LEVERAGING ARTS & CULTURE in ECONOMIC DEVELOPMENT on CAPE COD

2019 UPDATE

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Cape Cod has a storied history with arts and culture, inspiring generations of talented artists and makers to create, design, and perform. The Cape's rich cultural heritage and historic character, shaped by the region's Native American beginnings, maritime industries, and success as a resort destination attracts visitors and residents.

The region's 2019 Comprehensive Economic Development Strategy (CEDS) highlights Arts and Culture as a growing economic sector and identifies Creative Economy Sector Integration as a near-term initiative the region should undertake as part of the five-year CEDS action plan.

Ten years ago, the Cape Cod Commission published "Leveraging Cultural Assets for Economic Development: A Practical Guide for Municipal Investment in Arts & Culture on Cape Cod."¹ The guide describes how municipalities can design initiatives that maximize a community's cultural assets in order to create a vibrant and attractive destination for visitors and business investment.

This update shares the goal of stimulating creative thinking in our communities and providing guidance on how to incorporate arts and culture into development efforts. It expands the case studies and interviews conducted of artists, venues, and programs region-wide; looks at how economic impacts have changed over ten years; and provides recommendations for next steps for both municipalities and the arts and culture community on Cape Cod.

Ultimately, the intent of this report is to share best practices and lessons learned, inspiring collaboration, strategic planning, and stronger ties between creativity and commerce.

^{1.} Cape Cod Commission. "Leveraging Cultural Assets for Economic Development." 2009. www.capecodcommission.org/our-work/arts-culture-guide/

Cape Cod's Creative Economy

The arts and culture sector is a major contributor to the economy on Cape Cod. As a tourism and second homeowner economy, having a variety of cultural offerings helps preserve the region's history and culture and engages visitors and residents alike in enriching activities.

ECONOMIC IMPACT OF ARTS AND CULTURE

The benefits of a strong arts and culture sector are substantial. Arts and cultural organizations enhance rural and urban communities and coastal and inland municipalities alike.² Arts and culture accounted for 4.3% of the national gross domestic product (GDP) in 2016, totaling \$804.2 billion. 2015.³ Independent artists, performing arts companies, and performing arts presenters added a combined total of \$54.9 billion to the US economy in 2016.⁴

Americans for the Arts analyzes the economic impact of nonprofit arts and cultural organizations and their audiences through their project Arts & Economic Prosperity. In their most recent analysis for Massachusetts (FY 2015), the state's nonprofit arts and culture industry generated over \$2.26 billion in economic activity.⁵ The organizations themselves spent \$1.38 billion, which leveraged another \$879.5 million in event-related expenditures by audiences. The \$879.5 million in audience

^{2.} Voss, Zannie and Glenn B. Voss. "Arts and Culture Are Closer Than You Realize." Southern Methodist University: DataArts. 2017. sites.smu.edu/Meadows/NCARPaperonNationalArtsandCultural%20Field_FINAL.PDF

^{3.} U.S. Bureau of Economic Analysis. BEA Blog. "Arts and Culture Economy Grows 2.9 Percent in 2016." March 19, 2019. www. bea.gov/news/blog/2019-03-19/arts-and-culture-economy-grows-29-percent-2016

^{4.} U.S. Bureau of Economic Analysis. "Arts and Culture Satellite Production Account: Production of commodities by industry (table 1)." 2016. www.bea.gov/data/special-topics/arts-and-culture

^{5.} Americans for the Arts. "The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences (Massachusetts)." 2015. <u>www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-5</u>

"When we have the opportunity to link culture and commerce, everyone benefits. We look for a theme in the book that links to a commercial activity and then try to make a "link" to that activity."

Janet Schulte, Ph.D., Nantucket Office of Culture and Tourism

Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences



Values have been rounded. Source: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences (Massachusetts)." 2015 (www.AmericansfortheArts.org)

\$879,600,000

Total MA Event-related Expenditures FY 2015

The economic impact of the events is not limited to admission and employment, but also includes the audiences' meals and refreshments, purchased souvenirs and gifts, ground transportation to and from the event, and overnight

lodging as needed.



"Arts and culture are a huge reason for people to come to Cape Cod; it's here all year round. Cultural life is one of the big draws; it's a community they wouldn't get otherwise. If there's adequate attention paid, it's an opportunity for young people to come and stay on Cape Cod. Space is still an issue. It's hard for people to make a full-time living in the sector, and most people have multiple jobs."

Judy Laster, Woods Hole Film Festival

expenditures was further broken down by Massachusetts residents and non-residents. Americans for the Arts found that residents accounted for 87.9% of all attendees statewide, spending an average of \$24.57 per person on arts and culture events (including meals and refreshments, souvenirs and gifts, ground transportation, overnight lodging, and miscellaneous spending, but excluding the cost of admission). Though non-residents accounted for only 12.1% of all attendees, they spend \$47.17 per person on average, totaling \$530.8 million (60.3% of all statewide audience spending). Non-residents spent more in all spending categories, particularly on overnight lodging (\$13.01 per person compared to \$1.03).⁶

The arts are a significant economic driver on Cape Cod. The region likely benefits from non-residents' event-related expenditures, as Cape Cod's economy relies heavily on seasonal tourism. On the Outer Cape, for example, the Truro Center for the Arts at Castle Hill attracts international students that spend money on rooming, meals, and more while they stay on the Cape to attend classes. Other organizations, especially museums, attract tourists that are interested in our unique heritage and culture (see <u>Cultural Tourism</u>). New England Foundation for the Arts (NEFA) found that there is a high level of clustering of creative activity around places with high levels of tourism, which strengthens connections with supporting industries like tourism, entertainment, and dining, and underscores the importance of community and location to this sector.⁷ But importantly, the thriving arts and culture scene can help retain year-round residents, who want a vibrant and healthy community.

EMPLOYMENT AND WAGES

Nearly 2.5 million artists are in the US labor force, an increase of 29.4% over the last 10 years.⁸ The arts, entertainment, and recreation sector includes establishments that: produce, promote, or participate in live performances, events, or exhibits intended for public viewing; preserve and exhibit objects and sites of historical, cultural, or educational interest; and operate facilities or provide services that enable patrons to participate in recreation activities or pursue amusement, hobby, and leisure-time interests.

The US Bureau of Economic Analysis (BEA) created the Arts and Culture Production Satellite Account (ACPSA) to highlight the national- and state-level economic impact

^{6.} Ibid

^{7.} The Jobs in New England's Creative Economy and Why They Matter, New England Foundation for the Arts. June 2017. Produced for NEFA by the Economic and Public Policy Research Group of the UMass Donahue Institute. <u>www.nefa.org/sites/default/files/documents/NECreativeJobsMatter_Web.pdf</u>

^{8.} U.S. Bureau of Labor Statistics. "All US employees in arts, entertainment, and recreation, seasonally adjusted (2010-2020)." data.bls.gov/timeseries/CES7071000001



of arts and culture organizations, including contributions to GDP, output, employment and compensation. The ACPSA covers: Performing Arts; Independent Artists, Writers, and Performers; Agents and Managers for Artists; Promoters of Performing Arts; Museums; Advertising; Design Services, including Architectural, Landscape Architectural, Interior, Industrial, Graphic, Computer Systems and other Specialized Design; Photography and Finishing; Fine Arts Education; and other Educational Services.

Based on the ACPSA, the total full-time and part-time employment of wage-andsalary arts and culture workers in New England in 2016 is just over 261,100, with 137,000 of those employees (52.5%) in Massachusetts.⁹ There are more than 260 arts and culture organizations in Barnstable County, employing 2,400 employees in core ACPSA industries.¹⁰ These 2,400 employees represent 3.2% of paid employees across all industries in Barnstable County, up from 2.9% in 2012.

Within the creative sector, artists are more concentrated (by 20%) in New England

compared to the rest of the country.¹¹ NEFA notes that tourism centers in New England tend to have a higher than average number of creative-sector businesses. These places have above average per capita spending supported by out-of-town visitors, which increases the demand for arts-related establishments, such as art galleries, bookstores, and jewelry stores.¹²

The 2016 ACPSA data indicates that on average, US employees in this sector earn \$76,600 annually. In Massachusetts, the average compensation per wage-and-salary job in the sector was \$86,550 in 2016, compared with \$81,977 for all salaried jobs in the state.¹³ In Barnstable County, the annual payroll for ACPSA industries was \$145 million in 2016.¹⁴ (See <u>Appendix I</u> for 2016 ACPSA data for Massachusetts).

Seasonality drives Cape Cod's economy, which leaves the region vulnerable to external factors such as disposable income, the impacts of which were strongly felt in the 2008 Great Recession. The region's Comprehensive Economic Development Strategy (CEDS) is intended to help improve

^{9.} U.S. Bureau of Economic Analysis. "Arts and Culture Satellite Production Account: Full-time and part-time employment by ACPSA industry." 2001-2016. www.bea.gov/data/special-topics/arts-and-culture

^{10.} U.S. Census Bureau. Barnstable County, Massachusetts—Geography Area Series: County Business Patterns. Table CB1600A11. 2016 Business Patterns. Retrieved from <u>www.census.gov</u>

New England Foundation for the Arts. "The Jobs in New England's Creative Economy and Why They Matter." 2017. www. nefa.org/sites/default/files/documents/NECreativeJobsMatter_Web.pdf
Ibid

^{13.} U.S. Bureau of Economic Analysis. "Arts and Culture Satellite Production Account: Massachusetts Summary (2016)." apps. bea.gov/data/special-topics/arts-and-culture/summary-sheets/Arts%20-%20Massachusetts.pdf

^{14.} U.S. Census Bureau. Barnstable County, Massachusetts—Geography Area Series: County Business Patterns. Table CB1600A11. 2016 Business Patterns. Retrieved from <u>www.census.gov</u>

Average compensation per wageand-salary job in arts and culture in Massachusetts



Average compensation per wage-and-salary job in arts and culture nationally

\$76,600



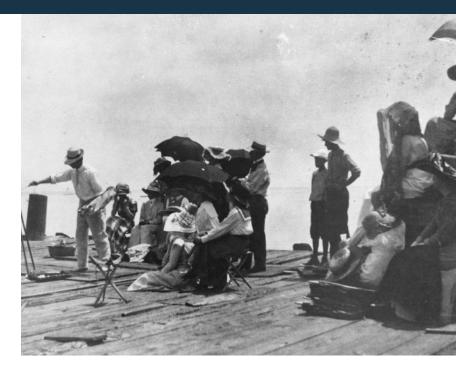
Values have been rounded. Source: U.S. Census Bureau. Barnstable County, Massachusetts—Geography Area Series: County Business Patterns. Table CB1600A11.2016 Business Patterns. 2016. (www.census.gov)

Cape Cod's economic resiliency and ability to weather external shocks, guiding the region toward a more balanced and diverse economy. The 2019 CEDS identifies arts, entertainment, and recreation as a growing industry (with a location quotient that indicates economic specialization), and the CEDS Action Plan encourages stakeholders to identify opportunities to integrate the sector into economic development efforts that support year-round employment.¹⁵

ARTS AND CULTURE IN THE COMMUNITY

Art Education

Cape Cod's arts and cultural community has been a defining characteristic of the region since the 19th century. The Cape Cod School of Art in Provincetown, opened in 1899 by the impressionist painter Charles Hawthorne, was the first school to teach



outdoor figure painting, attracting students from across the country. As art colonies and summer art schools increased in popularity, by the early 1900s Provincetown became one of the largest art colonies in the world.

Today, Cape Cod is home to many worldclass educational centers, including the Cape Cod Art Center in Barnstable, the Creative Arts Center in Chatham, the

15. Cape Cod Commission. Cape Cod Comprehensive Economic Development Strategy (CEDS). 2019. <u>capecodcommission</u>. <u>org/our-work/ceds</u>



Truro Center for the Arts at Castle Hill, the Provincetown Art Association Museum, the Fine Arts Works Center, the Cotuit Center for the Arts, the Cape Cod Museum of Art, and many more. These facilities offer workshops, lectures, performances, events, and short-term residences for students, and support educational and teaching opportunities for artists year-round.

Historical Character

The Cape's past is visible in its many historic buildings and landscapes, from the 18th century Cape Cod Houses that represent its agricultural beginnings, to the Greek Revival structures and port buildings popular during its maritime boom period, to the numerous Victorian styles of the Cape's early tourism years. The distinctive built character of the region's historic villages and outlying areas is an important part of the arts and cultural community.

Efforts to protect the region's cultural resources range from individual buildings preserved by local historical societies to large historic districts with regulations that limit exterior changes to all buildings within their boundaries. Thousands of Cape buildings are listed on the National Register of Historic



Places, either individually or in one of the region's Historic Districts, and receive limited protection through the Cape Cod Commission Act.¹⁶ Many more buildings are within the Cape's 16 local historic districts, including the Old King's Highway Regional Historic District, which spans six towns.¹⁷

Despite these districts, more than 40% of the region's inventoried historic buildings over 100 years old are not protected. Continued efforts are needed to preserve these historic resources. They are tangible connections to the region's rich past and play a key role in attracting and retaining residents and visitors to Cape Cod.

