

SALEM ARTISTS' ROW FRAMEWORK PLAN



October, 2015
Prepared for the City of Salem
Prepared by The Cecil Group

Contents

Overview	5
Introduction: Purpose and Goals	5
Vision	5
Summary of Key Recommendations	5
Process and Participants	8
Context	11
Artists' Row Today	11
Relationship to Adjacent Areas	13
Opportunities	13
Constraints	14
Urban Design Framework	16
Character and Identity	16
Area and Edges	18
Expansion Potential	18
Connections and Wayfinding	19
Booths and Buildings	19
Streetscape, Open Space and Landscape	21
Signage	23
Design and the Seasons	24
Nighttime Environment	25
Design for Safety and Security	25



Framework for Uses and Programming 26

- Mission 26
- Tenancy 26
- Restrooms 27
- Special Events..... 28
- Programming for the Seasons 29
- Nighttime operations 30

Framework for Operations and Management 31

- Management 31
- Identity and Marketing 32
- Stewardship: Partnering and Collaborations 33
- Capital Improvements..... 33
- Operating Revenues and Costs 34

Appendix: Public Outreach and input..... 35

- Public Forums 35
- Survey 35





OVERVIEW

INTRODUCTION: PURPOSE AND GOALS

This study examined options and provided recommendations for the enhancement of Artists' Row and its contributions to the seasonal and year-round vitality of Salem's downtown.

Artists' Row is both a place and a program that the City created to celebrate the arts, support seasonal activities for residents and visitors, and provide booths for a variety of vendors. It occupies a street right-of-way that is closed to vehicles and has been transformed into a space dedicated entirely to pedestrians.

Many of the decisions about the uses and improvements within Artists' Row have been made incrementally over time. The physical infrastructure has deteriorated and is in need of reinvestment in order to provide a high quality experience and efficient operations. Salem sponsored this study to create a framework for future decisions about the physical improvements it may fund and the programs that it may sponsor and support in Artists' Row.

The study considered Artists' Row from several perspectives, including:

- Design – The design of the entire environment will be considered, including the sheds,

booths, signage, lighting, streetscape elements and both permanent and temporary improvements that compose the Artists' Row. This will consider both “in season” and “off season” characteristics. The design of the infrastructure will also be considered, including access, circulation, and utilities.

- Uses and Programming – The type and characteristics of the uses and programmed activities associated with the Artists' Row will be considered.
- Management and Operational Implications – Based on the ideas and visions that emerge from the process, the study will consider the capital and operational implications, and the role that the management of the Artists' Row in advancing changes.



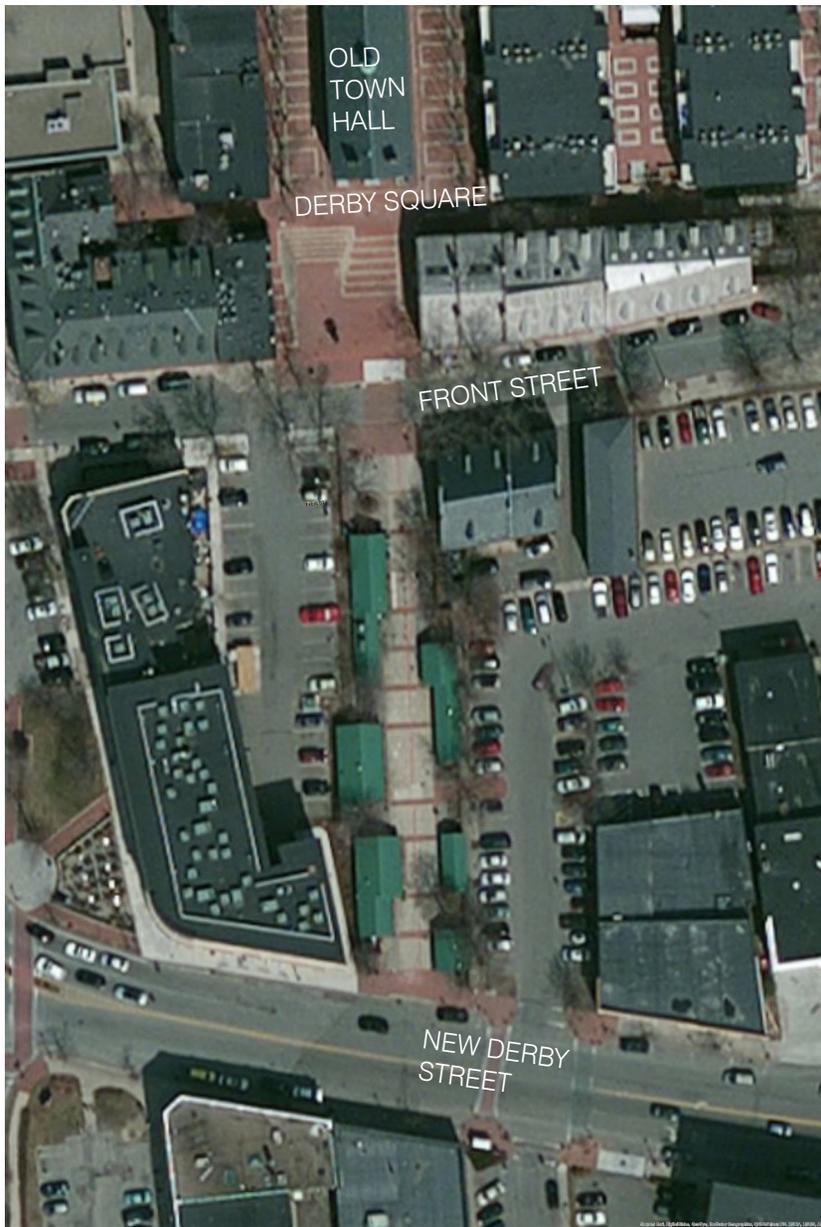
VISION

The following vision for the future of Artists' Row articulates a comprehensive set of principles that should guide future design, uses, programming, and management.

Artists' Row should be designed, programmed, and marketed as a distinctive destination within Downtown Salem encompassing a variety of the arts. The artists, craftspeople, tenants, and events should be from Salem and the surrounding region and should be excellent and exceptional. Artists' Row should be a comfortable and personable “front porch” shared by artists and visitors, enjoying unusual arts-related goods and activities in an animated public place. The composition of Artists' Row should include foods, amenities, and distinctively designed components to create memorable experiences.

SUMMARY OF KEY RECOMMENDATIONS

The principle recommendations contained within this report portray the overall framework of actions and improvements that could be undertaken to realize the vision for Artists' Row



NORTH ↑



Artists' Row
24 New Derby Street
City of Salem



Mayor
Kimberley Driscoll
 Map prepared by SalemGIS
 March 15, 2013
 Map No. 13-001



OVERVIEW

Design

- Expand the boundaries of Artists' Row activities and installations to encompass adjacent sidewalks and portions of Derby Square across Front Street.
- Remove the shed that houses the restrooms. In the short-term, use this space for a small seating area, temporary booths and special events. Replace the masonry wall adjacent to the City's parking lot to the east with removable fencing. For special events, this fence can be removed and the usable space expanded to include several of the spaces in the adjacent parking lot and accommodate a small stage, booths for a "street fair", or other needs.
- Improve and redevelop the architecture to be a unifying, thematic aspect of Artists' Row that provides better space that also meets all applicable building code and accessibility requirements.
- Refresh, rebuild, and enhance the landscape architecture and streetscape to be a more pedestrian-friendly and artful space, including special lighting.
- Replace the masonry walls at the southern end of Artists' Row near New Derby Street with fencing that provides some visibility through it.
- Provide new landscaping materials to replace plants and trees in poor condition and select species that will thrive and serve to visually define and shade Artists' Row. This should

include climbing plants along the steel fencing separating Artists' Row from the adjacent parking lots, which may require a collaborative improvement with neighboring property owners to the west of Artists' Row.

- Replace and upgrade the paved surfaces so that they are attractive and provide even surfaces and smooth transitions that are conducive to pedestrians and universally accessible. This should include providing a relatively even crosswalk surface connecting Derby Square to Artists' Row across the bricked portion of the street.
- Provide trash enclosures for dumpsters and business trash receptacles.
- Add lit entrance markers with the name and identity logo with a directory and event notices in the form of compact "kiosks" in appropriate locations.
- Install imaginative, attractive signage to advertise and celebrate the vendors in Artists' Row and provide posts and fittings to mount seasonal banners and event signage near the entrances along Front Street and New Derby Street.
- Use "pop-up public art" to add vitality and interest, including short-term installations of artwork or the on-site fabrication of art pieces.
- Use the thematic idea of the arts to consistently inform the designs for promoting uses, staging events and for the associated public relations for Artists' Row. This should include marketing, branding, and wayfind-

ing signage integrated with other signage and wayfinding for the entire Downtown.

Uses

- Provide uses and activities that lend a genuine identity to the area and directly appeal to local and regional residents. This genuine identity will help to draw tourists.
- Base the selection of tenants and events on their contribution to Artists' Row as a destination that is out of the ordinary.
- Maintain and strengthen the on-site link between crafting, demonstrating, and selling the vendors' products and services.
- Remove the existing restrooms that are located within Artists' Row and provide well-maintained public facilities in Old Town Hall to serve the entire district. This will allow the expansion of other uses in their place to strengthen the critical mass of booths, activities, and events.

Management and Operations

- Provide coordinated stewardship within the City through regular meetings among the offices and departments responsible for various aspects of Artists' Row.
- Expand the evening operations.
- Expand the seasonal operations of Artists' Row with the goal of fulfilling its potential as a year-round destination.
- Establish a capital improvement fund and seek resources through grants and other

sources to undertake needed improvements, repairs, and replacements.

- Sponsor a design competition for the first new artist/vendor shed when funds have been raised to construct it, and use the design that emerges as the prototype for sequential replacement of the existing sheds.
- Charge tenants reasonable rents and fees, recognizing that successful retailing is an aspect of tenancy and should be among the criteria for selection of tenants. Use the resulting income for marketing, programming, event management, and maintaining and improving the space and contributing to the capital improvement and replacement cost fund.
- Expand the branding and promotional efforts, including links to other related venues, activities, and destinations.
- Maintain all of the facilities and the streetscape so that they are clean, repaired, and free from graffiti.
- Measure success by surveying visitors and modify the designs and operations as needed to fulfill the community's vision for Artists' Row.

PROCESS AND PARTICIPANTS

Study Process

Salem has initiated a pro-active approach to the management and marketing of Artists' Row to

make it more successful and vital, including involvement and stewardship by the City Council, the Office of the Mayor, and the Department of Planning and Community Development and its staff. Among the recent changes has been the engagement of a Public Art Planner on the City staff to help manage and organize Artists' Row. The study was managed by that Department and prepared by the urban design and landscape architectural professionals of The Cecil Group.

Purposefully, the study process engaged a wide range of stakeholders in Artists' Row to solicit their ideas and opinions so that they could be taken into account in forming the recommendations that emerged.

