Some of the current office spaces on the second floor could also potentially be used for shared artist space and/or storage areas as well.

## Strategy D: Strengthen resources and networks available to Wakefield's existing artists

Artists need resources, a strong network, and opportunities for collaboration in order to be successful. It is important for the Town to actively support existing arts organizations in Town and to strengthen relationships with existing artists. Finding ways to better support existing groups will allow individual artists to have more exposure, opportunities, and space to showcase their work which will further lead to more arts and culture activities in Town.

### Actions

- 1) Explore opportunities for local and regional artists to participate in temporary public art projects in Downtown Wakefield through calls for artists or arts-centered festivals.



Figure 32: Salem Arts Festival  
Credit: Salem Arts Association

Many communities host festivals that feature interactive live public art. These are creative and fun ways to highlight art and to give people a chance to also experience the process and interact with the artist as they work. The City of Salem recently hosted a Mural Slam as part of the Salem Main Streets Arts Festival. Artists were invited to transform a series of brick walls in the historic Downtown through creating murals. The competition included a series of cash prizes sponsored by the City of Salem Public Art Initiative and some individual businesses.

- 2) Continue to leverage Wakefield's existing festivals to promote the Town's artists and cultural activities.

Wakefield already has a strong slate of festivals and events that incorporate art in some form, but there are opportunities to more actively promote art as part of these events or to do some collective branding around the arts and culture that is featured at these many festivals. In addition to just displaying art, these are great opportunities to identify more champions for arts and culture and to involve more people in the efforts that are already underway. These are also great opportunities to educate people on the value of arts and culture.

*3) Consider hosting more events or festivals that focus exclusively on arts and culture.*

In addition to leveraging existing festivals to promote arts and culture, consider hosting other events. Open Studios events have been successfully implemented in many Towns and could be an event that could feature art in existing establishments in Downtown Wakefield. Makers festivals, arts parades, 5k races that feature live music checkpoints, live theater by the lake, and outdoor cooking competitions were a few of the other creative ideas mentioned by survey participants.

*4) Explore ways to provide technical support to creative enterprises or independent artists and artisans, such as workshops on business marketing and navigating the Town's permitting process.*

There are many resources available to support small businesses. However, small business owners are often so busy that they do not have enough time to take advantage of these programs. Finding ways to bring resources directly to small businesses will be key. Technical support related to developing a business plan, marketing, and store layout and design would be helpful for a number of the small businesses in Downtown Wakefield.

The Wakefield Lynnfield Chamber of Commerce already offers business counseling through SCORE (a nonprofit organization that offers advice to small businesses) and may be a good resource to partner with in order to strengthen small business workshop support to artists and other creative economy businesses. The Merchant's Group will also be key as they represent many of the smaller businesses Downtown.

*5) Continue to promote and update the Arts Collaborative of Wakefield's (ACW) artist directory and to build out the website of the group.*

Joy Schilling Photography, Painting, Printmaking, Ceramics

I'm more of an art educator than an artist, however, I love both digital and black and white photography, as well as painting, printmaking and ceramics. I teach at Wakefield High School and spend most of my time creating the setting for our students to experiment and excel artistically.

I have been teaching Art in Wakefield since 1983 to all levels of students in Wakefield Schools. I have a Master of Science in Art Education with a concentration in Ceramics from the Massachusetts College of Art, Boston, MA, and a Bachelor of Fine Arts with a concentration in Art Education and a minor in Art History from the University of Massachusetts, Amherst, MA.

Email: joy.schilling@gmail.com  
www.wakefieldvisualarts.com



Figure 33: ACW Artist Profile

The ACW is a group of artists that meet regularly to network, share ideas, and display their work. They currently maintain a website with a list of news and announcements and an extensive directory of artists. Each artist has a page that includes a brief bio as well as a rotating display of their work. This directory should be actively expanded and built upon to feature the broad range of talent that already exists in Wakefield and to highlight the Town as one that is rich with artists.

In addition to the directory, ACW should consider adding a map of existing cultural assets in Wakefield including studios, art shows, and festivals.

The Beverly Arts District (BAD) is an organization in Beverly whose website includes artist profiles, a map of current arts and culture attractions, a public art map, as well as a number of postings for individual artists that are looking for opportunities or space where they can showcase their work. BAD may be a good model for the ACW to look at when building out the website.

*6) Expand networking opportunities for local artists through the ACW, a subcommittee of the Wakefield Lynnfield Chamber of Commerce, or the Merchants Group.*

The ACW currently brings together existing artists for networking opportunities and the Wakefield Lynnfield Chamber of Commerce and the Merchants Group bring together groups of businesses. A partnership or intentional set of joint events would represent a valuable exchange of resources, helping artists to learn more about business operations, and allowing businesses who are interested in a revitalized Downtown to learn more about arts and culture.

## Strategy E: Attract new artists and creative enterprises to Wakefield

### Actions

- 1) Create, maintain, and promote an online inventory for available studio, workshop or rehearsal space, and retail space in Wakefield.*

Many communities create prominent Economic Development sections on their websites and maintain records of available space for potential commercial tenants. If a business is looking to locate within their Town they have a quick resource to reference in order to see what may be available. The Town of Wakefield could create an Economic Development section with an emphasis on arts and culture, featuring postings that specifically call out any space that would be appropriate for an artist to work or sell in, including available studios, rehearsal space, or retail space.

For example, the City of Newton has a Commercial Real Estate Connection that lists commercial real estate that is available along with an address, a brief description of the space, contact information, and a listing sheet. In Somerville, the Somerville Arts Council provides links to the various developments that offer artist space. Keeping a consolidated inventory of available space for artists will be important as more space is created in Wakefield.

- 2) Actively work to recruit creative businesses, studios, and galleries that are either new or that might be looking to open a second location.*

Reaching out to existing creative businesses that may want to open a second location in Wakefield and maintaining lists of people who are interested in opening a new business in Town are important ways to fill up vacant space and actively promote Downtown Wakefield as a growing arts and culture destination. Wakefield Main Streets would be an appropriate group to take on this task if they are able to hire a full time staff person.

## Goal 2: Albion Street as a focal point for Arts and Culture

The following recommendations pertain to how the Town and its partners can work to ensure that Albion Street is improved and becomes a focal point for arts and culture.