The 2018 Cape Cod Regional Policy Plan (RPP)

^{16.} The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation created to help coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archaeological resources. www.nps.gov/subjects/nationalregister

^{17.} Massachusetts Historical Commission MACRIS Data. 2018. gis-cccommission.opendata.arcgis.com/datasets/historicplaces

identifies "Placetypes" as areas with similar natural and built characteristics. The RPP identifies a Historic Areas Placetype in an effort to better protect cultural resources. This Placetype consists of concentrations of historic structures, including local and/or National Register districts located in a small-scale village setting. The vision for these areas is to protect historic resources and to support infill development that respects the form, scale, and character of existing historic areas.¹⁸

Cultural Tourism

Cultural tourism includes performance, artistic, architectural, historical, recreational, and natural resources, and helps drive visitors and second homeowners to visit Cape Cod.

Across the US, American cultural travelers spend on average 60% more than other types of travelers, and typically take more trips per years than noncultural travelers.¹⁹ About 70% or more second homeowners on Cape Cod reported attending or visiting historical societies/museums, music concerts, art museums and galleries, and/ or live theatre at least once annually while staying at their second home.²⁰

Hargrove, Cheryl. "Cultural Tourism: Attracting Visitors and Their Spending." Americans for the Arts. 2014. www. americansforthearts.org/culturaldistricts
Cape Cod Commission. "Cape Cod Second Homeowners Survey (2016)." capecodcommission.org/our-work/secondhomeowner-survey



^{18.} Cape Cod Commission. Regional Policy Plan. 2018. www.capecodcommission.org/rpp



Cape Cod National Seashore plays an important role in the region's cultural tourism, maintaining historic buildings and landscapes and providing visitor centers and educational programming for its over 4 million annual visitors. Many cultural and historic sites focus on the Cape's maritime and industrial history, from the Sandwich Glass Museum to the Pilgrim Monument and Museum in Provincetown. Smaller museums run by local institutions and historical associations often combine with other neighborhood amenities to draw their visitors (see Informal Consortiums). Performing arts venues blossom in the summer but play an important role yearround, as do organizations that specialize in offering arts education.

TEN YEARS OF CHANGE

In the ten years since this guide was first published (2009-2019), stakeholders have seen significant changes in the arts and culture landscape of Cape Cod. Commission staff conducted phone and online interviews of key stakeholders in the region, asking questions about:

 Project- or program-specific information, such as vision; local needs addressed; necessary partnerships/ logistics; expected and unexpected impacts of the project

- Changes seen in Cape Cod's arts and culture environment over the last ten years
- How arts and culture impact Cape Cod's economy
- The strengths, opportunities, needs, and challenges for their organization and industry
- What communities can do to strengthen Cape Cod's arts and culture in the next ten years

The feedback from these surveys informed the content of this guide, including the sector challenges, opportunities for growth, case studies, and recommendations.

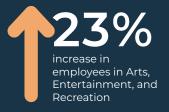
Some of the challenges Cape Cod is facing were just as difficult ten years ago. The seasonality of the economy continues to be a significant challenge, and it affects Cape Cod's subregions disproportionately. Younger working professionals and families are still relocating off-Cape because of a lack of affordable housing and employment; many respondents noted the need for people working in the arts and culture sector to hold multiple jobs. Economic challenges were further exacerbated by the Great Recession in 2008, and the region's recovery is ongoing.²¹

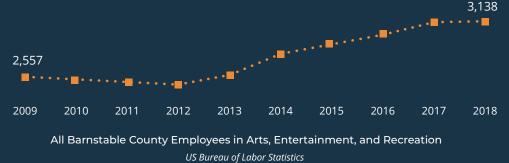
^{21.} Cape Cod Commission. "Regional Housing Market Analysis and 10-Year Forecast of Housing Supply and Demand for Barnstable County, Massachusetts." 2017. Prepared by Crane Associates, Inc. and Economic Policy Resources. <u>www.</u> <u>capecodcommission.org/housing</u>

TEN YEARS OF CHANGE

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Key Stakeholder Feedback

Commission staff conducted phone and online interviews of key stakeholders in the region, asking questions about how the arts and culture landscape has changed over the past ten years. Several consistent themes emerged across sectors:

There has been a significant **increase in the demand for events** that are being offered

The demand for cultural facilities outstrips their scale and availability

Some organizations have made strategic investments that have allowed them to **expand their programming, membership, and educational offerings**, especially during the off-season

There has been an **increase in collaboration** between art mediums

Social media has enabled the growth of smaller, local makers that has made many art forms more accessible to the public

In general, **digital technology and the internet has disrupted and transformed** the production and distribution of creative products (with some positive and some negative impacts)²²

Local makers are also offering more diverse forms of art, including more 'functional' art forms like pottery and woodworking

^{22.} New England Foundation for the Arts. "The Jobs in New England's Creative Economy and Why They Matter." 2017. www.nefa.org/sites/default/files/ documents/NECreativeJobsMatter_Web.pdf



SECTOR CHALLENGES

Survey respondents also identified some consistent challenges to their success and sustainability.

THE AVAILABILITY OF HOUSING AND EMPLOYMENT OPPORTUNITIES

Stakeholders in the arts and culture sector noted how the constrained housing market and seasonality of the job market made living on Cape Cod a challenge. There are many macroeconomic factors that impact the employment and housing markets on Cape Cod, especially economic seasonality, the demand for seasonal housing, and the cost of available land. The Regional Housing Market Study noted that the impacts from the Great Recession continue to be felt on Cape Cod, with the number of seasonal housing units expected to increase at more than twice the rate of year-round units over the next ten years.²³

A 2017 survey of working artists in Massachusetts found that over half of those who consider their creative practice a professional pursuit still need to maintain employment outside of that practice to support themselves (which is consistent with national employment trends for artists).^{24,25}

THERE IS A NEED FOR DEVELOPMENT OF NEW AND EXPANDED CULTURAL FACILITIES

There is room for expansion and enhancement of Cape Cod's cultural facilities, and many existing facilities are limited in space. Renovations and updates are expensive for organizations with constrained budgets. New or expanded facilities could accommodate larger performances and help meet existing and future demand for various types of live performances. However, the high cost of commercial real estate on Cape Cod provides a significant barrier to entry.

In the 2014 Cape Cod residents' survey conducted as part of the Regional Policy Plan Update, there was notable support for the development of a cultural facility, either within the respondents' town (77.1%) or elsewhere on the Cape (83.6%).²⁶

In addition to performance venues, there is a need for live/work space and studio spaces for artists on Cape Cod. There is a growing need for maker spaces, especially those that can provide access to professional tools

^{23.} Cape Cod Commission. "Regional Housing Market Analysis and 10-Year Forecast of Housing Supply and Demand for Barnstable County, Massachusetts." 2017. Prepared by Crane Associates, Inc. and Economic Policy Resources. www.capecodcommission.org/housing

^{24.} Massachusetts Artists Leaders Coalition and Artmorpheus. "By Artists, For Artists: Makers & Creative Entrepreneurs." 2018. www.artistsunderthedome.org/ByArtistsForArtistsReport.pdf

^{25.} National Endowment for the Arts. "Artists and Other Cultural Workers: A Statistical Portrait." April 2019. <u>www.arts.gov/sites/default/files/Artists_and_Other_Cultural_Workers.pdf</u>

^{26.} Cape Cod Commission. "2014 Cape Cod Homeowner Survey." Prepared by UMass Donahue Institute. cccom.link/homeownersurvey2014 homeownersurvey2014

and computer programs. Some towns, such as Provincetown, are pursuing co-working spaces to create affordable workspace options for local artists. Other towns have created community performing spaces within regional school buildings and libraries, like the performance space available to the community at Monomoy Regional High School and the Eastham Library. The Town of Harwich has also rented out their former school building to the community, including as a maker space.²⁷

THERE IS INSUFFICIENT FUNDING AVAILABLE FOR ARTS AND CULTURE

The available funding for arts and culture programming on Cape Cod is constrained, and in direct competition with other pressing community needs, including infrastructure expenses.

Many organizations noted the challenge of fundraising enough to deliver the level of programming they desire (and impacting ongoing operations and marketing). Admissions sales aren't sufficient to cover operations costs, and resources must be spent on external fundraising and grant writing. (For more information on available grants, see Resources).

CONNECTING WITH THE LOCAL COMMUNITY

Some of the arts and culture organizations that responded noted there is a challenge building the arts audience generally, but it has been especially difficult to attract (a) more diversity, (b) disadvantaged populations, and (c) non-traditional attendees into both educational programming and event audiences. Some artists noted that finding affordable art education that accommodates a traditional work schedule can be difficult.

Increasing cross-sector collaborations with nonprofits serving disadvantaged populations may be an opportunity to expand reach and impact within the region.

^{27.} Old Middle School Hosts Budding Artists' Colony. Cape Cod Chronicle, 2017. <u>capecodchronicle.com/en/5208/</u> harwich/1253/Old-Middle-School-Hosts-Budding-Artists'-Colony-Infrastructure-Art.htm



OPPORTUNITIES FOR GROWTH

Survey respondents identified a variety of opportunities for growth, both for the creative economy as a whole and for their individual organizations.

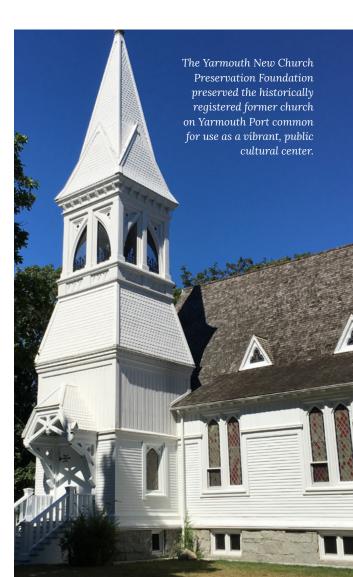
MANY ORGANIZATIONS (MUSEUMS, ART INSTITUTES, AND SCHOOLS) WISH TO EXPAND THEIR EDUCATION AND MENTORSHIP OPPORTUNITIES

In interviewing stakeholders in the arts and culture sector, educational opportunities were frequently cited as an area of growth for businesses and nonprofits, especially during the shoulder season and off-season. Cape Cod branding attracts highly skilled artists, providing mentorship, learning, and residency opportunities for formal and informal students year-round, and from faculty from across the US and abroad.

THERE ARE OPPORTUNITIES FOR UNDERUTILIZED COMMERCIAL SPACE AND HISTORIC BUILDINGS

Many of the Cape's downtowns include vacant and underutilized commercial space that could be re-purposed as artist workspace or housing. There are opportunities for adaptive reuse of historic buildings across Cape Cod that can elevate and showcase its rich history. Transforming these underutilized spaces can provide facilities for arts and culture opportunities, creating vibrant public spaces and building community through redevelopment.

Wellfleet Preservation Hall is an example of a historic building that now hosts hundreds of events a year, from art programming to weddings to community meetings. The Hall was formerly Our Lady of Lourdes Catholic Church, built in 1912, and five years of fundraising, preservation, and repurposing has led to the revived cultural community space in the heart of the Wellfleet Center Historic District.





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BUILDING A SENSE OF COMMUNITY

Creative placemaking creates outcomes that "uplift and enliven, attract and connect people, promote health, and catalyze economic development."²⁸

The high-quality programming offered by Cape Cod's arts and culture sector develops a sense of inclusion and pride from community members. Arts and culture opportunities enhance our sense of place, raise awareness of and interest in our unique history, and leverage our skills

^{28.} Hardy, J. "LandWrites: Best Practices for Creative Placemaking". Urban Land Magazine, March/April 2017. brinshore.com/wp-content/uploads/2017/04/Best-Practices-for-Creative-Placemaking-UL-March-April-2017web.pdf



and assets to build our community. There is also a growing acknowledgement that investing in arts and culture not only grows civic pride, but "can result in significant increases in property values, rents, and jobs."²⁹ Several towns have pursued this idea by forming Cultural Districts under the umbrella of the Massachusetts Cultural Council (see Cultural Districts).

Arts and culture organizations that work directly with underserved populations also build inclusion and community identity by offering training, education, and opportunities to grow. One example is the Veterans' Company, a program offered at the Cape Rep Theatre in Brewster that hosts free professional training in all aspects of theater arts to veterans.

EXPANDING ECONOMIC IMPACT OF THE ARTS AND CULTURE SECTOR

Several respondents are seeking and pursuing opportunities to expand, searching for new and innovative ways to link culture and commerce. Some organizations intend to increase programming offered; others

^{29.} Malmuth, David. "Investing in Arts Development. Urban Land. February 2011. <u>urbanland.uli.org/economy-markets-trends/</u> investing-in-arts-development/



are physically expanding their campuses in order to better serve the local and regional community and provide better space for artists to create, exhibit, and sell their work.

On the state level, the Mass Cultural Council's Strategic Plan includes a goal to enhance the Commonwealth's economic vitality by helping artists and cultural organizations thrive through:

 Supporting the economic health of communities through targeted investments in artists and the cultural sector;

2. Building strategic alliances between the cultural sector, private developers, state agencies, and other Massachusetts community and economic development groups to stimulate economic growth; and

3. Growing the visibility of the creative sector in Massachusetts through partnerships that expand markets and/or promote the work of cultural organizations and artists.³⁰

Investing in arts and culture drives growth and opportunity, and many artists and organizations on Cape Cod are continuing or expanding their investments.

SUPPORTING CROSS-SECTOR COLLABORATIONS

Organizations working in arts and culture on Cape Cod have grown their programmatic offerings through organic collaboration within the sector and with organizations outside it, enhancing and highlighting intersections between art, literature, science, and history.