The Cecil Group worked with the City's Department of Planning and Community Development and a ten-person Working Group and conducted a sequence of evaluations, studies, and discussions leading to this Report.

The process started with the identification of issues and opportunities for Artists' Row. Information was compiled through in-person meetings, site visits, discussions with the participants in the process, and examination of previous plans and documents relevant to the project, including:

- *Public Art Master Plan* (September 18, 2013).
- *ArtPlace American grant application* (December 13, 2013).

- *Salem Marketplace Design Peer Review* (September 2006).
- *Downtown Salem Retail Market Study: Strategy and Action Plan* (May 2007).

In addition, The Cecil Group reviewed the City's request for vendor proposals (Call for Creative Entrepreneurs), the program rules and regulations for Artists' Row, and the license agreement for its tenants.

After completing its discovery process, The Cecil Group developed a series of choices that the City might reasonably pursue in guiding the future of Artists' Row. Choices were categorized as urban design options, programming, or operational alternatives. Key choices were presented and discussed at a meeting with the Working Group and at a public workshop in June.

The Cecil Group conducted an opinion survey that was distributed to the participants in the public workshop and distributed on-line regarding community priorities for Artist's Row. The results were taken into account in shaping the recommendations.

Draft recommendations were refined with the assistance of the Working Group and presented at a final public forum in August.

OVERVIEW

Participants

The City of Salem, Department of Planning and Community Development

- Lynn Goonin Duncan AICP, Director of Planning and Community Development
- Andrew Shapiro, Economic Development Planner
- Deborah Greel, Public Art Planner

Working Group Members

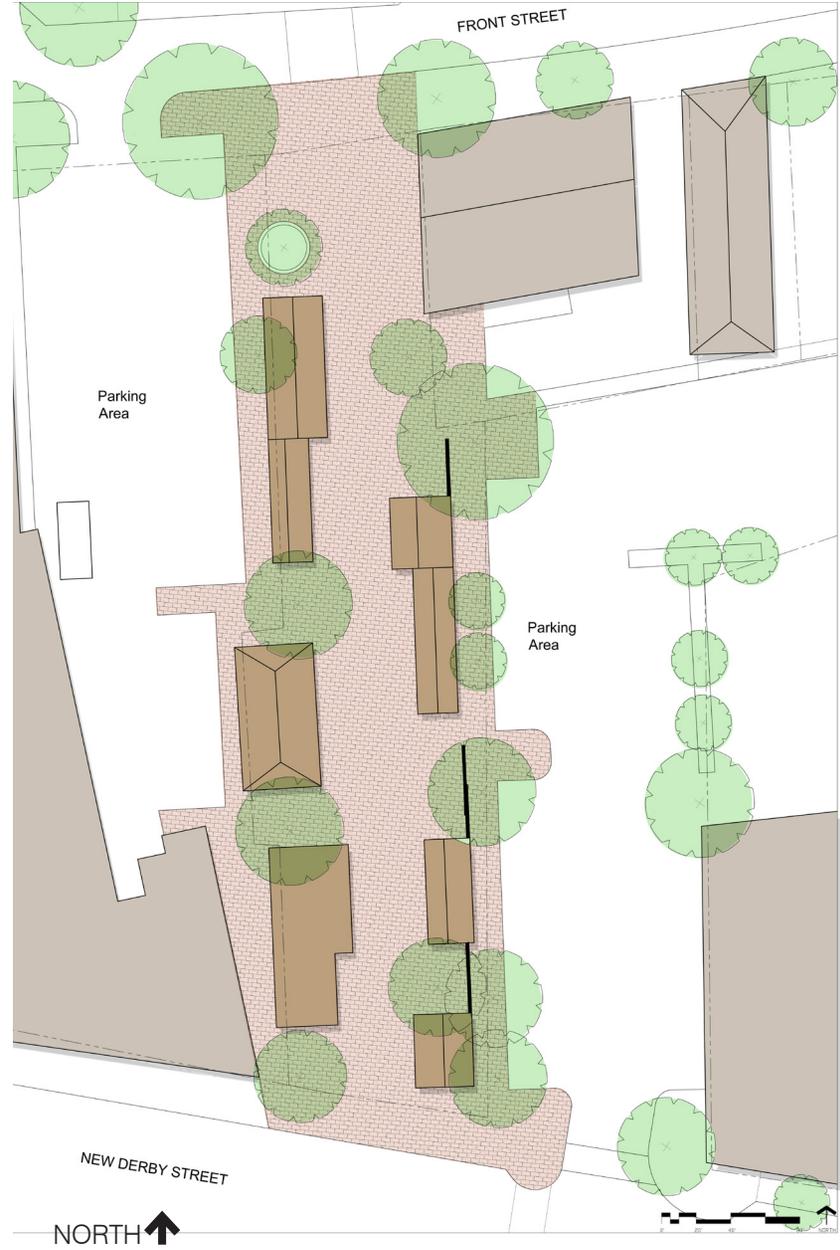
- Heather Famico, Salem City Council
- Bill Legault, Salem City Council
- Robert Mitnick, Salem Redevelopment Authority
- J. Michael Sullivan, Design Review Board and Public Art Commission (PAC) member
- Beth Debski, Salem Partnership
- Kylie Sullivan, Salem Main Streets Program
- Juliette Fritsch, Peabody Essex Museum and PAC member
- Andy Goldberg, Goldberg Properties
- Steven Rosen, Available Light
- Kate Leavy, Roost

The Cecil Group, Inc.

- Steven Cecil AIA ASLA
- Valerie Conyngham CPSM
- Diana Marsh



CONTEXT



CONTEXT

ARTISTS' ROW TODAY

Artists' Row is located within a pedestrian walkway connecting Front Street to New Derby Street in downtown Salem and occupies a municipal right-of-way. The City closed the right-of-way to traffic several decades ago and converted it into a pedestrian area and established its use and identity as Artists' Row. It serves to complement other pedestrianized streets and passages that distinguish portions of downtown Salem and is part of the City's Heritage Trail, marked by a painted red line that links it to other parts of this interpretive path. Artists' Row ranges from about 55 to 70 feet in width. It forms part of a scenic and convenient pedestrian route connecting the waterfront, the Old Town Hall and the destinations along Salem's Pedestrian Mall.

The initial planning area for this study consisted of the property boundaries associated with the right-of-way and extending to the curb lines of both Front Street and New Derby Street. However, a larger context area was considered during the planning effort, including the sidewalks, streets and pedestrianized areas that extend in each direction from Artists' Row.

Artists' Row operates as a seasonal venue for arts, crafts and a restaurant space located in small structures constructed in the space. Open from May to November, it also hosts special

events and is used for temporary installations and displays of public art.

The improvements in Artists' Row include a series of small sheds that have many of the characteristics of small buildings; some are attached and some are freestanding. Five of the sheds are used as small workshops and selling space for artists and craftspeople. Two attached sheds are used for a restaurant space, and one shed houses public restrooms. The buildings all have uniform green metal roofs and limited window and door openings relative to the amount of wall surface. The buildings at Artists' Row are of composite construction including concrete block masonry with brick facing in some locations. Only the restaurant building has its own restroom, and none of the sheds have insulation or heating. The doors on the stalls of the public restrooms have been removed to discourage inappropriate behavior and the building is gated and locked during off times.

The buildings have electrical service. Exterior lighting is provided by some overhead lights in Artists' Row, spot lights mounted on sheds, and ambient light from nearby streetlights.

Signage includes several "blade" signs mounted on posts, and the building walls and windows have been used to mount promotional signage. For special events, tent canopies have been used to create additional booth space.

The most northerly shed has been occupied by the "Lobster Shanty" seasonal restaurant and

has included an outdoor seating area. This area has been defined by stanchions and ropes, and has extended into the central pedestrian corridor along which the vending sheds are located.

Artists' Row is aligned in a north/south orientation. On the west side, it is bordered by fencing and a wall that separates it from an existing building and a private parking lot. The east side is bordered by the side wall of an historic building that faces on to Front Street and the Klop parking lot that is owned by the City and stretches to New Derby Street. The parking lot is separated by short segments of masonry wall and the back sides of several sheds - although there are some open passages between the parking lot and Artists' Row.

The landscape in Artists' Row includes several clusters of trees in varying condition. This includes multi-stem trees and volunteer clusters that are too closely spaced to promote healthy growth. There are several clusters of seasonal plantings and planting beds along the base of masonry walls. Some have been untended and are overgrown with volunteer plants. Seasonal plants in pots have been used as decorative elements and to mark the corners of outdoor seating areas.

The paving in Artists' Row is varied and generally in poor condition. To some degree, the patchwork of concrete, cobbles and bricks creates a picturesque texture that corresponds to the historic materials and streetscape character of other areas of Salem's downtown. But as a

practical matter, the uneven surfaces and their poor condition detracts from Artist's Row as a pedestrian destination and shopping area.

The central corridor between the vendor sheds consists of poured concrete crossed by bands of brick. This pattern is contrary to good retail and pedestrian practices, which provide continuous and consistent materials in the direction of pedestrians' movements. The edges of the central corridor are bounded by fields of brick and stone cobbles. The sidewalk along New Derby Street is composed of brick, some of which has been patched and some of which is uneven and in poor condition. The sidewalk along Front Street is similarly paved in brick and includes uneven surfaces. This portion of Artists' Row has two large fields of cobbles that flank the concrete pavement.

Stout steel bollards guard the entrances to Artists' Row and limit vehicle access to a central corridor. Bollards are also used to protect the corners of some of the sheds, to limit damage



that might occur from maintenance, emergency or other vehicles that must access the corridor between them.

There is limited street furniture. The space has several benches and a low seating-height wall around a planting bed near the northern entrance from Front Street. Bike racks have been placed at either end of Artists' Row.

Trash receptacles for public use are located at several spots along the corridor. Trash receptacles for business use are also in evidence, including the dumpster that serves the restaurant. In the past, surplus shipping cartons and trash receptacles have been clustered along the fencing in the public spaces north of the Lobster Shanty operation, adjacent to the restaurant operation and where truck access is convenient.

Artists' Row is operated by the City through a collaboration among several departments and the Mayor's office. It is marketed through the City's website, a Facebook Page and other methods.

Leases are provided by the City through licenses to selected tenants at low or nominal cost. Selection of tenants is currently accomplished through a formal request for proposals and review process administered through the City's Purchasing Agent and is subject to mayoral approval. The Public Arts Commission participates in the ranking and selection process. The tenants are subject to Rules and Regulations that have been established by the City. Artists'

Row is within the City's downtown redevelopment area and is subject to design reviews and approvals by the Salem Redevelopment Authority and the Design Review Board. The City has engaged a public art planner through the Department of Planning and Community Development who helps manage and promote the space and events that are held there.

The existing old buildings have low ceilings, are not up to current building code, and most of them lack heating, insulation, and plumbing. Windows and doors and paint form an unattractive jumble of different shapes and colors.