### Strategy A: Draw on the local arts and cultural identity to design and install wayfinding<sup>25</sup> elements throughout the Downtown as well as gateway design elements to elevate Albion Street as a focal point for arts and cultural activities

### Actions

- 1) Work collaboratively amongst different organizations that are promoting arts and culture and the business district to finalize a design for wayfinding elements.*

In addition to the design proposals for Albion Street presented in this report, Wakefield Main Streets also has a design concept for bringing benches, information kiosks, and tree lighting onto Main Street that they have crowd-sourced funds in order to install. Ensuring cohesiveness between the two design proposals would be beneficial for creating a consistent arts and cultural identity for the Downtown.

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<sup>25</sup> Wayfinding tools include mechanisms that help people to orient themselves such as maps, kiosks, and signs.

*2) Identify local artists that may be able to assemble or produce these design elements.*

Once the design is in place, a call for artists could be released to identify a local artist who could work to assemble these elements.

### **Strategy B: Improve Streetscaping along Albion Street**

Introducing small parklets, crosswalks, landscape elements, and pedestrian scale lighting can help to create a more welcoming and walkable street, encourage visitors to explore the corridor, and increase patronage for potential arts activities.

#### **Actions**

*1) Revisit the 2014 VHB concept for the Albion and Main Street corridors to create a plan for implementing desired streetscape elements.*

It will be important to begin to implement these streetscaping recommendations to both demonstrate the Town's commitment to implementing recommendations from previous planning documents and to realize the benefits that enhanced streetscaping will bring.

*2) Consider creative ways of calling attention to the streetscaping elements that are being introduced.*

Incorporate public art into streetscaping elements, such as parklets or planters, helps to reinforce the creative identity of the corridor.

*3) Consider temporary streetscaping and encourage creativity.*

This will be especially important if permanent streetscaping cannot be implemented on a short timeframe. One example of this could be to allow artists to reclaim some of the on-street parking and create parklets that incorporate both artistic elements and landscaping and encourage people to come explore. This could be done as a competition amongst local artists where the community is asked to vote on the winners and artists are awarded with cash prizes.

*4) Install outdoor trash cans along Albion Street to ensure that the street is kept clean and free of litter.*

This is a relatively small ask that could go a long way to keeping the street clean.

### **Strategy C: Work with landlords and businesses along Albion Street to improve building facades and storefronts**

*1) Consider contracting with interested artists that can work with retailers to help them improve window displays and displays within and in front of their stores.*

Storeowners in Wakefield are already helping each other on an ad hoc basis to improve their window displays, which speaks to the generous character of many who are operating a business in the Downtown. However, creating a formal link between artists and retailers will help to ensure more storefronts are improved. It will also allow an opportunity to create a cohesive identity for the Downtown through the creative design of storefronts.

*2) Continue to encourage business owners to take advantage of the Town sign program.*

## Strategy D: Activate Albion Street with a variety of uses that will draw additional foot traffic

### Actions

*1) Work with landlords of vacant space along Albion Street to determine who would allow temporary arts and cultural pop ups in their space.*

Inventory existing space and keep a list of willing landlords so that people who would like to access these spaces for creative uses or pop ups have the information that they need.

*2) Streamline the process of doing creative pop up stores, galleries, or art shows by doing upfront research on any liability issues that might need to be addressed.*

Sometimes liability concerns can prevent landlords from allowing people to use their space for temporary pop ups. Providing resources to landlords and having a process in place to address liability will ensure that it does not become an obstacle to creative pop ups that can help to enliven the Downtown. A how-to sheet on pop ups could be provided by the Town or another organization focused on Downtown.

*3) Introduce food to the street with temporary Food Trucks and street carts.*

As it currently exists, there is limited activity on Albion Street. Considering temporary uses that can generate more foot traffic and be easily accommodated would help to activate the street.

*4) Consider closing off a portion of Albion street to host various outdoor arts and culture events on a regular basis.*

Outdoor arts programming along the street could be hosted in concert with the events that are already occurring within the Albion Cultural Exchange Building. Bringing arts and culture out to the street encourages people to come over, explore, and learn more about the arts and culture initiative.

## Goal 3: Redevelop the Albion Cultural Exchange Building into an arts and culture center

The following recommendations pertain to how the Town and its partners can capitalize on the work already being done by the Albion Cultural Exchange Committee and advance the redevelopment of the Albion Cultural Exchange Building into a permanent center for arts and culture.

## Strategy A: Set up a structure to ensure long term investment and arts and culture programming in the building

### Actions

*1) If the Town maintains ownership of the building through renovation and operation, they will need to put together a long term plan for management of the building and should designate Town staff with specific roles to program and maintain the property.*

Within a Town-owned scenario, MAPC recommends the following structure. Management of the building can remain as the responsibility of the Department of Public Works' Buildings Manager. In order to lead programming at the building, the Town should hire a Cultural Affairs Coordinator to sit within the Town Administrator's office or another department deemed appropriate by the Town Administrator and Board of Selectmen. This coordinator can work with the ACE committee to continue programming and to evolve the building through renovations. The Cultural Affairs Coordinator can work with Town Media staff to promote arts and culture programming and establish partnerships with local organizations and Downtown businesses. The Coordinator would also be responsible for managing leases within the building and developing an annual strategy for leveraging arts and culture for economic development. The Cultural Affairs Coordinator can staff an Arts and Culture Economic Council, made up of various stakeholders who

work with both artists and local businesses in Downtown Wakefield (e.g. members of the Albion Cultural Exchange Committee, Events Planning Committee, Merchants Group, Main Streets Group, Wakefield Lynnfield Chamber of Commerce, etc.). The council should meet at least semi-annually and should advise the Cultural Affairs Coordinator on annual work planning and ideas for arts and culture events. The Cultural Affairs Coordinator should make (at minimum) a semi-annual report to the Board of Selectmen on arts and culture activities in the ACE Building and throughout Town.

In the scenario where the Town maintains ownership of the ACE Building, Town Counsel and other leaders should carefully craft lease agreements that protect the Town from liability risks. The Town will also need to adequately budget for the day to day management and maintenance costs of the building. They must determine how much revenue they need to generate from programming and the leasing of artist work space within this building versus how much they are willing to subsidize the space.