These entities frequently partner with one another and neighboring businesses to attract audiences, tourists, and attendees, leveraging their collective resources to expand their reach to new visitors. Regional coordination plays a key role in developing these collaborations and should be strengthened and continued going forward, such as facilitating connections between artists and cultural organizations, expanding access to financial support, and amplifying communications messaging to a broader audience.

^{30.} Mass Cultural Council Strategic Plan. massculturalcouncil.org/about/who-we-are/strategic-plan/ Retrieved March 2020

Creative Placemaking on Cape Cod

Creative placemaking is a collaborative process "where community members, artists, arts and culture organizations, community developers, and other stakeholders use arts and cultural strategies to implement community-led change." Stakeholders engaging in creative placemaking seek to increase the vibrancy and economic vitality of an area by empowering residents to define and engage with their community, particularly through the use of arts and culture in revitalization efforts.³¹

Successful placemaking grows from a clear community vision that integrates arts and culture planning with other planning efforts, including local regulations to encourage the arts, cultural preservation, and active public spaces. Collaboration is at the core of creative placemaking's success, bringing together stakeholders from the public, private, nonprofit, and community sectors.^{32, 33}

Ongoing regional and local planning efforts should be leveraged to meet the goals of creative placemaking, including catalyzing economic development, community revitalization, and connecting people to their place.

REGIONAL PLANNING

Activity Centers

In its Regional Policy Plan (RPP), the Cape Cod Commission identifies "Community

^{31.} American Planning Association, Knowledgebase Collection: Creative Placemaking. <u>www.planning.org/knowledgebase/creativeplacemaking/</u>

^{32.} Artscape D.I.Y., Approaches to Creative Placemaking. <u>www.artscapediy.org/Creative-Placemaking/Approaches-to-Creative-Placemaking.aspx</u>

^{33.} Hardy, Juanita. "Best Practices for Creative Placemaking." Urban Land, March/April 2017. <u>brinshore.com/wp-content/uploads/2017/04/Best-Practices-for-Creative-Placemaking-UL-March-April-2017-web.pdf</u>

Activity Centers" in the region.³⁴ Community Activity Centers are areas where business activity and community activity are concentrated in a compact built environment. These centers are easily walkable and often contain concentrations of historic buildings, reflecting the region's early historic and business centers.

Seventeen regional Community Activity Centers were identified and the RPP contains strategies to guide their future development. These strategies encourage a compact form of mixed-use commercial and residential development, intended to facilitate interaction and build a sense of community. These areas are appropriate locations for focusing creative placemaking in the region, taking advantage of the cultural assets and pedestrian activity already in place.

Cultural Asset Inventories

The Cape Cod Commission collaborates with communities to create online, GISbased asset inventories to raise awareness of existing artists, galleries, cultural venues, museums, and historical sites within our communities. Cultural asset inventories can also aid communities that are developing strategies for growing the arts and culture sector in their community (see <u>Appendix II</u>). One component of the cultural asset inventory comes from the Massachusetts Cultural Resource Inventory System (MACRIS), which is the repository for special inventory forms for historic buildings, structures, objects, and areas.³⁵ Inventories of more movable resources like galleries and arts venues are developed in cooperation with town planning departments, local chambers of commerce, and arts organizations.

Commission staff collaborated with the Orleans Chamber of Commerce and the Orleans Historical Society to compile two interactive StoryMaps – one of <u>key historic</u> <u>sites</u> in town, and one of <u>art galleries</u>. The historic sites map includes both recent and historic photos of the site, along with a short historical description.

The Commission also created a StoryMap for cultural and historical locations, recreational sites, restaurants, and shops in the <u>Town of Wellfleet</u>.

Historic Resources Preservation

Many of the region's cultural districts coincide with historic neighborhoods. These historic villages define the region's unique character and showcase its history, drawing tourists and homeowners to the region.

^{34.} Cape Cod Commission. Regional Policy Plan. 2018. <u>www.capecodcommission.org/rpp</u>

^{35.} Massachusetts Cultural Resource Information System (MACRIS). mhc-macris.net/

Many of the Cape's art schools and cultural venues are housed in historic structures, and they benefit from linking themselves to the region's history. Partnerships and cooperation between arts organizations and historic preservation groups can help build a stronger cultural base.

The Cape Cod Commission works to preserve the important historic and cultural features of the Cape landscape and built environment through a variety of means, including technical assistance, regulatory review of projects impacting historic resources, and educational programs.³⁶ Commission staff helps towns with updating and improving their historic resource inventories by assisting with grant applications and working with preservation consultants. Commission staff has also facilitated collaborations with graduate school programs to produce cultural landscape inventories for many of the Cape towns. Expanding and updating historic resource inventories is necessary to provide a solid basis for permit review boards and historic renovation efforts, and it is useful in spreading information about the community's assets, including those that have been recognized more recently like historic landscapes, outbuildings, and 20th century structures. The Commission provides other technical assistance to support historic preservation through zoning studies in historic districts, design guidance for village centers, and advisory assistance to review boards dealing with historic properties.

36. Cape Cod Commission, Historic Preservation Overview. capecodcommission.org/our-work/topic/historic-preservation/

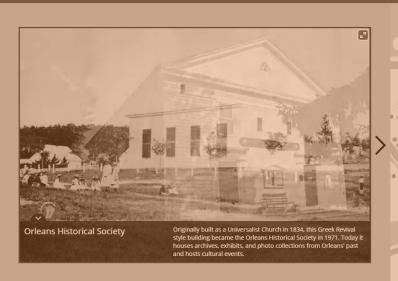
"[Successful creative placemaking] projects have a common theme of leading with art and culture and realizing outcomes that uplift and enliven, attract and connect people, promote health, and catalyze economic development."

> Juanita Hardy, Senior Visiting Fellow for Creative Placemaking at the Urban Land Institute

ric images courtess of Orleans Historical Society Bonnie Snow and Snow Library. Special thanks to Bonnie Snow and Tamsen Cornell. Orleans Historical Society. For their assistance

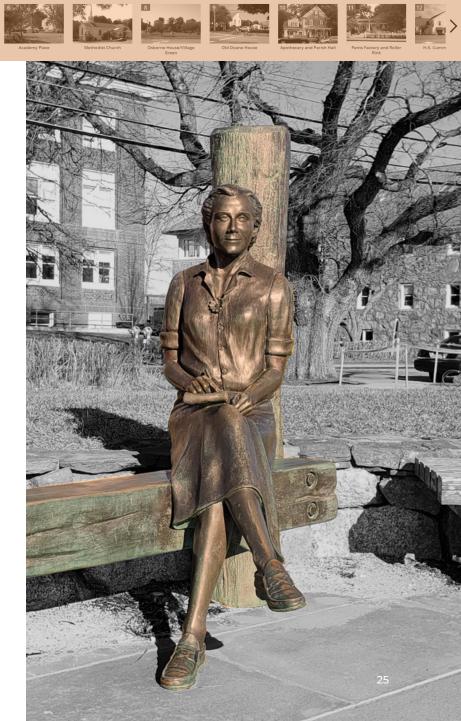
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^{37.} Cape Cod Wave. "The Story of the Rachel Carson Statute." 2013. <u>www.capecodwave.com/the-story-of-the-</u>rachel-carson-statue



MUNICIPAL PLANNING

Local Comprehensive Plans

Cape Cod towns can voice support for creative placemaking through their Local Comprehensive Plans (LCPs), providing a basis and impetus for zoning changes that support the community's vision. Planning may involve integrating residential and commercial uses to bring more pedestrian activity to an area, or developing regulations to protect the cultural assets that already exist. In some areas where there is a distinctive character, creative placemaking can help to maintain that authentic character while remaining true to the town's vision. The Cape Cod Commission has worked with several Cape towns to develop LCPs with clear vision statements and strong inventories of the community's existing assets.

Strategic Planning for Cultural Initiatives

The first publication of, "Leveraging Cultural Assets for Economic Development" includes a step-by-step guide for municipalities looking to attract economic investment through growing their arts and culture sector. It has been reviewed, updated, and included here as <u>Appendix II</u>. The handbook provides guidance on how to incorporate arts and culture into local development efforts. Additional <u>Resources</u> are also linked at the end of this report.

District Designations

Existing Arts, Cultural, and Historic Districts on Cape Cod fall roughly into three categories:

- Mass Cultural Council's Cultural Districts that are designated by the state through a formal application process
- Historic Districts created for primarily honorary purposes (National Register designations made by the Massachusetts Historical Commission) or regulatory purposes (Local Historic Districts that regulate exterior changes to historic buildings are created by Town Meeting/Town Council)
- Zoning districts that provide incentives for certain arts and cultural uses

DISTRICT DESIGNATIONS IN MASSACHUSETTS

Mass Cultu Designated Cultural Dis

> Local Historic Districts

Jources: Mass Cultural Council and Massachusetts Historica Commission's "There's a Difference!" brochure. (www.sec.state.ma.us/mhc/mhcpdf/difference.pdf) In addition, informal consortiums of arts organizations that serve a similar audience often bind together to coordinate marketing and hosting joint events (see <u>Informal</u> <u>Consortiums</u>).

CULTURAL DISTRICTS

Cultural Districts are "well-recognized, labeled areas of a city in which a high concentration of cultural facilities and programs are the main anchor of attraction."³⁸ They may or may not have formal boundaries; may have specific zoning ordinances and economic tax incentives; but are unique to local character, community, and assets and are typically walkable and compact. Cultural districts are hubs of artistic and economic activity, attracting businesses, tourists, and residents, and can help revitalize neighborhoods and increase residents' quality of life.^{39, 40}

On July 27, 2010, Massachusetts Governor Deval Patrick signed a bill into law (M.G.L. c. 10, § 58A) that allows cities and towns to create state-sponsored cultural districts to stimulate new arts and cultural activity and attract creative businesses.

The legislation directs executive branch agencies, constitutional offices, and quasigovernmental agencies to work with the Mass Cultural Council. They must identify services and programs that could support and enhance the development of cultural districts in Massachusetts.

The law that created cultural districts has specific goals:

- 1. Attract artists and cultural enterprises
- Encourage business and job development
- Establish the district as a tourist destination
- 4. Preserve and reuse historic buildings
- 5. Enhance property values
- 6. Foster local cultural development⁴¹

^{38.} Americans for the Arts. "National Cultural Districts Exchange Toolkit." www.americansforthearts.org/by-program/reportsand-data/toolkits/national-cultural-districts-exchange-toolkit Retrieved March 2020

^{39.} Ibid.

^{40.} Dubbs, K. Literature Review: Arts and Culture Districts. Americans for the Arts. 2013. <u>www.americansforthearts.org/by-program/reports-and-data/toolkits/national-cultural-districts-exchange/cultural-districts-research-briefs</u>

^{41.} Massachusetts Cultural Council, Cultural Districts FAQs. massculturalcouncil.org/communities/cultural-districts/faqs/

The Mass Cultural Council has designated six cultural districts on Cape Cod: Hyannis (HyArts), Barnstable Village, Sandwich (Glass Town), Orleans, Wellfleet, and Provincetown.

GLASS TOWN CULTURAL DISTRICT

The Glass Town Cultural District was designated in 2012, with a steering committee overseeing the district's development. The mission of the district is to be a town advocate for culture-based economic development, and to position the Town of Sandwich as a place where culture-based businesses thrive. The district is home to several cultural venues, such as the Sandwich Glass Museum, Heritage Museum and Gardens, and the Hoxie House Museum, and puts on special events throughout the year including sales for artists' work and trolley tours.

glasstownculturaldistrict.org/

BARNSTABLE VILLAGE CULTURAL DISTRICT

The Barnstable Village Cultural District celebrates the rich history of the area, designated a district by the Mass Cultural Council in March 2014. (It was the second designation in town and the fourth on Cape Cod.) The district is full of historical buildings, locallyowned shops, working artist studios and galleries, musical and theatre groups, and restaurants. It is a short walk away from a working waterfront complete with a panoramic view of Sandy Neck Beach and Lighthouse.

HYARTS CULTURAL DISTRICT

The HyArts Cultural District was the first cultural district designated on Cape Cod. It was initially established in 2012 to cover downtown Hyannis but was later expanded to cover all seven villages of Barnstable, now known as ARTS Barnstable. The district coordinates and supports activities promoting arts and culture, such as the Artist Shanties along Hyannis Harbor (2005), Aselton Park improvements (2006), and the HyArts Campus live/work space for artists (2007). Their programming includes historic walking and gallery tours, classes, workshops, and exhibits to attract visitors to the area.

