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I am delighted to share with you our strategic plan. Beyond Walls has come a long way in the past five years, from a grassroots initiative in Lynn, Massachusetts, to a force for urban change across the state and beyond.

Our mission is simple: to activate public spaces to strengthen communities. We do this by revitalizing public spaces and celebrating cultural heritage. We believe that vibrant environments uplift spirits, foster connections, and inspire creativity.

This strategic plan is the culmination of months of work and input from our team and community. It builds on our achievements and sets a path for even greater impact.

Our plan focuses on three key areas:

- Expanding public art: We will bring more epic, world-class murals, art installations, and events to communities across Massachusetts.
- Engaging youth: We will create opportunities for young people to participate in public art and learn about its power to transform communities.
- Seeking partnerships: We will work with local leaders, businesses, and government to ensure that our impact is lasting.

Executing this plan will require a collective effort. We are grateful for the support of our community and investors, and we look forward to working together to create a more vibrant and equitable future for the communities we are invited to serve.

Thank you for believing in Beyond Walls.
With gratitude and appreciation,

Al Wilson
Founder and Executive Director
INTRODUCING BEYOND WALLS
Beyond Walls began as a volunteer-led initiative in 2016, in response to community suggestions outlined in a MassDevelopment Downtown Action Strategy that called for more public art and greater walkability in Lynn, Massachusetts. Al Wilson, the Founder and Executive Director, began planning four inaugural projects in Lynn based on feedback from the community gathered through community-led meetings with residents, business leaders and elected officials.

After installing the four inaugural projects, our team conducted listening sessions with residents, housing, community health, and business leaders as well as elected city leaders, educators and police to gather feedback and recommendations to make our projects better. In 2017, Lynn Housing and Neighborhood Development / Neighborhood Development Associates, Inc. (LHAND/NDA) initially served as our fiscal agent, allowing us to transition to a formal 501c3 organization which was formally founded in 2018.
EARLY PROJECT HIGHLIGHTS

- Three Mural Festivals that produced over 80 building-sized murals by acclaimed artists at the local, national, and international levels. Huge crowds and city, state and federal dignitaries participated in the festivities

- Installation of 11 pieces of light-emitting vintage neon artworks to illuminate and enliven Lynn’s central business district

- 16,000 sq. ft. of interactive LED lighting in MBTA underpasses at three key locations in the heart of Lynn. These enhanced the safety of the underpasses, greatly reducing crime and traffic–pedestrian accidents

- Conservation of a 1942 jet engine, the first ever mass produced in the USA, that will be installed at Lynn City Hall as a tribute to Lynn’s industrial heritage
THE TRANSFORMATIVE POWER OF EPIC ART
MISSION

THE MISSION OF BEYOND WALLS IS TO ACTIVATE PUBLIC SPACES TO STRENGTHEN COMMUNITIES.

Beyond Walls believes that all communities have the right to vibrant, active, safe public spaces. Thriving public places contribute to the development of stronger neighborhoods and foster a sense of belonging in our cities. Art-filled, well-lit, walkable urban environments play an important role in promoting economic growth, safety, and vitality.

VISION

WE ENVISION A WORLD WHERE ALL CITIES ARE PLACES WHERE ART AND DESIGN IS CELEBRATED, AND REFLECTS THE VIBRANCY OF THEIR COMMUNITIES.

Cities thrive when they are infused with art-filled, active spaces and have participation from community members and stakeholders. Beyond Walls strives to help make cities active and full of art.
Beyond Walls works in communities that have been disproportionately impacted by the loss of industry, shifts in population, and changes in infrastructure and the built environment. We collaborate with civic leaders, communities, artists, and business owners to harness the power of art, design, and planning to improve the physical and visual landscape, promote positive economic change, and foster community engagement.

Our work does more than enhance the physical landscape, it promotes positive and measurable economic change, and community engagement as evidenced by increased economic activity, foot traffic, and public safety.