Alternatively, if the Town decides to transfer ownership of the building to a nonprofit to minimize financial and operational risk, they could consider establishing a long-term ground lease agreement with an independent, self-sustaining organization that would be responsible for the maintenance and management of the building. To permanently preserve its current use for arts and culture activities and to affirm the building's importance as an anchor institution of the Albion Arts Corridor, the Town can explore the possibility of placing conditions in the lease agreement that limit the use of the property to arts and culture-related activities only.

There are advantages and disadvantages to both scenarios (Town-owned and nonprofit-owned). For example, the nonprofit scenario would require a strong partner with a reliable history of managing and programming arts related centers. However, it may open the door for more grant funding and/or fundraising opportunities. The Town-owned scenario would ensure that the momentum that the Town has created thus far through the Albion Cultural Exchange Committee would continue and would allow the Town direct oversight to ensure a successful renovation and operation. The Town would likely have to draw a significant amount of funding from their own budget however as grant opportunities for renovation and/or operation may be more limited.

### **Strategy B: Upgrade and Renovate 9 Albion Street so that it can serve as a permanent Arts and Culture Center**

The Town and the ACE Committee have made significant strides in repurposing the space, enabling the ground floor to be actively used for arts and culture events and programming organized by the Albion Cultural Exchange Committee. The events have been well attended and have demonstrated that there is interest within Town to support arts and culture programming within the building. The ground floor is, however, the only floor currently in use; it still retains the layout of its former use and much of the space is divided into closed offices and therefore unsuitable for a gallery setting. The basement and second levels are currently not in use due to accessibility issues and lack of functioning bathrooms. In order to continue the momentum of the Albion Cultural Exchange Committee and to realize the full potential of the building as an arts and culture center, significant updates and renovations will be required.

After renovations, the building should provide much needed studio, programming, and exhibition/rehearsal space for local and regional artists. The first floor could function as flexible space for exhibitions, events, and other programming. The second floor has the potential to provide a net total of six to eight private or shared studio space between 300 and 500 square feet. The basement can provide additional programming or rehearsal space where noise issues can be minimized.

## Actions

Feasibility of the building's redevelopment will require further advocacy, studies, and fundraising efforts by a dedicated staff and board. The Town, under the auspices of a new Cultural Affairs Coordinator and the Department of Public Works' Building Manager, should lead the project process:

### *1) Install a first floor bathroom in the Albion Cultural Exchange Building.*

This is a high priority as the only currently functioning bathroom is in the basement of the building. In order to ensure that people of all ages and abilities can attend the current programming hosted in the space, this should be prioritized as a short term action that can occur simultaneously with pre-development tasks. The Town should consider using some of their budget or the current funding earmarked in the State budget for the ACE building for this item.

### *2) Undertake pre-development.*

- Conduct more thorough market analyses to determine community needs and opportunities.
- Convene local officials, business owners, citizens, and potential investors to build community support and buy-in.
- Create a line item in the Town budget to help support some of the renovation costs for the building.
- Identify funding or financing sources that the municipality could potentially apply for in order to pay for the renovation of the building. Reach out to MassDevelopment to learn more about potential funding sources. If the building is transferred to a nonprofit, Mass Cultural Council has a Cultural Facilities Fund which could help to fund some of the renovation.
- Create a separate Friends of the Albion Cultural Exchange Group to conduct marketing and capital campaigns to raise necessary startup funds for proposed renovations.
- Identify and pursue funding sources such as grants, loans, tax credits, etc.
- Issue a Request for Proposal (RFP) for project site redevelopment.

### *3) Undertake pre-construction.*

- Develop design based on market study.
- Solicit and select construction bids.
- Identify financing gaps.
- Develop a construction timeline.

### *4) Undertake construction.*

- Monitor construction schedules and budgets.
- Obtain approvals from authorities for occupancy.

### *5) After renovation, structure Lease Options with artists to encourage them to graduate into other spaces along Albion and Main Street once they are successfully up and running.*

Different lease options can be offered to artists to ensure that the building is activated by creative activity throughout the year. Participation in open studios should be considered mandatory for artists renting space to benefit and promote arts and culture in Wakefield. A variety of lease terms can be offered to foster creative growth of the tenants where they can "graduate" and expand to a larger space within or outside of the ACE building to encourage reasonable turnover of the artists.

## **Goal 4: Market the Arts**

The following recommendations pertain to how the Town and its partners can actively promote and market arts and culture in the Downtown.

**Strategy A:** Through a partnership of various Downtown groups, create a website that features the arts and cultural assets in Downtown Wakefield.

### Actions

*1) Incorporate the cultural assets maps and list from this project into an interactive format so that people can easily view all that Wakefield has to offer.*

The assets should be searchable so that users who visit the website can filter what they are looking for, whether that be arts studios, classes, live music, browsing retail, or restaurants.

*2) Feature profiles of artists and business owners in Wakefield.*

Wakefield Main Streets has begun this work through featuring profiles of individual business owners in the Wakefield Daily Item. The ACW also features artist profiles on their website. Both of these could be drawn upon and incorporated together.

*3) Highlight entertainment, shopping, and other events that are going on Downtown.*

Integrating all events into one website will help with communication and marketing.

**Strategy B:** Utilize technology and creative techniques to market arts and culture

### Actions

*1) Continue to maintain an active social media presence to market arts and culture events to a broader subset of Wakefield's population.*

*2) Develop creative apps that can allow people to explore Downtown on their own and learn more about the history or the culture of certain areas.*

There are many Geo apps, such as "What Was There" that tie historical photos to a specific location on a map. If this technology was integrated with the kiosks that are planned for the Downtown, people could use their smartphones to learn more about the history and the culture of the area.

**Strategy C:** Promote the Albion Cultural Exchange Building as an anchor institution for the Downtown Arts and Culture district

### Actions

*1) Continue to host creative First Thursday events that appeal to a wide group of audiences, bring in new people, and strengthen the constituency in Wakefield that actively support arts and culture.*

*2) When renovations on the building begin, consider ways to creatively keep the building and Albion Street active, such as temporarily shutting down the street and hosting arts and culture events directly outside of the building.*

#### **Strategy D: Implement cross-promotional strategies that draw people from arts and culture events to businesses and vice versa**

There are many groups that already do cross promotion, but institutionalizing these efforts would be beneficial.