ARTS Barnstable is an extension of the original cultural district in Hyannis, designed to cover all seven villages of the Town of Barnstable.

artsbarnstable.com

PROVINCETOWN ART, CULTURE, AND HERITAGE DISTRICT

The Provincetown Art, Culture, and Heritage District, designated in 2017, helps to showcase the town's 400-year history and the arts, culture, and heritage organizations that are a key part of the fabric of the town. The town has 60 art galleries, three museums, and eight performance venues, and is the oldest art colony in the United States. The district begins at Pilgrims' First Landing Park and runs the length of Commercial Street before ending at Snail Road.

massculturalcouncil.org/communities/cultural-districts/designatedcultural-districts/

WELLFLEET CULTURAL DISTRICT

The Wellfleet Cultural District recognizes the town's concentration and vitality of its artistic, cultural, and natural resources. It was designated by the Mass Cultural Council in 2017 and links the Harbor and Town through a walkable loop that showcases many of the town's restaurants, galleries, shops, markets, historic buildings, community centers, and the marina. The Wellfleet Cultural Council and community members work to promote the history of the town and support the arts and culture that make Wellfleet a destination for tourists, artists, and entrepreneurs. Recently, the Town was awarded a grant to help establish and market the new cultural district.

www.wellfleet-ma.gov/wellfleet-cultural-district

ORLEANS CULTURAL DISTRICT

The Orleans Cultural District supports fine artists and arts and culture supporters through innovative collaboration. The district was designated in 2013, and re-designated in 2018. Orleans has embraced the entire town as the Orleans cultural district, as there are galleries, cultural opportunities, artists, performers, and cultural venues beyond just the downtown area. The district is overseen by the Orleans Cultural District Committee, now an official Town Committee, which also collaborates with other state-level organizations (like the Mass Cultural Council), other nonprofits (like the Orleans Community Partnership), and volunteers to make their artistic vision a reality.

www.orleansculturaldistrict.org/



HISTORIC DISTRICTS

The Cape has 45 National Register Historic Districts and 16 Local Historic Districts in addition to its many individually significant historic buildings. The largest historic district in the United States, the Old King's Highway Regional Historic District, was created in 1973 and spans across six towns following Route 6A as its backbone. Each town within the Old King's Highway District has a committee that reviews exterior changes to buildings within the town's district boundaries with the goal of preserving historic buildings and cultural landscapes. The Cape's earliest local historic districts were created in South Dennis in 1974, and in several Falmouth neighborhoods in 1975, establishing local review boards to protect buildings in those areas. The Provincetown historic district, established in 2003, comprises more than 1,100 historic structures.

All Cape towns have designated at least some historic properties on the National Register of Historic Places. These districts originally served as a form of honorary recognition to increase awareness and document information about local historic resources. With the Cape Cod Commission Act's establishment in 1990, these resources received greater protection. Buildings on the National Register of Historic Places now undergo Cape Cod Commission review for demolition or substantial alteration proposals if they are not otherwise protected by local historic district regulations.

The amount of visibility given to these historic buildings and districts varies from town to town and neighborhood to neighborhood. Some communities use signage to designate their historic districts and make visitors aware of their boundaries. Others encourage historic plaques on houses to display the building's age.

SANDWICH

THE OLD KING'S HIGHWAY REGIONAL HISTORIC

BARNSTABLE/

Educational programs and walking tours that combine historic building information with entertainment can be an effective way of sharing information, as evidenced by Sandwich's "House Detectives" program on YouTube. Web-based inventories are also an important resource for connecting the public with nearby cultural resources. The "Building Provincetown" website is a unique example that uses crowd-sourcing to compile information about buildings in the historic district.

Increasing visibility of area historic resources and the stories they tell could be more clearly linked to arts and culture awareness efforts. Active Historical Commission members and good staff support for local historic boards are key to effective cultural resource protection.

DENNIŚ

ARMOUTH



ORLEANS

BREWSTER

45 National Register Historic Districts

> 16 Local Historic Districts oh the Cape (

ZONING DISTRICTS

Towns can proactively support the arts and culture sector by creating and amending zoning policies to support public art and artist housing and workspace.

The Town of Provincetown has adopted zoning regulations that encourage art galleries and artist studios. The Zoning Bylaw allows for art gallery retail sales as a permitted principal use in four zoning districts where they support high density residential development or varying forms of commercial development: Residential District 3, Residential-Business District, Town Center Commercial District, and General Commercial District. All four districts also seek to retain the existing scale and character of these areas.

Similarly, Provincetown's zoning bylaw allows artist studios as a permitted principal use in the Residential 3, Residential-Business, Town Center Commercial District, General Commercial District, and Seashore Districts, and they may be permitted by Special Permit in the Residential 1 District and Residential 2 District. Artist's studios are also a permitted accessory use in all residential and commercial zoning districts.

The Provincetown zoning bylaw defines *Art Gallery* as: "premises for the preparation, sale, display or barter of paintings, sculpture, original, limited edition graphic arts and photographs created by individual artists on a single piece basis, but not including premises used by caricaturists and portrait artists working on a single-sitting, nonappointment basis." It defines *Artist's Studio* as: "a structure to be used for the creation of works of art including literature, paintings, sculpture, original limited edition graphic arts and photographs created by individual artists on a single piece basis; it may include a bathroom but not a kitchen and is not to be used as a dwelling unit, guest unit or commercial accommodation."

In Barnstable, artist lofts are a permitted use in some of their zoning districts, including in the Harbor District, Hyannis Village Business District, and Single Family Residential District. Artist Lofts are defined as: "A place designed to be used as both a dwelling and a place of work by an artist, artisan, or craftsperson, including persons engaged in the application, teaching, or performance of fine arts, such as drawing, vocal or instrumental music, painting, sculpture, photography, graphics, media arts, and writing. The work activities shall not adversely impact the public health, safety, and welfare, or the livability, functioning, and appearance of adjacent property."



Informal Consortiums

Across Cape Cod, arts and culture organizations form organic partnerships that help share limited resources, coordinate marketing efforts, host joint events, and attract similar audiences. Following are some examples of the informal consortiums in the region.

CAPE COD MUSEUM TRAIL

An interactive website with information about over 70 sites to explore the history, nature, arts and culture of Cape Cod. It was launched in late 2014 with the intention of growing ways to share, coordinate, and promote various museums' vast and diverse resources. Sponsored by First Citizen's Federal Credit union. capecodmuseumtrail.com/

ALL AROUND THE COMMONS DAY

Coordinated activities at the various museums and art venues around the Yarmouth Port Green, including the Edward Gorey House, the Captain Bangs Hallet House, the Winslow Crocker House, and the New Church.



CAPE COD MUSUEMS

1717 MEETINGHOUSE

♀ Address: 2049 Meeting House Way

C Phone: 508-362-4445



2049 Meetinghouse Way ssachusetts 02668



RICHO HISTORICAL



D HOUSE & MUSEUM

347 Stage Harbor Road 508) 945-2493





1867 WEST DENNIS GRADED

BARNSTABLE HISTORICAL SOCIETY MUSEUM

♀ Address: 3087 Main Street unstable, Massachusetts 02630

C Phone: (508) 362-2982



BREWSTER HISTORICAL SOCIETY MUSEUM

Address: 739 Lower Road Brewster, Massachusetts 02631





1736 JOSIAH DENNIS MAN MUSEUM

♦ Address: 61 Whig St C Phone: (508) 385-2232

APTUCXET MUSEUM COM

 Address: 24 Aptucxet Road C Phone: (508) 759-8167



BENJAMIN GODFREY CHA WINDMILL

♀ Address: 125 Shattuck Place C Phone: (508) 945-5175



BRIGGS MCDERMOTT HOU

Address: 22 Sandwich Road **C Phone:** 508-759-6120







E HISTORICAL SOCIETY

08-759-8167



CAPE & ISLANDS THEATER COALITION

Provides opportunities for information and resource sharing, promotion, outreach and cooperation to benefit the performing arts community. Founded in 1995 by five theaters, the coalition has over 20 member theaters and receives support from Cape Cod 5 Bank Foundation, Kinlin Grover Real Estate, Cape Air, and Friends of the Cape & Islands Theater Coalition.

capecodlive.org/

CAPE COD ANTIQUE DEALERS ASSOCIATION, INC.

A community of antique and fine arts dealers dedicated to bringing an awareness of and an appreciation for antiques to the public. The Association increases and enriches the knowledge of their clientele while offering a wide range of antiques for sale, through hosting annual shows, maintaining an online and printed presence, and awarding scholarships to students and Cultural Enrichment funds to historical societies and other nonprofits. www.ccada.com



THE ARTS FOUNDATION OF CAPE COD

Provides resources for working artists and arts organizations. For over 30 years, the Arts Foundation of Cape Cod has provided artists with crucial support, including grants, access to additional funding sources, information resources, and professional development training through their Creative Exchange program. The Creative Exchange highlights artists in every medium – including writers, performing artists, and visual artists – and features outstanding speakers on an array of topics through a series of podcasts and supporting events. artsfoundation.org/



Arts and Culture in Action: State-wide Case Studies



Cape Cod communities can learn from best practices examples in other cities and towns in Massachusetts. The following examples include successful planning efforts, zoning bylaw changes, district designations, and community outreach programs.

STATE-WIDE CASE STUDIES

SOMERVILLE ZONING

SPRINGFIELD CULTURAL PARTNERSHIP

EASTHAMPTON FUTURES BEVERLY ARTS DISTRICT

CAPE COD COMMISSION

Beverly Arts District

The City of Beverly established an arts district in 2014 with several initiatives, including public realm improvements, artist live/work space zoning, and collaboration between town staff and cultural groups. Public realm improvements include better pedestrian sidewalks, crosswalks, and a redesigned public square. An amendment to the zoning ordinance (Article XVI) allows artist live/work space by right in the downtown commercial district and by special permit in neighborhood commercial zones. The zoning regulation includes development standards that require active street facades similar to ground floor retail buildings and also requires deed restrictions on the artist housing. Town planning staff, local arts institutions, and Historic Beverly have collaborated to create a public art policy, design public realm improvements, and provide staff support for arts activities. The Beverly Arts District 2.0 Plan was published in December 2018.

www.beverlymainstreets.org/bev-artsdistrict/

Easthampton Futures

The Easthampton Futures Project is a series of facilitated community workshops that invited members of the community to envision and articulate the future of arts and culture for the City of Northampton. The project produced a chapter of the city's Master Plan for arts and culture, facing challenges of build out, competing uses, and sustainability, while identifying smart growth strategies that will bring the city's vision to life. The Master Plan recommends "strengthening Easthampton's cultural economy through a supportive and reciprocal relationship between its cultural institutions and citizens," noting that artists have had "a positive effect on the attitude and appearance of Easthampton." The city is invested in the future of its cultural institutions and continues to support the creative community by hosting events, integrating the arts into education, facilitating collaboration between arts and culture stakeholders in neighboring communities, and elevating ongoing activities through their website.

easthamptonfutures.org/



Somerville Zoning

Until the end of 2019, the City of Somerville used a conventional zoning bylaw (Zoning Code Section 6.1.23) to create incentives for developing arts-related uses within a defined area by allowing creation of artist live/work spaces and artist studios by right, and by allowing increased density when these uses are deed-restricted. For example, while the minimum lot area for dwelling units was 875 square feet, artist live/work spaces were allowed at a density of 750 square feet per dwelling unit. Similarly, while the maximum Floor Area Ratio in the zoning district was 2.0, arts related uses were allowed a Floor Area Ratio of 2.5. Design guidelines for the Arts Overlay District provided general standards for building massing, siting and articulation, requiring that buildings complete the street wall along the primary street edges, building massing be compatible with the surrounding district, major building entrances be oriented to existing public sidewalks, off-street parking be located to the rear of the lot behind the building, and signage be oriented to pedestrians.

In December of 2019, the city adopted a new form-based code version of land use regulation and created a Commercial Fabrication (FAB) district to support the arts and creative economy. Building siting and street frontage are now addressed through the form based code, while principal residential uses are discouraged, and a minimum of 5% of the gross leasable commercial space must be in the Arts and Creative Enterprise category. www.somervillezoning.com/

Springfield Cultural Partnership

The City of Springfield, Springfield Central Cultural District, Springfield Cultural Council and the Massachusetts Cultural Council formed the Springfield Cultural Partnership (the Partnership) in 2018 and signed the Springfield Cultural Compact to enhance the creative economy and increase collaboration towards area goals. The Partnership aims to contribute to the economic vitality and cultural enrichment of the region's creative community and promote community engagement and arts education by fostering the local cultural environment. The Partnership engages artists, institutions, and the community through projects and events, providing resources for artists, sponsoring a cultural and walking tour map of Downtown Springfield, and partnering with Downtown Springfield's small-business restaurants to highlight "Art in Food." springfieldculture.org/

CAPE COD COMMISSION



"Like water, there are no town lines when it comes to arts and culture."

Melissa Chartrand, Arts and Culture Coordinator, Town of Barnstable

Arts and Culture in Action: Regional Case Studies



The Commission interviewed stakeholders across the Cape Cod region in the development of this guide, looking for best practices, lessons learned, and opportunities and challenges for practitioners over the past ten years. These case studies highlight projects, initiatives, and plans that have grown the arts and culture sector from 2009 to 2019.

If you're part of an arts and culture project, initiative, installation, or event on Cape Cod, share your story at: <u>cccom.link/arts-culture-survey</u>

CAPE COD COMMISSION

"They Also Faced the Sea"

REGIONAL CASE STUDIES

Love Local Fest

New Bedford Arts and Culture Plan

Blue Trees Project, Cahoon Museum

Woods Hole Film Festival

> One Book, One Island Community Read

HyArts Program



LOCATION Hyannis, Barnstable

YEAR 2009-2019

organizing status Partnership

PROJECT TYPE Arts/culture district

тransforming Downtown Hyannis

website artsbarnstable.com

Barnstable Case Study: Ten Years Later

The 2009 guide, <u>Leveraging Cultural Assets for Economic Development</u>, provided an overview of the Town of Barnstable's efforts in establishing Hyannis as a regional center for the arts, including:

- The Downtown Hyannis Economic Stimulus Plan in 2005
- Partnerships with businesses and regulatory entities, and community outreach efforts to residents and business owners
- Developing a cultural economic development agenda program, and the investments in and impact of a boardwalk, the Artist Shanty program, public art, historic properties, and an arts and culture coordinator position

Over the past ten years, Hyannis has continued support of the initiatives in the HyArts district, securing their role as an arts and culture destination. The Walkway to the Sea serves as a creative connection between Main Street in Hyannis to the harbor front and Artist Shanties, where programming has greatly expanded in the last decade. Aselton Park continues to offer free live music events, provides green space to the community, and hosts local vendor festivals in the summer.