Typically, the City has allocated a very small budget for annual operations, so improvements have been difficult. However, if the City begins to charge rent for its spaces, it can set aside funds for maintenance and capital improvements.



RELATIONSHIP TO ADJACENT AREAS

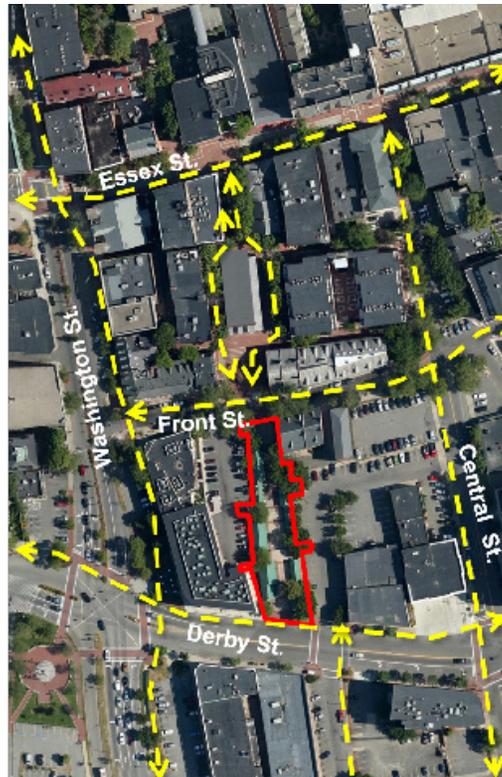
Artists' Row is centrally located in the historic urban fabric of Salem. It is a segment in a pedestrian-only network that is bisected by Front Street and connects the Essex Street pedestrian mall to the north and Derby Street to the south. Derby Square composes the pedestrian realm north of Front Street. Derby Square is composed of a terraced plaza at the foot of the Old Town Hall and pedestrianized street paths that flank both sides of this historic municipal structure.

Front Street links Washington Street to Charter Street which continues to the east, past the Peabody Essex Museum and Hawthorne Boulevard. New Derby Street is the major east/west connector that carries traffic and pedestrians to and from the historic harbor and its destinations. North of Derby Square is Essex Street, which has been converted to a pedestrian mall and is a vital link between Washington Street, Peabody Essex Museum, and public parking.

OPPORTUNITIES

The evaluation of existing conditions indicated a number of strengths associated with Artists' Row that are opportunities for the future:

- Expansion and quality of uses – Artists' Row will benefit significantly if there is an



expanded range of offerings, number of artists and vendors within it. Associated with this potential will be upgrading the quality of the offerings so that they are aligned with the vision of the community and offer distinctive work, crafts, goods and services of high quality, regardless of the pricing levels. This has already begun to happen with the 2015 season and this momentum should be continued in the coming years.

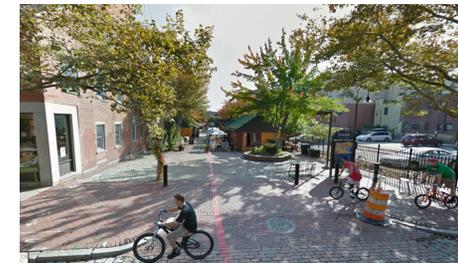
- Quality of place – Artists' Row can be significantly upgraded to be more conducive to its use and serve as a better pedestrian connector, public open space, and retailing venue. This includes all components of the space, including the buildings, signage, lighting, and streetscape.
- Extended seasons and hours of operation – There are clear opportunities that may be associated with extending the seasons and hours of operation of Artists' Row to attract patrons and hold special events.
- Physical extension of Artists' Row - Adjacent sidewalks and nearby pedestrian areas are potentially available to serve as either permanent or temporary extensions of Artists' Row to provide for expanded offerings, signage, artwork, and events.
- Temporary art installations and special events – There is significant potential to add more opportunities for temporary art and events that can combine the arts and entertainment, filling in times of the seasons, weeks, and day where they would draw participation.
- Connections with other arts venues and events – Artists' Row can be viewed as one component of an extended arts community in Salem and the region. Some of the links can be within walking distance, and other may be virtual links through advertising and communication about related events, artists, workshops, and venues.

- Identification and branding – Although it generally has a positive image and identity, there are many opportunities to enhance the “brand” of Artists’ Row as a distinctive destination and infuse the information, media communications, graphics, advertising, and public relations in the future.

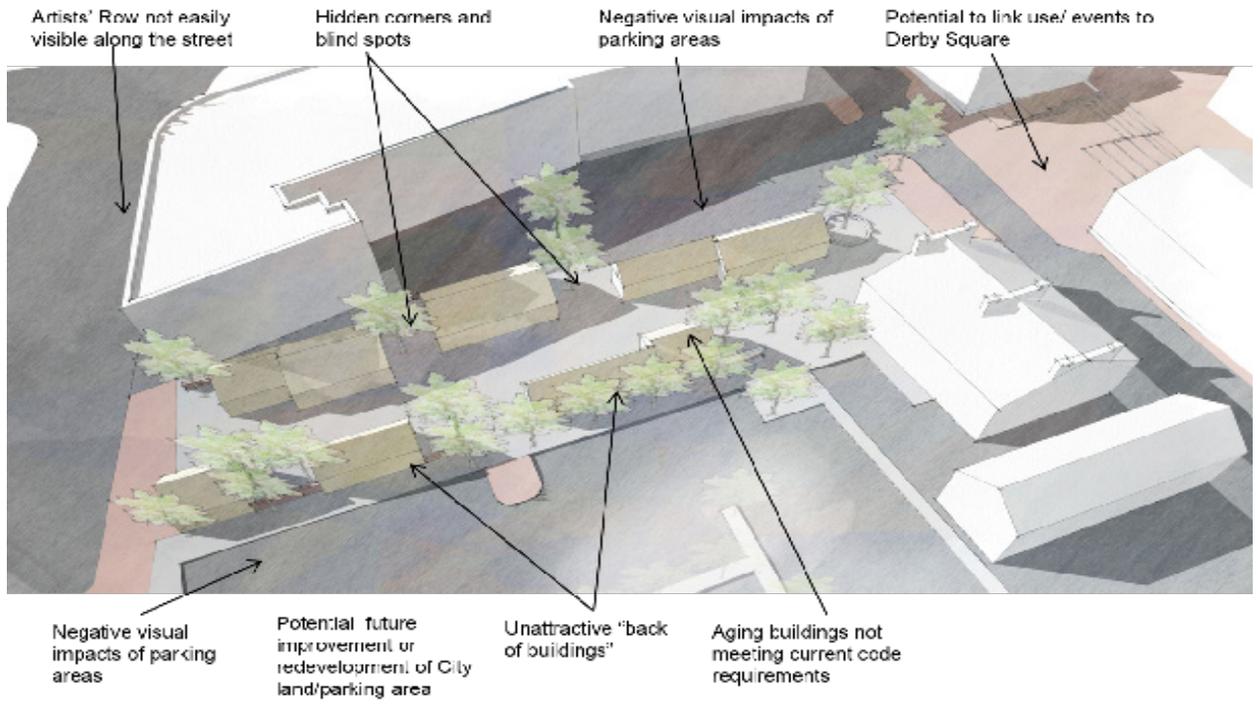
CONSTRAINTS

The evaluation of existing conditions indicated a number of challenges associated with Artists’ Row as it exists today that will need to be modified or overcome to meet the community’s vision for the area. These included:

- Critical mass of uses – Observations and discussions during the planning process indicates that the range and number of uses is a limiting factor in the success of Artists’ Row. The number of vendors – both “permanent” and “temporary” is limited by the number of sheds and potential tent or booth locations available today. To retain the interest of visitors and passerbys, it is important to have an adequate range of uses to draw their attention and engagement. This is called a “critical mass” of complementary uses. Having adequate variety is particularly important if the goal is to provide a memorable experience resulting in repeated visits, and Artists’ Row may not be able to provide the critical mass appropriate to achieve the vision for its future.
- Public restrooms – The presence of the public restrooms is a constraint on the future success of Artists’ Row, for several reasons. They occupy a significant central portion of the limited land and building footprints available. Importantly, they do not specifically serve Artists’ Row, but are public restrooms that cater to a broader population. Simply stated, they are in the wrong place.
- Limited seasonal operations – The operations today do not extend into the holiday period, or late fall, winter and early spring seasons. As downtown Salem increasingly serves as a year-round place to live, work and visit, the limited seasonal operations may be a constraint relative to its full potential. Also, the appearance of Artists’ Row is unattractive when it is not in operation; it is poorly lit, has shuttered buildings, closed shops and concealed corners that are not readily visible.
- Limited evening operations – Particularly in the long evenings of summer, the streets and sidewalks of downtown Salem are filled with visitors and residents. The limited evening hours for the workshops and retailing constrains the ability to attract and serve a broader audience and add another destination for evening users.
- Lack of visibility and transparency – The masonry walls, shed architecture and the placement of the buildings provides limited visibility into Artists’ Row and contradicts its purpose to display and market the activities, goods and services within it.
- Narrow pedestrian areas – The pedestrian walkway is easily constrained by the outdoor seating areas, special displays or temporary booths. When crowding becomes excessive, pedestrians will avoid an area and take other routes.
- Poor condition of streetscape and landscape – The streetscape and landscape are in poor condition and communicate a lack of care and quality. There are limited accommodations for people to sit, and the surfaces, transitions, and doorways are not consistent with convenient walking, strolling, and shopping.
- Hidden corners and pockets – The layout of the walls and shed creates a series of concealed corners and pockets that are not readily visible from the entrances to Artists’ Row or from outside vantage points. Studies have shown that perceptions of comfort and safety are greatly enhanced if the people within and at the edges of public spaces can be easily viewed from multiple vantage points.
- Buildings that do not meet current code and accessibility standards – The sheds do not meet many basic building code and accessibility standards, and represent a policy and practical liability as a result.



CONTEXT



There are many visual barriers into and along Artists' Row - this view from New Derby Street indicates a sequence of trash and recycling bins, solid masonry walls, shed walls with few windows, and a temporary booth that combine to obscure and narrow the path and view to the attractions.

URBAN DESIGN FRAMEWORK

Urban design is the composition of individual elements in an urban setting so that the resulting whole is greater than the sum of its parts. In the context of Artists' Row, urban design involves many elements, including the design and grouping of the vendor sheds and booths and the relationships among open space, pedestrian amenities, signage, lighting, and landscape. When properly proportioned, detailed, and placed, these elements can combine to create a unique identity and sense of place with an interesting, engaging environment.

The following section discusses the urban design elements of Artists' Row, provides observations about key issues that need to be considered and how they should be addressed. Examples of innovative approaches to the design of similar urban places, venues and events serves as a source of reference and inspirations for Artists' Row.