Our public art projects are more than just beautiful works of art. They are also catalysts for change. By bringing diverse groups of people together, promoting economic development, and fostering community pride, our projects help to create more vibrant and equitable communities for all.
HOW THE WORK GETS DONE
Street Art Activation projects are placemaking initiatives that transform public spaces through vibrant, often large scale street art. By bringing world-renowned and local artists together, Beyond Walls creates spaces that beautify neighborhoods, celebrate local culture, and provide educational opportunities for all ages.

Beyond Walls’ murals serve as catalysts for community revitalization, attracting visitors, increasing foot traffic, and boosting economic activity. By highlighting local culture and history, these projects also create a sense of pride and belonging among residents, which can improve their overall well-being.
Designed Response projects are creative solutions to community-shared challenges of the built environment and collaborative solutions to the unmet needs of communities. By partnering with businesses, organizations, and community members, Beyond Walls designs and implements innovative solutions to address specific challenges.

Designed Response projects bring together diverse perspectives and resources. These projects are a testament to the power of community and the transformative potential of creative thinking.
Street Art Activation

Designed Response

Education & Access

Bringing Art to Life

Education & Access initiatives blend art with interactive experiences to enhance engagement and understanding. These projects use media and culturally responsive curricula to illuminate the art, culture, and community context they inhabit.

Key Projects:
- A digital walking tour highlighting stories of the public art installations
- An online platform for learning about street art, artists and cultural aspects in Beyond Walls’ works.
- Lesson plans using street art to explore history, art, and social justice

These initiatives are not just educational tools; they foster community connection and global awareness through art. Beyond Walls is dedicated to democratizing art access, fostering a more knowledgeable and involved society.

Tactical Urbanism
Tactical Urbanism projects are quick, low-cost interventions that can have a big impact on public safety and community engagement. These projects are a direct response to the specific needs of the community and can be used to test out ideas for improving the public realm quickly and affordably and then transition into more refined, designed response projects in following iterations.

This process takes place organically as an integral part of the other work and initiatives. The nature of Tactical Urbanism precludes advanced planning, instead prioritizing the team’s ability to be agile and respond to on-the-ground needs as they arise while working in the communities we serve.
BOARD OF DIRECTORS

ANNE HAYNES  
Co-Chair

TAIDGH MCCLORY  
Co-Chair

RICK JAKIOUS  
Treasurer

ALFRED WILSON  
CEO & Founder

CEY ADAMS

MARIBEL ORTIZ

BOB GOLDMAN
OUR TEAM

Leadership + Programs

PHILIP FAGAN
Chief Operation Officer

CHARLOTTE MAHER
Art Director

CRISTIAN “GOLDEN” SARAVIA
Production Director

FERNS FRANCOIS
Photographer / Videographer

KEIF SCHLEIFER
Engagement + Education Assistant

PARKE MACDOWELL
Designed Response Director

JULIA MIDLAND
Communications Director
Beyond Walls was founded as a volunteer-led initiative in 2016, in response to community suggestions outlined in a MassDevelopment Downtown Action Strategy that called for more public art and greater walkability in Lynn, Massachusetts. Al Wilson, the Founder and Executive Director, began planning four inaugural projects in Lynn based on feedback from the community gathered through community-led meetings with residents, business leaders and elected officials.

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### BY THE NUMBERS

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*Beyond Walls founded 2017  
**Total, cumulative
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STRENGTHS AND CHALLENGES

Beyond Walls’ unique position as a community-centric art and design non-profit working in former industrial cities has led to a business model characterized by unique opportunities and obstacles.