Hyannis was designated a Growth Incentive Zone (GIZ) in 2006 and re-designated in 2018.⁴² This designation allows communities to exempt certain development

^{42.} Cape Cod Commission. "Hyannis Growth Incentive Zone." 2019. <u>www.capecodcommission.org/</u> our-work/hyannis-giz

activities from Cape Cod Commission regulatory review, and provides an opportunity to develop comprehensive plans to ensure consistency with regional and local goals. During the re-designation process, the town proposed performance-based indicators to help track progress towards goals for community health, wealth, and resiliency, including one on Open Space and Culture measuring how accessible open space, recreation, and arts and cultural amenities are to residents and visitors to the GIZ.⁴³

Some of the initiatives and programs in the HyArts District include:

GUYER BARN – Open year-round, the barn was converted into an art gallery and showcases emerging and established local artists. It also serves as a community art space for black box theater productions, exhibits, classes, and workshops.

50 PEARL STREET – Formerly a residential home, this town-owned building is now home to the Cordial Eye Gallery, which provides financially accessible arts programming, hosts exhibitions of contemporary and conceptual art, and serves as a gathering place for the exchange of ideas.

STUDIO 46 – Also a past residence, the building was converted into artist live/work space in 2007. The Artist-in-Residence program provides an opportunity for an artist to rent a professional working studio and gallery space in downtown Hyannis.

KENNEDY LEGACY TRAIL – This trail is a self-guided walking tour of sites in downtown Hyannis that share stories and the history of the Kennedys on Cape Cod.

HYARTS DISCOVERY WALK – Recently unveiled in 2019, the Discovery Walk is a series of interactive outdoor sculptures around the Hyannis Harbor that bring art to the downtown area and invite exploration of the community's heritage. The Walk is a long-term project of the Mid-Cape Cultural Council.

^{43.} Town of Barnstable. "Downtown Hyannis GIZ Application." 2018. <u>www.cccom.</u> link/hyannisgiz2018



Leveraging Arts & Culture in Economic Development on Cape Cod



LOCATION Hyannis, Barnstable

Started 2012

organizing status Nonprofit

PROJECT TYPE Arts/culture event

IMPACT

Three annual summer events with over 100 local vendors

website lovelivelocal.com

Love Local Fest

Love Local festivals support local artisans and food vendors, and invite people to shop and celebrate locally-made products year-round.

Project Vision and Local Needs Addressed

Love Local Fest was started to bring attention to local makers and products, and to elevate the importance of spending dollars in the local community. The Aselton Park location was intentionally chosen as Hyannis has been disproportionately affected by national retail trends and some negative press, so hosting the festival at the Park brings the focus back to the downtown.

What partnerships and/or logistics were necessary to facilitate this project?

The local makers and musicians are key partners in Love Local Fest. The Town of Barnstable has been a helpful partner, from permitting to support from the Department of Public Works and the Harbormaster. Sponsors help financially but also in marketing the event. Neighboring institutions have also helped out with logistics, such as the Cape Cod Maritime Museum and HyLine.

Best Practices for Partnerships or Logistics

Social media is an effective way for Love Local Fest to share messages about event details and the mission behind the festival. With each iteration of the event, organizers reflect on past lessons learned and seek new ways to have Love Local Fest run more efficiently. Communicating frequently with vendors about logistics and concerns helps the overall event run smoothly as well.

Anticipated Impacts of the Project

The intended impact was to create a free family event that would attract and help build the local community. It also was intended to provide an opportunity for vendors to hone their brand by interacting directly with their customers.

Unexpected Impacts of the Project

The organizers didn't anticipate the scale of its impact on community pride and perception, as people recognized the number of talented artists and musicians that are located in their Cape Cod communities. It resonated with a lot more people than expected.







Provincetown

2003 installation 2015-2016 restoration

> organizing status Partnership

> > PROJECT TYPE Public art

Five 10'x14' black and white photos

website iamprovincetown.com

They Also Faced The Sea

"They Also Faced the Sea" is an art installation mounted on the old fish house at the end of Provincetown Marina, featuring oversized black and white photographs of Provincetown women of Portuguese descent.

Project Vision and Local Needs Addressed

The organizers pursued a restoration of an important photographic mural project.

The project helped reinvigorate civic leadership through Provincetown365, a volunteer group dedicated to working toward a stronger year-round community.

What partnerships and/or logistics were necessary to facilitate this project?

The Town Planner and a subcommittee of Provincetown365 worked together to select and scope the project, share the word on social media, and set up a GoFundMe Campaign.



Best Practices for Partnerships or Logistics

Having one person (possibly a volunteer) take the lead in setting up the GoFundMe account and sharing it widely on social media was effective for raising awareness of and support for the project.

Anticipated Impacts of the Project

The project increased community pride in Provincetown's artistic and fishing heritage, and established Provincetown365 as an effective organization that could tackle projects of this scale.

Unexpected Impacts of the Project

The funding for this project (over \$12,000) was raised using a Go Fund Me campaign in under 24 hours! "Norma Holt's beautiful photographs of Almeda Segura, Eva Silva, Mary Jason, Bea Cabral and Frances Raymond, are meant to represent all of the women of Provincetown who over the years have been the backbone of this vital fishing village."

> Provincetown History Preservation Project





LOCATION Woods Hole, Falmouth

Established 1991

organizing status Nonprofit

PROJECT TYPE Arts/culture event

IMPACT

170 films over eight days in 2019

website woodsholefilmfestival.org

Woods Hole Film Festival

The Woods Hole Film Festival is an annual eight-day event showcasing films submitted from around the world, screening about 100 films and hosting panel discussions, workshops, special events, readings, and networking opportunities.

Project Vision and Local Needs Addressed

The organizers recognized a need for people on the Cape who wanted to see independent films. The festival was established 29 years ago, before the internet and streaming were popular; most films were watched in theatres but there were not many locations available.

What partnerships and/or logistics were necessary to facilitate this project?

The Festival takes place in many locations (including the Old Woods Hole Fire Station, Woods Hole Community Hall, Redfield and Lillie Auditorium), so there is close coordination with those facilities and venues. Over the past ten years, the festival has also collaborated with Wellfleet Preservation Hall, pairing films with music off-season to expand their offerings and audience.

Best Practices for Partnerships or Logistics

The Festival is launching a film and science initiative in collaboration with Woods Hole Oceanographic Institution, Marine Biological Labs, and Woods Hole Science Center to help make better films about science. The goal of the initiative is to provide opportunities to connect filmmakers and scientists to help them create films and other visual media that improve the public's understanding of science. Artists and scientists are thus leveraging their strengths to help communities tell their story in a visuallyoriented world and finding ways to engage and inspire people in a non-partisan way.

Anticipated Impacts of the Project

In addition to providing a venue for the independent films, the Festival planners wanted to support people telling stories about things in the world that are relevant to life on Cape Cod.

Unexpected Impacts of the Project

When the Woods Hole Film Festival started, there weren't any precedents for the festival as it's known today. It started as a one-day, one-hour event with five short films, and was considered a "tongue-in cheek idea of an east coast Sundance festival." It has since grown to an 8-day, internationally-recognized film festival and year-round screenings.





LOCATION Cotuit, Barnstable

> year 2019

organizing status Nonprofit

PROJECT TYPE Public art

> IMPACT 72 trees

website cahoonmuseum.org

Blue Trees Project

The Blue Trees Project at the Cahoon Museum of American Art is an outdoor art installation intended to raise awareness of global environmental issues while connecting passersby with the museum and piquing curiosity.

Project Vision and Local Needs Addressed

The Blue Trees installation allowed the community to help create a significant environmental artwork, as well as participate in a dialogue about the purposes of art. The project is part of a series called StreetSide to increase visibility of the museum to passersby and is connected to information about the Blue Trees inside the museum to invite them in to learn and participate.

The project fits with the Cahoon Museum's mission of offering transformative cultural experiences. The artist worked with local teen volunteers to set up the Project, providing important experiences to participants, but also changing the public perception of the Cahoon Museum as a static organization.

The artist had a goal of raising awareness of large environmental issues, such as global deforestation and the importance of trees to the planet. The artist believes that by changing our familiar landscape, even for a brief amount of time, his work can generate thinking and discussion throughout the community.

CAPE COD COMMISSION

What partnerships and/or logistics were necessary to facilitate this project?

The Cahoon Museum commissioned artist Konstantin Dimopoulos to create a bold and colorful environmental installation. Additionally, the Museum worked with local equipment companies to rent a boom lift, teams of community volunteers who assisted in the creation of the installation, and local tree services and nurseries. As part of this initiative, the Museum also sponsored a Blue Tree at the Woods Hole School.

The Museum regularly partners with local and regional artists for its StreetSide public art series as well as arts organizations, sponsors and donors, and various local businesses.

Best Practices for Partnerships or Logistics

Clear planning processes and outlining expectations and deliverables for all partners is essential, particularly for public art projects.

Anticipated Impacts of the Project

The organizers of this project anticipated greater engagement between the community and the museum. As the artist worked with teams of volunteers from the community, it led to discussions about the purposes of art, why it is important, and whether museums should be places of dialogue on issues of local and global significance.

Unexpected Impacts of the Project

There was some initial resistance to the project related to concern for safety and longevity of the blue pigment used on the trees. Volunteer staff and the board helped communicate to the public that the pigment was temporary and safe. Logistically, the Museum didn't anticipate the construction equipment needed to complete the project as this was a larger-scale installation than the artist had previously completed.







LOCATION New Bedford

year 2018

organizing status City of New Bedford

PROJECT TYPE Arts and culture plan

IMPACT

10,000 members of the public reached for input

website newbedfordcreative.org

New Bedford Arts and Culture Plan

The City of New Bedford and its Economic Development Council (NBEDC) set out to create a city-wide arts and culture plan that would create a better understanding of their arts, culture, and creative sector and plan for its long-term contributions to the city's economic development and quality of life.

Local Needs Addressed

The City of New Bedford developed a plan dedicated to the city-wide development of arts and culture, highlighting unique cultural assets, describing the regional and global context of arts and culture, and setting a roadmap of action items to increase the city's vibrant arts community.⁴⁴

Project Vision

The vision established in the plan states:

"In New Bedford, the creative community is an engaged and powerful partner, inspiring social, economic, and cultural growth. In this authentic seaport city, each and every person enjoys an opportunity to experience a diversity of cultures. Art is everywhere, encouraging fun, provoking thought, and nurturing the soul."

^{44.} New Bedford Creative: Our Art, Our Culture, Our Future. 2018. <u>www.nbedc.org/wp/wp-content/uploads/2018/12/NewBedfordArtsandCulturePlan.pdf</u>

What partnerships and/or logistics were necessary to facilitate this project?

The mayor of New Bedford and the City Council worked with the state to create an Arts Culture and Tourism Fund, the first program of its kind in the Commonwealth. The Fund consists of half of the revenue from the city's lodging tax, capped at a total of \$100,000.

The New Bedford Economic Development Council proposed the development of the strategic arts and culture plan, in order to best manage the new fund.

Currently, the execution of the strategic plan is overseen by the New Bedford Creative Consortium, a group of 27 volunteers representing the leaders in the arts and culture community in the city. The group has three task forces: Public Art + Facilities, Placemaking + Community, and Fundraising + Distribution.⁴⁵

Best Practices for Partnerships or Logistics

Developing a sustainable funding stream for arts, culture, and tourism has helped the community flourish through increasing arts funding, collaboration, and resource sharing. One of the four principals driving the plan is that "all efforts should aim at strengthening the arts sector to be self-sustaining so as to be able to deliver more value to the community in the long term."

Anticipated Impacts of the Project

The implementation of the Arts and Culture Plan increased funding availability for people enhancing community development, arts entrepreneurship, and investments in the city's creative community. The city established Wicked Cool Places, a grant program for creative placemaking, uniting willing property/business owners, artistic/ cultural groups, design/preservation specialists, and business/development experts to help meet the Vision established in the Plan.⁴⁶

Unexpected Impacts of the Project

Having a coordinated action plan has facilitated buy-in with some of the key initiatives in the city, such as developing recommendations for improving the special event permit application process.

^{45.} New Bedford Creative Consortium Leadership Group, 2019. <u>newbedfordcreative.org/about/</u>

^{46.} Wicked Cool Places, 2019. <u>newbedfordcreative.org/grant-programs/</u>





LOCATION Nantucket

year 2006

organizing status Partnership

PROJECT TYPE Cultural event

IMPACT 10 days of free programming

WEBSITE

nantucketatheneum.org/ programs-events/specialprograms/one-book-oneisland/

One Book, One Island Community Read

The One Book, One Island program is a collaboration of 23 nonprofits, government agencies, and businesses that creates programming for the community during the month of March, focusing on a single book that the community reads together.

Local Needs Addressed

The One Book, One Island program is a community reading product with a mission to connect Nantucket readers through the written word and free, related programming.

In 2019, the book was The Monk of Mokha by Dave Eggers. The book was available for free at local food stores, community spaces, the Historical Association, and the newspaper's office, and community members share their copies after reading.

Project Vision

To foster a sense of community at the joy of reading.

What partnerships and/or logistics were necessary to facilitate this project?

Twenty-three organizations ranging from cultural nonprofits and local schools and businesses meet bi-weekly between September and January to select the book and plan activities and events associated with the book's theme.