CHARACTER AND IDENTITY

Observations

Artists' Row exists within the context of the historic core of Salem. Artists' Row's identity and the activities within it are readily visible from its approaches. In its current condition, there are no compelling, iconic elements that convey its location and distinction as a place and destination. It is part of large network of pedestrianized streets and alleys that also have special paving, signage and street furniture. Artists' Row should recognizably be part of the entire district around it. However, its identity will benefit from an additional layer of design and artwork.

Artists' Row is distinctive in large part because of the small, quasi-permanent structures enclosing artists, craftspeople, and a restaurant within a narrow public way. This is very unusual in cities; temporary and portable tents, booths and market stands are far more common. As a result, design improvements to the architecture of Artists' Row can strengthen this identity if it is attentive to the underlying mission of this space.

Several other urban design approaches can be used to enhance the imageable character and identity of Artists' Row

Recommendations

- Redesign the sheds to become iconic structures directly related to their use - The physical identity of Artists' Row should be directly tied to the cluster of site-specific uses that occur there and the structures that enclose many of them. It should not be mistaken for a street fair or open air market, but should be identified by the architecture of the booths or buildings.
- Create memorable permanent signage and installations that mark the entrances to and from Artists' Row - Special gateway signage, artistically designed kiosks or thematic markers should be located at each entrance.
- Install distinctive lighting - The identity should be emphasized at night by special lighting that is distinct from the typical street and pedestrian mall lighting, and creates interest and delight.
- Stage temporary installations of artwork or artistic expression at the Front Street entrance of Artists' Row - The character should be evident at first glance as pedestrians first see and enter Artists' Row along Front Street. There is adequate space to provide for changing installations or events,



URBAN DESIGN FRAMEWORK

which could also span across the street to lower Derby Square.

- Better design as a passageway - Artists' Row plays a role as a passageway in the larger network of downtown Salem streets. Design improvements must pay attention to connections and ease of movement through the space, and clearly form a part of the surroundings. Treatments that emphasize the Row's linear nature, draw people down its length, and tie into the traditional and historic features of the surrounding fabric will help achieve this aim.

Inspirations and Ideas

Temporary - but significant - architectural installations are used to create a sense of place in



The Young Artist Program at Brooklyn's MoMA Qns PS1 outpost draws huge crowds for special events every summer. A different artist or architect is selected each summer to construct a striking installation - often some type of roof structure -- over the large courtyard of the former public school. Combined with food, music, water, and lighting, the space becomes an enticing gathering space.

the otherwise undistinguished courtyard of the MoMA Queens museum, located in a former public school. Each year, this satellite location of the Museum of Modern Art holds a design competition through its Young Architects Program to solicit ideas for temporary installations that create a sense of space in the courtyard and provide fun and unusual areas for gathering, dancing, people-watching, and eating, with water, shade, and seating.

Seattle's Pike Place Market is composed of a variety of alleys, passages and spaces marked by iconic signs and memorable artwork, including a massive bronze pig well loved by children who visit the market.

Pike Place Market and Post Alley, Seattle have a strong identity that is reflected in the special signage, evening lighting, and artwork in key locations



AREA AND EDGES

Observations

Artist's Row is clearly defined by the limits of the property and the parking lots on both sides of its alignment. A combination of fencing and masonry walls defines the western edge, and masonry walls largely define the eastern edge.

Both the fencing and the masonry walls pose problems.

Recommendations

- Screen views of parked cars - Along the northwestern edge of Artists' Row, steel fences create the boundary with an adjacent private parking lot. The fences are attractively designed but provide direct views of parked cars and vehicles; climbing plants or a simple screening hedge would substantially improve and help enclose this edge.
- Remove masonry walls where they block helpful views - The masonry walls create complete visual barriers into Artists' Row, particularly along its southern entrance. This blocks views of the activities occurring on either side of the wall. It would be better to have partial screening by removing the masonry and replacing it with well-design fencing, perhaps associated with climbing plants or appropriate landscape materials to

complement trees in appropriate spots.

- Extend the paving patterns - When the opportunity arises, it would be beneficial to extend the paving patterns and materials associated with Artists' Row to the edge of the street so that it visibly interrupts the paving pattern along the Front Street and New Derby Street sidewalks. This will help signal the presence of this shortcut route in the pedestrian network and subtly extend the effective limits of Artists' Row.
- Plan for complementary adjacent development - In the long term, the City may consider redevelopment of its parcel and the parking on the eastern edge of Artists' Row. If this occurs, the design of the facades and ground level circulation should directly contribute to the uses, identity, and quality of Artists' Row.

EXPANSION POTENTIAL

Observations

Artists' Row can beneficially expand its footprint, strengthening its identity and adding opportunities for more displays, events, and temporary uses. This could occur in two locations.

Recommendations

- Expand into Lower Derby Square - The street level of Derby Square adjacent to

Front Street provides a level surface and space that is used on occasion for street markets - including the Salem Farmer's Market - and special events. At other times, the space is empty and Artists' Row theme and identity could span across Front Street. This could include programmed arts-oriented events, temporary or permanent artwork, identifying signage and wayfinding markers, and lighting. The expansion should not include permanent sheds or booths, and the expansion of Artists' Row theme should not preclude the use of lower Derby Square for other types of events or uses. The City should consider design alternatives to the pedestrian flow and the design of the steps in lower Derby Square to better focus circulation and create more opportunities for stands, tented booths, and informal gathering spots.

- Provide for temporary use of some of the adjacent parking area - By removing the public restrooms as discussed in previous sections, the masonry wall adjacent to the City's parking lot can also be removed and replaced with movable fencing. During special events, the area occupied by several parking spaces could expand the usable area of Artists' Row for staging, booths, back-of-house, or other needs.

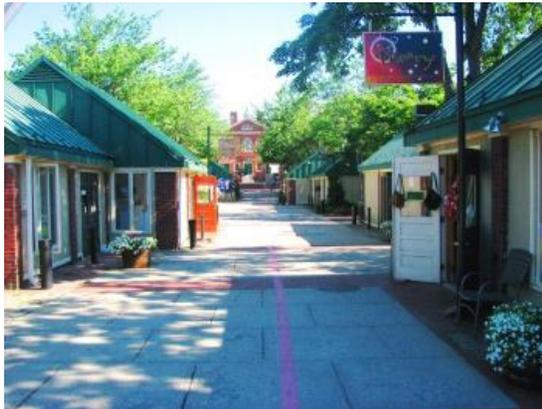
CONNECTIONS AND WAYFINDING OBSERVATIONS

The City of Salem has implemented a downtown wayfinding system, created by the firm Roll Barresi. The system includes identification, directional, and board signs that provide a map of popular destinations. There is a map board at the north entrance to Artists' Row. The map shows a red Heritage Trail through the town, which includes Artists' Row.

Being included on the Heritage Trail is a significant benefit for Artists' Row.

Recommendations

- Add signage at both ends of Artists' Row – In addition to the orientation and informa-



A red painted stripe indicates the Heritage Trail through downtown Salem.

tion sign at the northern end of Artists' Row, a similar installation at the southern entrance would be beneficial, particularly since this is a "dead end" within the overall heritage trail system.

- Provide wayfinding for public restrooms - When the restrooms are relocated, it will be helpful to add directional signage within Artists' Row and other nearby areas.
- Extend signage for special events - Special event signage could be created and placed at strategic locations, creating a sequence of information and advertising opportunities for the events that would lead pedestrians to Artists' Row.



A sign board with a map of City-wide destinations, including the Heritage Trail, is provided at the northern entrance to Artists' Row.

BOOTHS AND BUILDINGS OBSERVATIONS

Because they are largely composed of masonry construction and have relatively few openings, the existing buildings are difficult to adapt and are not well suited to the type of access, visibility and interest that would be appropriate for Artists' Row.

Buildings on the east side of Artists' Row are generally shallower than those on the west side, about 12 to 15 feet deep. Buildings on the west side range from about 20 feet deep (the larger mass of Lobster Shanty) to about 25 feet deep. The buildings are staggered along Artists' Row, intruding upon the center walkway in spots.

During its summertime operational season, the combination of staggered permanent buildings and temporary accessory structures (tents, tables, and chairs) obstructs views into Artists' Row, making it hard for a casual passerby to see what the space offers. At the same time, these buildings and structures are not sufficiently inviting in design and appearance to incite curiosity to discover more.

At the southwest corner of Artists' Row at New Derby Street, the building is set back roughly 10 to 15 feet from the public sidewalk. Its staggered setback along the length of Artists' Row reduces views into the narrow, linear space.

The large mixed-use building to the west on New Derby Street, which houses the Tavern in the Square restaurant, is built right at the sidewalk and has a typical downtown pattern of large, regular, and transparent storefront windows. In contrast, the building windows of the Artists' Row building facing south to New Derby Street are small and tend to be covered with posters and signs.

At the northern entrance to Artists' Row, the Lobster Shanty restaurant that usually occupies the northernmost building places its tables in a row along the front of the building—no doubt the best location for wait staff. However, these tables take up more than half of the clear width of Artists' Row and block views southward to other stalls. Lobster Shanty's garbage and recycling containers are crowded in an unsightly manner on the north side of their building, next to the one north-facing window, with no screening fence or other enclosure.

Recommendations

- Remove the restroom structure and use the space made available by the restroom demolition for temporary booths, stages or special events - The area made available by the removal of the restrooms will create a more generous area towards the center of Artists' Row that will be very helpful programmatically and can be enhanced with seasonal planting, signage, and street furniture.

- Alter existing structures to provide better visibility and access over the short term - The existing structures can be upgraded in strategic locations by adding storefront windows or altering the entrances to make them more transparent, accessible, and open.
- Incrementally replace the existing buildings with specialized structures designed to serve as year-round spaces - Because the existing buildings are neither well-suited to their use, do not meet current building codes, and do not provide basic needs for cold weather uses, it will be better to replace them than to undertake very expensive con-

versions and upgrades. This should be accomplished sequentially, so that the entire area is eventually upgraded in terms of use, operational and maintenance cost and attractiveness.



Most of the buildings in Artists' Row have large areas of blank wall facing the walkway. Windows are relatively narrow, and the doors are not transparent.



Special booths are installed in New York's Bryant Park for 2 months each winter and create a holiday village filled with artisans with varied, high quality products. They are highly transparent, well lit, and have heating for inclement weather.



STREETSCAPE, OPEN SPACE AND LANDSCAPE

Observations

The components of the streetscape have aged and include components that are not conducive to a pedestrian area, including the design, materials and condition of most of the paving.

Some of the edges in Artists' Row are landscaped with trees that provide and create a layer of landscaping between nearby buildings. However, the trees have not been tended and are crowding one another in some locations. A raised planter and several planting beds provide opportunities for seasonal plantings, but have become overgrown with volunteer plants in some cases.

As described in the evaluation of existing conditions, street furniture, trash receptacles, bike racks and signage are of varying types and condition.