##### **Actions**

*1) Work with the Wakefield Lynnfield Chamber of Commerce to ask them to more actively promote arts and culture and reach out to individual businesses that may be willing to support arts and culture.*

*2) Continue to work with Downtown businesses to stay open later on First Thursdays and offer coupons for local businesses to people who come to First Thursday night events.*

*3) Work with the Wakefield Main Streets organization to incorporate an arts and culture section into their newsletter.*

#### **Strategy E: Consider applying for a Massachusetts Cultural Council cultural district designation.**

The designation would give the community priority when the state allocates funding for cultural initiatives. The district also gets promotion and marketing on the Massachusetts Cultural Council website and the Massachusetts Office of Travel and Tourism. One of the required steps in this designation is to map out cultural assets, which was done as part of this project.

##### **Actions**

*1) Review designation guidelines on the Mass Cultural Council site and work with Mass Cultural Council staff.*

*2) Establish a cultural district partnership to provide oversight and management of the district.*

*3) Develop goals and objectives, a management plan, marketing plan, and evaluation measures for the district.*

## **Goal 5: Encourage zoning and redevelopment that can support and grow a thriving arts and culture district in the Downtown.**

The following recommendations pertain to how the Town and its partners can ensure that the physical environment is supportive of arts and culture. Additional residential and mixed use development can help to bring more activity to the street to support arts and cultural endeavors as well as local stores and restaurants.

**Strategy A: Modify zoning to incentivize arts and culture uses and to encourage new mixed-use development that can help to activate arts and culture Downtown**

### Actions

*1) Create either an optional Arts and Culture Overlay or a new underlying arts and cultural zoning district for Downtown Wakefield.*

The new zoning should incorporate a clear purpose, site plan review, arts and culture definitions, procedures, and dimensional requirements. Shared parking and design review should also be explored as part of this zoning.

*2) Using the zoning recommendations outlined in the zoning analysis section of this report, engage with a zoning expert who can help to draft the new zoning language along with design guidelines.*

**Strategy B: Remove regulatory barriers to the growth of local creative industries and arts and culture uses**

### Actions

*1) Clearly define creative enterprises and arts and culture uses in zoning bylaw to encourage and facilitate the creative economy and arts and culture.*

It is important to call out and define arts and culture uses in the zoning bylaw to indicate the Town's interest and support for these kinds of uses.

*2) Assess regulatory barriers to the expansion of creative enterprises and independent artists and artisans.*  
Looking at zoning barriers to arts and culture outside of the Downtown will also be important for promoting arts and culture at the Town-wide level.

*3) Ensure that the Town has a clear and streamlined permitting process so that interested artists and businesses understand the process for opening a shop, gallery, or studio Downtown.*

For example, The Town of Dedham has a streamlined permitting guide that serves as a good reference for existing business owners as well as those who may looking to open up a business in the Town.

**Strategy C: Create incentives for landlords to reinvest in their properties**

In order for the Albion Arts Corridor to be successful, it is important for properties to be well-maintained, welcoming, and attractive.

### Actions

*1) Actively engage with landlords to understand why they may not be re-investing in their properties.*

Reaching out to landlords to understand why they may not be investing in their properties is an important part of being able to assist them effectively.

*2) Provide landlords with educational materials about property values in the area and other technical information that could potentially persuade them to re-invest.*

*3) Work with landlords and tenants to promote active participation in programs such as the sign improvement program.*

*4) Actively enforce building codes in order to ensure that buildings are not falling into disrepair.*

## Conclusion

Downtown Wakefield has great potential to become a thriving arts and culture destination. The key will be a collaborative process that involves various stakeholders and groups currently working on initiatives in the Downtown. If undertaken in a coordinated and organized way, strategies that support Wakefield's creative economy, create and market a distinct arts and cultural identity for the Downtown, position the Albion Cultural Exchange Building as an anchor institution for arts and culture, and encourage redevelopment supportive of the arts can yield great success.

# Appendix

## Exhibit 1: Additional Information and Case Studies on Cultural Districts

MAPC staff did a brief literature review and pulled together some case studies of Cultural Districts in Massachusetts to provide further information on the advantages of this designation and how several communities went through the process of applying and receiving the designation.

### **Defining and Making The Case for Cultural Districts**

According to the nonprofit Americans for the Arts, **arts and cultural districts are “well-recognized, labeled areas of a city in which a high concentration of cultural facilities and programs serve as the main anchor of attraction.** They help strengthen local economies, create an enhanced sense of place, and deepen local cultural capacity.”<sup>26</sup>

As cooperative efforts between the public and private sector, arts districts “not only serve to inform, enlighten and attract the whole community, but also represent an important economic initiative that serves the larger creative industry.”<sup>27</sup>

Typically around 40% of funding for arts districts is raised from private institutions, with 13% coming from government sources and the rest from the earned revenues of businesses in the district, according to the National Endowment for the Arts.

The Massachusetts Cultural Council (MCC) has emphasized that a well-functioning arts district works to “revitalize communities, create jobs, grow creative (and supporting) industries, and increase engagement” as a function of how walkable and easily identifiable the space is for local residents. In Massachusetts, “Cultural districts that are awarded designation maintain this status for five years; designation may be renewed for another five years if the district is in compliance with annual progress reporting requirements and there is evidence of ongoing municipal commitments to the cultural district’s work.”