Best Practices for Partnerships or Logistics

Cast the net broadly and be sure to include libraries to get ideas for younger people's participation. Keep a regularly scheduled meeting time. Where the theme allows, creating an economic incentive to get people into local businesses helps to promote the book and the related activities.

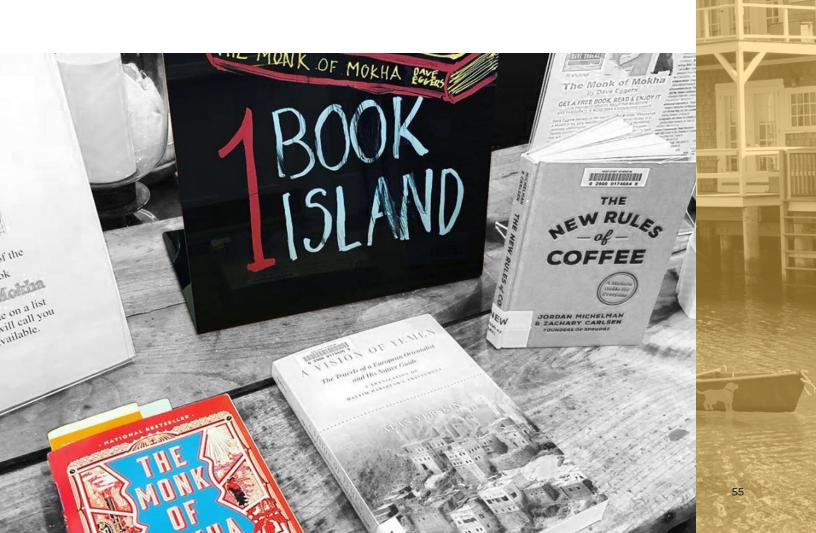
In 2019, coffee was a central theme of the selected book, The Monk of Mokha, so the organizers created a "coffee crawl" to get readers to visit local coffee shops. This upcoming year (2020) will be the fourteenth year of the program.

Anticipated Impacts of the Project

The organizers anticipated getting participation from across the community and created a variety of activities to meet different age groups, and where possible, different cultures.

Unexpected Impacts of the Project

The unexpected impacts included the creation of different groups of people who would not normally have encountered one another – community building!



Recommendations



Commission staff identified several ways municipalities can support and help grow the arts and culture sector in their community. de.

Protect Historical Assets

Thousands of Cape Cod buildings are listed on the National Register of Historic Places or located in one of the region's local and regional historic districts. Many more historic properties exist outside these protected areas. In its statement on the purpose of the Cape Cod Commission, the Cape Cod Commission Act includes that the agency should further "the preservation of historical, cultural, archaeological, architectural, and recreational values."⁴⁷

Towns can support this preservation through establishing specific measures, including:

47. Cape Cod Commission Act, 1990. capecodcommission.org/about-us/ccc-act/

- Providing staff support for historic review boards
- Strengthening demolition delay bylaws
- Establishing new historic districts
- Listing properties on the National Register of Historic Places, in order to get access to state and federal historic preservation tax credits

See <u>Historical Character</u> for more information.

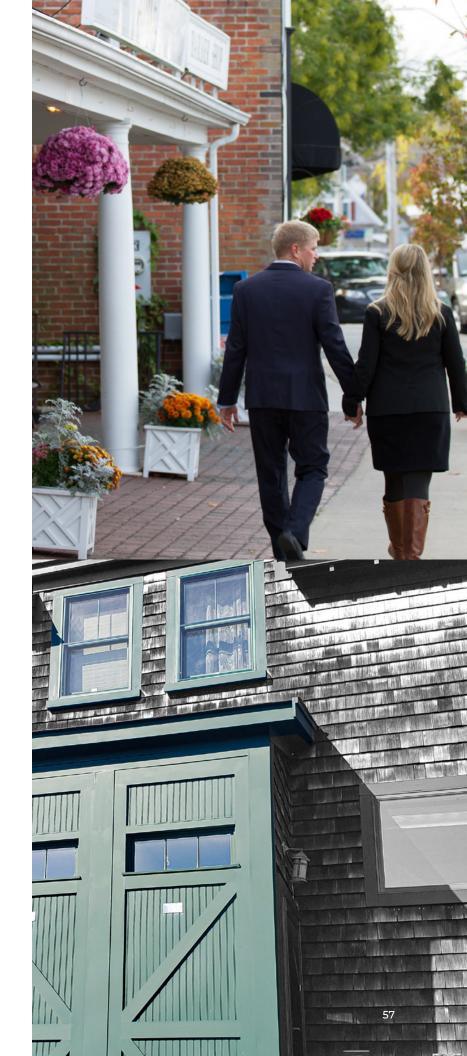
Consider Zoning Revisions

Towns may wish to pursue zoning revisions that encourage arts and culture, such as:

- Making artist live/work space, studios, or performance facilities allowed uses
- Allowing arts-related businesses within residential areas
- Identifying districts where supporting uses can be allowed and maintain or enhance neighborhood character, such as artist housing, galleries, and live/ work spaces

As housing and employment are key challenges to employees in arts and culture, towns should support housing and workspaces that these workers can afford. Appropriate uses may be different based on different Placetypes; Community Activity Centers may be better able to accommodate additional density and varied uses than some Historic Areas, for instance.

Towns considering the development of a special district for arts and culture should



consider locating those uses within an existing Community Activity Center. By enhancing the underlying zoning for those Activity Centers, towns can maximize existing infrastructure and assemble a critical mass of cultural assets around other complementary uses such as restaurants and retail. Clustering will make the area more attractive for investment and tourism, while discouraging disturbance of natural and protected areas.

Towns should also consider revising zoning regulations that conflict with preservation efforts by changing dimensional regulations and providing flexibility in reuse of historic structures.

Assess and Leverage Local Assets

Towns should inventory their unique and distinctive cultural resources, including the resources that make up the historic character of the community. Historic districts, architecture, societies, and storytellers can provide information on people and events with historic significance the area, enriching the local sense of place and attracting visitors to the area.

Artists should be included early and often into planning efforts. Public art can transform places and perceptions of them. The artist Stacy Levy, for example, integrates



art into green infrastructure projects to facilitate compelling interactive and educational installations that also serve a practical purpose.⁴⁸

Protecting and building on Cape Cod's competitive advantage is a guiding principle for economic development.⁴⁹ Programming and initiatives that leverage these unique Cape Cod resources provide opportunities for economic growth through cultural tourism and employment and foster a sense of community pride.

Pursue Regional Collaborations

Towns should collaborate with one another, with arts and culture organizations and individuals, nonprofits, and state and federal agencies – within and beyond the sector. Collaborations facilitate resource sharing and economies of scale, reaching broader audiences and improving marketing of arts and culture initiatives.

To strengthen regional collaborative opportunities, arts and culture organizations on the Cape could consider pursuing a regional cultural plan, which would establish a shared vision for arts and culture on Cape Cod. The region already established a national reputation for its unique, rich history in the arts. The process and implementation of a regional plan would leverage our history and cultural assets and potentially tap into economies of scale for major initiatives, expanding the sector's economic impact and increasing its year-round sustainability. Development of the plan should include significant outreach to the region's arts and culture organizations, facilities, and workers through surveys, focus groups, and interviews.

The Metropolitan Area Planning Council (MAPC) provides an Arts and Planning Toolkit, including case studies for cultural planning. "The planning process provides an opportunity for jurisdictions to:

- Expand and enhance artistic and cultural opportunities for the arts/ creative community and the broader community; and
- Strengthen, leverage, and integrate artistic and cultural resources across all facets of local government to creatively advance broader objectives in the areas of economic prosperity, social equity, the environment, and cultural vitality."⁵⁰

^{48.} Stacy Levy Artist Statement. <u>www.stacylevy.com/statement</u>

Cape Cod Commission. Comprehensive Economic Development Strategy (CEDS). 2019. <u>www.capecodcommission.org/ceds</u>.
Metropolitan Area Planning Council. "Arts & Planning Toolkit." <u>artsandplanning.mapc.org/cultural-planning/</u> Retrieved March 2020.

Recognize Outstanding Arts/Culture/Historic Preservation Efforts

Towns should recognize outstanding arts, culture, and historic preservation efforts. Chatham and Sandwich give annual Preservation Awards, for instance, that honor successful historic building renovations, drawing attention to the firms and individuals that are helping protect the Cape's historic assets.

Acknowledging their work also emphasizes the importance of preserving vulnerable cultural resources that are increasingly threatened by increasing development pressures.

Provide and Support Consistent Funding for Arts and Culture

Towns should provide consistent funding for the organizations and individuals that enrich the arts and culture resources of a community. This could mean providing grant funding opportunities outright but could also mean ensuring a portion of existing funding streams (like Community Preservation Act Funding) go to arts, culture, or historical purposes. Communities could also subsidize the cost of housing or workspace for artists or venue/rental fees for organizations to support their efforts. Municipalities can also be a partner to arts and culture organizations, attracting or coordinating funding streams that may not be available to those organizations alone.⁵¹

In addition to providing and supporting grant opportunities, towns should consider hiring staff dedicated to planning and implementing arts and culture initiatives and programming. Having an in-house champion makes their successful implementation more likely.



^{51.} The Boston Foundation. "How Boston and Other American Cities Support and Sustain the Arts." January 2016. Prepared by TDC. <u>www.tbf.org/-/media/tbforg/files/</u> reports/arts-report_ian-7-2016.pdf



Support Creation of Historic and Cultural Districts

Towns should support efforts to designate historic and cultural districts in their communities as a way to attract businesses, tourists, and local residents to areas with significant arts, culture, and historic resources.⁵² Inviting arts and culture organizations and individuals to come together programmatically expands the impact and raises the visibility of the unique character of these areas. The districts benefit public, private, and nonprofit stakeholders and create positive social and economic impacts, including increasing access to funding and capital investment, generating employment opportunities, increasing the visibility of arts, cultural, and historic resources, attracting visitors and residents, and expanding partnerships through cross-sector efforts with development and urban planning.53

Leveraging Arts & Culture in Economic Development on Cape Cod



^{52.} Americans for the Arts. "National Cultural Districts Exchange Toolkit." <u>www.</u> <u>americansforthearts.org/by-program/reports-and-data/toolkits/national-cultural-districtsexchange-toolkit</u> Retrieved March 2020.

^{53.} National Assembly of State Arts Agencies. "State Cultural District Programs: Key Issues, Strategies, and Management Practices." 2014. <u>nasaa-arts.org/wp-content/uploads/2014/07/</u> <u>CulturalDistrictsStrategySampler.pdf</u>

Resources

CAPE COD REGION

ARTSBARNSTABLE

ArtsBarnstable is an organization created by the Town of Barnstable to help promote and develop the area as a regional destination for the arts. The "Artist Resources" section of their website includes calls for artists to participate in various events; applications for use of artist shanties, studio and community spaces, listings of classes offered; and additional resource links for business support.

artsbarnstable.com/hyarts-district/

ARTS FOUNDATION OF CAPE COD

Arts Foundation of Cape Cod (AFCC) is the regional arts agency for Barnstable County and Cape Cod's only nonprofit arts and culture organization that serves all artists, all art forms, and all cultural and historical centers. artsfoundation.org

The AFCC Grant Program provides cash awards in support of the artistic and cultural activities of local organizations and individuals.

artsfoundation.org/programs/grants/

CAPE COD COLLABORATIVE ARTS

Cape Cod Collaborative Arts Network (CapeCodCAN!) provides opportunities for inclusion and active participation in the arts for people with unique talents and all abilities on Cape Cod. www.capecodcan.org

CAPE COD COMMISSION CHRONOLOGIES VIEWER

The Chronologies Viewer is a web-based reference tool that displays historical data, aerial mapping, and other data sets in a georeferenced viewer. It includes annual historic data on parcels, population, tax rate, and assessed value dating as far back as 1625 through the present day. www.capecodcommission.org/chronology_

CHAMBERS OF COMMERCE

The Cape Cod Chamber of Commerce is a nonprofit, destination marketing organization that leverages local and state resources to promote Cape Cod to businesses around the world. The Chamber publishes the yearly Cape Cod Travel Guide – The Official Guide to All Things Cape Cod, which includes information on arts and culture across the Cape. They also produce a digital newsletter – Travel E-news – which highlights new attractions and upcoming events. The Chamber offers information on arts and culture events, venues, and attractions on their website.

www.capecodchamber.org/

Many towns have local or subregional Chambers of Commerce as well:

- Cape Cod Canal Region: <u>www.</u> <u>capecodcanalchamber.org</u>
- Chatham: <u>www.chathaminfo.com</u>

- Dennis: <u>www.dennischamber.com</u>
- Eastham: easthamchamber.com
- Falmouth: <u>www.falmouthchamber.com</u>
- Greater Hyannis: <u>hyannis.com</u>
- Mashpee: <u>mashpeechamber.com</u>
- Orleans: <u>orleanscapecod.org</u>
- Provincetown: <u>ptownchamber.com</u>
- Sandwich: <u>www.sandwichchamber.com</u>
- Truro: <u>www.trurochamberofcommerce.</u> <u>com</u>
- Wellfleet: <u>www.wellfleetchamber.com</u>
- Yarmouth: <u>www.yarmouthcapecod.com</u>