Recommendations

- Upgrade the paving - Although it should employ the vocabulary of brick, stone and concrete, the paving should be repaired, re-organized and upgraded. The central pedestrian aisle should be cast concrete, while the edges can be a combination of brick and stone that is properly set and meets ADA and MAAB guidelines. Stone cobble should only be employed to demarcate areas that are not intended for walking, such as areas below

benches or along fences, walls, and edges.

- Relocate restaurant seating - The seating for Lobster Shanty should be moved to the north side of the building, between the existing shed and raised planter. When the sheds are redesigned and reconstructed, the layout and location of a restaurant structure should take into account adequate space that will not constrain the walking path for pedestrians.
- Provide additional seating - Additional benches or low walls that are at bench height would be beneficial. Designs should be chosen that discourage sleeping, and they should

Cady's Alley is a 120,000 sf retail and residential development in Georgetown, Washington DC. Alley walkways between stores have a simple but effective landscape treatment of cobblestones with accent banding, planter boxes, and hanging banner signs. The simple center strip of colored stone is one way that Salem's Heritage Trail painted strip could be upgraded.



be located so that they are not concealed behind walls

- Improve the gateways - The gateway spaces should have a combination of signage, artwork or installations, paving and seasonal planting in tubs or containers. The raised planter near the north entrance needs to be refreshed and replanted.
- Prune, thin and add new trees - The existing trees can be thinned and managed to promote healthy growth, and additional trees should be considered in concert with the redesign of the sheds.
- Redefine the edges - The masonry walls in some locations should be removed and replaced to promote views, fencing and landscaping should help screen cars, but provide better views into the spaces.
- Use walls for displays and artwork - In some cases, the masonry walls can be used for temporary artwork displays or installations.
- Screen dumpsters and trash bins - Trash and recycling bins serving buildings at Artists' Row, such as those next to the Lobster Shanty, should be placed in screened enclosures. Wood fencing is a simple and attractive fencing mechanism.
- Upgrade trash receptacles - Other trash cans, such as those near public restrooms and for general public use along Artists'

Row, should be higher-quality furnishings of the same type used in Salem's Pedestrian Mall.



Before and after renderings showing how the taller brick walls could be used for temporary display and sale of artwork. Clip and cable systems mounted to the brick would provide the means of easily attaching framed or rigid artwork.

SIGNAGE

Observations

The business and event signage in Artists' Row is somewhat limited and does not convey a sense of quality, variety and artistry. There is no significant signage that identifies Artists' Row at either entrance.

Recommendations

- Require tenants to provide custom-designed signage including both blade signs and wall signs as part of the improvements for which they are responsible - As a retailing and artisanal workspace, the tenant signage needs to indicate the vitality and quality of the uses within Artists' Row. Projecting signs ("blade signs") should be designed and installed in a timely manner and be highly visible from a distance to pedestrians looking into Artists' Row.
- Provide a complete multi-tenant sign board at each entrance to Artists' Row - There should be a simple grouped sign that indicates all of the tenants in the space to indicate the range of establishments and offerings.
- Create large, clear signage identifying Artists' Row - The identification signs can be simple or ornate, but must communicate quickly that visitors have found Artists' Row.

- Create provisions for event or seasonal signage - Posts or stanchions should be equipped with banner mounts for seasonal banners and event signs. These could be lighting supports, depending on the lighting solutions chosen.
- Prohibit generic signs - It is not appropriate to employ generic signs such as "OPEN", "SALE" or signs with proprietary names and advertising incorporated into them.



Signage for individual tenants is placed near doors, on the wall or are mounted on hangers. The signage has typically been undersized relative to its importance in identifying and advertising the uses. Along linear shopping areas, blade signs are effective in creating visible identity. The existing roof designs and low storefronts limit options, but blade signs could be mounted on posts installed next to the artist and retail spaces.



DESIGN AND THE SEASONS

Observations

Currently unheated, the buildings at Artists' Row are able to remain in use only from late spring until mid-fall. However, the weekend and evening activity in downtown Salem has increased substantially as it has become an attractive place to live, work, and visit. In other communities, holiday season markets have become very popular in downtowns and retail districts, combining the characteristics of a street market and offering food items and gift purchases. Artists' Row could capitalize on these trends.

Recommendations

- Provide space and improvements for a holiday season - Artists' Row could remain a seasonal space, with unheated structures, but provided with code-compliant space heaters for limited holiday use. Existing buildings could be complemented with temporary, moveable structures (such as tents and pushcarts).
- Plan and design for year-round use - In order to accommodate year-round operations, the sheds and other improvements must be redesigned to accommodate year-round conditions. The capacity to plow, remove, and store snow must be established in the space design.



Winter scene, Artists' Row



Winter Fair Market, New York City



Church Street Marketplace in Burlington, Vermont is an outdoor pedestrian mall that remains inviting and attractive through the long winter evenings, with bright overhead holiday lighting, tree lighting, festivals, street entertainers, and shops, and restaurants and cafes that stay open late.

NIGHTTIME ENVIRONMENT

Observations

During operating seasons in the past, the artist shops and studios at Artists' Row have typically closed their doors early in the evening. After they close, the Lobster Shanty may stay open, but the evening vitality is lost. The City's public art planner has been working with the tenants to extend hours and stress the importance of having the uses and destinations open as an ensemble, rather than having staggered and varying closing times.

Recommendations

- Create special lighting to create a distinctive, well-lit nighttime environment - The lighting system and fixture design should



A pedestrian alley in Fort Collins, Colorado is brightened by simple overhead light wires.

itself be artful and create a well-lit corridor with lighting levels that are conducive to strolling, shopping, and dining. For at least a portion of the Row, a light canopy should be created across the entire space to establish a festive quality and sense of enclosure.

- The lighting should be enhanced for the entrances and shop windows and for the business signage, as well. Outlets and conduit should also be provided for special seasonal lighting or lighting installations that may be created.

DESIGN FOR SAFETY AND SECURITY

Observations

The perception of personal safety at Artists' Row is influenced by the physical environment and the activities that are allowed or encouraged within it.

The sense of security is reduced when there is no activity in Artists' Row and its sole functions is a pedestrian alley with no vehicle traffic. High brick walls in some locations block views in and out of Artists' Row. Partially concealed spaces between the sheds diminish the sense of security and can support inappropriate loitering and occupation of these spaces. Limited lighting and the drop in activity in evening hours also contribute to real and perceived safety and security.

Recommendations

- Remove visual barriers and loitering opportunities - The physical space should be designed to eliminate hidden spaces and corners. The siting and design of sheds can emphasize transparency and reduce concealed corners. This can be complemented by landscaping and evening lighting will telegraph a message of a cared-for space, making it less desirable for loitering. The City should provide regular surveillance, and electronic surveillance technology could be added if necessary.
- Activate the space to extend and increase the user population - The space will benefit greatly from active uses that draw pedestrians for more hours of each day and year-round.



FRAMEWORK FOR USES AND PROGRAMMING

MISSION

A consistent understanding of the mission of Artists' Row should be used to guide specific decisions about the uses and programs that are invited and permitted to use the space and facilities.

The mission of Artists' Row includes multiple purposes. The uses and programs that are chosen can serve more than one of these purposes, but there is an important prioritization among them. The following list of priorities fulfills the vision for Artists' Row and is based on the public discussions, survey results and the guidance of the Steering Committee.

- Display and market the diverse arts and artistic craftsmanship of Salem and the region - Uses and programs should display and inform visitors about different arts, artists and artistic crafts that are produced in Salem and the region. This should provide a showcase, learning opportunities and direct sales on-site. Success will be measured by sales and surveys of visitors.

- Contribute to a vital, activated place in the downtown - Artists' Row should draw visitors and support their experience of this place through the collection of uses within it. Among the key contributing uses will be restaurant space or food service that is available during the normal operating hours of Artists' Row as a complementary use. Food should be considered as a supporting aspect, but should not dominate the character or use mix. Temporary events, installations and performances are another fundamental component of a vital, urban place. Success will be measured by the number of visitors and the distribution of activity during days, evenings and seasons.
- Actively support successful business and entrepreneurial uses - Artists' Row should support and also benefit from successful business enterprises and entrepreneurial activities that directly contribute to the overall vitality of the area and provide important revenue sources to help maintain and improve Artists' Row. In this regard, vending of artists' and tenants' products and services should be understood as a business enterprise; success and revenues are a benchmark of interest, demand and need. Success will be measured by the business success of the tenants and special programs that contribute revenue to Artists' Row.
- Provide civic activities - Artists' Row is a Salem municipal space and it should be available for appropriate civic activities that engage the citizens of the community. Success

will be measured by the number and type of civic activities and local attendance.

- Invite and welcome tourism - Tourist visits to downtown Salem are a key component of the economy and will be a substantial proportion of the visitors and patrons of Artists' Row. As a tourism destination, it will be most compelling and successful if it is a distinctive part of the genuine culture and life of Salem, but will be less successful if it is directly oriented towards tourists and is not an integral part of the local and regional scene. Success will be measured by the number of tourist visitors and the sales that can be attributed to them.

TENANCY

Observations

In the past, four of the five buildings have been offered at no cost to creative entrepreneurs each year in exchange for offering programming to visitors of Artists' Row. The more sizeable buildings often house more than one tenant. The fifth building space is restaurant space that has been occupied by The Lobster Shanty, which provides rental payments to the City.

Tenants are selected through a Request for Proposal process. In 2015, this process was expanded to include "creative entrepreneurs." This expanded the variety of activities considered for Artists' Row to include unique, hand-crafted items that would appeal to a large audience.

2015 Tenants included:

- Boston Woodturning
- Ceramics by Sibel
- Diane Hoffman Textiles
- Nikky Bergman Jewelry
- The Pack Paper Co.
- Salem Food Tours
- Sheila Farren Billings Gallery
- Witch City Wicks

Recommendations

- Choose tenants that display, demonstrate, and sell distinctive and high quality arts and crafts – The artisans and their wares should be of high quality, distinctive, and varied. The obligation to provide demonstrations and information about fabrication and production should be integrated into the tenancy requirements. However, there should be no requirement that this be the principle place for making the art, nor that the art be entirely produced on site.
- Set operating hours and operating expectations by agreement and select tenants who can staff the spaces appropriately - If tenant hours are staggered, there are gaps in staffing, or if the products and activities are below expectations, the entire venue will suffer. The ability to consistently accomplish the goals for Artists' Row by small enterprises and

participation by the fabricators of the arts and crafts is a challenging requirement and should be carefully considered and managed by everyone involved.

- Provide entrepreneurial opportunities as an incubator of talent and business - Artists' Row could serve as an incubator for tenants in the early stages of their enterprises, with a goal of inviting and then retaining talent that may “graduate” to studios, galleries, workshops or their own retail spaces in Salem.
- Provide pop-up booths and shops – “Pop-up retailing” refers to very short term displays and sales in available spaces. This model would allow Artists' Row to maintain extreme flexibility in product offerings. They could be curated around singular products or events, or could focus on a predictable day and time (weekly, monthly, bi-monthly, etc) selection of vendors. This approach would require a higher level of planning and programming on the City's behalf. Themes would need to be identified, vendors secured, and quick turnovers managed.
- Provide restaurant space with outdoor seating- The availability of food and the activity that it generates is a mainstay of successful urban plazas, spaces and destinations. Multiple facilities may be considered, but the total area devoted to food should be limited, in view of the need to ensure a critical mass of arts-oriented booths and vendors.