STRENGTHS

- Demonstrated experience in bringing world-class art to underserved communities
- Established successful multi year model of engagement
- Fostered deep connections and local networks
- Deep tactical expertise resulting from hundreds of installations across the Commonwealth and beyond
- Revenue diversity, flexible expense structure, and access to in-kind services

CHALLENGES

- Finding funding the first year of multi year engagements
- Seasonal, high-intensity involvement required difficult to sustain throughout the calendar year
- Scaling the work and diversifying revenue streams requires an investment in additional staff

Strengths and Challenges
FINANCIAL SNAPSHOT

FY19 Revenue Sources

- Government: 45.3%
- Corporations: 5.4%
- Individuals: 31.5%
- Foundations: 17.7%

Operating Results FY19-FY23

- Revenue
- Expense

FY23 Revenue Sources

- Government: 37.8%
- Corporations: 15.0%
- Individuals: 43.2%
STRATEGIC GOALS 2024-2027
PILLAR I: FOCUS AND DEEPEN PROGRAMMING

Increasing demand for our work necessitates growth beyond our current capacity.
PILLAR I: FOCUS & DEEPEN PROGRAMMING

GOAL
Empower communities through street art.

OBJECTIVE 1
By 2027, create epic street art in 8 communities annually, with a focus on new cities and those where Beyond Walls has previously installed art.

OBJECTIVE 2
Produce street art experiences that have a measurable impact on civic participation. Ensure that 100% of street art is accompanied by age and culturally appropriate education and engagement programs.
PILLAR II: INVEST IN PEOPLE, CULTURE & CAPACITY

Transition from a dynamic startup to a vibrant, growing organization
GOAL
Build a strong and sustainable organization that reflects the communities it serves.

OBJECTIVE 1
By 2027, the Beyond Walls Board of Directors will be culturally reflective of the communities we serve and will have a documented long-term strategy for leadership and succession.

OBJECTIVE 2
Build a values-driven organization that reflects the diversity of the communities it serves and fully meets the capacity needs of programming, operations, and administration. The organization’s DEI efforts and capacity needs will be regularly reviewed and updated to ensure their continued relevance and effectiveness.

OBJECTIVE 3
Invest in a staffing structure that allows better distribution of responsibilities, professional development opportunities and management training for staff.
PILLAR III: CENTER LEARNING

Develop a holistic approach to learning, ensuring civic, constituent, artistic, and organizational progress and programs that are relevant to, and informed by, community priorities.
GOAL
Evaluate and improve programs, build internal capacity, and amplify Beyond Walls' work.

OBJECTIVE 1
Collaborate with educators to refine its Classroom to the Streets (CTTS) program, ensuring it offers culturally relevant plans and meets defined learning outcomes. This streamlined approach will enhance the integration of education with street art, making it accessible to all.

OBJECTIVE 2
Develop CTTX, a digital media portal featuring a video and photo library, fostering connections between artists and the community. This platform will enhance the visibility and interpretation of street art, broadening global access to the discipline.

OBJECTIVE 3
By 2027, build a coordinated virtual presence so that visitors, media, and press can experience Beyond Walls in its totality.
PILLAR IV: BUILD FINANCIAL RESILIENCE

Beyond Walls will stabilize its business model to meet the demands of a growing organization.
GOAL
Balance mission with financially viable projects and build the capacity to deliver them.

OBJECTIVE 1
By 2027, meet the revenue projections needed to maintain programmatic goals while contributing to long-term financial health.

OBJECTIVE 2
Develop the data and systems to provide clear financial and donor information

OBJECTIVE 3
Accept projects that are strategically aligned, financially viable, and for which there is capacity.
Commissioned Services stands at the forefront of urban revitalization through art. This innovative wing of Beyond Walls harnesses the power of artistic expression to transform private spaces into vibrant, community-centric locales.

Collaborating with property developers and building owners, we specialize in creating large-scale art installations that beautify urban landscapes and resonate with each community’s cultural and historical essence.

By blending artistic ingenuity with commercial interests, this division not only fuels revenue generation for Beyond Walls but also reinvests in our mission to activate public spaces and enrich industrial communities.

SERVICES OFFERED

**Design Collaboration**: Partnerships for designing/executing art installations.

**Customized Artwork**: Diverse art forms reflect community identity

**Project Management**: Comprehensive handling from concept to maintenance

**Community Engagement**: Involves locals in the creative process.

**Licensing**: Manages licensing for artwork advertisement and promotion.
THANK YOU

For more information, please contact

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