CAPE COD COMMISSION

The Cape Cod Commission works to preserve the important historic and cultural features of the Cape landscape and built environment through technical assistance to towns, regulatory review of projects impacting historic resources, and educational information. The Commission has a Historic Preservation Specialist and several planning staff members who can evaluate the architectural and historic significant of historic properties, advise town boards and historic organizations as they review development proposals, and help develop bylaws, regulations, and design





guidelines to protect historic areas and archaeologically sensitive lands. www.capecodcommission.org/

The Commission also developed an Economic Development Resource Guide that focuses on:

- Organizational entities: structures for organizing economic development efforts and implementing specific projects
- Implementation tools: tax incentives, regulatory mechanisms, and planning tools that are designed to facilitate economic development
- Funding Opportunities: grant funding and other financing tools that can be used to implement economic development projects that benefit the public, while stimulating private sector investments
- Partner Organizations: state, regional, local, and federal organizations that are involved in one or more aspects of economic development

The guide is available here:

capecodcommission.org/our-work/ economic-development-resource-guide/

COASTAL COMMUNITY CAPITAL

Coastal Community Capital is a community development financial institution whose mission is to provide loan capital to Massachusetts and rural New England businesses.

www.coastalcommunitycapital.org/

MASSACHUSETTS & NEW ENGLAND

BOSTON FOUNDATION FUNDING REPORT

"How Boston and Other American Cities Support and Sustain the Arts: Funding for Cultural Nonprofits in Boston and 10 Other Metropolitan Centers" is a report from The Boston Foundation (2013) that researches the issue of financial support for the nonprofit arts sector in Boston. Chapter Four, Supporting Arts Ecosystems, provides examples of potential public funding streams, targeted funding, and coordinated action that other communities can implement and pursue. www.tbf.org/-/media/tbforg/files/reports/ arts-report jan-7-2016.pdf?la=en

MASSCREATIVE

MASSCreative works with artists, leaders, supporters, and partners of the arts, cultural, and creative community to advocate for the resources and support necessary for the sector to thrive.

www.mass-creative.org/

MASS CULTURAL COUNCIL

The Mass Cultural Council (MCC) is a state agency that promotes excellence, inclusion, education, and diversity in the arts, humanities and sciences to foster a rich cultural life for all Massachusetts residents and contributes to the vitality of Massachusetts communities and the economy.

massculturalcouncil.org/

With funding from the state, National Endowment for the Arts, and others, MCC administers grants to nonprofit cultural organizations, communities, schools, and individual artists through a number of grant programs, such as:

- Cultural Investment Portfolio (massculturalcouncil.org/organizations/ cultural-investment-portfolio/fundinglist/)
- Cultural Facilities Fund (massculturalcouncil.org/organizations/ cultural-facilities-fund/)
- Local Cultural Council Program (massculturalcouncil.org/communities/ local-cultural-council-program/)
- Mass Humanities (<u>masshumanities.org/</u> <u>grants/</u>)

MCC works to expand access to the arts through programs such as the Universal Participation Initiative, EBT Card to Culture, and ConnectorCare Card to Culture programs. It provides general operation and project-based grants to nonprofit organizations that enrich Massachusetts' cultural life. <u>massculturalcouncil.org/organizations/</u> <u>cultural-investment-portfolio/</u>

MCC also offers resources such as:

- SpaceFinder Mass and Artist Space Resources, where organizations and artists can find and post available space for events (massculturalcouncil. org/artists-art/artist-space-resources/)
- Hire Culture, a searchable database of employment opportunities in Massachusetts (<u>hireculture.org/</u>)
- The Working Artist's Toolkit, including funding, services, blog posts, and other support (artsake.massculturalcouncil. org/working-artists-toolkit/)

MASSDEVELOPMENT

MassDevelopment works with nonprofit organizations on financing assistance and real estate services. They partner with the Mass Cultural Council on the Cultural Facilities Fund (CFF), which has awarded 963 grants since 2007 totally \$119 million for 458 organizations across Massachusetts. The goal of the CFF is to increase investments from both the public and private sector to support the sound planning and development of cultural facilities. www.massdevelopment.com/





MASSACHUSETTS GRANTWATCH

Massachusetts GrantWatch compiles grant opportunities for arts and culture initiatives from corporations and foundations, and local, state, federal, and international opportunities. <u>massachusetts.grantwatch.com/</u>

MASSACHUSETTS HISTORICAL COMMISSION

The Massachusetts Historical Commission identifies, evaluates, and protects important historical and archaeological assets of the Commonwealth. Their professional staff includes historians, architects, archaeologists, geographers, and preservation planners www.sec.state.ma.us/mhc/mhcpra/prainf. htm.

MASS MoCA

Mass MoCA's Assets for Artists programs help artists in all disciplines strengthen their financial and business capacity to sustain a lifetime of creative excellence. Assets for Artists provides professional development workshops, financial and business coaching, working capital grants and micro-loan referrals, artist residencies at MASS MoCA, and support for artists re-locating to North Adams, Massachusetts. www.assetsforartists.org/

METROPOLITAN AREA PLANNING COUNCIL

The Metropolitan Area Planning Council Arts and Planning Toolkit is a resource for planners and other government staff who are interested in innovating their planning and development work through projects and partnerships that engage arts, culture, and the creative community.

artsandplanning.mapc.org/

NEW ENGLAND FOUNDATION FOR THE ARTS

The New England Foundation for the Arts (NEFA) supports and connects artists with collaborators and communities to foster creative exchange and strengthen the creative economy. NEFA offers grants, online tools, and research to facilitate partnerships and provide programming to support the arts. www.nefa.org/

NEFA also provides a free online directory – CreativeGround – that connects artists with creative businesses like recording studios, and profiles nonprofit arts and culture organizations and artists of all disciplines. www.creativeground.org/

NATIONAL & INTERNATIONAL

AMERICANS FOR THE ARTS

Americans for the Arts is a nonprofit organization that advances the arts in the United States by building recognition and support for the value of the arts, arts organizations, and artists. Their focus areas include advocacy, research, education, and access to the arts.

www.americansforthearts.org/

AMERICAN PLANNING ASSOCIATION ARTS AND PLANNING INTEREST GROUP

The American Planning Association Arts and Planning Interest Group (APIG) is a collaborative space for planners who believe that arts and culture is an essential element of what makes places and communities healthy, connected, and vibrant. APIG provides a forum for identifying, developing, and refining policy and planning tools that promote integration of arts and culture into community development and planning. Membership is open to non-APA members. www.planning.org/divisions/groups/arts/

CREATIVE CITY NETWORK OF CANADA

The Creative City Network of Canada (CCNC) Cultural Planning Toolkit is a guide for the process of cultural planning in a community. It includes an adaptable model and practical checklists for navigating and charting progress.

www.creativecity.ca/database/files/library/ cultural_planning_toolkit.pdf

CULTURAL DISTRICT: A GUIDE TO SET UP

Cultural District: A Guide to Set Up is a toolbox provided by Camoin Associates, which suggests steps for establishing a cultural district and recommendations to facilitate successful designation and implementation.

www.camoinassociates.com/cultural-districtguide-set_



NATIONAL ENDOWMENT FOR THE ARTS

The National Endowment for the Arts is an independent federal agency that funds, promotes, and strengthens the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation.

www.arts.gov/

Grants for Arts

Grants for Arts (formerly Art Works) is the Arts Endowment's largest category; in 2019, there were 977 awards totaling nearly \$24 million. These grants support artistically excellent projects that celebrate creativity and cultural heritage, invite mutual respect for differing beliefs and values, and enrich humanity.

www.arts.gov/grants/apply-grant/grantsorganizations#

Our Town

Our Town is the National Endowment for the Arts' creative placemaking grants program, which supports projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes. www.arts.gov/grants-organizations/our-town/ grant-program-description



Appendix I

ARTS AND CULTURAL PRODUCTION SATELLITE ACCOUNT (ACPSA) MASSACHUSETTS 2016 DATA

TABLE 1. INDUSTRY VALUE ADDED, EMPLOYMENT, COMPENSATION

Arts and Cultural Production Satellite Account Massachusetts 2016

INDUSTRY	MASSACHUSETTS			
	Total Industry Value Added (Thousands of Dollars)	Total Industry Employment (Number of Jobs)	Total Industry Compensation (Thousands of Dollars)	
TOTAL - MASSACHUSETTS	519,564,229	3,684,231	302,022,468	
Core arts and cultural production	30,705,805	263,493	23,253,116	
Performing arts companies	506,909	3,348	262,691	
Promoters of performing arts and similar events	367,770	4,793	111,739	
Agents/managers for artists	45,563	500	22,076	
Independent artists, writers, and performers	284,556	730	79,342	
Museums	250,328	5,597	200,684	
Advertising	2,433,367	10,547	1,105,673	
Architectural services	1,084,145	6,827	846,645	
Landscape architectural services	128,387	861	107,249	
Interior design services	217,008	581	52,528	
Industrial design services	33,549	639	19,903	
Graphic design services	192,930	1,442	111,523	
Computer systems design	8,651,893	42,955	7,979,578	
Photography and photofinishing services	191,173	1,448	98,572	
All other design services	39,661	147	35,196	
Fine arts education	403,733	5,676	382,267	

TABLE 1. (CONTINUED) INDUSTRY VALUE ADDED, EMPLOYMENT, COMPENSATION

Arts and Cultural Production Satellite Account Massachusetts 2016

INDUSTRY	MASSACHUSETTS		
	Total Industry Value Added (Thousands of Dollars)	Total Industry Employment (Number of Jobs)	Total Industry Compensation (Thousands of Dollars)
Education services	15,874,831	177,402	11,837,451
Supporting arts and cultural production	113,913,471	928,900	68,011,709
Rental and leasing	310,541	1,719	77,166
Grantmaking and giving services	532,056	4,399	393,567
Unions	1,369,045	22,721	1,288,096
Government	30,728,386	258,024	22,868,006
Other support services	482,765	3,736	423,502
Publishing	16,718,112	50,370	7,864,317
Motion pictures	674,166	5,880	235,734
Sound recording	122,581	147	24,737
Broadcasting	5,558,492	16,471	1,465,902
Other information services	1,862,974	2,678	661,003
Jewelry and silverware manufacturing	146,684	1,347	102,853
Printed goods manufacturing	1,286,135	10,567	842,761
Musical instruments manufacturing	59,063	387	48,483
Custom architectural woodwork and metalwork manufacturing	495,339	5,674	362,709
Camera and motion picture equipment manufacturing	23,075	468	22,541
Other goods manufacturing	300,915	2,976	233,846
Construction	1,810,657	12,517	893,632
Wholesale and transportation industries	27,116,934	156,436	13,482,867
Retail industries	24,315,552	372,383	16,719,984
All other industries	374,944,953	2,491,838	210,757,644

Source: US Department of Commerce, Bureau of Economic Analysis. <u>www.bea.gov/data/special-topics/arts-and-culture</u> Last Updated: March 2019





TABLE 2. EMPLOYMENT, COMPENSATION, LOCATION

Arts and Cultural Production Satellite Account Massachusetts 2016

INDUSTRY	MASSACHUSETTS			
	ACPSA Employment (Number of Jobs)	ACPSA Employment Location Quotient	ACPSA Compensation (Thousands of Dollars)	ACPSA Compensation Location Quotient
TOTAL - MASSACHUSETTS	137,016	1.109	11,858,758	1.016
Core arts and cultural production	39,651	1.491	2,869,180	1.177
Performing arts companies	3,235	1.228	253,805	0.925
Promoters of performing arts and similar events	3,879	1.588	90,443	0.899
Agents/managers for artists	254	0.370	11,212	0.261
Independent artists, writers, and performers	674	0.719	73,192	0.340
Museums	5,208	1.525	186,736	1.345
Advertising	3,711	1.008	389,017	0.886
Architectural services	4,974	1.676	616,835	1.491
Landscape architectural services	801	1.363	99,732	1.364
Interior design services	525	0.852	47,421	0.751
Industrial design services	632	0.733	19,667	0.592
Graphic design services	1,366	0.866	105,659	0.752
Computer systems design	1,004	1.861	186,487	1.927
Photography and photofinishing services	1,416	0.819	96,420	0.659
All other design services	91	1.447	21,642	1.345
Fine arts education	2,488	1.845	167,521	1.659
Education services	9,393	3.746	503,392	3.536
Supporting arts and cultural production	92,188	1.004	8,551,723	0.971
Rental and leasing	517	0.487	23,228	0.448
Grantmaking and giving services	142	0.928	12,717	0.787
Unions	618	1.103	35,010	0.819
Government	25,453	0.916	2,192,480	0.828
Other support services	73	0.733	8,295	0.901
Publishing	19,290	2.404	3,011,836	2.240
Motion pictures	5,825	0.557	233,544	0.243

TABLE 2. (CONTINUED) EMPLOYMENT, COMPENSATION, LOCATION

Arts and Cultural Production Satellite Account Massachusetts 2016

INDUSTRY	MASSACHUSETTS			
	ACPSA Employment (Number of Jobs)	ACPSA Employment Location Quotient	ACPSA Compensation (Thousands of Dollars)	ACPSA Compensation Location Quotient
Sound recording	146	0.447	24,679	0.267
Broadcasting	7,550	0.748	671,772	0.619
Other information services	2,352	1.499	580,485	0.920
Jewelry and silverware manufacturing	1,279	2.139	97,673	1.822
Printed goods manufacturing	2,148	0.960	171,305	1.063
Musical instruments manufacturing	369	1.804	46,163	1.919
Custom architectural woodwork and metalwork manufacturing	662	0.831	42,347	0.899
Camera and motion picture equipment manufacturing	15	2.819	709	2.704
Other goods manufacturing	302	0.585	23,729	0.466
Construction	3,534	1.223	252,395	1.223
Wholesale and transportation industries	3,378	0.683	291,158	0.588
Retail industries	18,535	0.950	832,199	0.938
All other industries	5,177	1.008	437,855	1.030

Source: US Department of Commerce, Bureau of Economic Analysis. <u>www.bea.gov/data/special-topics/arts-and-culture</u> Last Updated: March 2019



Appendix II STEP-BY-STEP GUIDE: CREATING A STRATEGIC PLAN FOR YOUR CULTURAL INITIATIVE

Cape Playhouse, Dennis, Cape Cod, Mass.