RESTROOMS

Observations

In addition to the physical space occupied by the restrooms and their effect on urban design, the restrooms in Artists' Row need to be reconsidered in terms of use. The restroom building and its use was cited in several discussions as a contributing factor to perceptions of security. The building that houses the bathrooms include a men's restroom and a women's restroom, each with separate entrances. At some point the doors on the bathroom entrances were removed to discourage inappropriate activities behind closed doors. At night, the bathrooms are gated and locked.

Recommendations

- Relocate the public restrooms- The restrooms should be removed from Artists' Row and this function should be replaced with the existing public restrooms in Old Town Hall. Arrangements for restroom use by vendors in Artists' Row could be accommodated within the restaurant space currently occupied by the Lobster Shanty or through arrangements with nearby buildings and businesses.
- Consider district participation in the funding for the operations and maintenance of restrooms in Old Town Hall - The restrooms in the district benefit a broad range

of merchants, businesses and property owners. Because a high level of maintenance and facility quality is so important for public restrooms and impacts visitor experience, it is reasonable to consider them as shared assets deserving shared support.

SPECIAL EVENTS

Observations

Downtown Salem hosts special events that add important dimensions for the civic, cultural and tourism vitality of the district. These events generate foot traffic for the area. Artists' Row can be linked to these events and become the venue for specific programs geared to its theme, scale and location.

Each season kicks off with a City-wide arts festival, for example, and there is a farmers market across Front Street in Derby Square each Thursday in the summer. The fall brings Halloween-themed events.

Focused, smaller scale installations and events take place periodically. This year the City worked with Artist, Liz LaManche to develop a large walkway "tattoo" that spans Old Town Hall and Artists' Row. The continuous nature of this art piece helps to visually draw people from one area to the next as they discover a sequence of art.

The City's public art planning initiative for Art-

ists' Row produced a number of special events in 2015 that are effective opportunities to broaden recognition and enjoyment. These have included "Kick Start Your Art" with artist and art teacher Sheila Farren Billings, live music, a Wicked Hot Spice Eating Challenge, a Howl-o-ween event for people and their pets, and more.

Recommendations

- Expand the number and type of small events that can take place in Artists' Row - Actively staging and promoting events should be a priority activity for the stewards of Artists' Row. There are opportunities for creative arts of all types, including small performances and street theater.
- Sponsor short-term installations of artwork - Artists' Row should continue and expand its role as a host of environmental art de-



A Hula Art Installation in 2014 created a temporary canopy over Artists' Row. Photo by Social Palates Photography.

signed for the space or temporary outdoor exhibits of pieces.

- Engage the children of Salem - Artists' Row can become an outlet and gallery for the school children of the City as part of special programs and events that will bring the students, their parents, families and friends into contact with the space.



Views of special events of the 2015 season

PROGRAMMING FRAMEWORK



Views of special events of the 2015 season



Bryant Park Holiday Market, New York City

PROGRAMMING FOR THE SEASONS

Observations

Downtown Salem is increasingly a year-round destination with many amenities and destinations that are drawing residents and visitors. Artists' Row may be able to keep pace and extend its operations. However, the expansion of operations will require adjustments in the type of tenancy, marketing, and management.

Recommendations

- Create a holiday arts fair with events in Artists' Row - Using the experience of other cities as models, the City should organize and stage a holiday arts fair in Artists' Row during the holiday season. The vendors could be different from the summer season tenants or could incorporate them into the mix of uses. The restaurant space should be converted into a contributing part of the holiday fair. The holiday fair could begin over a short period of time - perhaps two

weeks - but could be expanded to encompass the traditional holiday shopping and event period from Thanksgiving to the end of the year.

- Expand the uses and tenancy to a year-round basis when it is feasible - Year round operations may be feasible in the future. They would rely on the activities that occur within the sheds or buildings of Artists' Row and will require redesign and adaptation of the structures. It may be appropriate to program the buildings as small studios and workshops if it is to succeed as a year-round proposition, when the flow of visitors and sales is less than during the peak seasons.

NIGHTTIME OPERATIONS

Observations

In the summer season, sunset is late and evening light lasts. The increasing number of eating and drinking establishments and expanding residential population in the downtown create a level of activity that will extend the urban vitality into nighttime hours that Artists' Row can serve. However, occasional and unpredictable nighttime schedules will not be adequate to shift expectations and reaction to marketing of the evening hours.

Recommendations

- Set uniform closing hours that extend into the evenings - The license and lease agreements should specify evening hours when all of the spaces should be open and active. This might be specific evenings such as a Thursday or Saturday night, or could extend to additional days. Requiring evening hours is likely to shift the staffing of the arts and retail spaces and should be indicated in the Request for Proposal process and be reflected in enforceable terms.
- Stage appropriate nighttime events - Appropriate small performances or demonstrations should be added to the repertoire of programmed uses of Artist's Row.



FRAMEWORK FOR OPERATIONS AND MANAGEMENT

MANAGEMENT

Observations

The management of Artists' Row is the responsibility that is distributed among several departments and the Mayor's Office. The newly created position of Public Art Planner within the Department of Planning and Community Development has brought important focus to the composition of uses, organization of events, and promotion of Artists' Row.

Recommendations

Overall Management

- The Office of the Mayor and the City administration should remain primarily responsible for Artists' Row - As has been the practice in the past, responsibility for operations and use of the City property rests with the administration.
- Allocate specific roles and responsibilities to appropriate City agencies - The specific responsibilities for Artists' Row will be distributed according to the roles of various departments.
- Convene periodic meetings to coordinate all

City activities associated with Artists' Row - Quarterly meetings are recommended with a focused agenda on evolving needs, capital improvements, programmatic coordination, and other topics specifically associated with Artists' Row.

- The Department of Planning and Community Development should help manage the programming, marketing, and design quality - This department should provide the arts management, promotion and event coordination, and help promote and conduct the tenant selection process. It should also be responsible for planning and directing the design of improvements through RFP's and competitions. It should coordinate design reviews as required in this district with the Design Review Board.
- The Department of Public Works will help manage the physical improvements - The DPW will have a role managing and maintaining the space and providing the utility service. It will also be involved in the oversight of capital improvement projects and may need to approve temporary installations for public safety, adherence to codes and to limit City liability for events and installations, along with the Fire Department and others.

- The Department of Engineering will have roles in the design and construction of improvements to meet City standards.
- The Police Department will focus on security and public safety - Monitoring activity and safety in Artists' Row will be part of the Police Department role as part of the downtown and the extensive pedestrian network.
- Building code compliance needs to be monitored by Inspectional Services - The condition of the sheds and any changes or new construction must be monitored by the Building Department.

Design

- The City should stage a design competition and designer selection for the first replacement shed and establish its design as a prototype for future shed replacement projects - A design competition will promote interest and should be organized and managed to result in a high quality, practical, and distinctive architectural design that will help to brand Artists' Row. It's important to make sure funding is in place to build the winning replacement shed before the competition is launched.

- Focus on design quality in signage, lighting and architectural changes and streetscape improvements - Design of improvements to the exterior of the existing buildings and design of lighting, signage, and streetscape needs to be monitored and reviewed and include professional design assistance as needed to enhance the quality of architecture and graphics of Artists' Row

IDENTITY AND MARKETING

Observations

Artists' Row is marketed through a range of outlets including the City's website and a dedicated Facebook page. In the past, there was a lack of clear graphic identity or consistent messaging, but this began to change in 2015. The City and tenants have been working together to develop a logo and other visual representations for Artists' Row. There is an expanding emphasis on event postings, social media links, and other tools to promote the space, its tenants, and its events.

Artists' Row has a strong brand identity; the goal is to improve and direct the brand identity and fulfill the expectations associated with it. Artists' Row is a distinct destination in Salem, which lends itself to distinct representations relative to other area attractions. However, that brand hasn't been consistently portrayed through a cohesive graphic identity and messaging.

Recommendations

- Create an Identity Program - The City and the other stewards of Artists' Row should collaborate in the preparation of an identity program by a professional specialized in this practice. To strengthen the graphic identity of the Row, Salem should consider developing a logo, color palette and identity guidelines to coordinate the design of marketing materials and guide the design of environmental and gateway signage. The identity can then be applied to existing communication outlets including the Artists' Row section of the City's website and the Artists' Row Facebook page.
- Develop a Coordinated Marketing Plan - The City should develop and execute a marketing plan for Artists' Row. This would be a yearly plan that would be created with tenant participation. Each year goals for the Row would be established and tactics developed to reach those goals. The City could execute the plan on its own behalf or could rely on the vendors to partner with the City and help with execution. This would give the City better control in establishing and maintaining the identity of Artists' Row and could be seen as a vendor benefit, which increases the value of participating on the Row.
- Require and Help Coordinate Vendor Marketing - Vendor marketing is important to draw people to Artists' Row. The City

Artists' Row Music & Events October 2014

WEDNESDAY:
October 15, 7 pm
"Art Critique with Sheila Farren Billings & Laura Dandaneau"
@ Salem Arts
Artists are welcome to bring work for a constructive critique, in a friendly and supportive environment

THURSDAYS:
Sept. 11-Oct 16
6-7:30 pm
"Drawing Meditation with Pamela"
A guided meditation will bring you to the creative wellspring residing in each of us. For all adults, no experience is necessary. Supplies included
@ Double Exposure

SATURDAY
October 18,
12-2 pm
"Workshop for Magical Hats with Eleanor Fisher"
Fisher who will demonstrate how to create your own Magical Hat
@ Salem Arts

SATURDAYS:
Sept. 13-Oct 18,
2-3:30 pm
"Creating with Sabin"
in the round on small blocks of wood, supplies included. For children and "young at heart" adults. Supplies included.
@ Double Exposure

EVERY THURSDAY
Draw'n2Together
5-7 pm @ Salem Arts

EVERY FRIDAY
SCAMalot Poetry Roundtable:
Noon @ SCAM

SATURDAY
October 25, 2pm
Three Great Musicians
• Lisa Marie
• Erinn Brown
• Julie Dougherty
Playing together on ARTISTS' ROW
sponsored by Salem Arts & Marrow

"VEIN" 8-11 p.m.
@ The Lobster Shanty

Contact: artistsrowmusic@gmail.com

should expect each vendor to be responsible for generating traffic to the Row and should make having a solid business plan and marketing plan part of the application process for being selected as a vendor and have reasonable marketing requirements included in the lease and licensing agreements.