As of June 2016, Massachusetts Cultural Districts legislation does not include a provision for grant funds or other financial rewards to communities. However, the MCC has compiled a list of state agencies and departments that administer technical assistance and funding opportunities that are beneficial to municipalities that have established cultural districts. This includes:

- Film tax and abandoned building renovation tax credits, technical assistance, and development incentive programs offered by the Massachusetts Office of Business Development
- Technical assistance with planning, community, and economic development projects focused on Downtowns, including wayfinding, BIDs, and cultural district feasibility studies offered by the Massachusetts Downtown Initiative of the Department of Housing and Community Development
- Technical assistance with historic facilities, parkways, open spaces, and landscapes offered by the Department of Conservation and Recreation
- Matching grants for public humanities programming that explores the meaning of place and the special character or identity of a community or place offered by Mass Humanities

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<sup>26</sup> Americans For The Arts. <http://www.americansforthearts.org/by-program/reports-and-data/toolkits/national-cultural-districts-exchange-toolkit>

<sup>27</sup> Americans For The Arts. [http://www.americansforthearts.org/sites/default/files/pdf/2014/by\\_program/reports\\_and\\_data/toolkits/cultural\\_districts/issue\\_briefs/Art-and-Culture-Districts-Financing-Funding-and-Sustaining-Them.pdf](http://www.americansforthearts.org/sites/default/files/pdf/2014/by_program/reports_and_data/toolkits/cultural_districts/issue_briefs/Art-and-Culture-Districts-Financing-Funding-and-Sustaining-Them.pdf)

- Signage placement on state roads and highways that direct people to cultural districts, grants that promote implementation of Complete Streets design standards in cultural district areas, and access to federal transportation enhancement grants that promote pedestrian, bicycle, and street and roadway beautification offered by the Massachusetts Department of Transportation
- Promotion of cultural districts on consumer and travel industry sections of state tourism website, cultural district promotion in arts and history newsletters, and assistance on how to market cultural districts assets to domestic and international visitors offered by the Massachusetts Office of Travel and Tourism

The following case studies show different ways in which arts and cultural districts have been leveraged to spur economic development and to make more vibrant Downtown areas. They represent comparable cities and Towns in Massachusetts.

#### **Arts & Cultural Districts...**

are unique to the character, community and resources available locally.

have a significant economic impact on cities, attracting businesses, tourists, and local residents to a central part of the city.

can help revitalize neighborhoods and increase the quality of life for its residents.

serve as a vehicle to assist in the support and marketing of local nonprofit cultural organizations

serve as a focal point to brand a city's unique cultural identity and embrace its historic significance

sometimes have formal boundary lines with specific zoning and economic tax incentives

may have more informal, unofficial boundaries that become a focal marketing point to cluster arts organizations.

## **Local Arts District Case Studies**

### **Beverly, MA – Beverly Arts District**

Beverly's Arts District (BAD) was born out of the Town's Downtown 2020 strategy "to use the creative economy as a springboard to revitalization" of Downtown. Launched in 2014, BAD was named Massachusetts' 28<sup>th</sup> Cultural District by the Mass Cultural Council in 2015. BAD assists in linking artists to available space, and local businesses and organizations that can support them. As a project of Beverly's Main Streets program, BAD is able to leverage the economic development tools and efforts already underway in Downtown, and assist in "creating an identity" for the Town's business district. BAD takes the lead in programming a number of events that showcase local art and creates connections between local residents and their burgeoning art scene. Art classes, public art displays, gallery openings, and performances are highlighted on BAD's website. The site also has a "For Artists" portal highlighting calls for work, event applications, grant opportunities and studio space listings.



### **Lowell, MA – Arts Overlay District**

In Lowell, "where the city seal bears the inscription "Art is the Handmaid of Human Good," an Arts Overlay District (AOD) represented changes to already progressive Downtown zoning as a means to encourage artists to live and work Downtown, helping to create a critical mass for artistic and cultural attractions in the area. The AOD went beyond Lowell's existing Downtown Mixed-Use (DMU) zoning (which allowed second-floor residential housing, hotels, single-to-multi-family conversions, and a wide variety of business uses) to allow for artistic uses that were previously against regulations, like welding, casting, or other use of heavy/noisy machinery. In addition, higher floor-area-ratio (FAR) measures for new buildings were allowed for certain residential or Artist Live/Work units within the district, as means of increasing the density of artistic workers and activities.

In 2012, Lowell's "Canalway Cultural District," within the AOD, was listed as a program in the Mass Cultural Council's Cultural Districts Initiative. The district is overseen by the Cultural Organization of Lowell (COOL), whose board is comprised of local business and political leaders aiming to support the community's economic and cultural development.

The city adopted provisions in Article IX, Section 9.2 of the Zoning Ordinance that defines the Artist Overlay District (AOD) in the Downtown, which aims to encourage artist live/work space (City of Lowell, 2004; City of Lowell, 2016). The AOD provides density bonuses to developments in the Downtown district as a developer incentive for the provision of artist live/work space; however, the adaptive reuse of a building or structure for such uses requires a special permit from the Zoning Board of Appeals.<sup>28</sup>

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<sup>28</sup> <http://artsandplanning.mapc.org/?p=565>

### Holyoke, MA – Arts and Industry Overlay District

Founded in 2002 as an effort to revitalize activity around Holyoke's historic Downtown canals, the AOD aims to spur economic development and improve the appearance and utilization of the Town's historic mill buildings through the arts and creative industry. The AOD aims to use zoning to encourage "re-use, redevelopment, and revitalization" by allowing multi-family and mixed use renovations of existing buildings, as well as Live/Work Space for artists.

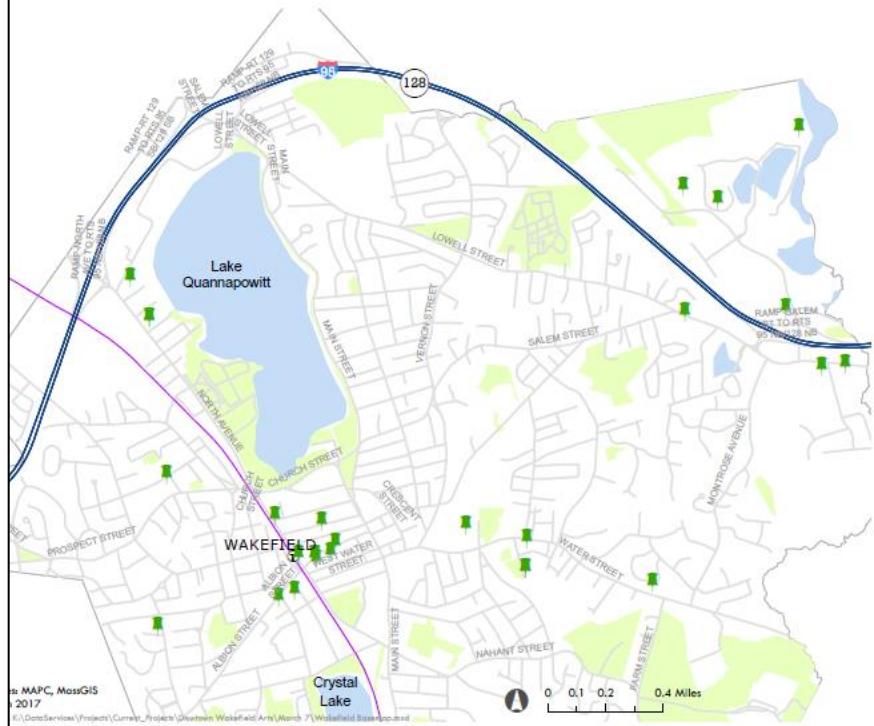
## Exhibit 2 - Wakefield Cultural Assets Maps