> Many towns have considered the value of arts and culture in their community; however, planning and implementing plans or initiatives can seem quite onerous. The steps below will provide you with details and ideas for making your creative venture a reality, whether you're interested in expanding arts-based employment opportunities, enhancing and highlighting cultural and historic assets in your town, or implementing creative placemaking efforts broadly. Hiring a consultant early on can provide tremendous benefit for many of these efforts.

1. Form an Effective Partnership

Before beginning the strategic planning process, it is essential to form an effective public/private partnership that includes representatives of community development, the arts, and business. The lead agency (decision-making authority) should be clearly established, whether that is town staff of a municipal board, a community development corporation, or another entity. The other members of the partnership will serve as advisory partners and may also be critical to providing the 'before and after' data you will need when evaluating your initiative.

Keep in mind that the various aspects of your initiative may require different skill sets and areas of expertise. For example, the creation of art and the management of a cultural operation are two different sides of the same coin. Be sure to include partners that can contribute at all stages of the initiative from planning, funding, and grant writing, to marketing, data collection, and project management.

Some communities utilize the expertise of an existing community development corporation to spearhead this partnership. Others choose to create a new structure dedicated to supporting the cultural sector such as a task force or arts council. In any case, the partnership should include municipal staff, area business owners, regulatory entities, nonprofit cultural organizations, economic development and tourism agencies, such as your local Chamber of Commerce, and artists.

Many municipalities would benefit from hiring a consultant to spearhead the strategic planning process. Of course, funding such an initiative does not fall within most municipal budgets, particularly in today's economy. Resources listed at the end of the Arts and Culture Guide may provide the seed money to get a community started on the right cultural path.

2. Establish Clear Goals: Evaluation/Measuring Impact

As the saying goes, "You get what you measure." Defining your expectations of a cultural initiative is an important step to take early on. Are you seeking to bring more foot traffic to the area to support local businesses? Do you wish to develop arts and culture as an employment sector? Or do you just wish to enhance the social value of your community through cultural programming? Answering these questions up front will help you decide if zoning for an arts district is what you need, building a special facility, or simply bringing programs to existing facilities will fulfill your goals. You will then want to determine how you will measure the impact of your investment.

Establishing a clear evaluation process before the program begins will help to manage the program better, effectively collect the information you will need, and provide valuable feedback to the program participants. And, of course, the program partners and funders will want to see your evaluation results to determine the efficacy of the program. You should plan to spend approximately ten percent of your total budget on evaluation.

As part of the cultural planning process, it is important to note the starting point for the goals you are hoping to achieve. For example, if you plan to measure private investment in the target area, a comprehensive inventory of area vacancy rates will provide a starting point. Area business associations or an economic development commission can help assemble this information.



Other measurable impacts are the creation of new jobs, the effect on area businesses (have the number of shoppers/diners/hotel nights increased on the night of events?), and artist' revenues. Less tangible but equally as important are changes in the perception or attitude about the area. This can be accomplished through intercept surveys of visitors to the area.

Much of the data collection can be performed by the lead organization and partners, but many organizations choose to hire an outside evaluator or area university faculty to measure the total economic impact of a program.

3. Assess Your Assets

Begin identifying your community's unique or distinctive cultural resources, sometimes referred to as a "cultural inventory". The goal is to determine what unique public and private cultural opportunities already exist that could be incorporated into a larger strategic plan.

Your proposed cultural initiative should be built on your community's assets and reflect the character of the community. Once a comprehensive inventory is completed, ideas for potential creative clusters often reveal themselves.

It is important to look beyond the obvious cultural facilities in the area and to look

to artist groups, natural assets, and the historic character of your community. For example, is there an active arts/artisan society in the community? Are there existing fairs, festivals, or farmers markets that could incorporate the arts? Is there an existing public art installation or a location and/or artist willing to support one? Identify any public indoor spaces with the potential to become cultural venues, as well as parks or other public open space that could be used for arts-related events.

Historic districts and historic architecture are very important cultural assets on Cape Cod. Incorporating arts and culture with historic assets are an ideal combination. Local folklorists, historians, and historical societies can provide information on individuals or events with historic significance to the area that can serve as an attraction to visitors. Historic buildings and landscapes also serve as important cultural destination for those interested in the Cape's history. Do you have a historic vista, building, or cluster of buildings to showcase? (See <u>Zoning: Historic</u> <u>Districts</u> below for more on this topic.)

4. Collect Community Input

Extensive community outreach is a crucial step in drafting a cultural economic development plan. Connecting with the surrounding community and with the targeted artist community early on in the project is critical to project success.

Use public meetings, focus groups, surveys, and planning charrettes to gather information about the needs of area residents and business owners. Make use of existing survey tools; many municipalities already issue general citizen surveys that can include questions on arts and culture. Take advantage of business/professional associations in the target area to gather information about current conditions (vacancy rates, etc.) and desired results.

Seek out and survey the local artist community to understand their specific needs. In order to draw creative people to an area, it is important to understand why they would want to live or work there. Area nonprofit arts organizations are an excellent resource for reaching out to local artists via web sites and email blasts. Hard copies of surveys can also be left at art galleries, artist studios, and coffee shops.

In drafting a strategic plan, be mindful that the proposed initiatives are specific to the existing assets in the target area and showcase the distinctive cultural resources revealed in the cultural inventorying process. It is imperative to establish clear goals and objectives. Of course, the ultimate goal is to create a vibrant, enticing, and engaging place to live, work, and visit. But an effective strategic plan should identify specific and measurable milestones to be achieved over a span of as many as 10 years.

Once the draft for the cultural economic development agenda is completed, it should be shared with decision-making partners for feedback and then presented to all partners for approval.

POTENTIAL INITIATIVES TO CONSIDER

An unlimited range of arts initiatives can be incorporated into a strategic plan to meet a community's specific economic development goals. Municipalities can focus on creating an environment supportive of artists and arts initiatives through zoning and regulation changes, or they can play an active role in developing spaces for artists to live, work, and display their art.

Cultural Programming: Events, Festivals, and More

The role that programming plays in supporting cultural activity deserves special attention. Developing opportunities for residents and visitors to participate in arts and cultural experiences can change the perception of a community with little or no capital investment.

More and more communities are making use of nontraditional venues such as openair parks, streets, or places of worship for theater or music performances, art walks,





festivals, and libraries. Cultural events can be designed to last a single day, a weekend, a month, or even a season.

Example: Love Local Fest

Zoning: Art and Cultural Districts

Establishing a cultural district is one way of using zoning and regulation to create a destination and activity for residents and visitors looking for a stimulating and welcoming environment.

Creating an overlay district should be a multi-tiered approach that includes zoning changes together with public incentives to suit artist-related needs. Zoning can be tailored to create or permit affordable artist live/work space, with incentives such as streamlined permitting processes or tax breaks for artists.

The components of the zoning overlay should encourage a diversity of uses but still reflect the character of the community and support the vision for the district. Based on your cultural assessment, you may find that your community is well suited for a museum district or arts and maritime district. Consider dimensional requirements, streetscape improvements, parking requirements, signage, and allowable activities. For example, will you allow street closures in the zone for festivals with street vendors and musicians? It is recommended that dining, entertainment, and retail are encouraged in the zone, to keep the spending in the target area.

There are also a range of initiatives aimed at actively providing locations for artists to live, create, or sell their work. Artist live/ work spaces should be considered when zoning for an arts district. The results of the cultural inventory and community input will guide this process.

Public buildings or property within a district can also be used to display public art or serve as a venue for performance art at free or reduced rents.

Examples: HyArts District, Gloucester HarborWalk, Los Alamos Creative District

Zoning: Historic Districts

On Cape Cod, one of the most prominent forms of public art is the historic architecture that lines scenic roadways such as Route 6A and village Main Streets. Historic buildings and landscapes enhance an area's attraction. They tell the story of Cape Cod and represent the historic roots of our country.

Historic landscapes and community parks are perfect stages for outdoor concerts, arts festivals, and farmers' markets. Historic buildings that have been restored can serve as excellent venues for artist live/work space, galleries, small rehearsal spaces, and/or performance studios. Coupled with cafés, specialty retail, and housing or seasonal rental units, assembling historic architecture and arts and cultural uses within an historic district can lead to a very strong center of economic activity.

Barnstable County has 45 National Register Historic Districts, ranging in size from large districts like the Provincetown Historic District with over 1,100 contributing properties, to small districts like Eastham's Fort Hill Rural Historic District with only 18 contributing properties. In addition, the County has 16 Local Historic Districts and the Old King's Highway Regional Historic District which covers portions of 6 towns. There are over 144 individual buildings on Cape Cod listed on the National Register of Historic Places, some of which fall inside the boundaries of an historic district.

According to the National Register of Historic Places, Barnstable County has 198 locations listed as historic sites, and the Massachusetts Historical Commission's registry lists 14,169 historic locations in Barnstable County (up from 11,031 in 2009).

Consideration should be given to these existing historic resources when planning a cultural district, especially those within existing economic or village centers. Protection of buildings within historic districts is one way of preserving the arts on the Cape. The Cape Cod Commission can provide your town with guidance for creating districts, preserving buildings or landscapes, and funding historic preservation projects.

Examples: South Dennis Historic District, Falmouth Historic Districts, and Chatham Historic Business District

Artist Housing

When considering whether to develop artist live/work projects, it is important for municipalities to consider the complexity of the process. Artist housing development projects require multiple types of funding from a variety of public and private sources to remain affordable for artists. In many cases, it may be more appropriate for municipalities to play a supportive role to an experienced housing or community development agency when developing artist live/work space.

Given the current real estate market conditions on Cape Cod, dedicating existing, vacant commercial or municipal properties for artists may be a more costeffective strategy. Municipalities can also offer incentives to developers willing to restrict a building for artist use. Additionally, communities can proactively establish design guidelines for artist live/work space to which anyone developing artist space must adhere.

Examples: The Meadows in Provincetown, Midway Studios in Boston



Public Art

Public art is an intrinsic part of any arts initiative as it helps create a strong identify. Gateways to an arts district in particular provide unique public art and landscape art opportunities. Keep in mind that public art needs not be limited to large murals on buildings, sculptures, and states; artists can contribute to signage, landscaping, and street furniture. Even practical infrastructure like utility boxes can be transformed into artworks, such as those dotting Hyannis.

Some communities have opted to enforce a Public Art contribution requirement for development. The use of public art not only reinforces the branding of an arts district, but also can serve to create a unique identity in any area that a community wishes to enhance. The City of San Francisco established a Public Art Trust, which developers can pay into for some or all of their required "1% for Art" funds. The Trust funding will be used to strengthen the city's cultural tourism, preserve and restore cultural assets, provide public access to art, and expand the city's dynamic art environment, particularly in its commercial zones.

Examples: City of San Francisco, City of Sarasota

Marketing Your Art Initiative

Extensive marketing, branding, and wayfinding efforts are crucial to draw residents and visitors to your art initiative. This aspect of the program should be a major component of any cultural strategic plan.

Successful advertising campaigns are collaborative and comprehensive. They not only promote the arts and cultural activities, but also include information on restaurants, shopping, and accommodations that will add value to the visitors' experience. Cultural



activities can also serve as marketing tools themselves. Many village centers hold an annual Holiday Stroll in December that invite residents and visitors to visit the villages during the off-season. Businesses may extend their hours, and they may be paired with parades, performances, holiday craft shows, and other exhibitions.

It is important that during special events and joint promotional efforts, businesses within the designated area maintain consistent hours with one another, remain open during the entire event, and provide exceptional customer service. The more memorable the experience, the more likely people are to return for purchases later whether in person or online.

When considering advertising, take advantage of existing marketing efforts. The Cape Cod Chamber of Commerce and other local Chambers are natural marketing partners, as they promote the unique values of the area that attract visitors and should be consulted early on in your planning process.

5. Establish a Long-Term Budget to Support the Plan

It is critical to identify potential diversified public and private funding sources to support the strategic plan. A proposed budget should include both grant funding and local economic development sources. District Improvement Financing (DIF) and Tax Increment Financing (TIF) provide funding mechanisms for redevelopment in targeted districts. Both DIF and TIF provide municipalities with innovative tools to target districts or specific projects for redevelopment. The use of tax increments is the centerpiece of both tools. A tax increment is the difference between the beginning assessed value of the targeted property in its dilapidated state and the assessed value going forward in time, as the planned improvements take shape. The Cape Cod Economic Development Resource Guide provides more information about these tools (capecodcommission.org/ our-work/economic-development-resourceguide/).

Successful long-term projects need a clearly identified source of sustainable funding. However, difficult economic times require creative financing solutions from a variety of sources. The Resources section at the end of the guide links to organizations and agencies who may provide funding to arts, cultural, and historic organizations.

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