The screenshot shows the City of Salem website's 'Artists' Row' page. At the top, there is a navigation bar with links for Home, For Residents, For Businesses, and For Visitors. Below this is a sidebar with various city services like Mayor's Office, City Council, and City Departments. The main content area features contact information for Deborah Greed, a photo of the Artists' Row street, and a list of vendors including The Locker Shirts Restaurant. There are also links to various resources like maps, performance schedules, and vendor information.

STEWARDSHIP: PARTNERING AND COLLABORATIONS

Observations

A range of organizations and institutions have partnered with the City in the past to promote their related programs and to share in the promotion of Artists' Row. These can be expanded and formalized to create a supporting constituency for the future.

Recommendations

- Organize a “partnering forum” for Artists’ Row - The City could convene a partnering forum that assembles organizations and institutions that have logical affiliations with the vision and mission of Artists’ Row. This forum could explore ideas for events, marketing, and programs where collaborations and stewardship could grow.
- Establish formalized affiliations and supporting sponsorships - Various organizations or institutions may benefit from acknowledged affiliation or sponsorship. This could be as simple as “this bench donated by...” or be as substantial as sponsorship of annual events or designation as a Friend of Artists’ Row. The City could offer sponsorship of artist designed streetscape components (bricks or tiles).
- Promote shared marketing opportunities -

the signage, posters, leaflets and other collateral should be exchanged and placed in prominent locations.

CAPITAL IMPROVEMENTS

Observations

The initial design and investments in Artists’ Row were essential elements that created this distinctive place and established its role in downtown Salem. However, the infrastructure, streetscape and sheds that house the vendors have aged. They need to be refreshed and incrementally reconstructed to achieve the vision for its future.

Recommendations

- Initiate improvements by removing the public restrooms and re-programming the space - The demolition of the restrooms and associated repaving or other improvements to allow interim reuse of the space it occupies should be a priority action because of its many benefits.
- Establish a capital improvement plan and budget specifically for Artists’ Row - As part of the management and administrative process, a comprehensive list of planned improvements should be assembled and costs allocated over approximately 10 years. Potential funding sources should be matched to a sequence of planned expenditures.

The screenshot shows the Facebook page for Artists Row-Salem MA. The cover photo is a vibrant image of the street scene. Below the cover, there is a 'Sign Up' button for Facebook. The main post is from the City of Salem MA, dated January 16th, 2014, with the text: 'Deadline for submitting an application for Artists' Row is Friday, January 16th, For information: www.salem.com/pages/artistrow'. There are also several other posts and comments visible on the page.

- Charge tenants rent to support costs - Charging fair rents to tenants will help Artists' Row to offset costs of marketing and maintaining the buildings and open space. Money in excess of immediate costs can be contributed to a capital improvement fund to help fund future, more substantial improvements.
- Provide interim design improvements as budgets and resources allow - Interim improvements should be advanced opportunistically and should be installed so that they do not detract from the ability to implement the capital improvement program.
- Establish a capital improvement fund for Artists' Row and seek grants, revenues or other source to fund it - A separate fund could be established if it has identified sources of income. This could be administered through the City's Redevelopment Authority, for example and could be used to receive grants, donations and income from vendor rents and event fees.

ments within the City, and there has been very little income to balance costs.

Recommendations

- Identify and monitor operating budgets - As part of its coordinating role, the Office of the Mayor and the contributing departments should establish an understanding regarding the method to identify, fund and track spending and the accounting of revenues associated with Artists' Row.



The public restrooms at Artists' Row occupy valuable, central space near the middle of Artists' Row. Removing this building will open up alternatives for interim and long term reuse of this location for events, artists and vending

OPERATING REVENUES AND COSTS

Observations

In the past, the operating costs of Artists' Row have been distributed to several different budgeting and expenditure categories and depart-

APPENDIX: PUBLIC OUTREACH AND INPUT

PUBLIC FORUMS

On June 16, 2015, the City of Salem sponsored a public workshop to discuss the options for Artists' Row.

Approximately 40 people attended the meeting, held at City Hall. Representatives from the Department of Planning and Community Development provided an introduction of the process and update on current operations and events at Artists' Row. The Cecil Group gave a presentation that reviewed current issues with Artists' Row, showed examples of other arts venues and their urban design, and led a discussion about how Artists' Row could be improved.

A second forum was held on August 13, 2015 to present the draft recommendations and receive public input prior to the preparation of this report.

SURVEY

The Cecil Group developed a survey to solicit feedback on several topics surrounding Artists' Row. The survey was launched at the June 16, 2015 public meeting and was available at the public meeting in hard-copy format and later on-line. The survey was used to gather feed-

SURVEY
on the future of

artists' row SALEM

Thank you for participating in the June 16, 2015 public workshop for the future of Artists' Row! If possible, please turn in this card at tonight's meeting. Or you can drop it off by Friday June 19th to the Planning Department, 120 Washington Street, 3rd floor.

CHARACTER AND IDENTITY

Artists' Row should be a unique destination in Salem, distinct from its surroundings

Artists' Row should be an extension of the downtown shopping district

OPERATING SEASON

Keep the season as-is (May to November)

Lengthen the season to include December

Make Artists' Row a year-round destination

TYPE OF STRUCTURES

Transform the existing selling space with well-designed temporary structures

Design or improve existing structures for permanent, year-round use with a distinctive quality and character of design

Design the space to accommodate a mix of permanent and temporary structures, including booths

OCCUPANTS

The spaces in Artists' Row should be primarily intended for Artists/Craftspeople to:

Sell their wares

Make their wares

Make and sell their wares

RENTS

Artists' Row spaces are currently free for chosen applicants. I would support charging rent in exchange for better maintenance of the grounds and buildings.

Agree

Disagree

Depends on the rent cost

ARTISTS' ROW ADDS VALUE TO SALEM

Agree

Disagree

art

ABOUT YOU

I'm a (check all that apply):

Resident

Artist

Craftsperson/maker

Business owner

I live in:

Salem

Surrounding Community

I visit Artists' Row:

Weekly

Monthly

Every few months

Once a year or less

I purchase something in Artists' Row:

Weekly

Monthly

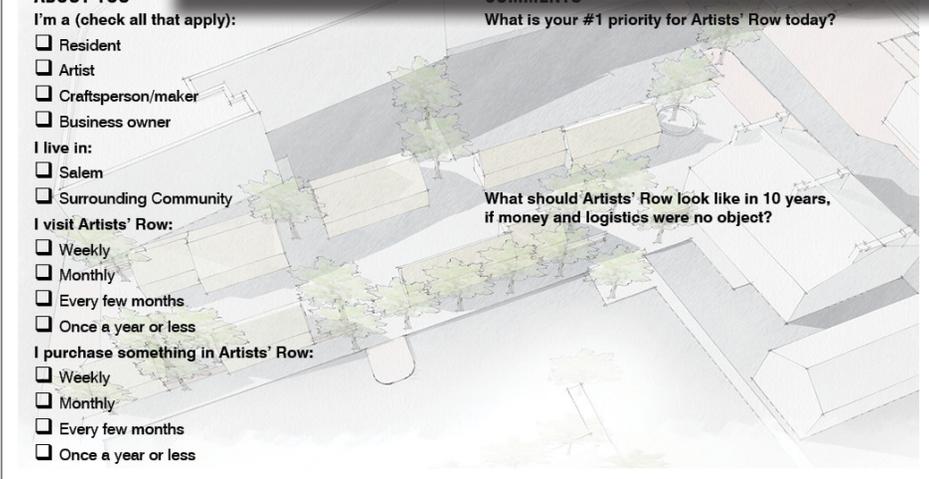
Every few months

Once a year or less

COMMENTS

What is your #1 priority for Artists' Row today?

What should Artists' Row look like in 10 years, if money and logistics were no object?



back on the character and identity of Artists' Row, the ideal operating season, the types of structures that should inhabit Artists' Row, the types of occupants that should be considered, whether the City should charge rent for the spaces, and whether Artists' Row adds value to the community. Demographic information was also collected to ascertain whether respondents were residents, business owners, and/or artists, and how often they visit and purchase items in Artists' Row. A total of 281 responses were collected.

The following is a summary of responses from the workshop and the online survey.

Written Responses

What is your #1 priority for Artists' Row today?

- Put some money into it and stop ignoring it
- Cleaned up
- Windows
- Properly fixed
- Wifi
- More public seating
- Enhanced entrances on either side
- Info area for all artists in Salem
- Increase public awareness
- Bring more traffic to the space
- Expand the number of artists with temporary carts

- Better promotion/marketing
- Add roof and temp spaces
- Better gateway signage
- Market of artists
- Year-round, family friendly, interactive for public
- Cleaner, fewer loiterers, more active events throughout the year
- Clean
- Improve window shopping opportunities
- Remove it, it's a ghetto, add in pop-ups
- To really be artist's' space, express artistic qualities, be a destination

What should Artists' Row look like in 10 years, if money and logistics were no object?

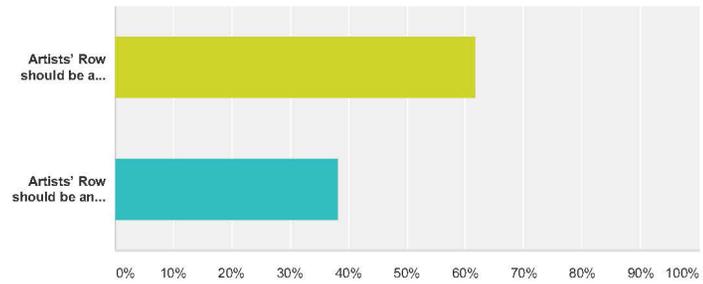
- 2-3 stories with live/work space, rotating exhibitions, space accessible for more artists, non-commercial
- Arch sign at entrances, lots of lights overhead, arches along the entire length, 2nd floor porches (New Orleans style)
- New eco-friendly buildings with great lighting
- Enhanced wayfinding from PEM, info booth, etc.
- Yearly overhead art installation
- Artists collective with more artists and variety of art disciplines (fine art, wearables, creative professionals), mixed-use, destina-

tion food and landscape design (like the High Line)

- Expand into Klop Alley and reconfigure, add live/work
- Remove the walls, cover with a glass roof
- Covered indoor/outdoor marketplace
- Gateway signage on both entrances
- Move restaurant seating
- More buildings/spaces for more artists
- Two story buildings with strings of lighting in-between
- Brick row houses with open fronts, tents, stands available to those who wish to rent
- Live/work space in larger building with open, year-round pathway through to other paths
- Hardscapes with art, look for inspiration from European markets
- Decent buildings for working artists to rent, gardens, gathering place, decent cafes, mixed-uses
- High quality, not just a space given to any self-described "artist"