Complementary Businesses	
Restaurants, Retail, etc.	
Downtown Wakefield & surroundings	
Artichokes Ristorante	397 Main St.
Alano's	364 Main St.
Bamboo House	21 Broadway St.
Brothers Deli	404 Main St.
Caryn's Sports Bar	397 Main St.
China Eatery	412 Main St.
Cravings	389 Main St.
Creations	400 Main St.
Honey Dew Donuts	915 Main St.
Dunkin Donuts	632 Main St.
Florence's Fashions	68 Albion St.
Gallet Collection	337 North Ave.
Gone to the Dogs	55 Albion St.
Harrington's Pub	17 Water St.
Imperial Jade Gardens	39 Tuttle St.
J'Adore	332 Main St.
Laurie's 909	93 New Salem St.
Massimo Ristorante	19 Centre St.
My Brothers Pizza	356 Main St.
Nick's Pizza	602 Main St.
Nonno's Pizza	340 Main St.
North Ave Diner	247 North Ave.
Phu-ket	21 Princess St.
Rada's Consignment Boutique	394 Main St.
Sabatino's Restaurant	330 Main St.
Sakura Organic	397 Main St.
Subway	384 Main St.
Wakefield House of Pizza	43 Tuttle St.
Zuzu's Café & Catering	316 Main St.



**Cultural & Creative Businesses Design, Music, Crafts, Creative Services, etc.**  
**Wakefield**

Barron Graphics	273 Water St
Cam Media Inc	50 Audubon Rd
Comcast Spotlight	401 Edgewater Pl
Community Connection	591 North Ave
Cordani Shoes	74 Albion St
Create Artisan Studio	39 Albion St
Crown Jewels of New England	20c Del Carmine St
CSS Architects Inc	107 Audubon Rd
D'Ambrosio Landscaping	10 Orsini Dr
Dance Studio of Wakefield	456 Main St
Dollar Books & More	534 Salem St
Frame Shack	339 Salem St
Fudge Theatre Co	102 Albion St
Furniture Whisperer	106 Albion St
Gary Marshall LLC	178 Albion St
Give Kids Music	98 Cedar St
HaA Design	333 North Ave
Hawkes Media Group	7 Lincoln St
Hi-Tek Printing & Design	27 Water St
International Festival	19 Centre St
Jeff Stikeman Architectural	12 Humphrey St
Kidcasso Art Studio	101 Albion St
Little Bookworms	591 North Ave
Lucius Beebe Memorial Public Library	345 Main St
Macdonald Associates Inc	7 Jordan Ave
Movement Dance Studio	99 Albion St
Mt. Vernon Group	200 Harvard Mill
MTM Interiors	611 Salem St
Nichols Photography	11 Old Colony
Onset School of Music	4 Audubon Rd
Pastore Associates Inc	25 Eustis Ave
Paul Mozell Photography	95 Audubon Rd
Peter Noel Photography	34 Chestnut St
Phoenix Architects	9 Foster St
Presto Music	32 Elm St
Print Graphics	359 Salem St
Quadrata Inc	15 Byron St,
Quilters Common LLC	364 Main St
Remote Facilities Consulting	9 Foster St
Results Digital LLC	607 North Ave
Resurom Systems Inc	61 Albion St
Salemi Associates Architects	115 Harrison Ave



Sarrin Music Studios	544 Salem St
Scott & Scott	25 Avon St
Spun Arts & Apparel	20 Del Carmine St
T Stop Inc	983 Main St
Technology Shop	49 Sylvan Ave
Towne News	231 North Ave
Wakefield Daily Item	26 Albion St
Wakefield Jewelers	364 Main St
Wakefield Music	1 Elm St
Wakefield Uncommon Antiques	306 Main St
Wakefield Woodworker	3 Byron St
Wakefield Community Access TV (WCAT)	24 Hemlock Rd
Web Head Enterprises	239 North Ave
Westlake Fabrications	1 Melvin St

## Exhibit 3 – Use Preference Feedback from November 2016 Public Meeting

At an Albion Cultural Strategy “Kickoff Community Meeting” on November 17, attendees offered feedback on a number of potential new uses for Downtown Wakefield. Participants ranked photos depicting different Downtown revitalization strategies from “Love it” to “Don’t like it” and offered written comments on the back of each photo.

<b>Favorite Use Types</b>	<b>% Positive</b>	<b>Selected Comments</b>
Outdoor music	94%	"An excellent draw to Downtown"..."A great way to be outside, build community"..."Yes! And not just at the Library or Gazebo!"..."A true community feel!"
Innovation/production space	88%	"A maker-space would be amazing for... youth, and also engaging [for] the community"..."High on my list! People will stay, eat, walk and hang out longer"..."YES! This is a big draw for the average... citizen"
Outdoor café/seating	88%	"So much fun"..."Love this idea and really hope more restaurants do this"..."It brings activity and attention to the sidewalk"..."Makes Downtown look full, vibrant, populated. Nothing draws a crowd like a crowd!"
Street trees/plantings	85%	"A great way to beautify the Town"..."Important for making a Town feel welcoming"..."Albion could really use some shade cover"..."Yes! More trees!"

<b>Least Favorite Use Types</b>	<b>% less than Positive</b>	<b>Selected Comments</b>
Multifamily residential	71%	"I prefer the look of individual dwellings"..."Only if they are condos so people are invested in the community"..."Not Downtown"
Bicycle infrastructure	35%	"Only if there is enough space to provide them"..."We would need to train drivers on how to use this"..."I guess it's necessary"
Pocket park	32%	"Won't be used often - we have [the] lake and a few spaces like this already"..."Could easily become eyesores - who would maintain?"
Murals/public art	32%	"Too showy"..."Not a fan of eyesore mural art"..."Less is more"

### Example photos used in exercise:



“Outdoor music” / “Outdoor café/seating” / “Bicycle Infrastructure”

## Exhibit 4 – Core Creative Enterprise NAICS Codes

As defined and designated by North American Industry Classification System (NAICS) codes

NAICS	Description
<b>Group 1: Cultural Goods Production</b>	
<b>323110</b>	Commercial Lithographic Printing
<b>323111</b>	Commercial Gravure Printing
<b>323112</b>	Commercial Flexographic Printing
<b>323113</b>	Commercial Screen Printing
<b>323115</b>	Digital Printing
<b>323117</b>	Books Printing
<b>323119</b>	Other Commercial Printing
<b>323121</b>	Tradebinding and Related Work
<b>323122</b>	Prepress Services
<b>325992</b>	Photographic Film, Paper, Plate, and Chemical Manufacturing
<b>327112</b>	Vitreous China, Fine Earthenware, and Other Pottery Product Manufacturing
<b>327212</b>	Other Pressed and Blown Glass and Glassware Manufacturing
<b>332323</b>	Ornamental and Architectural Metal Work Manufacturing
<b>333293</b>	Printing Machinery and Equipment Manufacturing
<b>334310</b>	Audio and Video Equipment Manufacturing
<b>334612</b>	Prerecorded Compact Disc (except Software), Tape, and Record Reproducing
<b>337212</b>	Custom Architectural Woodwork and Millwork Manufacturing
<b>339911</b>	Jewelry (except Costume) Manufacturing
<b>339912</b>	Silverware and Hollowware Manufacturing
<b>339913</b>	Jewelers' Material and Lapidary Work Manufacturing
<b>339914</b>	Costume Jewelry and Novelty Manufacturing
<b>339942</b>	Lead Pencil and Art Good Manufacturing
<b>339992</b>	Musical Instrument Manufacturing
<b>Group 2: Cultural Goods Distribution</b>	
<b>423410</b>	Photographic Equipment and Supplies Merchant Wholesalers
<b>423940</b>	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers
<b>424110</b>	Printing and Writing Paper Merchant Wholesalers
<b>424920</b>	Book, Periodical, and Newspaper Merchant Wholesalers
<b>443112</b>	Radio, Television, and Other Electronics Stores
<b>443130</b>	Camera and Photographic Supplies Stores
<b>448310</b>	Jewelry Stores
<b>451130</b>	Sewing, Needlework, and Piece Goods Stores
<b>451140</b>	Musical Instrument and Supplies Stores
<b>451211</b>	Book Stores
<b>451220</b>	Prerecorded Tape, Compact Disc, and Record Stores
<b>453920</b>	Art Dealers

<b>NAICS</b>	<b>Description</b>
<b>712110</b>	Museums
<b>812921</b>	Photofinishing Laboratories (except One-Hour)
<b>812922</b>	One-Hour Photofinishing
<b>Group 3: Intellectual Property Production and Distribution</b>	
<b>511110</b>	Newspaper Publishers
<b>511120</b>	Periodical Publishers
<b>511130</b>	Book Publishers
<b>511191</b>	Greeting Card Publishers
<b>511199</b>	All Other Publishers
<b>512110</b>	Motion Picture and Video Production
<b>512120</b>	Motion Picture and Video Distribution
<b>512131</b>	Motion Picture Theaters (except Drive-Ins)
<b>512132</b>	Drive-In Motion Picture Theaters
<b>512191</b>	Teleproduction and Other Postproduction Services
<b>512199</b>	Other Motion Picture and Video Industries
<b>512210</b>	Record Production
<b>512220</b>	Integrated Record Production/Distribution
<b>512230</b>	Music Publishers
<b>512240</b>	Sound Recording Studios
<b>512290</b>	Other Sound Recording Industries
<b>515111</b>	Radio Networks
<b>515112</b>	Radio Stations
<b>515120</b>	Television Broadcasting
<b>515210</b>	Cable and Other Subscription Programming
<b>519110</b>	News Syndicates
<b>519120</b>	Libraries and Archives
<b>532230</b>	Video Tape and Disc Rental
<b>541310</b>	Architectural Services
<b>541320</b>	Landscape Architectural Services
<b>541340</b>	Drafting Services
<b>541410</b>	Interior Design Services
<b>541420</b>	Industrial Design Services
<b>541430</b>	Graphic Design Services
<b>541490</b>	Other Specialized Design Services
<b>541810</b>	Advertising Agencies
<b>541830</b>	Media Buying Agencies
<b>541840</b>	Media Representatives
<b>541850</b>	Display Advertising
<b>541921</b>	Photography Studios, Portrait

<b>NAICS</b>	<b>Description</b>
<b>541922</b>	Commercial Photography
<b>611610</b>	Fine Arts Schools
<b>711110</b>	Theater Companies and Dinner Theaters
<b>711120</b>	Dance Companies
<b>711130</b>	Musical Groups and Artists
<b>711190</b>	Other Performing Arts Companies
<b>711510</b>	Independent Artists, Writers, and Performers
<b>712120</b>	Historical Sites
<b>712130</b>	Zoos and Botanical Gardens
<b>712190</b>	Nature Parks and Other Similar Institutions

## Exhibit 5 – Shared Parking Information

Establishing the number of spaces required in a shared parking situation requires consideration of the following factors:

- The physical layout of the development(s), particularly the ease of pedestrian access from the parking spaces to the different uses.
- The type of users typically parking at each type of facility, and their parking patterns. For example, employees who park full day vs. customers who park for an hour or two.
- The total number of parked vehicles expected for each use during different time periods.

Many shared parking regulations use the following method below to determine the total minimum number of spaces required for a shared parking facility:

1. Determine the minimum amount of parking required for each land use or destination by time period as if it were a separate use.
2. Sum the number of required parking spaces in each time period across all uses.
3. Set the minimum requirement at the maximum total across time periods.

Another method is to allow the parties sharing the parking to determine the appropriate number of spaces. The **Urban Land Institute** has published **Shared Parking**, which offers analytic methods and time-of-day parking utilization curves for local governments and developers to use to calculate parking needs for specific projects.