Q1 Character and Identity

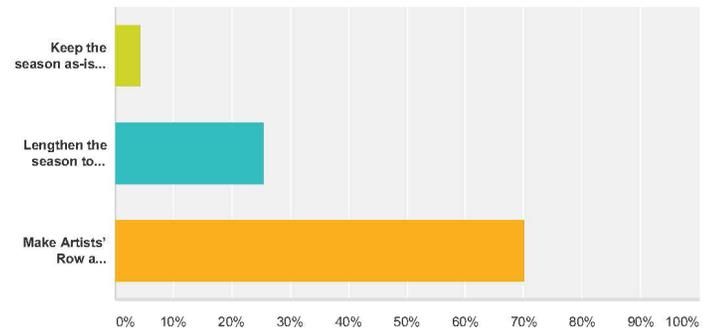
Answered: 277 Skipped: 6



Answer Choices	Responses
Artists' Row should be a unique destination in Salem, distinct from its surroundings	61.73% 171
Artists' Row should be an extension of the downtown shopping district	38.27% 106
Total	277

Q2 Operating Season

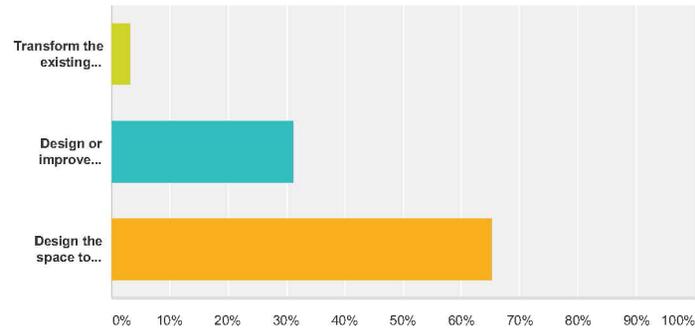
Answered: 275 Skipped: 8



Answer Choices	Responses
Keep the season as-is (May to November)	4.36% 12
Lengthen the season to include December	25.45% 70
Make Artists' Row a year-round destination	70.18% 193
Total	275

Q3 Type of Structures

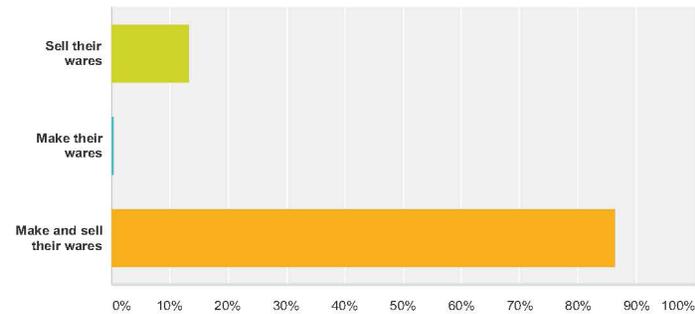
Answered: 272 Skipped: 11



Answer Choices	Responses
Transform the existing selling space with well-designed temporary structures	3.31% 9
Design or improve existing structures for permanent, year-round use with a distinctive quality and character of design	31.25% 85
Design the space to accommodate a mix of permanent and temporary structures, including booths	65.44% 178
Total	272

Q4 OCCUPANTSThe spaces in Artists' Row should be primarily intended for Artists/Craftspeople to:

Answered: 278 Skipped: 5

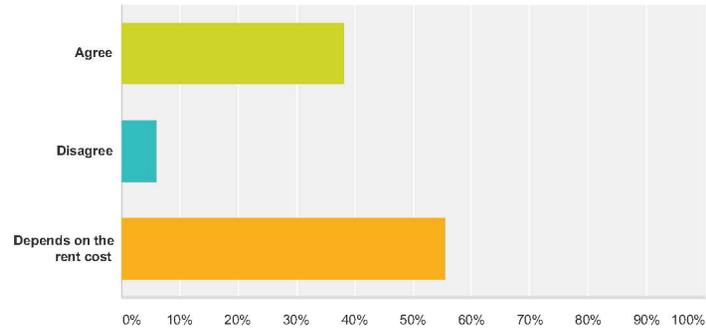


Answer Choices	Responses
Sell their wares	13.31% 37
Make their wares	0.36% 1
Make and sell their wares	86.33% 240
Total	278



Q5 RENTS Artists' Row spaces are currently free for chosen applicants. I would support charging rent in exchange for better maintenance of the grounds and buildings.

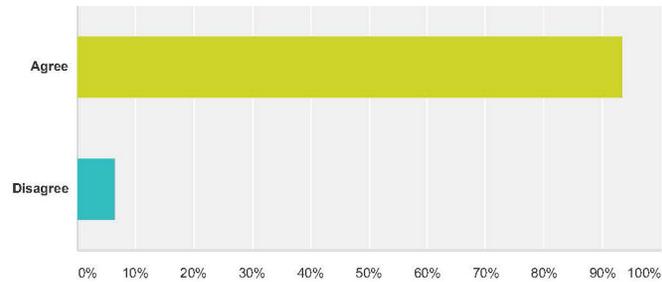
Answered: 277 Skipped: 6



Answer Choices	Responses	Count
Agree	38.27%	106
Disagree	6.14%	17
Depends on the rent cost	55.60%	154
Total		277

Q6 Artists' Row adds value to Salem

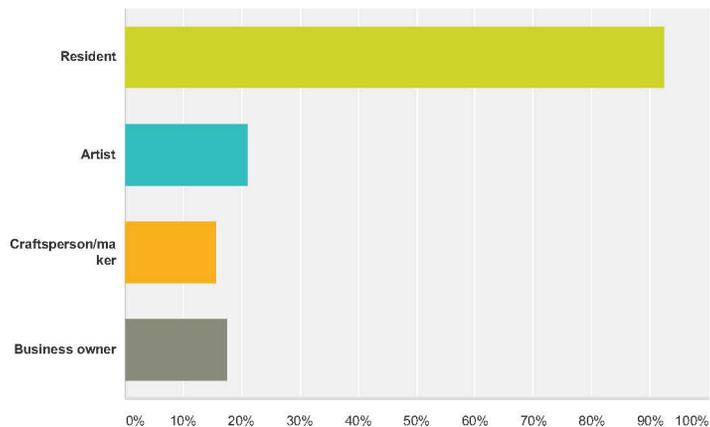
Answered: 276 Skipped: 7



Answer Choices	Responses	Count
Agree	93.48%	258
Disagree	6.52%	18
Total		276

Q7 About your main (check all that apply):

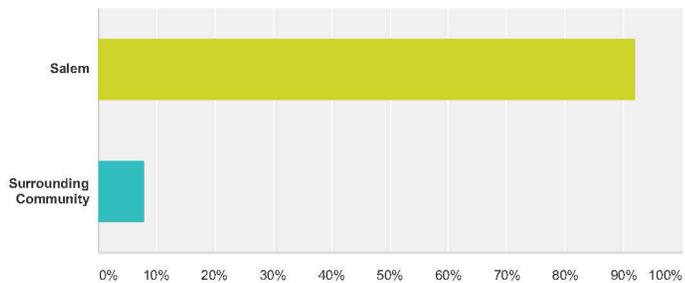
Answered: 280 Skipped: 3



Answer Choices	Responses
Resident	92.50%
Artist	21.07%
Craftsperson/maker	15.71%
Business owner	17.50%
Total Respondents: 280	

Q8 I live in:

Answered: 281 Skipped: 2

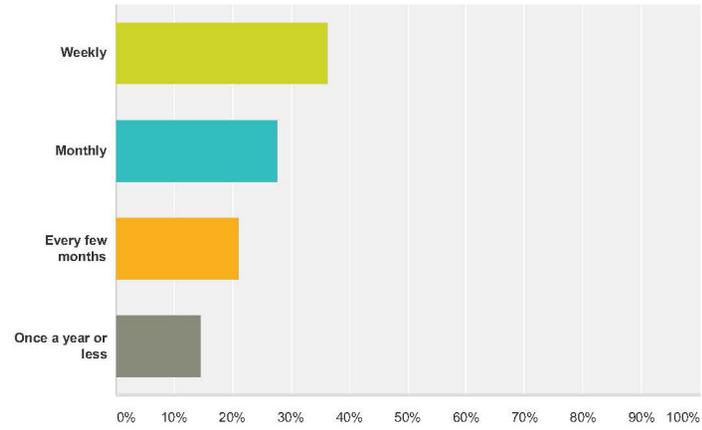


Answer Choices	Responses	Count
Salem	92.17%	259
Surrounding Community	7.83%	22
Total		281



Q9 I visit Artists' Row

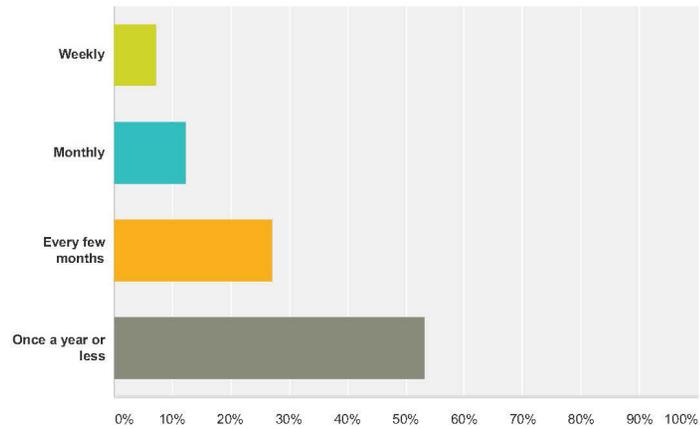
Answered: 280 Skipped: 3



Answer Choices	Responses	
Weekly	36.43%	102
Monthly	27.86%	78
Every few months	21.07%	59
Once a year or less	14.64%	41
Total		280

Q10 I purchase something in Artists' Row

Answered: 276 Skipped: 7



Answer Choices	Responses	
Weekly	7.25%	20
Monthly	12.32%	34
Every few months	27.17%	75
Once a year or less	53.26%	147
Total		276

Photography Credits

All credits are sequential in order of their appearance in the document.

Cover:

Google Earth™
Social Palates, Salem Arts Festival

Overview:

Google Earth™
Salem News
Salem Arts Festival
Creative Salem
City of Salem
Saturdaysocks.wordpress.com
The Cecil Group
Google Earth™
Artists' Row Tenants
Henry Zbyszynski, Flickr.com

Context:

Sherrie Kling, Flickr.com
The Cecil Group (3)
Google Earth™ (3)

Urban Design Framework:

Museum of Modern Art and
P.S.1 Contemporary Art Center (2)
Saad Chahine Photography, wordpress.com
The Cecil Group
TravelPod
Salem Patch
Destination Main Streets
The Cecil Group (2)

Bryant Park Blog
FizzandPheasant, wordpress.com
The Cecil Group (5)
Destination Main Streets
The Cecil Group
Burlington Free Press
Refinery29, Pinterest
New England Inns and Resorts
Etched in Stone, Fossil Ridge High School
The Cecil Group

Framework for Uses and Programming:

Social Palates, Salem Arts Festival
City of Salem (2)
Salem News
City of Salem (2)
Bryant Park
Google Earth™

Framework for Operations and Management:
City of Salem websites (2)
City of Salem, Facebook
The Cecil Group