The following table illustrates the potential for shared parking among different land uses:

*Table 20 – Land Uses by Time of Peak Parking and Demand*

Land Uses by Time of Peak Parking and Demand		
Weekday Peak Parking	Evening Peak Parking	Weekend Peak Parking

Banks and public services	Auditoriums	Religious institutions
Offices and other employment centers	Meeting halls	Parks
Park and Ride facilities	Restaurants	Shops and malls
Schools, daycare centers and colleges	Theaters	Mixed Use retail component
Factories and distribution centers	Hotels	
Mixed Use office component	Dance halls and bars	
Medical clinics	Mixed Use residential component	
Professional services		

Below are some options for bylaw language around shared parking.

#### **Suggested Bylaw Language**

*Parking required for two (2) or more buildings or uses may be provided in combined parking facilities where such facilities will continue to be available for the several buildings or uses. The total number of required spaces may be reduced by up to one-half (1/2) if it can be demonstrated that the hours or days of peak parking need for the uses are so different that a lower total will provide adequately for all uses served by the facility. The following requirements shall be met:*

1. Evidence of reduced parking needs shall be documented and based on accepted planning and engineering practice satisfactory to the Traffic Advisory Committee, Town Planner or Highway Superintendent.
2. The Town Planner shall determine how a combined or multiuse facility shall be broken down into its separate (constituent) components.
3. If a lower total is approved, no change in any use shall thereafter be permitted without further evidence that the parking will remain adequate in the future, and if the evidence is not satisfactory, then additional parking shall be provided (either on-site, offsite, or via a fee in lieu of parking) before a change in use is authorized.
5. Evidence of continued availability of common or shared parking areas shall be provided to the Town counsel and shall be documented and filed with the approved Site Plan if applicable and at the Registry of Deeds.

#### **Alternate Language**

*Notwithstanding any other parking requirements set forth in this bylaw for individual land uses, when any land or building is used for two or more distinguishable purposes (including joint or mixed use development), the minimum total number of parking spaces required to serve the combination of all uses shall be determined in the following manner:*

1. Multiply the minimum parking requirement for each individual use (as shown in Town Bylaw Section/Chapter\_\_\_\_) by the appropriate percentage (as shown in the Parking Credit Schedule Chart) for each of the five designated time periods.

2. Add the resulting sums from each vertical column.
3. The column total having the highest total value is the minimum shared parking space requirement for that combination of land uses.

*Table 21 – Parking Credit Schedule Chart*

<b>Parking Credit Schedule Chart</b>					
	<b>Weekday</b>	<b>Weekday</b>	<b>Weekday</b>	<b>Weekend</b>	<b>Weekend</b>
<b>USE</b>	Night Midnight to 7:00 a.m. (percent)	Day 7:00 a.m. to 5:00 p.m. (percent)	Evening 5:00 p.m. to Midnight (percent)	Day 6:00 a.m. to 6:00 p.m. (percent)	Evening 6:00 p.m. to Midnight (percent)
Residential	100	60	90	80	90
Office/Industrial	5	100	10	10	5
Commercial/Retail	5	80	90	100	70
Hotel	70	70	100	70	100
Restaurant	10	50	100	50	100
Restaurant associated with hotel	10	50	60	50	60
Entertainment/recreation (theaters, bowling allies, cocktail lounges and similar)	10	40	100	80	100
Day-care facilities	5	100	10	20	5
All other (unless documentation is submitted by a registered engineer, etc.)	100	100	100	100	100

### **Key Considerations for Managing the Parking Demand**

#### **Implementation**

It may be difficult to encourage property owners and developers to adopt new ways of thinking about parking, and to prepare the necessary documentation. Some of these Strategies will also require additional management by municipal employees.

#### **Challenges**

A major challenge when adjusting parking requirements is to minimize the potential for “spillover” effects. Sufficient parking for a given use must be available, or the drivers will park elsewhere, creating “spillover”, or will forgo stopping at this location, resulting in a loss for the local economy. Having parking lots available nearby that are not at full

capacity (even if that requires a charge to park) as well as access to the site via non-auto modes increase the chances of success.

Another concern is that if new developments (or redevelopments) are not required to provide parking and previous developments were, the burden of providing parking may be unfairly distributed on the properties that have been there longer. If this is a concern, one alternative is to maintain required minimums but allow developers to pay a fee in lieu of each required space not provided, with the fees to be used for providing public parking. Another alternative is to allow those with an existing parking supply that exceeds their needs to rent or sell it to newcomers who can't add parking to their sites.

In some cases, developers may be constrained by requirements from lenders that they provide a certain amount of parking.

Another challenge with shared parking is working out an agreement between land owners or developers if the uses are not all on the same property. The municipality may wish to provide a model agreement that the parties can use.

Mixed use projects involving residential condominiums that deed specific parking spaces with units would make it impossible to share those spaces unless an agreement was reached with either the individual unit owners or the condominium association. Mixed use rental projects would offer more opportunity for shared parking.

## Exhibit 6- Favermann Design Concepts: Street Enhancement Along Albion Street

In developing a thematic approach to enhancement of Albion Street as the Town of Wakefield's arts corridor, research determined that there were design as well as aesthetic precedence in Wakefield's history. The town's namesake, Cyrus Wakefield, made his family fortune on the pioneering manufacture of rattan (bamboo) furniture. His factories were the first in the United States to make these almost immediately popular from the mid- 19th Century onward.

Translating rattan to a more modern design, colorful street furniture was creatively envisioned to be metal seating and tables as conversational areas with lanterns hung above for nighttime illumination and daytime celebratory color.

Another pioneering industry in Wakefield is Guillow, Inc. Since the 1920s, this company has produced balsawood and styrene toy airplane gliders. They became the largest manufacturers of these products in the world. Each of us has played with them at one time or another.

The creative concept developed the glider shapes into potential "gateways" to Albion Street and decorative elements for lightpole enhancement called Artwings. Placement could be on Main Street as well as Albion Street. These weathervane-like structures turn in the wind.

Though initially thought to be just for Albion Street, the various elements could be placed throughout Downtown Wakefield. A version of the lanterns could actually be floated in Lake Quannapowitt as well.

